**Unit Goal Revisions**

**2016 - 2017**

Every two years, during spring semester, programs/departments/service units are asked to develop Unit Strategic Plans. These plans need to be closely aligned with the Institutional Action Priorities, the College’s Long Range Goals, and the College’s five-year strategic plan. The Strategic Plans incorporate and reflect the operation of that unit at all campuses and instructional sites. Each unit’s budget needs to reflect the fiscal implications associated with the unit’s identified goals and objectives.

Following the first year, each unit submits a goal progress report and revises their unit goals for the second year.

**Name of Program/Department: Admissions & Retention**

**2015-2016 Accomplishments:**

1. Held Jefferson State Preview Days at each campus with 400 students in attendance from 69 high schools.
2. Implemented Atomic UC4 automated batch processing for Admissions web applications, Admissions Communications Plan, GPA Calculation, Grade Roll and National Student Clearinghouse
3. 45% increase in the number of students attending New Student Orientation
4. Processed approximately 22,000 admissions applications
5. Increase in the number of Dually enrolled students - 1407
6. Increased the number of personal high school visits and recruiting opportunities.
7. Held Dual Enrollment Workshop Luncheon for high school counselors at each campus.
8. Increased Career & Technical Dual Enrollment headcount to 315 students and 1,546 credit hours.
9. Increased academic Dual enrollment headcount to 1,066 and 3,939 credit hours
10. Staff members attended the annual NACAC Admissions Fair
11. Staff member attended the annual NACADA Conference
12. Staff members attended ALACRAO Conference
13. Staff members attended Alabama User Group (ALBUG) conference
14. Staff member attended SACRAO

**Revised Unit Goals for 2016-2017**

**Goal 1: Continue to increase student enrollment by providing accurate and reliable information to prospective Jefferson State students at high schools, college fairs, and community events in our service area.**

**Objectives**

1. Increase the number of visits to high schools, college fairs, and community events in the Jefferson State service area.
2. Conduct an appreciation luncheon for high school counselors in all school systems in our service area.
3. Provide counselors with up to date information on transfer and career programs at Jefferson State.
4. Develop an in house computer program that will help our recruiters to better track and respond to potential Jefferson State students and their enrollment interests.
5. Develop community service activities and provide outreach opportunities to the constituents in our service area.
6. Collaborate with Financial Aid to develop and host College Knowledge/College Prep days for middle and high school students.
7. Use technology to recruit, communicate with, and enroll students at Jefferson State.
8. Increase the number of campus tours offered to potential students.
9. Develop and pilot Jefferson State Preview Days.
10. Develop the Recruiting Webpage and social media sites so that future students will have a point of contact.
11. Ensure that Jefferson State participates in high school fairs, college fairs, and community events and providing potential students with Jefferson State paraphernalia (shirts, pens, pencils, pennants, wristbands, etc.).
12. Contact students who applied for admissions but did not enroll in courses.
13. Send letters to every graduating senior in the College’s service area.
14. Use alumni and students to assist with recruiting efforts.

**Method of Assessment**

1. Surveys to determine the needs of the constituents in the College’s service areas.
2. Monitor the number of completed applications for each term and follow up with potential students accordingly.
3. Monitor weekly production summary.
4. Monitor the number of potential students we meet at high school, college fairs, and community events, interest cards, phone calls, emails, and walk-ins.
5. Use IRIR to track student registration and enrollment to the college.

**Additional Funding Requests**

1. Funding of $20,000 is necessary to update the JSCC view books.
2. Funding of $2,000 is requested to host the Counselor Appreciation luncheon for all counselors in the College’s service area.
3. Funding of $25,000 is requested for promotional recruitment items. This request includes items for NSO, DE Orientation, Get On Board Days, Recruitment Fairs, and all other pertinent College Sponsored Events.
4. Funding is requested for $4,000 for Jefferson State College Preview Day at each campus for the fall and spring semesters.

**Goal 2: Continue to implement an effective communication plan for prospective and current DE students.**

**Objectives**

* 1. Provide high school counselors with a DE handbook, which would include information on the policies and procedures for DE admission.
  2. Provide information packets on benefits of DE and admission policies to the parents of prospective students.
  3. E-mail a review of DE policies to current and continuing students.
  4. Hire a Dual Enrollment Processor to provide administrative support to the College’s Dual Enrollment programs. Duties will include, but not limited to: processing applications and requisitions ; answering dual enrollment related emails, and assistance with the registration process.

**Method of Assessment**

* 1. E-mail a survey to high school counselors to assess their understanding of DE policies and procedures, as well as their level of satisfaction.
  2. Mail surveys to parents of DE students to assess their understanding of DE policies and their level of satisfaction.
  3. Include a survey in the student policy review e-mail to assess their understanding of DE policies.
  4. Conduct an in-class survey of DE students to assess their level of satisfaction with the program and processes.

**Additional Funding Requests**

* 1. Funding is needed to print new information materials for DE, including the handbook and marketing materials (estimated cost $2,500).
  2. Funding is also needed for printing and mailing paper surveys to parents (estimated cost $500/semester).
  3. Funding is needed to host a luncheon/workshop for Counselors and Principals in each of the college’s four-county service areas. (Estimated cost $2,000).
  4. Funding estimated to hire an E3 Dual Enrollment Processor ($45,000).

**Goal 3: Continue to increase DE student retention and success.**

**Objectives**

* 1. Establish a required New Student Orientation (NSO) program for DE students to include on-campus, online, and at the high school session options.
  2. Include a NSO session on academic success in college with information on campus resources.
  3. Provide students with information on deadlines and procedures for dropping a course.
  4. Explain how the college credits earned through DE are the beginning of their college academic history.
  5. Collaborate with DE instructors and high school counselors to determine student progress at mid-term.

**Method of Assessment**

1. Students will complete a satisfaction survey at the conclusion of NSO and each individual session, preferably an e-survey that can be accessed on their mobile devices.
2. Assess student understanding of information shared through quick in-session quizzes.
3. Request attendance reports from DE instructors and notify the high school counselors of students who are not attending their DE courses.
4. E-mail students who are not attending to determine if they are still able to participate.

**Additional Funding Requests**

* 1. Development of a NSO for DE students will require funding for promotion and session materials, as well as refreshments and college paraphernalia (JSCC t-shirts, cups, pencils, etc.) Funding is included in Goal 1.

**Goal 4: Enhance communication and outreach of the Records office among students, faculty, and staff.**

**Objectives**

1. Confirmation emails sent to students upon receipt of any records documents (ex. college/high school transcripts, course forgiveness, withdrawals).
2. Confirmation email sent to the student and the faculty once a grade change has been processed
3. Create a Records section on the website.
4. Annual training sessions for faculty and staff.
5. Implement AUTOMIC for batch processing.

**Method of Assessment**

1. Create a survey that students complete at the end of registration that monitors students understanding of procedures and clarity of website.
2. Survey faculty regarding records procedures
3. Monitor the processing time for transcript request

**Additional Funding Requests**

* 1. No additional funding is necessary to complete this goal.

**Goal 5. Continue to recruit and increase the number of international students at Jefferson State.**

**Objectives**

* 1. Continue outreach programs to local and state community groups.
  2. Create overseas recruitment opportunities by taking advantage of cost sharing programs available to community colleges through the U.S. Department of Commerce.
  3. Seek markets which are emerging and aware of community colleges.
  4. Establish infrastructure and retention support for international and multicultural population.
  5. Streamline admissions processing for International Students or those with overseas educational credentials for smooth application processing.
  6. Increased collaborations with community groups/organizations to establish a reputation with the multicultural community as to our openness and support of the community needs.
  7. Continue to reach out to nonprofits that serve the immigrant/non-immigrant/and multicultural communities in Birmingham region.
  8. Make corporations aware of offerings available through the institution supporting multicultural populations (if these grow through our corporate and community education program).
  9. Continue to build ties with the GED/Adult Literacy program to support students needs.
  10. Reach out to faculty and staff to be a resource to them supporting our multicultural students.

**Method of Assessment**

* 1. Evaluate growth and maintained enrollment numbers of international students (Year 1/Year 2).
  2. Survey student body on interests and needs in areas of multicultural/diversity growth. Set expectations and outcomes based upon this and then do post event/seminar evaluations.

**Additional Funding Requests**

* 1. $1000 for International and multicultural programs and events.
  2. $510 for NAFSA Manual - $440 for NAFSA membership.
  3. $2,500 is estimated to travel and participate in regional and state conference for NAFSA: National Association of International Educators.

**Goal 6: Evaluate and update tutorial videos to assist students as they navigate through the Enrollment Services process.**

**Objectives**

a. Provide videos to explain the application process.

b. Provide videos to explain services available in Self Services Banner such as how to check grades, how to request a transcript, and how to apply for graduation.

c. Provide videos to explain the Degree Works audit system.

**Method of Assessment**

1. Feedback from students, faculty, and staff.
2. Compare log of calls from previous months/years to see if there is a reduction.
3. Include information about videos in a student satisfaction survey.
4. Create a completion certificate for students who view the online new student orientation and create a survey for these students to complete.

**Additional Funding Requests**

* + 1. The College has staff and resources to create videos. Funding would only be necessary if we utilize outside professionals.

**Goal 7: Evaluate and continue to provide effective communication between the college and current and prospective students to enhance and increase students' knowledge of college policies and procedures.**

**Objectives**

1. Provide personalized communication to enhance transition to JSCC.
2. Provide electronic messages to students to ensure students are aware of changes in policies.
3. Provide continuous flow of information to students visiting Enrollment Services at each campus.
4. Provide 24 hour and online access to the department’s services and forms.

**Method of Assessment**

* + 1. Review of advising, admissions, and records email requests.
    2. Feedback from Student Satisfaction Service survey.
    3. Feedback from Student Experience Survey.
    4. Feedback from students, faculty, and staff.
    5. Students will have continuous access forms and services.

**Additional Funding Requests**

* + 1. Funding is necessary to purchase 8 monitors for placement in Enrollment Services at each Campus at a cost of $750.00 each ($6,000).

**Goal 8: Continue to embrace and strengthen the use of technology through Professional Development**

**Objectives**

1. Continue to provide on-going group training for the staff Internet Native Banner (INB) and Self-Service Banner (SSB).
2. Organize individual and task-related training sessions.
3. Update Banner procedural guidebook for the staff.
4. Attend Faculty departmental meetings to provide presentations for SSB and question and answer session.
5. Provide BANNER orientation and training sessions for all new faculty and staff.
6. Learn the functionality of other Banner modules, specifically Financial Aid.
7. Continue to collaborate with IT Student Administrator to develop ARGOS to its fullest.
8. Attend national, regional, and state professional conferences to ensure professional development in the knowledge and utilization of technological trends and updates.

**Method of Assessment**

* 1. Staff will be fully knowledgeable on all current Banner processes.
  2. Staff utilizes Banner to implement Admissions & Records processes.
  3. Staff will have online resource for all procedures.
  4. Staff can advise students on general Financial Aid.
  5. Procedural manuals for integrated for cross training.
  6. New reports are available in ARGOS.
  7. Feedback from staff on the functionality of ARGOS reports.
  8. Staff will have knowledge of current technological trends in the all student areas of the department.
  9. Staff will attend BANNER Summit and Alabama BANNER User Group conferences.

**Additional Funding Requests**

1. Funding is necessary to maintain memberships in professional organizations at the state, regional and national levels.

$120 for Southern Association of Collegiate Registrars and Admissions Officers (SACRAO

$225 for National Alliance of Concurrent Enrollment Partnerships (NACEP)

$600 for National Association of Academic Advising (NACADA)

$1105 for American Association of Collegiate Registrars and Admissions Officers (AACRAO)

$500 for Alabama Association of Collegiate Registrars and Admissions Officers (ALACRAO)

$900 for National Association for College Admission Counseling (NACAC)

1. Funding is necessary to travel to conferences at the state, regional and national levels. Estimated funding includes:

$2,500 for staff (4) to attend ALACRAO

$1,800 for staff (1) to attend SACRAO

$2,000 for staff (1) to attend AACRAO

$2,000 for staff (1) to attend NACADA

$2,500 for advisors (6) to attend the Alabama Advising conference

$2,000 for staff (2) to attend the ELLUCIAN LIVE (BANNER Summit)

$1500 for staff (3) to attend ALBUG conference

$2050 for participation in the NACAC Annual College Fair

$525 for staff (4) to attend the Alabama Community College Association (ACCA)

**Goal 9: Continue to monitor and ensure that all students have access to academic advising services.**

**Objectives**

1. Increase the Cohort graduation rate.
2. Educate students on the use Degree Works.
3. Guide the student in understanding degree requirements for their selected major.
4. Help students to understand college policies and procedures.
5. Assist students to monitor and evaluate their academic progress.
6. Help students plan an educational program consistent with their interests and abilities.
7. Develop an Academic Advising Committee.
8. Develop advising materials.
9. Develop strategies to monitor to track student progress.
10. Develop strategies to provide better advisement in the NSO process.
11. Implement the Academic Advising Survey.

**Methods of Assessment**

a. Students will understand and be able to use Degree Works to understand the requirements necessary to earn an associate degree for their major.

b. Students will be have knowledge of and be able to apply college policies to their specific circumstance.

c. Students will register for courses in a timely manner in order to graduate within the appropriate period to be included in the Cohort graduation rate.

d. Students will have short and long-term goals to complete their educational program.

f. Student will have two-year plans that outline the course matriculation.

e. Student Experience Survey.

**Additional Funding Requests**

1. No additional funding requests are necessary.

**Goal 10: Continuously review current and/or proposed technological software and hardware programs that will improve efficiency of admissions and retention delivery systems.**

**Objectives**

1. Continue to update technology to improve access of student records.
2. Increase staff ability to update and process student files in a timely manner.
3. Rotation of computers among Admissions & Retention staff.
4. Work with IT to review software updates for more effective delivery of student services.
5. Research and evaluate best practices of higher education vendors (such as Full Measure) in order to communicate to students via text to students’ smartphones and tablets.

**Method of Assessment**

1. Admissions and records processes will be recorded to determine whether students are accepted to the college in a timely manner.
2. The number of records processes will be monitored to ensure that transcript evaluation and other student requests are processed in the allotted period.
3. The number of student documents scanned will be assessed.
4. Monitor the requirements needed to utilize the software required to meet Admissions & Records best practices.

**Additional Funding Request**

1. Funding estimated to purchase computers for the Jefferson & Shelby Campus (4 @ 1,300.00 each = $ 5,200.00).
2. Funding to replace flatbed scanners at the Jefferson Campus and to purchase an additional scanner at the Shelby Campus (2 @ $4100 each = $8200.00).
3. ID Card Scanners for the front desk at each campus (2 at Jefferson; 2 at Shelby; 1 each at Pell City & Clanton for a total of 6 @130.00 each = $780.00)
4. The IT department determines additional funds for software upgrades.

**Goal 11: Collaborate with the Dean of Enrollment Services and the Director of Financial Aid in designing an Enrollment Services area in the Fitzgerald Student Center and painting enhancements for the Shelby-Hoover Enrollment Services area that will accommodate office space, storage, and promote a more engaging, cohesive, and comprehensive one stop service area for students.**

**Objectives**

1. The Admissions & Retention and Financial Aid office space, work areas, and technology will adequately address the growing needs of students, faculty, and staff.
2. Identify and propose office configuration options for the Admissions & Retention and Financial Aid program areas.
3. Ensure that physical office space options adequately address the Admissions & Retention and Financial Aid needs: office and storage space, online service area.

**Method of Assessment**

1. Enrollment Services office space, work areas, and technology will adequately address the needs of current and prospective students.
2. Student Survey will be developed to rate student experiences.
3. Closely monitor sign-in requests and needs from students and visitors.

**Additional Funding Request**

Jefferson Fitzgerald Student Center

* 1. Office furniture and Desks for 20 full-time staff members - $15,000

1. Performance Collection desk 4 = $5,000
2. Collection L-Shaped desk (20@ 207) = $4,140.00
3. Vinyl Mid- back chairs – (20 @ $96) = $1,820.00
   1. Reception Desk for Enrollment Services - 1 @ $3,000.00
   2. Student Computer Desks/Study Carrels/Workstations – $15,000.00
      * 1. Painting = $5,000.00

Shelby-Hoover Enrollment Services Area

Painting Enhancements and upgraded furniture in the Enrollment Services Area to create a more inviting student friendly appearance.

1. Student Computer Desks/Study Carrels = $10,000.00
2. Painting = $5,000.00