**Unit Strategic Plan**

**2019-2021**

Every two years, during the 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 & Retention (ARO)**

**Mission Statement for Admissions & Retention**

The ARO Office supports the mission of the College to serve, engage, and enhance our communities by providing access to quality education. ARO is committed to providing accurate information to prospective and current students, faculty and staff, and all other constituents of the college. The ARO Office advances its mission by providing a caring, supportive, and professional environment to enhance student confidence and success. We are committed to staff development and the use of current technology. Additionally, the department is dedicated to supporting student learning and success by providing quality student-centered services in the areas of Admissions, Records, Advising, Registration, Dual Enrollment, Recruiting, Retention, and New Student Orientation.

The ARO Office 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;
* Assisting and referring students for academic skills assistance, including tutoring, advising, and/or career guidance;
* Maintaining specific admissions guidelines for nursing and radiologic technology;
* Evaluating and maintaining student records in a secure, accurate, and confidential environment;
* Offering wide-ranging information and services on demand via electronic access;
* Providing comprehensive academic advising support and guidance to assist students in achieving their educational goals;
* Providing detailed information to international students, maintaining compliance with federal and state regulations, and reporting requirements for this population of students;
* Promoting college and career preparation among high school students through both the traditional and career and technical education (CTE) programs of Dual Enrollment;
* Building relationships with school personnel, students, families, and other constituents in the college’s service area;
* Supporting college efforts to introduce students to experiences and resources at the college such as student organizations and career development.
* Developing a successful college retention program with initiatives that lead to semester-to-semester retention and degree completion
* Expanding support services offered by the JeffCoach Program to all students.

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

 **Access**

The Admissions & Retention 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 by streamlining and automating many of its functional services. To enhance access, the department plans to offer customer services training in addition to comprehensive annual training for all staff members.

In addition, the department supports online admissions and online 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. 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, advising@jeffersonstate.edu, dualenrollment@jeffersonstate.edu, tours@jeffersonstate.edu, and recruiting@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.

**Table 1. Online Applications Submitted to Jefferson State Community College**

|  |  |  |
| --- | --- | --- |
| Academic Year | Number of Online Admissions Applications | Number of Admissions Applications |
| 2012 – 2013 | 20,589 | 21,686 |
| 2013 – 2014 | 19,110 | 20,114 |
| 2014 – 2015 | 18,745 | 19,635 |
| 2015 – 2016 | 19,902 | 21,044 |
| 2016 – 2017 | 20,916 | 21,854 |
| 2017-2018  | 21,118 | 21,891 |
| 2018-2019 | 19,773 | 20,263 |

Access to Jefferson State is available through the College’s admissions process and the online admissions application. The Admissions Office processed 21,891 admissions applications for the 2017-2018 academic year and 20,263 applications for the 2018-2019 academic year. This is an 8.03% decrease in the number of applications processed from fall to fall. The application trend based on admit type remained the same. The number of incomplete applications increased.

**Productivity and Effectiveness**

The productivity and effectiveness of the department increased as a result of having a full staff. A full staff will allow greater productivity in promoting the mission, vision, and purpose of Jefferson State to potential and current students. With full-time recruiters, the unit will be able to begin the recruiting process earlier through improved personal and electronic communications strategies.

The new staff will work closely with current faculty and staff to maintain the enrollment of current students while helping to increase enrollment, retention, and graduation rates. Increasing high school visits, open houses, financial aid workshops, career and allied health fairs, and preview days.

Another source of increased student enrollment is Career and Technical Education (CTE) programs which are a benefit of the Alabama Future Workforce Initiative (AFWI). The CTE programs lead to high-demand, high-wage jobs in the state and country. Funding for tuition and books is provided for Dual Enrollment students who participate in CTE programs. Therefore, this increase in personnel will facilitate the overall productivity and efficiency of the daily operations of the department, allow us to continually develop consistent policies and procedures to support new initiatives and changing programs at the college, and most importantly, facilitate student engagement and retention.

The College hired a Student Success and Retention Specialist to support the College’s strategic goals of increasing student retention and developing student success strategies to support students through the completion of a credential at Jefferson State.

The Student Success and Retention Specialist is one full-time staff member, who is provided with assistance from six JeffCoaches and an Office Manager from the Enrollment Services department. The addition of this position enhances the productivity of the department and allows us to provide more excellent and efficient services to our current students.

**Surveys**

The ARO Office (ARO) serves an extremely broad population and its constituency includes both currently enrolled and prospective students. To determine the effectiveness of the services provided, the ARO utilizes student feedback through the administration of the Student Satisfaction Survey and the New Student Orientation (NSO) survey. These surveys may not be representative of the entire student population and, therefore, are used for limited informational purposes. The Student Satisfaction Survey and the Student Experience Survey were comparable in the information they sought regarding admissions, registration, and academic advising. However, the Student Experience Survey is administered online and reaches a larger population of students. After consulting with the Office of Institutional Research, Information, and Records (IRIR), the unit decided to administer the Student Satisfaction Survey beginning with the 2014-2015 academic year. IRIR also provides crucial student feedback. The department plans to work with IRIR to develop more inclusive surveys to solicit greater feedback from all who utilize the services of the department.

**Table 2. Student Satisfaction with Admissions, Records, and Advising**

|  |  |
| --- | --- |
| MEASURES | 2014-2015 |
| Students completing Student Satisfaction Survey | 425 |
| Students satisfied or extremely satisfied with admissions | 89% |
| Students satisfied or extremely satisfied with the knowledge and competency of staff | 84% |
| Students satisfied or extremely satisfied with the convenience of hours open | 82% |
| Students satisfied or extremely satisfied with response time to questions and concerns | 75% |
| Students satisfied or extremely satisfied with the availability of information before enrolling | 74% |
| Students satisfied or extremely satisfied with the ease of understanding materials | 78% |
| Students satisfied or extremely satisfied with the ease/convenience of registering | 79% |
| Students satisfied or extremely satisfied with online admissions | 72% |
|  Students satisfied or extremely satisfied with ease in sending a transcript | 68% |
| Students satisfied or extremely satisfied with the friendliness and courtesy of advisors | 81% |
| Students satisfied or extremely satisfied with the knowledge and competence of advisors | 76% |
| Students satisfied or extremely satisfied with the convenience of open hours | 77% |
| Students are satisfied or extremely satisfied that advisors are available when needed | 70% |
| Students satisfied or extremely satisfied with the accuracy of information received | 72% |
| Students are satisfied or extremely satisfied with the knowledge of the STARS/Transfer programs. | 60% |
|  Students satisfied or extremely satisfied with the knowledge of career programs | 61% |

The following information was self-reported by students for the 2014-2015 Student Satisfaction Survey

* 48% attended the Shelby-Hoover Campus; 30% attended Jefferson Campus; 10% attended St. Clair-Pell City Campus, and 9% attended the Chilton-Clanton Campus.
* 62% of the students were enrolled full-time and 38% were part-time students.
* 72% of the respondents were under the age of 24; 17% were aged 25-34, and 11% were 35 and older.
* 54% of the students planned to earn a degree at Jefferson State; 18% planned to transfer, and 28% were enrolled for other reasons.

**Student Experience Survey Results**

IRIR administered the Student Experience Survey to students in the fall of 2014. Areas of the survey that are specific to the Admissions & Retention Department include student opinions on the admissions process, registration process, and academic advising process.

**Fall 2014 Student Experience Survey**

* Of the 2,657 respondents to admissions process satisfaction, 91% were satisfied or very satisfied.
* Of the 2,657 respondents to registration process satisfaction, 92% were satisfied or very satisfied.
* Of the 2,657 respondents to academic advising process satisfaction, 83% were satisfied or very satisfied.
* Of the 2,657 respondents to academic advisors’ availability, 84% were satisfied or very satisfied.
* Of the 2,657 respondents to the advisors’ knowledge of program requirements, 84% were satisfied or very satisfied.

**Fall 2015 Student Experience Survey**

* Of the 1,995 respondents to admissions process satisfaction, 82.2% were satisfied or very satisfied.
* Of the 1,995 respondents to registration process satisfaction, 84.2% were satisfied or very satisfied.
* Of the 1,995 respondents to academic advising process satisfaction, 76.2% were satisfied or very satisfied.
* Of the 1,995 respondents to academic advisors’ availability satisfaction, 76.8% were satisfied or very satisfied.
* Of the 1,995 respondents to advisors’ knowledge of program requirements satisfaction, 77.9% were satisfied or very satisfied.
* Of the 1,995 respondents to student organizations (clubs and SGA) satisfaction, 67% were satisfied or very satisfied.
* Of the 1,995 respondents to overall satisfaction with out-of-class student activities, 69.5% were satisfied or very satisfied.
* Of the 1,995 respondents to new student orientation satisfaction, 78.5% were satisfied or very satisfied.
* Of the 1,995 respondents, 28.1% take the majority of their classes at the Jefferson campus.
* Of the 1,995 respondents, 42.8% take the majority of their classes at the Shelby campus.
* Of the 1,995 respondents, 8.3% take the majority of their classes at the St. Clair Center campus.
* Of the 1,995 respondents, 8.7% take the majority of their classes at the Chilton Clanton campus.
* Of the 1,995 respondents, 12% take the majority of their classes via the Internet or Distance Delivery Methods.
* Of the 1,995 respondents, 50.9% are enrolled full-time.
* Of the 1,995 respondents, 49.1% are enrolled part-time.

**Fall 2016 Student Experience Survey**

* Of the 1,633 respondents to admissions process satisfaction, 85.6% were satisfied or very satisfied.
* Of the 1,633 respondents to registration process satisfaction, 86.8% were satisfied or very satisfied.
* Of the 1,633 respondents to academic advising process satisfaction, 78.2% were satisfied or very satisfied.
* Of the 1,633 respondents to academic advisors’ availability satisfaction, 77.8% were satisfied or very satisfied.
* Of the 1,633 respondents to advisors’ knowledge of program requirements satisfaction, 78.3% were satisfied or very satisfied.
* Of the 1,633 respondents to student organizations (clubs and SGA) satisfaction, 73.4% were satisfied or very satisfied.
* Of the 1,633 respondents to overall satisfaction with out-of-class student activities, 73.8% were satisfied or very satisfied.
* Of the 1,633 respondents to new student orientation satisfaction, 80.2% were satisfied or very satisfied.
* Of the 1,633 respondents to published class schedule satisfaction, 84.9% were satisfied or very satisfied.
* Of the 1,633 respondents to Jeff State email account satisfaction, 80.9% were satisfied or very satisfied.
* Of the 1,633 respondents to Online Services satisfaction, 87% were satisfied or very satisfied.
* Of the 1,633 respondents, 29.8% take the majority of their classes at the Jefferson campus.
* Of the 1,633 respondents, 43.1% take the majority of their classes at the Shelby campus.
* Of the 1,633 respondents, 9% take the majority of their classes at the St. Clair Center campus.
* Of the 1,633 respondents, 8.5% take the majority of their classes at the Chilton Clanton campus.
* Of the 1,633 respondents, 9.6% take the majority of their classes via the Internet or Distance Delivery Methods.
* Of the 1,633 respondents, 50.2% are enrolled full-time.
* Of the 1,633 respondents, 49.8% are enrolled part-time.
* Of the 1,633 respondents, 19.6% have been enrolled for one term.
* Of the 1,633 respondents, 40.1% have been enrolled for two-three terms.
* Of the 1,633 respondents, 40.2% have been enrolled for four or more terms.

**Fall 2017 Student Experience Survey**

* Of the 1,633 responses to the admissions process, 85.6% were satisfied or very satisfied.
* Of the 1,633 responses to the registration process, 86.8% were satisfied or very satisfied.
* Of the 1,633 responses to business office services, 82.6% were satisfied or very satisfied.
* Of the 1,633 responses to placement testing, 79.7% were satisfied or very satisfied.
* Of the 1,633 responses to the academic advising process, 78.2% were satisfied or very satisfied.
* Of the 1,633 responses to the academic advisors’ availability, 77.8% were satisfied or very satisfied.
* Of the 1,633 responses to the advisors’ knowledge of program requirements, 78.3% were satisfied or very satisfied.
* Of the 1,633 responses to student organizations (clubs and SGA), 73.4% were satisfied or very satisfied.
* Of the 1,633 responses to overall satisfaction with out-of-class student activities, 73.8% were satisfied or very satisfied.
* Of the 1,633 responses to the helpfulness of financial aid, 77.7% were satisfied or very satisfied.
* Of the 1,633 responses to the accuracy of information provided by financial aid personnel, 79% were satisfied or very satisfied.
* Of the 1,633 responses to the availability (time and place) of financial aid services, 78.5% were satisfied or very satisfied.
* Of the 1,633 responses to the financial aid office’s overall services, 78.6% were satisfied or very satisfied.
* Of the 1,633 responses to career and job-resource services, 78.2% were satisfied or very satisfied.
* Of the 1,633 responses to the electronic access to learning resources, 86.4% were satisfied or very satisfied.
* Of the 1,633 responses to the tutorial services/learning assistance, 80.5% were satisfied or very satisfied.
* Of the 1,633 responses to the services for disabled students, 80.6% were satisfied or very satisfied.
* Of the 1,633 responses to new student orientation, 80.2% were satisfied or very satisfied.
* Of the 1,633 responses to the college catalog, 82.8% were satisfied or very satisfied.
* Of the 1,633 responses to the published class schedule, 84.9% were satisfied or very satisfied.
* Of the 1,633 responses to the college bookstore, 80.9% were satisfied or very satisfied.
* Of the 1,633 responses to ADA accommodations, 80.7% were satisfied or very satisfied.
* Of the 1,633 responses to the accessibility and use of Blackboard, 86.8% were satisfied or very satisfied.
* Of the 1,633 responses to the Jeff State e-mail account, 80.9% were satisfied or very satisfied.
* Of the 1,633 responses to the Helpdesk for technical help, 79.8% were satisfied or very satisfied.
* Of the 1,633 responses to online services (registration, grades, paying fees), 87% were satisfied or very satisfied.

**Fall 2018 Student Experience Survey**

* Of the 1,119 responses to the admissions process, 84.6% were satisfied or very satisfied.
* Of the 1,119 responses to the registration process, 86% were satisfied or very satisfied.
* Of the 1,119 responses to business office services, 83.5% were satisfied or very satisfied.
* Of the 1,119 responses to placement testing, 80.8% were satisfied or very satisfied.
* Of the 1,119 responses to the academic advising process, 78.9% were satisfied or very satisfied.
* Of the 1,119 responses to the academic advisors’ availability, 78% were satisfied or very satisfied.
* Of the 1,119 responses to the advisors’ knowledge of program requirements, 79.3% were satisfied or very satisfied.
* Of the 1,119 responses to student organizations (clubs and SGA), 71.8% were satisfied or very satisfied.
* Of the 1,119 responses to overall satisfaction with out-of-class student activities, 70.1% were satisfied or very satisfied.
* Of the 1,119 responses to the helpfulness of financial aid, 76.9% were satisfied or very satisfied.
* Of the 1,119 responses to the accuracy of information provided by financial aid personnel, 77.3% were satisfied or very satisfied.
* Of the 1,119 responses to the availability (time and place) of financial aid services, 78.1% were satisfied or very satisfied.
* Of the 1,119 responses to the financial aid office’s overall services, 76.9% were satisfied or very satisfied.
* Of the 1,119 responses to career and job-resource services, 75.6% were satisfied or very satisfied.
* Of the 1,119 responses to the electronic access to learning resources, 85.7% were satisfied or very satisfied.
* Of the 1,119 responses to the tutorial services/learning assistance, 80.2% were satisfied or very satisfied.
* Of the 1,119 responses to the services for disabled students, 76.8% were satisfied or very satisfied.
* Of the 1,119 responses to new student orientation, 80.3% were satisfied or very satisfied.
* Of the 1,119 responses to the college catalog, 79.3% were satisfied or very satisfied.
* Of the 1,119 responses to the published class schedule, 84.8% were satisfied or very satisfied.
* Of the 1,119 responses to the college bookstore, 79% were satisfied or very satisfied.
* Of the 1,119 responses to ADA accommodations, 77.3% were satisfied or very satisfied.
* Of the 1,119 responses to the accessibility and use of Blackboard, 83% were satisfied or very satisfied.
* Of the 1,119 responses to the Jeff State e-mail account, 85.9% were satisfied or very satisfied.
* Of the 1,119 responses to the Helpdesk for technical help, 77.2% were satisfied or very satisfied.
* Of the 1,119 responses to online services (registration, grades, paying fees), 86.5% were satisfied or very satisfied.

**New Student Orientation Survey**

Students attending New Student Orientation (NSO) are given a survey during the program. The results are utilized to measure the effectiveness of NSO and make necessary adjustments to the program to ensure the overall presentation is more beneficial for students. The number of sessions increased as did the number of students. There were slight declines in students attending NSO in the years 2013-2014, and 2014-2015, with a slight increase for the 2015-2016 year and a significant increase for 2016-2017 and 2018-2019. There was a clear pattern of decreased satisfaction in 2015, but satisfaction increased overall in 2017-2018 and 2018-2019.

**Table 3. New Student Orientation Survey Results**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **MEASURES** | **13/14** | **14/15** | **15/16** | **16/17** | **17/18** | **18/19** |
| New Student Orientation Sessions | **13** | **13** | **15** | **15** | **17** | **17** |
| Students attending New Student Orientation | **1005** | **981** | **1024** | **1417** | **1378** | **1493** |
| Students satisfied with New Student Orientation | **97%** | **95%** | **92%** | **93.2%** | **96.7%** | **94%** |

**Internal Conditions:**

1. **Technology**

Technology is integral not only to the successful completion of enrollment processes but also to the recruitment and retention of students to the College’s programs.

As the Admission and Retention Department continues to embrace innovative technologies, the unit processes become more technical in nature and continue to require a higher level of technical skills from each staff member. The continuous upgrade to the Ellucian Banner Student System has resulted in significant changes in processes, functionality, and duties. The department has utilized the ARGOS reporting system to support BANNER processes. The utilization of the Banner Document Management Suite (BDMS) is a significant benefit to the department. BDMS provides the ability to scan, index, organize, store, and retrieve documents electronically to provide greater productivity and improved customer service. To further enhance and strengthen the use of technology, the department will collaborate with the IT Department to implement the MIC software. This implementation will streamline and automate recurring batch processes such as outgoing transcript request generation, email generation, batch processing for the web application, and end-of-term processing for grades. The AUTOMIC software will also accommodate batch processing for National Student Clearinghouse Enrollment and Degree reports. The AUTOMIC software was fully implemented in all areas of the ARO unit.

The unit worked with IT to move to Banner 9 in the spring of 2019. In the Fall of 2018, ACCS announced the formation of OneACCS. Jefferson State was one of ten schools in Cohort 1 implementation. The Registrar and the Associate Dean of Enrollment Services along with the Vice-president for Student Affairs attended the inaugural meetings during the development of OneACCS. Additionally, the unit began to work with OneACCS Student Workgroup to review the validation

ARO collaborated with IT to schedule monthly Banner Student meetings. These meetings provided the ARO staff the opportunity to present technical problems and brainstorm innovative ideas which might require technical assistance. As a result of these monthly collaborations, many of the unit’s procedures have been streamlined. With the assistance of IT, the uploading of ACT scores was automated. Additionally, the complete implementation of the AUTOMIC software was realized. Numerous ARGOS reports were updated including the Dual Enrollment Comprehensive Reports and the Dual Enrollment Counselor Student report was created.

A new section of the student document management system, B-S-ADMN of Xtender, was implemented to automate the digital processing and management of select admission documents. This new system decreases the processing time of required documents and allows students to be admitted more expediently which leads to an easier registration process.

During the fall of 2018, a proposal was submitted to streamline outgoing transcripts through a partnership with Credentials Solutions. This partnership will allow students to seamlessly move through the 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. Because of the migration to OneACCS, this project was placed on hold.

The department plans to utilize the College’s website to create improved functionality and access to its programs. The department worked with Media Relations to develop the Admissions webpage and will continue to update/develop webpages for Dual Enrollment, Recruiting, Records, Retention, Advising, and International Students. 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.

The department would like to develop and implement an interactive online New Student Orientation (NSO) for students who are unable to attend an on-campus session. An interactive online orientation will allow greater flexibility, especially for nontraditional and strictly online students. An online session of NSO will provide an opportunity for all students to receive a welcoming and informative introduction to Jefferson State.

The department plans to revamp the college’s online admission application to make it more user-friendly and simplistic for applicants. Redevelopment includes straightforward admission requirements for each admission type and clear submission methods for students to provide the necessary admission documents.

Technology is integral not only to the successful completion of enrollment processes but also to the outreach and recruitment of students to our programs. We have seen increased enrollment since implementing an online dual enrollment application.

Google Drive has been utilized over the last two years to streamline communication with counselors and show them real-time registration changes to their students’ statuses. We have received positive feedback regarding the implementation of this free resource.

We are utilizing the LibGuides software through the Library with Barbara Goss’ support. LibGuides has allowed us to create a counselor portal on our website that includes a “dropbox” feature for counselors to upload their students’ admissions items electronically and receive a record of their upload. This technology has been valuable in that it creates an electronic archive for documents that we can go back to if required.

To meet the Shelby campus office needs for the Dual Enrollment Coordinator, we are requesting docking equipment and dual monitors to be available for the connection of the Coordinator’s Microsoft Office Pro device.

The Retention and Support Specialist will utilize the College’s website for communication and access to related programs. The position will work with Media Relations to improve and maintain web pages related to student success and the JeffCoach program. In addition, the position will assist with the review and revision of online video tutorials that are available on the college’s website and will be available on TV monitors, which will be stationed in Enrollment Services at each campus. Tegrity software may be used to create tutorials and internal training videos to be shared between faculty and staff.

Training for the staff of admissions, records, and processing areas will provide a better understanding of international admissions ID documents and help streamline the admissions processing/indexing of documentation. The continued need to expand the role of the processing area in the F-1 document scanning/indexing.Work with processing to formalize a process for dealing with international admissions documentation and transition all records to electronic storage.

The Recruiting and Student Activities office continues to use technology to support prospective students. The recruiters have begun using electronic information scanners at all NACAC and ALACRAO events. These scanners enable more efficient collection and storage of comprehensive prospective student data than lead cards or sign-in lists. They also allow student data to be easily imported into a recruiting CRM, which can then be used to integrate student data with Banner.

1. **Budget**

The budget for office supplies is sufficient. According to the College’s Copy Policy Plan, printers, scanners, and fax machines have been evaluated. Major equipment purchases include 2 scanners for the Shelby-Hoover Campus and Jefferson Campus. TV monitors for the Enrollment Services lobby at each campus. The funding requests are listed below.

* Tablets are requested for Recruiting. Tablets would enable the recruiters more flexibility while visiting schools, meeting with counselors, and giving presentations at college events. They would also enable prospective students to enter their information directly into our system instead of requiring them to fill out interest cards or paper applications.
* JSCC view books which will provide prospective students with current and accurate information in an attractive layout.
* A Counselor Appreciation Luncheon will play an extremely vital and significant role in providing accurate information to high school counselors as well as building and developing these relationships. This is an opportunity to express our appreciation for their continued loyalty and support of the College’s programs.
* Portable scanners to scan identification documents, which are required for admission, are needed. The department currently makes a copy of the document and then scans and indexes the document into BDMS. Portable scanners will eliminate paper copies and increase the efficiency of this process.
* An additional flatbed scanner for the Shelby-Hoover office is needed. Only one scanner is available, and it is shared with the financial aid department. Due to the increased scanning of documents, it is necessary to purchase a second scanner to expedite the scanning and processing of all documents submitted.
* College paraphernalia and promotional materials are needed for Recruiting, New Student Orientation, Dual Enrollment orientation, JSCC Preview days, Find Your Place Days and other ad hoc events. These materials include view books, t-shirts, brochures, pens, pencils, water bottles, wristbands, and other items.
* Continue to sustain/increase budgeting to specifically support international recruitment to try utilizing web-based recruitment tools; payment for matriculated agent referrals. Reach out to SEVIS-approved High Schools (accepting F1 students) in the Central Alabama Region for recruitment opportunities. Utilize recruitment opportunities through Study Alabama.
* Funding to create and print DE recruitment materials. We will be launching a new brand and will require marketing materials to promote our launch. We will be supplying a Policies and Procedures guide and will require funds to be used for printing high-quality guides. Funding for increased marketing and outreach will be needed, along with the establishment of new DE student orientation sessions. We will be bringing certain dual enrollment classes to campus as ways to expose them to Jeff State. We will require funding for promotional items, food, and other event expenses.
* Funding for tabletop pop-ups for recruiting events.
1. **Staffing**

The staff continues to promote consistency in implementing policies and procedures across offices and campuses. The unit conducts information sessions for the admissions and records staff and the academic advisors for 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, FEPA, transcript evaluation and processing, records maintenance, scanning and indexing of documents, and other admissions, advising, and records practices.

1. **Resources**

The essential services of recruitment to the college, admitting students, providing new student orientation, registering students, verifying enrollments, providing transcripts of academic record, advising students, and maintaining federal reporting and record-keeping requirements for international students 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 are realized. Additionally, these resources afford access to “Best Practices” assisting the department in establishing benchmarks to provide “excellent customer service” in the recruiting, admitting, advising, and registering of all students and in our interaction with faculty, staff, and all other stakeholders. ARO 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 ARO staff. The wide range of resources listed below serves to enhance the department's core skills and knowledge of higher education necessary to assist students in their college transition and matriculation.

In addition, The Dual Enrollment Coordinator became a member of the National Alliance of Concurrent Enrollment Partnerships (NACEP). This organization offers training and resources on the best practices in the field to professionals who work with concurrent/dual enrollment students.

Affiliation in these organizations also assists staff in fostering leadership opportunities and provides the opportunity to showcase and present how the area positively impacts the role of ARO in student success at Jefferson State.

The Admissions & Retention 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);

National Association of Academic Advising (NACADA); and

National Alliance of Concurrent Enrollment Partnerships (NACEP).

The department will continue to renew its NAFSA membership and NAFSA Manual for immigration resource information.

1. **Enrollment**

The following tables provide data on the College's enrollment trends. According to the U.S. Department of Education and the National Student Clearinghouse, there continues to be a nationwide decline in community college enrollment. However, Jefferson State’s enrollment remains stable with a slight increase in 2018. With the staffing of college recruiters and the dual enrollment coordinator, the department has established goals to increase enrollment and retention at Jefferson State.

**Table 4. Credit Headcount**

**Fall 2011 to Fall 2016**

|  |  |
| --- | --- |
| **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 |

**Table 5. Residency Fall 2017 & Fall 2018**

|  |  |  |
| --- | --- | --- |
| **Residency** | **Fall 2017** | **Fall 2018** |
| US Citizen | 8,506 | 96.2% | 8,766 | 96.0% |
| Non-Resident Alien | 196 | 2.2% | 172 | 2.2% |
| Resident Alien | 135 | 1.53% | 113 | 1.5% |
| Other | 4 | 0.5% | 19 | 0.0% |
| Unknown | 1 | 0.0% | 12 | 0.0% |
| Total |  |  | 9,082 |  |
|  |  |  |  |  |

**Table 6. Enrollment by Student Type for Fall 2017 & Fall 2018**

|  |  |  |
| --- | --- | --- |
|  | **Fall 2017** | **Fall 2018** |
| **Student Type** | **Number**  | **Percent** | **Number**  | **Percent** |
| Accelerated  | 29 | 0.3% | 26 | 0.3% |
| Dually Enrolled | 1,644 | 18.7% | 2,003 | 22.0% |
| First-time Freshmen | 1,718 | 19.4% | 1,698 | 18.7% |
| Other Freshman | 1,666 | 18.8% | 1,613 | 17.8% |
| Sophomores | 3,783 | 42.8% | 3,742 | 41.2% |
| Audit Only (Unclassified) | 2 | 0.0% | 5 | 0.1% |

**Dual Enrollment Students**

The following tables compare the enrollment and credit hours from Fall 2016-Fall 2019 for the Dual Enrollment programs

**Table 7: Career and Technical Dual Enrollment**

|  |  |  |
| --- | --- | --- |
|  | **CTE Dual Enrollment Students** | **CTE Hours Enrolled** |
| **Fall 2019** | 280 Students | 1492 Hours |
| **Fall 2018** | 346 Students | 2147 Hours |
| **Fall 2017** | 219 Students  | 1358 Hours |
| **Fall 2016** | 264 Students  | 1512 Hours  |

**Table 8. All Dual Enrollment Students**

|  |  |  |
| --- | --- | --- |
|  | **Dual Enrollment Students** | **Hours Enrolled** |
| **Fall 2019** | 2020 Students | 7883 Hours |
| **Fall 2018** | 2002 Students  | 7824 Hours |
| **Fall 2017** | 1643 Students  | 6217 Hours |
| **Fall 2016** | 1507 Students  | 5650 Hours |

**International Students**

**Figure 1. Total Number of International Students**

**Figure 2: International Enrollment – F1 Student Population**

**Figure 3: International Enrollment**

The overall count of International F-1 students remained steady. We lost two students due to visa issues, but hopefully, they will return in the Spring. Fall numbers for new F1 students were up 29% compared to Fall 2018 with 5 coming from overseas a 40% increase in overseas student matriculation. Overall enrollment for Fall 2019 was down by 4% due to a high number of graduations and a few early transfers due to moving or class limitations.

Deferred Action student enrollment increased from 97 (Fall 2016) to 122 (Fall 2017). The outreach to the Hispanic community has resulted in the growth of the Latino population. However, the recension of DACA in 2018 has impacted the number of students enrolling from this group.

**Facilities**

The ARO is located within Enrollment Services at each campus. The demand for space in which to serve students has increased as the College has expanded. In addition, most of the admissions process, the sending and receiving of transcripts, and the transcript evaluation process is accomplished at the Jefferson Campus. The utilization of additional office space for admissions and records processing has increased.

The unit, under the leadership of the President and the Vice-president of Student Affairs, the Enrollment Services area, located on the first floor of Allen Library has been completely renovated. 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 and meet with academic advisors. 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.

At the Shelby Campus, the General Studies Building has greatly improved productivity and created a more inviting and spacious waiting area for students. However, this area still needs a more collegiate look that appeals to both prospective and current students. The administration is continuing to update the Enrollment Services area to provide a more collegiate look that is attractive to both prospective and currently enrolled students and their families.

**Equipment**

To ensure that the unit’s procedures are both efficient and effective, it is necessary to regularly evaluate the equipment of 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. Additional requests for equipment are based on the external roles of staff within the college’s service area.

Replacement of the flatbed scanner at the Shelby-Hoover Campus is critical as the current scanner at the Shelby campus is 10 years old. Due to the increased scanning of documents, it is necessary to purchase a second scanner to expedite the scanning and processing of all documents submitted.

Additional computer needs at the Shelby-Hoover Campus include replacement computers for the general academic advisor and the rotating office used by Jeff Coaches. The recommended replacement date has expired. Once replaced, these two computers can be recycled to the student area, as all of the five computers housed in this area are at least 10 years old. A laptop computer should be purchased for the Student Success and Retention Specialist.

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, and program admission deadlines, and to general information to assist students in the enrollment process.

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

The unit must continue to ensure that all local policies are implemented by the Alabama Community College System and other federal, state, and national policies. The department collaborates with Financial Aid, Articulation, and IT to ensure that federal regulations regarding Gainful Employment and other federal regulations are accurately implemented. A monthly/bi-weekly meeting will provide opportunities for collaboration and feedback regarding new processes as well as ongoing concerns and issues faced by the various departments including IT, the Business Office, Human Resources, Financial Aid, and Student.

The ARO must continue to foster collaboration with OneACCS and the IT department to ensure that student data has migrated correctly as the transition to one system continues. Technical and functional concerns should be addressed with IT and with the functional users in the unit so that appropriate information is relayed to the staff. The unit will continue to train and cross-train as new OneACCS procedures are available. All new processes and procedures from OneACCS must be updated and placed in the current user manual (Admissions and Records Manual).

ARO would like to continue to work with FME to implement an early alert intervention program for students, however, at this time, OneACCS does not allow third-party access to the system.

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.

Furthermore, funding through the Alabama Future Workforce Initiative will continue to have a significant impact on the number of students who participate in DE, and it will also affect the types of students participating. Before the funding, only students who could afford to pay for DE participated. Research has not yet been completed, but the AFWI funding has likely allowed more first-generation college students to participate in DE. Funding for participation in a CTE program is a great benefit to students and could lead to full-time enrollments at the college once the students graduate from high school. Students who participate in DE are more likely to be successful in college and complete their degree

Students avail themselves of 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 ARO 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 petitions and processes. The 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.

Changes in the Alabama Community College System (ACCS) policies over the last few years at the state level have had a significant impact on the daily workload of the ARO. Major changes in the admissions policy required significant training and updates in the daily processing of admissions documents. Additional changes in ACCS’ current policies were being implemented for the 2018-2019 academic year while some policies are still under review. The ARO must continuously review its daily operational procedures and local policies to ensure alignment with both College and ACCS policies.

There seems to be a lack of awareness in the community about Jefferson State offerings for international students and/or the multicultural population. A concentrated campaign to reach out to local/regional multinational groups and organizations about academic offerings at Jefferson State, including English as a Second Language (ESL). These include contacts within Jefferson, Blount, Shelby, and St Clair County school systems; international high schools in the region; English Language Institutes; and community groups dealing with multinational and refugee populations.

The rescinding of the Deferred Action Law impacted the DACA students who enrolled during the 2017 fall semester. These students have varying ending dates to their status, however, all students that are eligible for renewal were able to do so through 2018. The international office will continue to track federal updates on the impact of the DACA changes on our students.

In addition to the TOEFL and IELTS English Proficiency exams, ACCS (800 Series Policy) added the STEP EIKEN as an acceptable test with at least a 2A score. This is increasing the tests acceptable to prove English proficiency. The international office has updated the website and all printed materials.

The college is currently in its re-certification period for the F1 program. The unit is working on this renewal with the Department of Homeland Security. The following programs have been updated: Welding, Clinical Laboratory Technology, Medical Laboratory Technology, and the AAS Nursing accreditation. The international office is monitoring students’ end dates in Banner through the expiration hold. These are case-by-case basis renewals.

**Accomplishments: 2017-2018**

1. Implemented the JeffCoach program at Jefferson and Shelby Campuses. A JeffCoach was hired for each campus.
2. Developed an in-house database for prospective students which allows the tracking of these potential students and keeps them abreast of upcoming college events, opportunities, and deadlines.
3. Expanded Get on Board Days to all four campuses with participation from clubs, organizations, honor societies, and outside organizations.
4. Began Preview Days for interested students at all four campuses.
5. Increased the number of New Student Orientation Sessions.
6. Implemented a Last Chance Orientation Session for students who missed the early sessions.
7. Updated all Enrollment Services and Retention Forms
8. Developed a comprehensive Admissions and Records policy and procedures manual.
9. Awarded a grant for the Outstanding Lecturer Fund to bring International Renounced Fulbright Scholar, Dr. Catherine O’Rourke, to do lectures at all 4 campuses on the Plight of Immigrant Populations in Europe and the Status of Peace in Northern Ireland.
10. International Services was successful in obtaining the Outreach Lecture Fund Grant through the Fulbright CIES program to bring Professor Farong Zhu of Guangzhou University China to JSCC in collaboration with Troy University. Professor Zhu was a scholar of American Literature, particularly Zelda Fitzgerald. She did lectures and cultural programs at 3 campuses.
11. International Services in collaboration with Professor Shay Culbertson received a small grant to do a site visit with Maximo Nivel, a language center in Central America to Guatemala & Costa Rica. Subsequent meetings resulted in a Memorandum of Understanding between Maximo Nivel and Jefferson State.
12. Multicultural Students Association, advised through the International Services office, was awarded the Presidents Cup for Outstanding Student Group of the Year.
13. International Student Services Hosted our 2nd Annual International Transfer College Fair for international, DACA, and permanent resident students. 13 universities and 63 Jefferson State students attended, and 4 Lawson State Community College Students Attended.
14. Jefferson State hosted the 3rd Annual Community ESL College Preparation course in collaboration with the Literacy Council of Central Alabama and the UAB MA TESOL program. 23 students from the community participated in the program. 5 matriculated to Jefferson State.
15. Jefferson State received a grant from Regions Bank for $1200 for the International Cultural Retreat with Jeff State, Gadsden State, Samford University, Birmingham Southern, the University of Alabama, UAB, and the University of Montevallo. The retreat was held at Tannehill State Park for 125 students from all the different schools.

**Accomplishments: 2018-2019**

1. The JeffCoach Program expanded to all campuses. Four additional coaches were hired. One each for the Pell City and Clanton campuses and one additional JeffCoach for the Shelby and Jefferson campuses.
2. The JeffCoach program developed and implemented monthly Student Success Seminars at all campuses.
3. The Career Coach collaborated with the Director of Media Relations and Allied Health Program Coordinators to host JSCC’s 1st annual Health Sciences Career Fair.
4. Completion of EMSI Website training and promotion of Career Coach Development and Assessment. Assisted in the incorporation of Career Coach information.
5. Collaborated with Media Relations to develop the “The Pioneer Your Career” webpage on the College website.
6. Partnered with Jefferson County Board of Education to host a Skills USA competition judged by Jefferson State Faculty. The competition included 276 Jefferson County High School Students in various career and technical education programs.
7. Collaborated with Financial Aid to develop bridge scholarships for CTE DE students to continue their program at Jefferson State.
8. Increased recruiting leads from 1,341 in 2017-2018 to 1,931 in 2018-2019 which is an 8.1% increase.
9. Two staff attended SACRAO and were selected to participate on the Records & Registration Committee and serve on the SACRO Journal Editorial Board and the Executive Committee for Nominations.
10. Two staff presented sessions at ALACRAO.
11. International Services was successful in obtaining the Outreach Lecture Fund Grant through the Fulbright CIES program to bring Professor Jairo Narieta of the University Nacionale Costa Rica (UNCR) to JSCC in collaboration with the University of Alabama at Birmingham (UAB). Professor Narieta was a scholar of English as a Second Language. He spoke to the Spanish classes on two campuses and did a public lecture on Costa Rican Sustainability. UAB has signed an MOU with UNCR and credits this joint grant for helping them make this connection.
12. International Services collaborated with Professor Shay Culbertson to successfully develop, market, and launch a Spanish Immersion Study Abroad program in May 2019. As part of this effort, Jefferson State joined the Benjamin J. Gilman Scholarship program and was the first Alabama Community College to have recipients of this national scholarship. 2 students were awarded.
13. Established connections with regional high schools resulting in Bi-lingual student nights at 5 regional High Schools in 2018-2019. Stacye Thompson and Roosevelt Mendez.
14. Stacye Thompson was awarded a grant to participate in the Forum on Education Abroad Critical Dialogue for Community Colleges regarding the development challenges of studying abroad for community colleges.
15. International Student Services hosted our 3rd Annual International Transfer College Fair for international, DACA, and permanent resident students. 13 universities and one professional school attended with 48 Jefferson State students and 3 Lawson State Community College students.
16. Jefferson State hosted the 4th Annual Community ESL College Preparation course in collaboration with the Literacy Council of Central Alabama and the UAB MA TESOL program. students from the community participated in the program. 3 matriculated to Jefferson State.
17. Jefferson State received a grant from Regions Bank for $1200 for the International Cultural Retreat with Jeff State, Gadsden State, Samford University, Birmingham Southern, the University of Alabama, UAB, and the University of Montevallo. The retreat was held at Oak Mountain State Park for 116 students from all the different schools.

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

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

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

Improvements to the College’s website to enhance information on the enrollment process will assist in improving the operations of the unit. Providing clear, specific, and helpful information on the home page for each of the areas in ARO will provide easier access. This would also reduce calls and emails, thus increasing productivity.

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

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.

Moving to fully electronic processing of all international documents and records and developing a more formal brochure development for international recruitment will also increase the effectiveness and efficiency of the International Students division.

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

The Admissions & Retention Department will operate in full compliance with the Alabama Community College System 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. Information is distributed to prospective students at high school visits, career and college fairs, and community events. Students will be made aware of the many program offerings at Jefferson State Community College.

* The Admissions & Retention Department will provide students with the knowledge to complete the registration process. Students will be informed and prepared to complete the enrollment process. Students will receive academic advice regarding course selection for their prospective majors.
* The implementation of Intrusive Advising and requiring students to participate leads to student success and completion of credentials. Intrusive advising will afford the building of relationships and vested ownership of the advising process for both the student and the advisor. Additionally, advising services for these students will be enhanced as they will be able to avoid long lines. This type of proactive advising program will lead to increased advising loads; however, careful and advanced planning and the reconstruction of the current advising process can also result in positive outcomes.
* DE will operate in full compliance with the Alabama Community College System policies and guidelines. All student documents and records will be processed in a timely manner to support all reporting and audit requirements. Information on the DE program and admission requirements will be distributed to prospective students at high school visits, career and college fairs, and community events. Students will be informed and prepared to complete the DE process. The DE program will provide students, parents, and high school counselors with instructions on completing the application, registration, and payment processes. Improvements to the DE website and the development of marketing materials, as noted in the Technology and Budget items, are key to the success of this unit. DE must be easily accessible to students, parents, and high school counselors, which begins with a strong web presence. Providing clear and helpful information on the website attracts more prospective students, but it can also reduce calls and emails, which increases productivity. Maximizing the available technologies like the BDMS would also improve operation. Additional staff would allow the operation of the DE unit to expand and most effectively manage the growth within the DE department.
* Continuously researching and implementing current and advanced technology, 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.
* Information on all programs and services offered by the College will be distributed to prospective students through high school visits, career and college fairs, and community events. Recruiting staff will maintain a list of prospective students who met at these events and remain in contact with them throughout the school year via email, telephone, and follow-up visits to the schools.
* The International Office will continue to expand the programming/outreach opportunities through the Multicultural Students Association; Training/Staff Resources regarding Multicultural students; offering overseas learning opportunities available through 4-year universities and academic departments for Study Abroad partnerships; expand programming year-round on international topics and International Education week at all 4 campuses.

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

* A staffing request is being made for the development of a Coordinator for Athletic Programs and Student Activities position that will report to the Athletic Director and Associate Dean of Enrollment Services. This full-time position will complement and support the overall goal of retaining students through the completion of a credential.  Funding for the position is requested at the E2 Grade 05 level (Salary plus benefits =$40,973.00).
* The department is requesting funds ($33,000) to furnish the Enrollment Service offices at the Jefferson Campus
* The department is requesting funds to furnish the Enrollment Service offices at the Jefferson Campus.
* The department would like to purchase an additional scanner for BDMS processing at the Shelby-Hoover Campus.
* The current scanner utilized for the processing of Admissions Documents at the Shelby Campus should be replaced.
* A laptop computer for the International Coordinator would allow her easier and complete access to International student files at each campus.
* Multimedia tablets for the recruiters would enable them to be more productive while visiting high schools and at other events.
* International Office Resources Funding - $500 to sustain membership with Student Alabama which gives us a web presence with the US Department of Commerce; the US Department of Education; and the OSEAS offices internationally and access to events that can expand our international reach for recruitment.
* Two computers for the Shelby Campus and four additional computers for the Jefferson Campus.
* Printer for the Associate Dean’s office at Shelby ($388.00)
* Webcam/Headphone with Microphone – Add the ability to Skype and Speak through the Computer with international applicants.

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

Several objectives in the 2017-2019 goals were not met due to the focus placed on the OneACCS migration and the loss of the Registrar during the 2018-2019 academic year. However, they are currently in progress. Furthermore, because of the nature of the work in this department, many of the goals will be the same, with the objectives and assessment continually evolving**.**

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

Professional development through participation in conferences, webinars, and training sessions hosted by NACEP is essential to equip the staff with knowledge of best practices, as well as opportunities to highlight the successes of the college. In addition, the performance of the unit can be addressed by professional development. Productivity and efficiency could be improved if the staff were provided with more opportunities to develop their computer skills and receive formal and advanced training in emerging applications and policies in the admissions, records, and advising areas. Additionally, continuous training is necessary to build a comprehensive knowledge of job-related policies. Interdepartmental training with the Financial Aid Office and the Office of Articulation could be beneficial in promoting the consistent application of policies and procedures across offices, which are closely linked to assisting students**.**

**Unit Goals for 2018-2019**

**Goal 1: To increase student retention**

**Objectives**

1. Research and evaluate best practices regarding successful retention strategies
2. Research and develop early alert processes
3. Research and develop expanded opportunities for high-achieving students
4. Identify and monitor at-risk student groups in need of intervention and serve as primary outreach contact
5. Collaborate with faculty and JeffCoaches to determine students’ progress at mid-term
6. Collaborate with media relations to utilize social media to promote CCA campaigns
7. Collaborate with the Career Coach and the Career Center to increase career exploration and decrease major changes
8. Support college efforts to introduce students to experiences and resources such as student organizations and study abroad
9. Collaborate with JeffCoaches to develop additional strategies for student success and utilize strategies with other at-risk student populations
10. Increase coaching for targeted populations of students
11. Evaluate freshman orientation courses

**Method of Assessment**

1. Review current professional research and reports and compare successful institutions’ strategies and results
2. Research available technology and successful early alert programs and then compare retention rates before and after implementation
3. Review community college honors symposiums and the resulting data
4. Utilize the Institutional Effectiveness data and student surveys to determine at-risk student populations
5. Request attendance and grade reports from participating faculty
6. Track student interactions with posts
7. Track the number of major changes
8. Track results of student feedback forms
9. Notes was taken at regular meetings
10. Collected data will be reviewed and evaluated
11. Track the number of orientation courses offered and enrollment numbers for orientation courses. Gather student surveys for orientation courses.

**Additional Funding Request**

1. $1100 for JeffCoach program student success planners for JeffCoach students
2. $720 for JeffCoach Student Success Seminar lunches at all campuses
3. $350 for end-of-year reception for JeffCoach students on all campuses
4. $457 Statewide Education Summit, Mobile, AL
5. $1700 National Research Center’s Institute on First-Year Student Success in the Community College at USC

**Goal 2: To increase the number of students completing a degree, certificate, or credential**

**Objectives**

1. Research and evaluate best practices for successfully increasing completion rates
2. Develop and implement a plan to help students identify their goals and needs and to chart clear routes to timely completion
3. Identify critical courses for on-time graduation for various majors
4. Increase student momentum to completion as measured by college-level credits earned in the first semester and year, successful completion of college-level math and English in the first year, and student enrollment intensity.
5. Utilize data to track the availability of courses and schedules to meet student needs
6. Survey students who choose to leave the university before graduation
7. Collaborate with media relations to promote graduation through a graduation campaign
8. Collaborate with the graduation office to increase student awareness of the graduation process.
9. Develop reports which will enable us to contact students who did not apply to graduate

**Method of Assessment**

1. Review current professional research and reports and compare successful institutions’ strategies and results in
2. Results of student survey
3. Create a list of critical courses for majors
4. Monitor semester-to-semester retention and momentum data
5. Track student interactions with posts.
6. Track the number of graduation applications received

**Additional Funding Requests**

1. $1500 Complete College America annual conference registration

**Goal 3: To develop and implement effective communication plans for targeted populations**

**Objectives**

1. Utilize social media to promote CCA and graduation campaigns
2. Provide retention seminars for faculty and staff related to early alert processes and NSO advising
3. Increase communication with individual students in targeted populations to support student success and completion
4. Host a graduation preview and information table at student events
5. Use technology to communicate with students about completing credentials and degrees
6. Develop a frequently asked question (FAQ) page on our website to enhance student understanding of our graduation process
7. Provide a CCA and graduation presentation for ORI 101 courses

**Method of Assessment**

1. Student interactions with posts will be tracked
2. Retention seminar feedback forms will be distributed
3. Monitor the requirements needed to utilize the software for retention and completion of best practices and track student responses
4. Track the number of events
5. Track the number of student communications
6. Track visits the page
7. Student quiz, journal, or survey

**Additional Funding Requests**

1. $400 for marketing and informational materials related to retention and completion and Complete College America

**Goal 4: To strengthen the use of technology for retention and completion purposes**

**Objectives**

1. Redesign the website for a better flow of information specific to degree plans and graduation
2. Work with Marketing and Media Relations to identify e-media platforms for outreach to students
3. Research and evaluate best practices of higher education vendors (such as Full Measure) to communicate to students via text to students’ smartphones and tablets
4. Assist in reviewing and revising tutorial videos available on our webpage
5. Assist in the evaluation and development of interactive web-based NSO programs

**Method of Assessment**

1. Survey groups students, faculty, and staff to review the website and adjust according to their feedback
2. Use website statistics to monitor response to e-media outreach to students
3. Track student communications using vendor products
4. Survey groups of students, faculty, and staff to review the tutorial videos and provide feedback
5. Survey incoming students

**Additional Funding Requests**

1. Funding estimated to purchase a computer (1 @ 1,500.00 each)

**Goal 5: To increase student engagement, connection, and opportunities**

**Objectives**

1. Research high-impact practices for student engagement
2. Gather student satisfaction data for New Student Orientation and Orientation 101 courses
3. Include a guide for NSO on academic success in college with information on campus resources
4. Collaborate with ORI 101 instructors to promote and provide students with opportunities to connect and engage on campus and in the community
5. Collaborate with International Student Coordinator and International Studies

**Method of Assessment**

1. Create a report of findings
2. Students will complete a satisfaction survey after NSO and each session, preferably an e-survey that can be accessed on their mobile devices
3. Student course evaluation data

**Additional Funding Requests**

 No additional funding is necessary.

**Goal 6: To implement an effective communication plan for prospective and current DE students.**

1. **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 the benefits of DE and admission policies to the parents of prospective students. **The goal has been met.**
	3. E-mail a review of DE policies to current and continuing students. **The goal has been met.**
2. **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. **The goal has been met.**
	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.
3. **Additional Funding Requests**
	1. Funding is needed to develop and print new information materials for DE, including the handbook and marketing materials (estimated cost of $10,000).
	2. Funding is also needed for printing and mailing paper surveys to parents (estimated cost $1,500/semester).

**Goal 7: To strengthen the use of technology for processing and marketing purposes.**

1. **Objectives**
	1. Work with Media Relations to identify e-media platforms for outreach to DE students.
2. **Method of Assessment**
	1. Use website statistics to monitor response to e-media outreach to DE students.
	2. Use website statistics to determine the number of students who click a link from the auto-reply email.
3. **Additional Funding Requests**
	1. Funding may be necessary to expand the use of Google Drive ($15/month increased storage)
	2. Funding may be necessary to utilize new e-media platforms (estimated cost $1,000/year).

**Goal 8: To increase DE student retention and success.**

1. **Objectives**
	1. Establish a required New Student Orientation (NSO) program for DE students to include on-campus, online, and school session options.
	2. Include an 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. Partner with DE instructors and high school counselors to determine student progress at mid-term.
2. **Method of Assessment – how the unit will determine if the objective has been met.**
	1. Students will complete a satisfaction survey after NSO and each assembles an e-survey that can be accessed on their mobile devices.
	2. Assess student understanding of the 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.
3. **Additional Funding Requests – provide an estimate of the cost of achieving the objective.**
	1. Development of an 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.) (estimated cost is $10,000).

**Goal 9: Continuously review current and/or proposed technological software and hardware programs that will improve the efficiency of admissions and retention delivery systems.**

**Objectives**

1. Work with the Dean of Enrollment Services to develop a mobile JSCC App through the implementation of Full Measure Education.
2. Continue to update technology to improve access to student records.
3. Increase staff ability to update and process student files promptly.
4. Rotation of computers among Admissions & Retention staff.
5. Work with IT to review software updates for more effective delivery of student services.
6. Research and evaluate best practices of higher education vendors (such as Full Measure) to communicate to students via text to students’ smartphones and tablets.

**Method of Assessment**

1. Students will have access to Jefferson State from their smartphones through the JSCC mobile app.
2. Current and prospective students will receive timely push notifications and reminders on their mobile devices.
3. Students will be able to submit admissions documents through the mobile app.
4. The admissions processes will be streamlined.
5. Admissions and records processes will be recorded to determine whether students are accepted to the college in a timely manner.
6. The number of records processes will be monitored to ensure that transcript evaluation and other student requests are processed in the allotted period.
7. The number of student documents scanned will be assessed.
8. 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 scanner at the Shelby Campus @ $4100.
3. The IT department determines additional funds for software upgrades.

**Goal 10: 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. Research and recommend a CRM for the Recruiting area.
2. Increase the number of visits to high schools, college fairs, and community events in the Jefferson State service area.
3. Conduct an appreciation luncheon for high school counselors in all school systems in our service area.
4. Provide counselors with up-to-date information on transfer and career programs at Jefferson State.
5. Provide counselors with monthly reports on students who have applied to Jefferson State and any paperwork which is still needed.
6. Maintain our in-house computer system that will help our recruiters to better track and respond to potential Jefferson State students and their enrollment interests.
7. Develop community service activities and provide outreach opportunities to the constituents in our service area.
8. Collaborate with Financial Aid to develop and host College Knowledge/College Prep days for middle and high school students.
9. Use technology to recruit, communicate with, and enroll students at Jefferson State.
10. Increase the number of campus tours offered to potential students.
11. Continue the Jefferson State Spring Preview Days on each campus and expand them to Fall on the Jefferson and Shelby Campuses.
12. Develop the Recruiting webpage and social media sites, so that future students will have a point of contact.
13. Ensure that Jefferson State participates in high school fairs, college fairs, and community events and provides potential students with accurate information and Jefferson State paraphernalia (shirts, pens, pencils, wristbands, etc.).
14. Develop reports which will enable us to contact students who applied for admissions but did not enroll in courses.
15. Send letters to every graduating senior in the College’s service area.
16. Continue to use Ambassadors, alumni, and other student organizations to assist with recruiting efforts.

**Method of Assessment**

1. Survey counselors 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 the number of potential students at high school, college fairs, and community events who filled out interest cards, as well as leads gained through phone calls, emails, and walk-ins.
4. Monitor monthly production summary.
5. Use IRIR data to track student registration and enrollment to the college.

**Additional Funding Requests**

1. Funding of $20,000 is necessary to update the JSCC viewbooks.
2. Funding 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 items, recruiting, and retention events. This includes NSO, Dual Enrollment, and Find your Place Days.
4. Funding of $4,500 for Jefferson State College Preview Day at Jefferson and Shelby in the Fall and at all four campuses in the Spring.

**Goal 11: To increase the number of complete admission applications.**

**Objectives**

1. List clear and concise admission requirements for each admission type the department landing on our website.
2. Reduce the number of links from our website to our admission application.
3. Revise content in our current communication plan to include clear and concise admission requirements for each admission type in print and electronic correspondence with students
4. Implement a new component in the communication plan to inform students of outstanding admission requirements before institution acceptance.
5. Develop a frequently asked question (FAQ) page on our website to enhance student understanding of our admission process.

**Method of Assessment**

1. Monitor the number of complete admission applications each term.
2. Monitor types of student inquiries made by phone, e-mail, or walk-in.
3. Evaluate the results of the Student Satisfaction Survey as they relate to Admissions.

**Goal 12: Enhance communication and outreach of the Records office among students, faculty, and staff.**

**Objectives**

1. Develop a Records section on the College Website

b. Annual training sessions for faculty and staff in conjunction with the Graduation Office and the Office of Institutional Effectiveness.

**Method of Assessment**

 a. Survey of Faculty and students on how useful the information was to them

**Additional Funding Requests**

No additional funding is necessary to complete this goal.

**Goal 13: Increase the number of international students at Jefferson State.**

**Objectives**

* 1. Continue outreach programs to local and state community groups.
	2. Solicit recruiting agents to represent Jefferson State to overseas prospects.
	3. Create overseas recruitment opportunities.
	4. Establish infrastructure and retention support for international and multicultural populations.
	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.

**Method of Assessment**

* 1. Evaluate growth and maintained enrollment numbers of international students (Year 1/Year 2).
	2. Evaluate growth and maintained enrollment number of multicultural students (Surveys and stats) – Year 1/Year 2.
	3. Survey the 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. $1,000 for programming budget for International and multicultural programs and events.
	2. $3,000 for recruitment depending upon the amount and level of travel.
	3. $510 for NAFSA Manual.

**Goal 14: To create tutorial videos available on our webpage 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 the 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. We have resources and staff who can create videos. Funding would be necessary if we utilize outside professionals to make videos.

**Goal 15: 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 the transition to JSCC.
2. Provide electronic messages to students to ensure students are aware of changes in policies.
3. Provide a 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.
5. Collaborate with FME and Enrollment Services to enhance communication and knowledge of the college to current and prospective students via the JSCC app available to students via their smartphones and tablets.
6. Collaborate with the Summer Smelt initiative

**Method of Assessment**

* + 1. Students will have access to Jefferson State from their smartphones through the JSCC mobile app.
		2. Current and prospective students will receive timely push notifications and reminders on their mobile devices.
		3. Students will be able to submit admissions documents through the mobile app.
		4. The admissions processes will be streamlined.
		5. Feedback from Student Experience Survey.
		6. Feedback from students, faculty, and staff.
		7. Review of advising, admissions, records, and recruiting email responses.

**Additional Funding Requests**

1. Funding is necessary to purchase 8 (32”) monitors for placement in Enrollment Services at each Campus for $400 each.
2. Funding for FME is provided and no additional funds for the JSCC App are necessary.

**Goal 16: Embrace and strengthen the use of technology through Professional Development.**

**Objectives**

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

**Additional Funding Requests**

1. Funding is necessary to maintain memberships in professional organizations and to attend conferences at the state, regional and national levels.
* $440 for NAFSA membership
* $120 for SACRAO membership
* $225 for NACEP membership
* $600 for NACADA membership
* $1105 for AACRAO membership
* $100 for ALACRAO membership
* $100 for ALBUG membership
* $ 325 for NACAC membership
1. Funding is necessary to maintain memberships in professional organizations and to attend conferences at the state, regional and national levels. Estimated funding includes:

 $1,600 for staff (4) to attend ALACRAO;

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

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

 $2,500 for staff (1) to attend NACADA;

 $2,000 for 6 advisors to attend the Alabama Advising conference; and

 $2,000 for staff (1) to attend the ELLUCIAN LIVE (every other year);

 $1500 for staff (3) to attend the ALBUG conference.

 $1000 for staff (1) to attend the regional conference for NAFSA

 $2500 for staff (1) to attend NACEP

 $700 for staff (1) to attend NOSS

$500 to reward JeffCoach students who attend all JeffCoach meetings and seminars

$462 ALADE annual membership and conference registration fee for JeffCoaches and the Student Success and Retention Specialist

**Goal 17: Ensure that all students have access to academic advising services by implementing more intrusive advising practices.**

**Objectives**

1. Develop an intrusive advising culture.
2. Continue to educate students on 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 evaluating their academic progress.
6. Help students plan an educational program consistent with their interests and abilities.
7. Develop strategies to monitor and track student progress.
8. Develop strategies to provide better advisement in the NSO process.
9. Develop an Academic Advising Survey that students complete in the Advising Center.
10. Purchase software to schedule and track student advising appointments.
11. Update the Advising Manual.
12. Increase retention and graduation rate.
13. Create a survey for faculty to provide input related to advising.

**Methods of Assessment**

1. Student Experience Survey results.
2. New Student Orientation Survey results.
3. Academic Advising Survey results.
4. Cohort graduation rate will increase.
5. Academic Advisor Feedback.
6. Faculty Feedback.

**Additional Funding Requests**

**a.** Funding is necessary to purchase software used to schedule and track student advising appointments. Funding is also needed to update computers for full-time advising staff to be technologically up to date.

**Additional Funding Requests**

**a.** Funding is necessary to purchase software used to schedule and track student advising appointments. Funding is also needed to update computers for full-time advising staff to be technologically up to date.

**Goal 18: Equip new students with the knowledge to become proficient in the use of Jefferson State resources and ease their transition to college.**

**Objectives**

* 1. Promote New Student Orientation (NSO) and enhance the online registration for the new student orientation process.
	2. Create a new student guide to college resources. Include all the services the college provides and instructions on how to access them.
	3. Promote opportunities to become a part of the JSCC campus activities and organizations.
	4. Provide academic advising for every student attending NSO.
	5. Provide instructions on the navigation of the Self-service Banner.
	6. Identify student rights and responsibilities as outlined in *Jefferson State Community College Catalog and Student Handbook.*
	7. Provide a welcoming atmosphere for students and their families to meet faculty, staff, current students, and other new students.

**Method of Assessment**

1. Students will understand the importance of registering for and attending NSO.
2. Students will be introduced to college services that support their academic goals (For example library, student services, security, and bookstore).
3. Students will be familiar with campus organizations and clubs.
4. Students will understand the purpose of academic advising and course selection.
5. Students will understand how to navigate BANNER and the registration process.
6. Students will know how to access the college policies and procedures.
7. Students and their families will feel welcome and excited about their decision to attend Jefferson State.
8. Student Experience Survey
9. New Student Orientation Survey

 **Additional Funding Requests**

1. Funding estimate to provide refreshments and college paraphernalia (Example: JSCC t-shirts, cups, pencils) to students. Funding is requested in Goal 2.

**Goal 19:** **Collaborate with the Vice-president of Student Affairs, the Director of Financial Aid, and the Registrar to purchase office furniture for the Enrollment Services area in the James Allen Library and painting enhancements for the Shelby-Hoover Enrollment Services area to 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 surveys will be developed to rate student experiences.
3. Closely monitor sign-in requests and needs from students and visitors.

**Additional Funding Request**

Jefferson Student Center

**Additional Funding Request**

**Jefferson Campus**

* 1. Standard L Group Desks with Return (14 @ $1,450.00 each) = $20,300.00
	2. U Group Desk (1 @ $1,870.00 each) = $1,870.00
	3. Student Assistant Desks (5 @ $550.00) = $2,750.00
	4. Guest Chairs (16 @ $140.00) = $2,240.00
	5. Rectangular Conference Table (1 @ $1,069.00) = $1,069.00
	6. Task Chairs (15 @ $140.00) = $2,100.00
	7. 18-inch Deep Shelving (1 @ 650.00) = $650.00

**Shelby-Hoover Enrollment Services Area**

* 1. Student Computer Desks/Study Carrels = $10,000.00\

 Shelby-Hoover Enrollment Services Area

 Upgrade furniture in the Enrollment Services Area to create a more inviting

 student friendly appearance. Student computer desks will provide privacy for

students as they complete admissions and financial aid processes on the computers.

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

**Unit Goals for 2020-2021**

**Goal 1: Continue to increase student retention**

**Objectives**

1. Research and evaluate best practices regarding successful retention strategies
2. Research and develop early alert processes
3. Research and develop expanded opportunities for high-achieving students
4. Identify and monitor at-risk student groups in need of intervention and serve as primary outreach contact
5. Collaborate with faculty and JeffCoaches to determine students’ progress at mid-term
6. Collaborate with media relations to utilize social media to promote CCA campaigns
7. Collaborate with the Career Coach and the Career Center to increase career exploration and decrease major changes
8. Support college efforts to introduce students to experiences and resources such as student organizations and study abroad
9. Collaborate with JeffCoaches to develop additional strategies for student success and utilize strategies with other at-risk student populations
10. Increase coaching for targeted populations of students
11. Evaluate freshman orientation courses

**Method of Assessment**

1. Review current professional research and reports and compare successful institutions’ strategies and results
2. Research available technology and successful early alert programs and then compare retention rates before and after implementation
3. Review community college honors symposiums and the resulting data
4. Utilize the Institutional Effectiveness data and student surveys to determine at-risk student populations
5. Request attendance and grade reports from participating faculty
6. Track student interactions with posts
7. Track the number of major changes
8. Track results of student feedback forms
9. Notes was taken at regular meetings
10. Collected data will be reviewed and evaluated
11. Track the number of orientation courses offered and enrollment numbers for orientation courses. Gather student surveys for orientation courses.

**Additional Funding Request**

1. $1100 for JeffCoach program student success planners for JeffCoach students
2. $720 for JeffCoach Student Success Seminar lunches at all campuses
3. $350 for end-of-year reception for JeffCoach students on all campuses
4. $457 Statewide Education Summit, Mobile, AL
5. $1700 National Research Center’s Institute on First-Year Student Success in the Community College at USC

**Goal 2: Continue to increase the number of students completing a degree, certificate, or credential**

**Objectives**

1. Research and evaluate best practices for successfully increasing completion rates
2. Develop and implement a plan to help students identify their goals and needs and to chart clear routes to timely completion
3. Identify critical courses for on-time graduation for various majors
4. Increase student momentum to completion as measured by college-level credits earned in the first semester and year, successful completion of college-level math and English in the first year, and student enrollment intensity.
5. Utilize data to track the availability of courses and schedules to meet student needs
6. Survey students who choose to leave the university before graduation
7. Collaborate with media relations to promote graduation through a graduation campaign
8. Collaborate with the graduation office to increase student awareness of the graduation process.
9. Develop reports which will enable us to contact students who did not apply to graduate

**Method of Assessment**

1. Review current professional research and reports and compare successful institutions’ strategies and results in
2. Results of student survey
3. Create a list of critical courses for majors
4. Monitor semester-to-semester retention and momentum data
5. Track student interactions with posts.
6. Track the number of graduation applications received

**Additional Funding Requests**

1. $1500 Complete College America annual conference registration

**Goal 3: Continue to develop and implement effective communication plans for targeted populations**

**Objectives**

1. Utilize social media to promote CCA and graduation campaigns
2. Provide retention seminars for faculty and staff related to early alert processes and NSO advising
3. Increase communication with individual students in targeted populations to support student success and completion
4. Host a graduation preview and information table at student events
5. Use technology to communicate with students about completing credentials and degrees
6. Develop a frequently asked question (FAQ) page on our website to enhance student understanding of our graduation process
7. Provide a CCA and graduation presentation for ORI 101 courses

**Method of Assessment**

1. Student interactions with posts will be tracked
2. Retention seminar feedback forms will be distributed
3. Monitor the requirements needed to utilize the software for retention and completion of best practices and track student responses
4. Track the number of events
5. Track the number of student communications
6. Track visits the page
7. Student quiz, journal, or survey

**Additional Funding Requests**

1. $400 for marketing and informational materials related to retention and completion and Complete College America

**Goal 4: Continue to strengthen the use of technology for retention and completion purposes**

**Objectives**

1. Redesign the website for a better flow of information specific to degree plans and graduation
2. Work with Marketing and Media Relations to identify e-media platforms for outreach to students
3. Research and evaluate best practices of higher education vendors (such as Full Measure) to communicate to students via text to students’ smartphones and tablets
4. Assist in reviewing and revising tutorial videos available on our webpage
5. Assist in the evaluation and development of interactive web-based NSO programs

**Method of Assessment**

1. Survey groups students, faculty, and staff to review the website and adjust according to their feedback
2. Use website statistics to monitor response to e-media outreach to students
3. Track student communications using vendor products
4. Survey groups of students, faculty, and staff to review the tutorial videos and provide feedback
5. Survey incoming students

**Additional Funding Requests**

1. Funding estimated to purchase a computer (1 @ 1,500.00 each)

**Goal 5: Continue to increase student engagement, connection, and opportunities**

**Objectives**

1. Research high-impact practices for student engagement
2. Gather student satisfaction data for New Student Orientation and Orientation 101 courses
3. Include a guide for NSO on academic success in college with information on campus resources
4. Collaborate with ORI 101 instructors to promote and provide students with opportunities to connect and engage on campus and in the community
5. Collaborate with International Student Coordinator and International Studies

**Method of Assessment**

1. Create a report of findings
2. Students will complete a satisfaction survey after NSO and each session, preferably an e-survey that can be accessed on their mobile devices
3. Student course evaluation data

**Additional Funding Requests**

1. $5000 Funding for student experience initiatives supporting increased retention and completion goals

**Goal 6: Continue to implement an effective communication plan for prospective and current DE students.**

1. **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 the benefits of DE and admission policies to the parents of prospective students. **The goal has been met.**
	3. E-mail a review of DE policies to current and continuing students. **The goal has been met.**
2. **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. **The goal has been met.**
	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.
3. **Additional Funding Requests**
	1. Funding is needed to develop and print new information materials for DE, including the handbook and marketing materials (estimated cost of $10,000).
	2. Funding is also needed for printing and mailing paper surveys to parents (estimated cost $1,500/semester).

**Goal 7: To strengthen the use of technology for processing and marketing purposes.**

1. **Objectives**
	1. Work with Media Relations to identify e-media platforms for outreach to DE students.
2. **Method of Assessment**
	1. Use website statistics to monitor response to e-media outreach to DE students.
	2. Use website statistics to determine the number of students who click a link from the auto-reply email.
3. **Additional Funding Requests**
	1. Funding may be necessary to expand the use of Google Drive ($15/month increased storage)
	2. Funding may be necessary to utilize new e-media platforms (estimated cost $1,000/year).

**Goal 8: Continue to increase DE student retention and success.**

1. **Objectives**
	1. Establish a required New Student Orientation (NSO) program for DE students to include on-campus, online, and high school session options.
	2. Include an 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. Partner with DE instructors and high school counselors to determine student progress at mid-term.
2. **Method of Assessment – how the unit will determine if the objective has been met.**
	1. Students will complete a satisfaction survey after NSO and each session, preferably an e-survey that can be accessed on their mobile devices.
	2. Assess student understanding of the 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.
3. **Additional Funding Requests – provide an estimate of the cost of achieving the objective.**
	1. Development of an 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.) (estimated cost is $10,000).

**Goal 9: Continuously review current and/or proposed technological software and hardware programs that will improve the efficiency of admissions and retention delivery systems.**

**Objectives**

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

**Method of Assessment**

1. Students will have access to Jefferson State from their smartphones through the JSCC mobile app.
2. Current and prospective students will receive timely push notifications and reminders on their mobile devices.
3. Students will be able to submit admissions documents through the mobile app.
4. The admissions processes will be streamlined.
5. Admissions and records processes will be recorded to determine whether students are accepted to the college in a timely manner.
6. The number of records processes will be monitored to ensure that transcript evaluation and other student requests are processed in the allotted period.
7. The number of student documents scanned will be assessed.
8. 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 scanner at the Shelby Campus @ $4100.
3. The IT department determines additional funds for software upgrades.

**Goal 10: 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. Research and recommend a CRM for the Recruiting area.
2. Increase the number of visits to high schools, college fairs, and community events in the Jefferson State service area.
3. Conduct an appreciation luncheon for high school counselors in all school systems in our service area.
4. Provide counselors with up-to-date information on transfer and career programs at Jefferson State.
5. Provide counselors with monthly reports on students who have applied to Jefferson State and any paperwork which is still needed.
6. Maintain our in-house computer system that will help our recruiters to better track and respond to potential Jefferson State students and their enrollment interests.
7. Develop community service activities and provide outreach opportunities to the constituents in our service area.
8. Collaborate with Financial Aid to develop and host College Knowledge/College Prep days for middle and high school students.
9. Use technology to recruit, communicate with, and enroll students at Jefferson State.
10. Increase the number of campus tours offered to potential students.
11. Continue the Jefferson State Spring Preview Days on each campus and expand them to Fall on the Jefferson and Shelby Campuses.
12. Develop the Recruiting webpage and social media sites, so that future students will have a point of contact.
13. Ensure that Jefferson State participates in high school fairs, college fairs, and community events and provides potential students with accurate information and Jefferson State paraphernalia (shirts, pens, pencils, wristbands, etc.).
14. Develop reports which will enable us to contact students who applied for admissions but did not enroll in courses.
15. Send letters to every graduating senior in the College’s service area.
16. Continue to use Ambassadors, alumni, and other student organizations to assist with recruiting efforts.

**Method of Assessment**

1. Survey counselors 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 the number of potential students at high school, college fairs, and community events who filled out interest cards, as well as leads gained through phone calls, emails, and walk-ins.
4. Monitor monthly production summary.
5. Use IRIR data to track student registration and enrollment to the college.

**Additional Funding Requests**

1. Funding of $20,000 is necessary to update the JSCC viewbooks.
2. Funding 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 items, recruiting, and retention events. This includes NSO, Dual Enrollment, and Find your Place Days.
4. Funding of $4,500 for Jefferson State College Preview Day at Jefferson and Shelby in the Fall and at all four campuses in the Spring.

**Goal 11: Continue to increase the number of complete admission applications.**

**Objectives**

1. List clear and concise admission requirements for each admission type the department landing on our website.
2. Reduce the number of links from our website to our admission application.
3. Revise content in our current communication plan to include clear and concise admission requirements for each admission type in print and electronic correspondence with students
4. Implement a new component in the communication plan to inform students of outstanding admission requirements before institution acceptance.
5. Develop a frequently asked question (FAQ) page on our website to enhance student understanding of our admission process.

**Method of Assessment**

1. Monitor the number of complete admission applications each term.
2. Monitor types of student inquiries made by phone, e-mail, or walk-in.
3. Evaluate the results of the Student Satisfaction Survey as they relate to Admissions.

**Goal 12: Continue to enhance communication and outreach of the Records office among students, faculty, and staff.**

**Objectives**

1. Develop a Records section on the College Website
2. Annual training sessions for faculty and staff in conjunction with the Graduation Office and the Office of Institutional Effectiveness.

**Method of Assessment**

 a. Survey of Faculty and students on how useful the information was to them

**Additional Funding Requests**

No additional funding is necessary to complete this goal.

**Goal 13: Continue to increase the number of international students at Jefferson State.**

**Objectives**

* 1. Continue outreach programs to local and state community groups.
	2. Solicit recruiting agents to represent Jefferson State to overseas prospects.
	3. Create overseas recruitment opportunities.
	4. Establish infrastructure and retention support for an 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.

**Method of Assessment**

1. Evaluate growth and maintained enrollment numbers of international students (Year 1/Year 2).
2. Evaluate growth and maintained enrollment number of multicultural students (Surveys and stats) – Year 1/Year 2.
	1. Survey the 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. $1,000 for programming budget for International and multicultural programs and events.
2. $3,000 for recruitment depending upon the amount and level of travel.
3. $510 for NAFSA Manual.

**Goal 14: Continue to create tutorial videos available on our webpage 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 the 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. We have resources and staff who can create videos. Funding would be necessary if we utilize outside professionals to make videos.

**Goal 15: 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 the transition to JSCC.
2. Provide electronic messages to students to ensure students are aware of changes in policies.
3. Provide a 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.
5. Collaborate with FME and Enrollment Services to enhance communication and knowledge of the college to current and prospective students via the JSCC app available to students via their smartphones and tablets.
6. Collaborate with the Summer Smelt initiative

**Method of Assessment**

* + 1. Students will have access to Jefferson State from their smartphones through the JSCC mobile app.
		2. Current and prospective students will receive timely push notifications and reminders on their mobile devices.
		3. Students will be able to submit admissions documents through the mobile app.
		4. The admissions processes will be streamlined.
		5. Feedback from Student Experience Survey.
		6. Feedback from students, faculty, and staff.
		7. Review of advising, admissions, records, and recruiting email responses.

**Additional Funding Requests**

1. Funding is necessary to purchase 8 (32”) monitors for placement in Enrollment Services at each Campus for $400 each.
2. Funding for FME is provided and no additional funds for the JSCC App are necessary.

**Goal 16: Continue to embrace and strengthen the use of technology through Professional Development.**

**Objectives**

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

**Additional Funding Requests**

1. Funding is necessary to maintain memberships in professional organizations and to attend conferences at the state, regional and national levels.
* $440 for NAFSA membership
* $120 for SACRAO membership
* $225 for NACEP membership
* $600 for NACADA membership
* $1105 for AACRAO membership
* $100 for ALACRAO membership
* $100 for ALBUG membership
* $ 325 for NACAC membership
1. Funding is necessary to maintain memberships in professional organizations and to attend conferences at the state, regional and national levels. Estimated funding includes:

 $1,600 for staff (4) to attend ALACRAO;

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

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

 $2,500 for staff (1) to attend NACADA;

 $2,000 for 6 advisors to attend the Alabama Advising conference; and

 $2,000 for staff (1) to attend the ELLUCIAN LIVE (every other year);

 $1500 for staff (3) to attend the ALBUG conference.

 $1000 for staff (1) to attend the regional conference for NAFSA

 $2500 for staff (1) to attend NACEP

 $700 for staff (1) to attend NOSS

$500 to reward JeffCoach students who attend all JeffCoach meetings and seminars

$462 ALADE annual membership and conference registration fee for JeffCoaches and the Student Success and Retention Specialist

**Goal 17: Ensure that all students have access to academic advising services by implementing more intrusive advising practices.**

**Objectives**

1. Develop an intrusive advising culture.
2. Continue to educate students on 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 evaluating their academic progress.
6. Help students plan an educational program consistent with their interests and abilities.
7. Develop strategies to monitor and track student progress.
8. Develop strategies to provide better advisement in the NSO process.
9. Develop an Academic Advising Survey that students complete in the Advising Center.
10. Purchase software to schedule and track student advising appointments.
11. Update the Advising Manual.
12. Increase retention and graduation rate.
13. Create a survey for faculty to provide input related to advising.

**Methods of Assessment**

1. Student Experience Survey results.
2. New Student Orientation Survey results.
3. Academic Advising Survey results.
4. Cohort graduation rate will increase.
5. Academic Advisor Feedback.
6. Faculty Feedback.

**Additional Funding Requests**

**a.** Funding is necessary to purchase software used to schedule and track student advising appointments. Funding is also needed to update computers for full-time advising staff to be technologically up to date.

**Additional Funding Requests**

**a.** Funding is necessary to purchase software used to schedule and track student advising appointments. Funding is also needed to update computers for full-time advising staff to be technologically up to date.

**Goal 18: Continue to equip new students with the knowledge to become proficient in the use of Jefferson State resources and ease their transition to college.**

**Objectives**

* 1. Promote New Student Orientation (NSO) and enhance the online registration for the new student orientation process.
	2. Create a new student guide to college resources. Include all the services the college provides and instructions on how to access them.
	3. Promote opportunities to become a part of the JSCC campus activities and organizations.
	4. Provide academic advising for every student attending NSO.
	5. Provide instructions on the navigation of the Self-service Banner.
	6. Identify student rights and responsibilities as outlined in *Jefferson State Community College Catalog and Student Handbook.*
	7. Provide a welcoming atmosphere for students and their families to meet faculty, staff, current students, and other new students.

**Method of Assessment**

1. Students will understand the importance of registering for and attending NSO.
2. Students will be introduced to college services that support their academic goals (For example library, student services, security, and bookstore).
3. Students will be familiar with campus organizations and clubs.
4. Students will understand the purpose of academic advising and course selection.
5. Students will understand how to navigate BANNER and the registration process.
6. Students will know how to access the college policies and procedures.
7. Students and their families will feel welcome and excited about their decision to attend Jefferson State.
8. Student Experience Survey
9. New Student Orientation Survey

 **Additional Funding Requests**

1. Funding estimate to provide refreshments and college paraphernalia (Example: JSCC t-shirts, cups, pencils) to students. Funding is requested in Goal 2.

**Goal 19:** **Collaborate with the Vice-president of Student Affairs, the Director of Financial Aid, and the Registrar to purchase office furniture for the Enrollment Services area in the James Allen Library and painting enhancements for the Shelby-Hoover Enrollment Services area to 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 surveys will be developed to rate student experiences.
3. Closely monitor sign-in requests and needs from students and visitors.