**Unit Strategic Plan**

**2021 - 2023**

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.

**Name of Program/Department:**

**Admissions, Records, and Articulation/Graduation**

**Mission Statement (for the program or department):**

The Admission, Records, and Articulation Department supports the mission of the College to serve, engage, and enhance our communities by providing access to quality education. The department is committed to providing accurate information to prospective and current students, faculty and staff, and all other constituents of the college. The department advances it mission by providing quality student-centered services in a caring, supportive, and professional environment to enhance student confidence and success. We are committed to staff development and the use of current technology.

The Admission, Records, and Articulation Department is committed to sustaining the mission of the college by:

* Providing quality services to students which include maintaining general admissions guidelines and facilitating accurate and timely student registration procedures.
* Processing admission applications, including evaluating associated transcripts, posting test scores, and determining initial residency status.
* Maintaining student records in an organized, confidential, and secure environment, as well as ensuring all current and former students have access to their education records in keeping with FERPA guidelines.
* Submitting and certifying required enrollment data to the National Student Clearinghouse each term.
* Providing training and resources for topics such as Banner navigation, Admissions and Records processing, curriculum changes, and DegreeWorks.
* Coordinating the graduation process and certifying all Jefferson State graduates.
* Coordinating the publication of the college’s academic calendar.
* Coordinating the process of reviewing, updating, and preparing the annual Catalog and Student Handbook.
* Facilitating the production of the class schedule each term.
* Processing all final grades at the end of each term and providing official transcripts for current and former students.
* Maintaining the college’s inventory of associate degree programs and certificates in Banner and DegreeWorks.
* Offering wide-ranging information and services on demand via electronic access.
* Building relationships with school personnel, students, families, and other constituents in the college’s service area.

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

The Admissions, Records, and Articulation Department currently provides service during regular office hours Monday through Friday from 8:00 a.m. to 4:30 p.m. The department offers extended hours during peak registration periods. The department would like to increase student access to its services through streamlining and automating many of its functional services. To enhance access, the department plans to offer customer services training in addition to a comprehensive annual training for all staff members.

In addition, the department supports online admission and registration. The online admissions application is available 24 hours a day, 7 days per week, 365 days a year. Online registration is available 24 hours a day, 7 days a week during specified registration days for each term. DegreeWorks (the college’s official degree audit system), the graduation application, and digital records forms are also available 24 hours a day, 7 days per week. Extensive information and forms are available to students via the College’s website. The department makes every attempt to ensure that both current and prospective students have continuous access to these services. The department also seeks to meet the needs of students who require services outside of typical business hours. To ensure the department offers continuous opportunities to contact staff, both current and prospective students have continuous access via email to admissions@jeffersonstate.edu, records@jeffersonstate.edu, and graduation@jeffersonstate.edu. An auto-response is sent, and all emails are answered within 24 hours except for weekends and when the college is officially closed. Both on-campus and online access and services are continuously evaluated to ensure that the needs of all students are being met through enhanced communication and timely information.

Access to Jefferson State is available through the College’s admissions process, with the online admissions application the primary vehicle. The Admissions Office processed 18,190 admissions applications for the 2019-2020 academic year and 17,890 applications for the 2020-2021 academic year. The application trend based on admit type remained relatively steady.

**Admission Applications by Student Type (Fall to Fall)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Fall 2019** | | **Fall 2020** | |
| **Student Type** | **Number** | **Percent** | **Number** | **Percent** |
| First-Time Freshman | 4089 | 41.64% | 4209 | 41.91% |
| Re-Admit/Returning | 1280 | 13.04% | 854 | 8.5% |
| Transfer | 2273 | 23.15% | 2417 | 24.07% |
| Dual Enrollment | 1915 | 19.5% | 1886 | 18.78% |
| Accelerated High School | 6 | 0.06% | 7 | 0.07% |
| Transient | 256 | 2.61% | 260 | 2.59% |
| **TOTAL** | **9,819** | **100%** | **10,042** | **100%** |

Requirements for 2020-21 and 2021-22 associate and certificate programs have been loaded and maintained in Banner and DegreeWorks. They have been tested and checked for accuracy. DegreeWorks programs are updated/created prior to registration.

The total number of programs or majors available to students as of the 2021-2022 Catalog Year is as follows:

* Associate in Applied Science – 47 (This includes Pre-Major “P” Degree Codes.)
* Certificates – 29
* Short Term Certificates – 31
* Associate in Arts – 1
* Associate in Science – 117

The Graduation Office continues to process graduation applications and related documents year-round.

**Graduation Applications Reviewed and Processed**

|  |  |  |
| --- | --- | --- |
| **PROCESS** | **2019-2020** | **2020-2021** |
| Graduation Applications Received | 1408 | 1271 |
| Graduation Applications Reviewed  (Higher numbers from above are due to students carrying over to the next term after not graduating in the previous term) | 2146 | 2615 |
| Credentials Awarded (Certificates and Associate Degrees) | 1290 | 1655 |
| Course Exceptions (including Substitutions) Processed | 433 | 622 |

**Internal Conditions:**

1. **Technology**

Technology is integral to all aspects of student enrollment. As the Admissions, Records, and Articulation Department continues to embrace innovative technologies, its processes become more technical in nature and continue to require a higher level of technical skills from each staff member.

In 2019, all colleges in the Alabama Community College System (ACCS) merged their student records to one instance of Ellucian BANER, known as OneACCS BANNER. The merger has resulted in significant changes in processes, functionality, and duties at Jefferson State.

The unit worked with ACCS and JSCC IT to move to Self-Service Banner Version 9 in the spring of 2021.

The department has utilized the ARGOS reporting system to support BANNER processes. This is vital to our office’s daily functions and overall effectiveness. It is used daily to communicate with students as well as maintain our data integrity. Argos programs are refined as needs arise to pull additional information out of Banner that will be useful. In keeping with the OneACCS merger, ACCS has also merged Argos reporting into one centralized instance. The department must thus work with both ACCS IT and JSCC IT to address needs.

The utilization of Banner Document Management Suite (BDMS), or Xtender, is a significant benefit to the department. BDMS provides the ability to scan, index, organize, store, and retrieve documents electronically to provide for greater productivity and improved customer service.

The department collaborates regularly and closely with IT, which provides the department staff the opportunity to present technical problems and brainstorm innovative ideas which might require technical assistance. Many of the unit’s procedures have been streamlined. For example, with assistance of IT, a process for uploading of ACT scores from batch files into Banner has been implemented at JSCC and is now being emulated by most other ACCS schools.

In fall 2019, all ACCS colleges entered into partnership with Credentials Solutions to allow students to seamlessly move through a digital transcript request and delivery process. This process decreases administrative costs by automating transcript processing and allows transcript orders to be processed 24/7, 365 days a year. It also allows students to track the progress of each transcript ordered.

Zoom is used regularly to conduct meetings remotely, which has enhanced the department’s ability to collaborate internally and with external stakeholders.

The department utilizes DynamicForms offer digital forms and accompanying workflows. This has made forms more accessible and user-friendly and has also led to an increased efficiently for processing.

The department utilizes the College’s website to facilitate functionality and access to its programs. The department works with Media Relations to make adjustments the Admissions webpage and will continue to update/develop webpages for Records, and Graduation. In addition, the department will work with Media Relations to develop and implement extensive online video tutorials, campus announcements, and support opportunities that will be available on the college’s website. TV monitors have been placed in Enrollment Services at each campus and in lobby areas of other buildings on campus.

ACCS has entered into an agreement with a CRM provider, TargetX. This will have implications for all aspects of the enrollment cycle (for staff members and students). Some of the features are scheduled to be released in spring 2022 – including a new, revamped online admission application and tools for building student communication campaigns.

DegreeWorks is the college’s official degree audit system. Jefferson State began using this software in 2012. As part of the OneACCS merger, Jefferson State was required to re-create its programs in the OneACCS instance of DegreeWorks, which opened for students in spring 2020. Students, Faculty, and staff have all benefit from the software. DegreeWorks proven to be an invaluable tool for the entire college. The Department, in particular, is *greatly* impacted by Degree Works since all processes are run faster and more efficiently with it in place. There is less confusion about major requirements, and the percentage of students enrolled in the correct courses has increased. By combining Degree Works with Argos reporting systems, we are able to identify more potential graduates. Finally, Degree Works is used with Financial Aid for determining students who are taking classes outside of their major. A great deal of maintenance is performed on DegreeWorks to keep it up to date with changing programs and curriculums.

Finally, the Department uses many hardware tools, software and web-based programs that help make our office run smoothly, such as Adobe Acrobat, Excel, printers, scanners, etc.

1. **Budget**

The budget for office supplies and day-to-day operations is sufficient. In accordance with the College’s Copy Policy Plan, printers and scanners have been evaluated. After consulting with IT, a request is being submitted to purchase a higher quality printer for the Graduation Office that will be able to handle volume of diploma printing, as well as some updated computers. The budget is otherwise consistent from recent years.

1. **Staffing**

The staff continues to promote consistency in implementing policies and procedures across offices and campuses. The unit provides resources and conducts information sessions for academic advisors and other stakeholders for the purpose of interdepartmental training. Continuous training is necessary to build in-depth knowledge and to remain current on BANNER procedures and ever-changing state policies. Additionally, the staff is encouraged to participate in professional development activities sponsored by the department. These activities include the opportunity to develop and enhance best practices and the knowledge of job-related topics such as, residency, FERPA, DegreeWorks, transcript evaluation, records maintenance, scanning and indexing of documents, and other admissions, records, and graduation practices.

1. **Resources**

The essential services of admitting students, registering students, verifying enrollment, providing transcripts of academic record, and maintaining federal requirements for reporting and record keeping remains constant and independent of the resources allocated to the division. All services to students, faculty, staff, and other stakeholders are considered essential and are held to the highest standards of customer service and accountability. Professional development resources greatly increase the extent to which student satisfaction and customer service is realized. Additionally, these resources afford access to “best practices” for establishing benchmarks to provide excellent customer service in the admission, registration, and graduation of students and in our interaction with faculty, staff, and all other stakeholders. The department staff should continue to utilize the professional resources available through local, regional, and national organizations and affiliations for continued knowledge of current practices. These resources allow continued professional growth, networking opportunities, and access to multiple listservs for the departmental staff. The wide range of resources listed below serve to enhance the department's core skills and knowledge of higher education necessary to assist students in their college transition and matriculation.

Affiliation in these organizations also assists staff in fostering leadership opportunities and provides the opportunity to showcase and present on how their respective areas positively contribute to the mission of the college.

The Admissions, Records, and Articulation Department currently holds institutional membership in the following organizations:

* American Association of Collegiate Registrars and Admissions Officers (AACRAO);
* Southern Association of Collegiate Registrars and Admissions Officers (SACRAO);
* Alabama Association of Collegiate Registrars and Admissions Officers (ALACRAO);
* Alabama Banner User Group (ALBUG);
* Ellucian Live (National conference for Banner) and EllucianHub (on-demand Banner resources)

1. **Enrollment**

The following table provides data on the College's enrollmen. According to the U.S. Department of Education and the National Student Clearinghouse, there continues to be a nationwide decline in community college enrollment. With the staffing of the department, including the new Curriculum Coordinator in the Articulation Office, the department has established goals to increase enrollment at Jefferson State.

**Credit Headcount (Fall 2011 to Fall 2020)**

|  |  |
| --- | --- |
| **Academic Year** | **Unduplicated Credit Headcount** |
| Fall 2011 | 9,466 |
| Fall 2012 | 8,887 |
| Fall 2013 | 8,551 |
| Fall 2014 | 8,518 |
| Fall 2015 | 8,826 |
| Fall 2016 | 8,943 |
| Fall 2017 | 8,842 |
| Fall 2018 | 9,082 |
| Fall 2019 | 9,114 |
| Fall 2020 | 8,530 |

1. **Facilities**

The main offices for the Admission, Records, and Articulation Department are on the Jefferson Campus on the first floor of Allen Library. Under the leadership of the President and the Vice-president of Student Affairs, this area was completely renovated in 2018-2019. The staff relocated to the area during the summer of 2019. This renovation has created a more collegiate environment and assists the staff in serving students. Additionally, the newly completed area greatly enhances student experiences while providing a comfortable and appealing environment for students to drop off admissions and records documents, meet with advisors, etc. Navigating the enrollment process can be challenging, especially for first-time students. As the unit strives to be more student centered, the renovation produces a positive impression of the college on students and their families.

There is a need for additional office space. The new Curriculum Coordinator needs a permanent office space. There is also a need to accommodate more dedicated stations for part-term employees.

1. **Equipment**

In order to ensure that the unit’s procedures are both efficient and effective, it is necessary to regularly evaluate equipment needs for the unit. Computers, printers, and scanners are rotated according to the refresh cycle as designated by IT before justification to purchase new equipment is made.

The Articulation/Graduation Office needs a new color printer to better handle the volume of batch and on-demand diploma printing. The new Curriculum Coordinator needs a laptop computer and accompanying docking station, the Course Inventory Coordinator needs an updated desktop computer, and the Office Manager needs an additional computer monitor.

TV monitors are now located in Enrollment Services at each campus and will provide electronic information and messages to inform students of campus announcements, registration dates, program admission deadlines and to general information to assist students in the enrollment process.

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

The unit must continue to ensure that all local policies are implemented in accordance with the Alabama Community College System (ACCS) and other federal, state, and national policies. The department collaborates with Financial Aid and IT to ensure that federal regulations regarding Gainful Employment and other federal regulations are accurately implemented. Regular meetings provide opportunities for collaboration and feedback regarding new processes as well as ongoing concerns/issues faced by the various departments including IT, the Business Office, Human Resources, Financial Aid, and Instruction.

The data migration to the OneACCS Banner system dramatically impacted most of our business model(s). In this context, the department must continue to foster collaboration with OneACCS and the IT department to ensure concerns are addressed. The unit will continue to train and cross-train as new OneACCS procedures are established. It is critical that all new processes and procedures from OneACCS are updated and placed in the current user’s manual (Admissions and Records Manual).

The unit also provides enrollment and graduation reports to the Department of Education via the National Student Clearinghouse. In addition, the department ensures the accuracy of its data through Discrepancy Reports generated by the Information Technology Department and the Institutional Effectiveness Office.

Students avail themselves to at least one service provided by the department regardless of demographic or other characteristics of the students. The most significant external factor that has affected the department has been the rapid increase in the expansion of its services. The overall effect has been an increase in the volume of admissions applications, admissions documents, residency requests, enrollment verifications, transcript requests, and other processes. In this context, national, regional, and state membership in AACRAO, NACADA, NOSS, and NACAC provide valuable assistance in assuring the unit is aware of current "best practices" and updates in higher education.

There Articulation Office must also monitor all updates from the Alabama Articulation and General Studies Committee (AGSC) and the accompanying STARS programs to ensure changes are reflected in our instance of DegreeWorks in and Banner.

**2019-2020 Accomplishments:**

* *Worked with ACCS IT, JSCC IT, and Enrollment Services stakeholders to migrate all student records into OneACCS Banner for the fall 2019 “go live” date.*
* *Developed a new online admission application to work with OneACCS Banner, which was available effective with the spring 2020 admit term.*
* *After attending training in Montgomery during November 2019, re-built all the college’s degree programs in OneACCS DegreeWorks, and thoroughly tested them, and made new instance of DegreeWorks available to employees and students during the spring 2020 term.*
* *Worked with ACCS and JSCC IT to implement the OneACCS instance of Ellucian Banner Document Management Systems (BDMS/Xtender), and trained Enrollment Services staff in its use.*
* *Worked extensively with ACCS and JSCC IT to acclimate to OneACCS Argos. This entailed re-creating dozens of custom reports for JSCC and also contributing to the creation of many of reports for use by all ACCS institutions.*
* *Worked with ACCS and JSCC IT to implement Credentials Solutions TranscriptsPlus to largely-automate the process used by students to request official JSCC transcripts. Records Office staff underwent training before this service was released in late fall 2019.*
* *Graduated 15.9% of the fall 2017 (201810) Cohort by the end of summer 2020 (202030). Efforts included utilizing Argos to identify Cohort students’ status, working with program coordinators to contact students in their respective programs, and reaching out directly to students nearing the completing of graduation requirements.*
* *Worked with ACCS IT, JSCC IT, and ACT staff to create a process for accessing batch ACT scores via the ACT Encoura Portal and uploading the data into OneACCS Banner.*
* *Utilized DynamicForms to convert most Admissions and Records forms to a digital format, which enabled the division to continue efficiently serving students amid outbreak of COVID-19. Digitizing these forms/processes has provided increased access for students and has also increased efficiency regarding processing time.*
* *Created a Banner schedule- building guide to enable the college’s faculty load team to create the course schedule in OneACCS Banner each term.*
* *Collaborated with ACCS IT and JSCC IT to develop a process for submitting all required student enrollment files to the National Student Clearinghouse each term.*
* *The Director of Articulation and Registrar was appointed to the OneACCS Banner Student Governance Committee.*
* *Worked with IT and the Financial Aid Office to implement the Banner CPOS (Course Program of Study) process, which uses DegreeWorks to determine whether courses are in students’ program of study for Financial Aid eligibility.*
* *Worked with IT and the Financial Aid Office to implement the new OneACCS Banner attendance verification process. This is now fully replaced the college’s former Class Attendance Verification (CAV) process, which required hard copy forms to be signed by each of Financial Aid students’ instructor(s).*
* *Coordinated the campus review, editing, and production of 2020-2021 Catalog and Student Handbook, which was published in June 2020.*
* *Helped coordinate the college’s first ever virtual commencement ceremony, which took place on June 5, 2020. This allowed students to participate in context of COVID-19 shutdown. 257 students participated and the event generated positive feedback from students and other stakeholders.*
* *For the 2019-2020 academic year, posted 1,290 degrees and certificates (912 unduplicated graduates).*

**2020-2021 Accomplishments**

* *Made improvements to the OneACCS online admission application to help simplify the process for students.*
* *Worked with ACCS and JSCC IT to implement Self Service Banner Version 9, which is a significant upgrade from Version 8.*
* *Added all new programs and curriculum changes to DegreeWorks and Banner for the 2021-2022 catalog year. Implemented a new DegreeWorks feature to notify students who have completed all course requirement for a certificate or short-term certificate and encourage them to submit a graduation application.*
* *Received approval to hire a new Curriculum Coordinator to serve as the college’s primary contact for DegreeWorks, Banner curriculum, and graduation. The position will be filled effective September 1, 2021.*
* *Worked with ACCS and JSCC IT to secure access for JSCC staff members to use both “Legacy” (i.e. pre-Fall 2019) and OneACCS Banner Document Management Systems (BDMS/Xtender).*
* *Continued extensive, weekly collaboration with ACCS and JSCC IT to acclimate to OneACCS Argos. This entailed re-creating many custom reports for JSCC (including a mechanism for end users to run them on demand) and also contributing to the creation of many of reports to be used by all ACCS institutions.*
* *Graduated 21.3% of the fall 2019 (202010) Cohort by the end of summer 2021 (202130). Efforts included utilizing Argos to identify Cohort students’ status, working with program coordinators to contact students in their respective programs, and reaching out directly to students nearing the completing of graduation requirements.*
* *Developed a process to review Clearinghouse Reverse Transfer students and post their post awards for eligible students in OneACCS Banner. Graduated 167 Reverse Transfer students in summer 2021 (202130).*
* *Worked with ACCS IT, JSCC IT, and ACT staff to implement a process for loading the new ACT file format (effective September 2020) into OneACCS Banner and uploading the data to students’ records. The Director or Articulation and Registrar hosted a meeting to train other ACCS registrars on this process.*
* *Continued to use DynamicForms to convert more Admissions and Records forms/processes to a digital format, which provided increased access for students to complete forms and decreased processing time.*
* *Updated the Banner schedule-building guide to enable the college’s faculty load team to create the course schedule in OneACCS Banner in keeping with established standards each term.*
* *Collaborated with ACCS IT and JSCC IT to simplify the process for pulling data from OneACCS Banner for the submission of required enrollment files to the National Student Clearinghouse each term.*
* *The Director of Articulation and Registrar served on OneACCS Banner Student Governance Committee.*
* *Worked with IT and the Financial Aid Office to make improvements to the Banner CPOS (Course Program of Study) process, which uses DegreeWorks to determine whether courses are in students’ program of study for Financial Aid eligibility. Developed new DegreeWorks “prerequisite blocks” to ensure students taking prerequisites for required courses have the courses deemed acceptable for Financial Aid eligibly.*
* *Worked with IT and the Financial Aid Office to improve the OneACCS Banner attendance verification process, including use of a new Argos report.*
* *Coordinated the campus review, editing, and production of 2021-2022 Catalog and Student Handbook, which was published in May 2021.*
* *Helped coordinate the college’s first ever hybrid commencement ceremony, which took place at the Alabama Theatre on May 7, 2021. Students had the option to participate in-person or virtually, and the event was livestreamed for the community. 402 students participated and the event generated positive feedback from students and other stakeholders.*
* *For the 2020-2021 academic year, posted 1,655 degrees and certificates (1,220 unduplicated graduates).*

**Considerations for Development of Unit Strategic Plans:**

**What can be done to improve the operation of the unit?**

The Admissions, Records, and Articulation Department has a group of dedicated, hardworking staff who take pride in giving students individual attention and support. The unit is committed to meeting the increased demands of students, providing excellent service to our stakeholders, and developing new methods to continually improve service.

The aptitude and attitude to implement technological improvements to better serve all students and the campus community are key factors to the successful operation of this department. A continuous review of current and/or proposed technological software and hardware programs that will improve efficiency of admissions and records delivery systems is necessary to improve operations of the unit.

To prepare for the future and manage current processes and applications, it will be important for the director and the staff to anticipate and adapt to higher levels of technical proficiency. This can be completed through debriefing meetings after each registration period and internal auditing of the department’s processes.

Improvements to the College’s website to enhance information on the enrollment process will assist in improving the operations of the unit. Continually providing clear, specific, and helpful information on the home page for each of the areas in the department will provide easier access. This also results in reduced calls and emails, which increasing the department’s productivity.

The department must find ways to train (and cross- train) to ensure the staff at every campus is knowledgeable of all policies and are able to implement and process those policies effectively and efficiently.

**What are the desired Student Learning Outcomes/Program Learning Outcomes/Service Unit Outcomes for each unit?**

The department will operate in full compliance of the Alabama Community College System (ACCS) policies and guidelines. Accurate processing of all student documents and records will be completed in a timely manner to support all reporting and audit requirements. Students will be made aware of the many program offerings at Jefferson State Community College.

* Students will have the ability to complete the online admissions process. Students will receive complete and accurate information via email, telephone, or in-person in a prompt and friendly manner.
* The department will provide students and employees with the knowledge and resources for completing the registration process.
* Students will have access to their official Jefferson State transcripts and other education records as outlined by FERPA.
* Students will have 24/7 access to view their degree audits in DegreeWorks.
* Students will have the ability to apply for graduation at no cost. They will have convenient access to detailed information regarding the graduation application process.
* The Catalog and Student Handbook will be published and printed in a timely manner each year.

**What equipment/resources are needed to accomplish the unit’s goals and objectives?**

* The new Curriculum Coordinator needs a permanent office space and a laptop computer with docking station.
* The Graduation Office (in Allen Library) needs a new color printer to accommodate the volume of batch and on-demand diploma printing.
* The Course Inventory Coordinator is need of an updated computer.
* The department needs to maintain access to the Adobe software suite and to Zoom.

**Are there any goals or objectives that were not completed from previous years that should be included in the new plan?**

Several objectives in the 2019-2021 goals were not met due to the focus placed on the OneACCS migration and due to the COVID-19 pandemic. However, they are currently still in progress. Because of the nature of the work in this department, many of the goals will be the same from year-to-year, with the objectives and assessment continually evolving**.**

**Can the performance of the unit be addressed by professional development?**

Professional development through participation in conferences, webinars, and training sessions is essential to equip the staff with knowledge of best practices, as well as opportunities to highlight successes of the college. In addition, the productivity and efficiency of the unit can be improved with more opportunities for staff members to develop their computer skills and receive advanced training in emerging applications and policies. Additionally, continuous training is necessary to build comprehensive knowledge of job-related policies. Interdepartmental training with the Financial Aid Office and Academic Advising Offices could be beneficial in promoting consistent application of policies and procedures across offices, which are closely linked in assisting students**.**

**Unit Goals for 2021-2022**

**Goal 1: Build and maintain all associate degree and certificate programs in DegreeWorks and Banner for the 2022-2023 academic year and train an additional staff member in DegreeWorks operations.**

1. Objectives

a. Maintain all current curricula in DegreeWorks and Banner.

b. Train newly hired Curriculum Coordinator to become the primary coordinator of these processes.

2. Method of Assessment

a. 100% of JSCC’s degree and certificate program available and accurate in DegreeWorks for the 2022-2023 catalog year.

b. Complete ongoing training with Curriculum Coordinator.

3. Additional Funding Requests

a. No additional funding is requested to maintain Degree Works. Funding for yearly licensing fees and expenses are facilitated by ACCS IT.

**Goal 2: Fall 2019 (202010) Cohort Rate of 21.5%**

1. Objectives
   1. Identify all students within the 202010 Cohort group in OneACCS Banner.
   2. Collaborate with Academic Advising as well as Student Success & Retention to provide timely information, resources, and support to these students.
   3. Use technology (such as DegreeWorks, TargetX, and email) to clearly communicate graduation information.
   4. Continue to improve processes for identifying and awarding Reverse Transfer graduates.
2. Method of Assessment
   1. Through Argos statistical reporting in in cooperation with the Office of Institutional Effectiveness.
   2. Goal will be met if 21.5% of the Cohort Group earns a credential by summer 2022 (202230).
3. Additional Funding Request
   1. None

**Goal 3: Coordinate the publication and printing of the 2022-2023 Catalog and Student Handbook.**

1. Objectives

* 1. Prepare and make available the Word files of the Catalog and Student Handbook from the previous year.
  2. Coordinate process for campus review. Catalog is reviewed by responsible persons on campus and changes are made to the catalog files using Word’s Track Changes. Changes are sent to supervisors/deans/vice presidents/president for final approvals.
  3. Secure services of a graphic artist for design and file preparation of the Catalog and Student Handbook.
  4. Provided published edition (digital and printed copies) during by summer 2022.

2. Method of Assessment

a. Assessment of deadlines met throughout the revision process.

b. Final goal will be met if updated Catalog and Student Handbook is available in digital format in early summer of 2022 and a limited number of printed copies are available by July 2022.

3. Additional Funding Requests

a. Graphic artist services = $4,750.00

b. Printing of approximately 400 hard copy catalogs = $7,000.00

c. Adobe In-Design Yearly License - $350

**Goal 4: Implement a new online admission application using the TargetX CRM.**

1. Objectives

1. Collaborate with ACCS, TargetX, and JSCC IT to build and implement a new online admission application that will be appealing and efficient for applicants.
2. Provide online resources to guide students through the updated admission process.

2. Method of Assessment

a. Goal will be met if the new online application is built and made available in 2022, and instructional resources are provided for students and the campus community.

3. Additional Funding Requests

a. None. ACCS has signed a contract with TargetX for all ACCS colleges’ use.

**Goal 5: Increase the number of complete admission applications.**

1. Objectives

1. Collaborate with Recruiting and Dual Enrollment to increase the number of students who complete the admission process.
2. Keep the admission process as simple as possible and provide user-friendly resources to guide students through it.
3. Utilize a communication plan to inform applicants of missing items and next steps.

2. Method of Assessment

a. Goal will be met if the number of complete applications increases year over year.

3. Additional Funding Requests

a. None. ACCS has signed a contract with TargetX, and the costs of printed recruiting materials are included in the Enrollment Services Strategic Plan.

**Goal 6: Implement a process for submitting data files for the National Student Clearinghouse Post-Secondary Data Partnership (PDP)**

1. Objectives

1. Collaborate with ACCS IT, JSCC IT, and Ellucian to implement a standardized process/mechanism for preparing PDP files as required for the National Student Clearinghouse for the PDP.

2. Method of Assessment

a. Goal will be met if a process/mechanism is developed, and files are successfully submitted to the National Student Clearinghouse.

3. Additional Funding Requests

a. None from this department. The PDP dashboard will be used by the entire Enrollment Services service unit, and the costs are thus included in the Enrollment Services Strategic Plan.

**Goal 7: Process all graduation applications in a timely manner**

Objectives

a. Load all online and hard copy graduations applications in Banner.

1. Preliminarily evaluate each application and send notification of graduation status to each applicant.
2. Send career program graduation folders to program coordinators for review.
3. Update Banner graduation status to “Pending” for students who will be graduating at the end of the term/semester.
4. Mail graduating students a letter notifying them of their impending graduation and a diploma card.

g. Graduate students at the end of the term after grades are posted.

2. Method of Assessment

a. All hardcopy and online graduation applications loaded in Banner.

b. All uploaded applications evaluated and Degree Works audit(s) sent to applicants with their graduation status.

c. 100% of “Pending” students at the end of the term will have graduated or been set back to “Sought” degree status (to be reviewed again in the following term).

3. Additional Funding Requests

a. None

**Goal 8: Digitize the Course Substitution process.**

1. Objectives

a. Use DynamicForms to create a new digital form and workflow for course substitutions to be submitted, approved, and processed.

b. Train all stakeholders on the new form and process.

c. Implement the process in place of the current manual process, resulting in increased efficiency for all stakeholders and a decrease in overall processing time.

2. Method of Assessment

a. Goal will be met if the new form and process are implemented.

3. Additional Funding Requests

a. None. The college already has an existing contract with DynamicForms.

**Goal 9: Provide meaningful professional development opportunities for our staff members to grow professionally and to ensure the college stays abreast of policy changes and best practices.**

1. Objectives

a. Ensure our team members are provided with professional growth opportunities and that they abreast of current research and best practices.

2. Method of Assessment

a. The goal will be meet if our staff members attend professional meetings (in person and virtual) and are provided with access to a variety of industry publications/resources.

3. Additional Funding Requests (for entire department)

a. ALACRAO Annual Meeting Location TBA $1000.00

b. SACRAO Annual Meeting (Little Rock, AR) $1500.00

c. Degree Works Forum Annual Meeting $1800.00

b. Alabama Banner Users Group Annual (Mobile) $1500.00

c. Local travel to colleges for meetings $300.00\_\_

Total $6,100.00

\*\*\*Note: Professional development *membership* dues are included the Enrollment Services Strategic Plan.

**Goal 10: Provide our staff members with the day-to-day equipment and supplies necessary for the fulfillment of their responsibilities.**

1. Objectives

a. Maintain appropriate supplies to carry out day to day operations for the department.

b. Purchase a higher quality printer to adequately handle the volume of diploma printing.

c. Provide our new Curriculum Coordinator with a permanent office space and laptop computer with docking station.

d. Purchase an updated desktop computer for our Course Inventory Coordinator and a new monitor or our Office Manager.

2. Method of Assessment

a. Purchase office supplies including new printer and computers.

3. Additional Funding Requests

a. New color, MFP Printer $3500.00

Office Supplies $4100.00

Laptop Computer with Docking Station $2250.00

Desktop Computer $1500.00

Monitor $300.00

Office Space for Curriculum Coordinator TBD

Total $11,650

**Unit Goals for 2022-2023**

**Goal 1: Build and maintain all associate degree and certificate programs in DegreeWorks and Banner for the 2023-2024 academic year and train additional an staff member in DegreeWorks operations.**

1. Objectives

a. Maintain all current curricula in DegreeWorks and Banner.

b. Continue training the Curriculum Coordinator to become the primary coordinator of these processes.

2. Method of Assessment

a. 100% of JSCC’s degree and certificate programs available and accurate in DegreeWorks for the 2023-2024 catalog year.

b. Complete ongoing training with Curriculum Coordinator.

3. Additional Funding Requests

a. No additional funding is requested to maintain Degree Works. Funding for yearly licensing fees and expenses are facilitated by ACCS IT

**Goal 2: Fall 2029 (202110) Cohort Rate of 22.0%**

1. Objectives
   1. Identify all students within the 202110 Cohort group in OneACCS Banner.
   2. Collaborate with Academic Advising as well as Student Success & Retention to provide timely information, resources, and support to these students.
   3. Use technology (such as DegreeWorks, TargetX, and email) to clearly communicate graduation information.
   4. Continue to improve processes for identifying and awarding Reverse Transfer graduates.
2. Method of Assessment
   1. Through Argos statistical reporting in in cooperation with the Office of Institutional Effectiveness.
   2. Goal will be met if 22.0% of the Cohort Group earns a credential by summer 2023 (202330).
3. Additional Funding Request
   1. None

**Goal 3: Coordinate the publication and printing of the 2023-2024 Catalog and Student Handbook.**

1. Objectives

* 1. Prepare and make available the Word files of the Catalog and Student Handbook from the previous year.
  2. Coordinate process for campus review. Catalog is reviewed by responsible persons on campus and changes are made to the catalog files using Word’s Track Changes. Changes are sent to supervisors/deans/vice presidents/president for final approvals.
  3. Secure services of a graphic artist for design and file preparation of the Catalog and Student Handbook.
  4. Provided published edition (digital and printed copies) during by summer 2023.

2. Method of Assessment

a. Assessment of deadlines met throughout the revision process.

b. Final goal will be met if updated Catalog and Student Handbook is available in digital format in early summer of 2023 and a limited number of printed copies are available by July 2023.

3. Additional Funding Requests

a. Graphic artist services = $4,750.00

b. Printing of approximately 400 hard copy catalogs = $7,000.00

c. Adobe In-Design Yearly License - $350

**Goal 4: Continue the implementation of the new online admission application using the TargetX CRM.**

1. Objectives

1. Collaborate with ACCS, TargetX, and JSCC IT to maintain the new online admission application in a format that is appealing and efficient for applicants.
2. Provide updated online resources to guide students through the admission process.

2. Method of Assessment

a. Goal will be met if the new online application is working as planned in 2023 and updated instructional resources are provided for students and the campus community.

3. Additional Funding Requests

a. None. ACCS has signed a contract with TargetX for all ACCS colleges’ use.

**Goal 5: Increase the number of complete admission applications.**

1. Objectives

1. Collaborate with Recruiting and Dual Enrollment to increase the number of students who complete the admission process.
2. Keep the admission process as simple as possible and provide user-friendly resources to guide students through it.
3. Utilize a communication plan to inform applicants of missing items and next steps.

2. Method of Assessment

a. Goal will be met if the number of complete applications increases year over year.

3. Additional Funding Requests

a. None. ACCS has signed a contract with TargetX, and the costs of printed recruiting materials are included in the Enrollment Services Strategic Plan.

**Goal 6: Continue implementing a new process for submitting data files for the National Student Clearinghouse Post-Secondary Data Partnership (PDP)**

1. Objectives

1. Collaborate with ACCS IT, JSCC IT, and Ellucian to implement a standardized process/mechanism for preparing PDP files as required for the National Student Clearinghouse for the PDP.

2. Method of Assessment

a. Goal will be met if a process/mechanism is developed, and files are successfully submitted to the National Student Clearinghouse.

3. Additional Funding Requests

a. None from this department. The PDP dashboard will be used by the entire Enrollment Services service unit, and the costs are thus included in the Enrollment Services Strategic Plan.

**Goal 7: Process all graduation applications in a timely manner**

1. Objectives

a. Load all online and hard copy graduations applications in Banner.

1. Preliminarily evaluate each application and send notification of graduation status to each applicant.
2. Send career program graduation folders to program coordinators for review.
3. Update Banner graduation status to “Pending” for students who will be graduating at the end of the term/semester.
4. Mail graduating students a letter notifying them of their impending graduation and a diploma card.

g. Graduate students at the end of the term after grades are posted.

2. Method of Assessment

a. All hardcopy and online graduation applications loaded in Banner.

b. All uploaded applications evaluated and Degree Works audit(s) sent to applicants with their graduation status.

c. 100% of “Pending” students at the end of the term will have graduated or been set back to “Sought” degree status (to be reviewed again in the following term).

3. Additional Funding Requests

a. None

**Goal 8: Digitize the Course Substitution process.**

11. Objectives

a. Use DynamicForms to create a new digital form and workflow for course substitutions to be submitted, approved, and processed.

b. Train all stakeholders on the new form and process.

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2. Method of Assessment

a. Goal will be met if the new form and process are implemented.

3. Additional Funding Requests

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1. Objectives

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2. Method of Assessment

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