**Unit Strategic Plan**

**2021 - 2023**

**Name of Program/Department:** Office of Community Outreach

**Mission Statement (for the program or department):** The mission of the Office of Community Outreach is to serve Jefferson State Community College by overseeing its existing relationships with civic leaders, community-based organizations, and governmental entities and to also seek opportunities to generate new partnerships that lead to the development of meaningful outcomes and strategies based on the mission of the college.

**Summary of Access, Productivity and Effectiveness (Including, but not limited to, program load, success rate, retention rate, completion rate, employer surveys, student surveys):**

Community engagement and public service have always been hallmarks of Jefferson State throughout our history. This servant leadership perspective remains a core value within the college and a strong expectation among the community and the many stakeholder groups we serve. This department is committed to developing connections beyond the campuses and fostering partnerships which are inspired by common goals.

The unit continues to broaden the college’s scope to serve as a catalyst for socio-economic development by cultivating relationships, conducting far-reaching and meaningful dialogue, and extending our resources and expertise that contribute toward the advancement of our community, region, and state. By supporting growing industries, the unit will continue to drive economic development opportunities by consistently evaluating programs to ensure they are aligned directly with workforce needs in our region. JSCC is collaborative and proactive when our economic partners reach out and we will continue to be at the forefront of those conversations.

These purposeful collaborations have allowed the college to sustain and enhance the programs and offerings to our stakeholders. The unit with support of Administration has and will continue to advance these governmental, business, and community relationships. This has been accomplished through direct involvement in a wide array of community activities and governmental initiatives, such as the Birmingham Business Alliance, Central Six, Alabama Works and the Regional Workforce Council. The office represents Jefferson State on local and statewide boards, committees, and commissions, as well as in a wide variety of civic endeavors. Historically, one of the college’s strengths is the ability to be at the forefront of recognizing and seizing strategic opportunities.

As the unit moves forward establishing a comprehensive Resource Development office, and to increase fundraising opportunities, focus will be on cultivating and nurturing external stakeholder relationships such as JSCC retirees, JSCC alumni as well as corporate and community partners.

**Internal Conditions:**

1. **Technology:** The unit’s technology needs are minimal for the Strategic Plan period of 2021-2023. A new staff member is using a computer which is outdated and freezes often causing inconvenience and interruption of work. In addition, we anticipate a required software program has functionalities and size requirements which will exceed the capabilities of this current computer in the unit.

Computers:

* HP Laptop and 2 flat panel monitors with sound bar
* 2 - HP Computers each with 2 flat panel monitors with sound bar
* HP desktop computer with 1 flat panel monitor
* Dell Optiplex 7020 model
* Dell Latitude E5550 Laptop and Flat Panel Monitor with Sound Bar
* New computer purchase requested for new staff

Fax/Scanner/Printer:

* Brother Intellifax 2820

Printers:

* Dell 2155cn
* HP LaserJet 4650
* HP LaserJet CP4025

Copier:

* Ricoh

1. **Budget:** Since the unit has significantly increased its activities in fund development and data management, we request additional resources for these efforts.

* Software and support services for RENXT data management functions; minimum estimate $35,000 – actual costs TBD
* One new computer new staff

1. **Staffing:** We expect to request additional part time staff to handle increased and new responsibilities under the scope of work for the unit. The Office of Community Outreach expects to play a key role in the fundraising, event planning, and community activities on behalf of the college.

Full Time:

* Guin Robinson, Dean of Economic Development
* Damita Hill, Director of Development and Community Outreach
* Libby Holmes, Advisor/Student Services Specialist
* Terri Sullivan, Executive Secretary
* Cindy Maddox, Development Assistant

Part Time:

* Request for additional part time staff person to assist with large scale database development and management, tracking, and follow-up

1. **Resources:** Throughout the duration of this Strategic Plan period, the unit will be engaged with the JSCC Foundation to an even greater degree than previously. The Foundation identified a desire to increase the number of board members and the unit assisted in helping add three new members. Unit staff have been and will remain instrumental in coordinating efforts with the Foundation’s resource development contractors Larimer Waldrop and Associates. The unit is very dependent on the internal resources of the college and administration is solidly supportive of community outreach work. Since faculty and staff play an integral role in communicating the needs of each department of JSCC, the Office of Community Outreach actively engages employee groups. The unit works closely with the Office of Resource Development, Office of Media and Public Relations, Culinary and Hospitality Institute, Office of Admissions and Enrollment Services, Center for Workforce Education, Office of Career and Technical Education, Office of Institutional Research Information Records, ADA Accommodations, and the Office of Veterans Affairs. In addition, staff ensures attention is given to college and community activities in the communities in which we serve.
2. **Enrollment: NA**
3. **Facilities:** The unit has a total square footage of office space of 2,662.

* Jefferson Campus, Fitzgerald Student Center – room 308: 2,262 square feet
* Shelby-Hoover Campus, Health Sciences Building – room 320: 400 square feet

1. **Equipment: NA**

**External Conditions (such as state funding, accrediting agencies, advisory committees, postsecondary policy changes):**

As premier educational institutions are increasingly appreciated and called upon as drivers of economic growth, leaders in our four-county service area expect greater connections with Jefferson State and the unit stands ready to promote and strengthen those linkages. Changes in business, political, and community leadership has a direct influence on the external conditions effecting the department.

The unit will continue its pursuit to establish a comprehensive Resource Development office that will serve the needs not only of JSCC students, faculty and staff, but also outreach to external entities such as alumni, retirees, business and community organizations.

Another important external condition is the ever-changing and diverse communities we serve. To that end, the unit continues to recognize the growing importance of maintaining a greater presence in the minority communities of Greater Birmingham. As a unit, we define the minority community in broad-reaching terms. We plan to expand and enhance our current relationships and involvement in these most important populations and constituencies.

The unit will continue a targeted focus on maintaining and strengthening relationships with external stakeholder groups. The department will aggressively pursue magnified relationships with political bodies, local chambers of commerce, professional consortiums, and other community, business and workforce development organizations, and economic development entities which can benefit from a reciprocal association with the college.

**2019 - 2021 Accomplishments:**

Even amidst the pandemic and its unprecedented challenges, the college continued to make strides in strategic community outreach initiatives. The unit’s 2019-2021 Strategic Plan was marked by an aggressive internal and external advancement and support campaign aimed at increasing overall engagement. The unit expects greater responsibility and expanded scope of work in leading these efforts, as we realize our goal of assisting the college by becoming a true Development office. Moving forward, strong emphasis will be placed on further developing connections with our constituencies to realize more tangible outcomes.

During the past two years, accomplishments of the Office of Community Outreach include:

* Representatives of the office held board of director memberships with various professional and community organizations including: Personnel Board of Jefferson County; Ascension Health/St. Vincent’s Hospital, The Women’s Fund of Greater Birmingham; Alabama School of Fine Arts; REV Birmingham; UAB Comprehensive Cancer Center; Regional Council of Leadership Alabama; Vulcan Park and Museum; Workshops, Inc.; FBI Citizens Academy Alumni Association; ACCS Public Relations Association.
* A representative of the unit continues to serve as the first male board member of The Women’s Fund of Greater Birmingham.
* Unit staff actively participates in functions associated with organizations, civic clubs, and nonprofits such as Leadership Alabama, Leadership Birmingham, various chambers of commerce and others throughout the region.
* After facilitating the process allowing JSCC to become the first community college in the state of Alabama to be issued a distinctive license plate, the unit continues to promote this initiative.
* A representative of the unit regularly attends meetings of the Birmingham City Council to cultivate relationships with councilors.
* The office developed internal relationships to assist in identifying funding and community outreach sources. The unit was an active participant in ongoing regularly scheduled meetings which resulted in resource and program development for the college.
* The unit worked closely with the Office of Resource Development by advocating and working to secure funding for dual enrollment, workforce development grants, and foundation and business entities.
* The unit coordinates the annual Legislative Luncheon which allows the college’s administration an opportunity to thank our state delegation for representation, answer questions, and share information about projects, initiatives, and needs for the coming year.
* The office worked closely with external partners to provide funding for college services such as advocacy with The Women’s Fund to assist the Center for Workforce Education.
* Representatives of the unit regularly attended and supported programming activities of nonprofit groups such as Leadership Alabama, Leadership Birmingham, The Women’s Fund, Junior League of Birmingham, Kiwanis, and more.
* Representatives of the unit participated in the Human Resources Diversity Conference.
* Employees of the unit are actively involved in civic and professional endeavors through club memberships, holding leadership offices, and serving as working volunteers for these organizations.
* A member of the unit collaborated with business and political partners to assist in the acquisition of land and funding for the development of the Welding Center on the Shelby-Hoover Campus.
* The unit was responsible for the Shelby-Hoover Welding Center’s Official Opening, well attended by many community and corporate leaders including Hoover’s Mayor, several county commissioners, and the Shelby County Manager.
* The unit is moving into year thirteen in association with the Youth Leadership Development Program (YLDP).
* The unit completed the sixth year of facilitating a relationship between Big Brother Big Sisters of Greater Birmingham.
* The head of our unit chairs the Social Committee, a group of JSCC employees from all four campuses and many departments, joining to provide support for college events.
* The unit coordinates the annual Welcome Back Breakfast at which JSCC’s President gives a college update and officially kicks off the new academic year. Because of the pandemic, our unit in conjunction with the Social Committee and the Culinary & Hospitality Institute, provided a safe drive-thru breakfast pick up and hosted the meeting of over 350 employees virtually.
* The unit continued in the lead role of organizing annual college and community celebrations such as the Merritt 5K Run/Family Fun Day, and Pioneer Day. The unit coordinates recognitions and events such as JSCC Celebrates, ACCS Day and Employee Socials which allow special opportunities for the JSCC family to further connect.
* In 2021, the Merritt 5k Run event was held as a virtual run, in response to pandemic concerns. In 2022, the unit plans to return to include a community all-ages Eggstravaganza Egg Hunt with 3,000 eggs and over 2,000 community participants at Veterans Park, partnering with the City of Hoover and numerous corporate donors.
* The unit assisted Enrollment Services with Graduation, in coordinating commencement speaker, addressing graduates about alumni opportunities, and handling décor for the stage and reception areas in May 2021.
* In 2021, the unit led the fifth annual school supply drive for students and employees to benefit selected elementary schools in our service area.
* Just prior to the pandemic, our unit partnered with the SGA to plan and implement the second Student Formal in over 40 years at JSCC.  It was a tremendous success with over 200 students from all four campuses. In 2021, we postponed the formal, but hope to resume in 2022.
* A member of the unit received the Phi Theta Kappa (PTK) 2021 Continued Excellence for Advisors at both the state and international levels and received the 2021 Alabama Regional Alumni Award of Appreciation.
* In partnership with PTK, the Magic City Acceptance Center and the Greater Birmingham Community Foundation LGTTQ Fund, a unit member helped plan and host the 2019 and 2020 LGBTQ 101 & Allyship Workshop. In 2019, this was a day long workshop attended by ACCS and Alabama high school employees from across the state. In 2020, due to the pandemic, we shifted to a virtual workshop and trained over 70 participants from the states of Alabama, Georgia and North Carolina.
* A unit member, co-advisor for the Beta Lambda Delta chapter of PTK, helped produce a virtual Voting Rights play for the 2020 Honors in Action project, leading the chapter to win among many other awards; Most Distinguished Chapter in the Alabama Region for 2020 and at the International level, out of almost 1,500 chapters; Fifth Finalist to Most Distinguished Chapter and the Beta Alpha Continued Excellence Award.
* In 2019-2020, a representative from the unit directed the 11th year of Culinary Explorers, a year-long program for high school students interested in a career in Culinary & Hospitality.  32 students were admitted from 24 different Alabama High Schools and five full tuition scholarships were awarded to top ranking students. The program was cut short in 2020 but still awarded scholarships that year and took a pandemic break for the 2020-2021 academic year.
* At the request of the President, the unit continued coordinating the Holiday card effort, highlighting again original JSCC student artwork, and reaching over 400 community partners and stakeholders.
* At the request of the Chancellor and partnering with AL PALS and the Cahaba River Society, the unit planned and implemented the 2021 AL PALS Spring Clean Up projects on all four campuses, which included groups of JSCC students and employees canoeing and cleaning the Cahaba River and picking up litter at three campuses.
* The unit continued its outreach to JSCC Retirees, offering an in-person luncheon in 2019, and in 2020, a drive through lunch pick-up and virtual retiree luncheon meeting, where the JSCC President gave an update of the college and the Distinguished Retiree award was presented.
* At the request of JSCC’s President, a representative from our unit planned and coordinated the ACCS Summer Presidents Conference.
* A representative from our unit participated and took three JSCC students to the [Women's Fund of Greater Birmingham](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwomensfundbirmingham.org%2F&data=04%7C01%7Cdwhill%40jeffersonstate.edu%7Ce75242a6d22f47cbf9bc08d94c5df103%7C09d24dd3d25b47b29b0f6b2789e53bd7%7C0%7C0%7C637624790745646586%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=HPCVFfu4TAN7ms6mkg%2FU3R%2BHEsrNcp2XjFxxFan81QI%3D&reserved=0) inaugural Alabama Summit for Young Women and Girls; a national collaborative committed to improving opportunities and closing the racial-gender gaps for young women. Stipends were awarded to the students and JSCC Foundation for their participation.
* Coordinated the college’s effort to create the ASPIRE report, at the request of the ACCS Chancellor, collaborating with all JSCC departments across four campuses.
* Working with the JSCC Foundation, hired resource development consultant’s Larimer Waldrop & Associates (LWA), completed a feasibility study in preparation for JSCC’s capital campaign; *Educate, Empower & Employ*.
* Worked with LWA to kick off our capital campaign, gathering and hosting steering committee meetings and beginning solicitations, resulting in over $1.8 million, 26.14% of campaign goal, raised as of August 2021.

**Unit Goals for 2021-2023**

**Goal 1: Establish a comprehensive Resource Development office within our unit, to carry out plans such as the Capital Campaign and ongoing fundraising efforts to sustain college initiatives vital to the success of our students and community/corporate partnerships.**

1. Objectives:

* Ensure donor relations training and education of unit staff
* Offer key assistance to the JSCC Foundation and college to successfully complete the goals of our current capital campaign; *Educate, Empower, Employ*
* Establish policies and procedures for the development office such as making solicitations, collecting and recorded donations, keeping detailed records of how funds are used to benefit the college, and communications with donors
* Create opportunities to connect with JSCC retirees and alumni on a continual basis to establish opportunities for development and partnerships with the college
* Continue training in fundraising software Blackbaud’s RENXT, to become proficient in managing the data of development office

1. Method of Assessment:

* Level of external support from constituencies
* Level of internal support from employees
* Level of support from Retirees
* Successful management of data

1. Additional Funding Requests:

* Additional funding will be required but costs are undetermined at this time.

**Goal 2: Enhance capacity of the Office of Community Outreach to provide major support to the JSCC Foundation to foster mutually beneficial partnerships with educational, business, and civic leaders which position the college as an economic development resource.**

1. Objectives:

* Develop and maintain relationships between the College and outside entities, particularly related to institutional and economic development
* Initiate new and broaden current activities to engage diverse stakeholders and position the college as a community asset
* Create open dialogue with elected officials and community leaders regarding significant college priorities, activities, and decisions
* Meet regularly with elected officials and attend events on behalf of the college
* Provide services and information to external audiences which helps them serve their constituents
* Identify potential external resources, such as grants, partnerships, etc., that will help achieve the goals of the College.

1. Method of Assessment:

* The delivery of greater levels of support to the JSCC Foundation
* Implementation of the Foundation capital campaign; *Educate, Empower, Employ*
* The number of programming opportunities in which the unit participates

1. Additional Funding Requests:

* Additional funding will be required but costs are undetermined at this time.

**Goal 3: Enhance overall outreach via community partnerships and placements which increase opportunities for diversity and inclusion activities and service opportunities for employees**

1. Objectives:

* Increase participation in the community and cultural activities of Birmingham
* Extend college assistance to under-represented groups through targeted outreach initiatives
* Create and promote group-specific education and awareness support programming
* Identify and foster collaborations which align the interests and priorities of JSCC staff with those of neighboring communities in the service area

1. Method of Assessment:

* The impact and sustainability of community programs and partnerships cultivated
* The number of activities in which the unit participates and introduces to employees
* The establishment of “safe zones” across the college and college employees trained in diversity and inclusion

1. Additional Funding Requests:

* Additional funding may be needed but is not known at this time and will be contingent upon the degree of engagement of faculty and staff in addition to training and resources necessary to implement “safe zones” and level of desired involvement by faculty and staff.