

Office of Community Outreach

Program Review 2021-2022

Reporting Period: 2019-2020 through 2021-2022

Part 1: Review of Past 3 Years

1. Service Unit Outcomes

- A. Summarize assessment results. Highlight successes and areas requiring improvement. Discuss what actions were taken based on the assessment results and any improvements that can be observed.**

The Office of Community Outreach serves Jefferson State Community College by overseeing its relationships with civic leaders, community-based organizations, and governmental entities and seeking opportunities to generate new partnerships that lead to the development of meaningful outcomes based on the mission of the college. The unit continues to broaden the college's scope to catalyze socio-economic development by cultivating relationships, conducting far-reaching and meaningful dialogue, and extending our resources and expertise that contribute to the advancement of our community, region, and state. By supporting growing industries, the unit will continue to drive economic development opportunities by consistently evaluating programs to ensure they are aligned with the workforce needs in our region. JSCC is collaborative and proactive when our economic partners reach out and we will continue to be at the forefront of those conversations.

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

The unit executes events on behalf of the College for JSCC retirees, alumni, employees, and the community. Each academic year begins with an event to share informative updates about the College for all employees. The Fall includes Pioneer Day celebrations for JSCC faculty, staff, students, and retirees, a Retiree Luncheon, and holiday celebrations. The Spring includes gatherings with JSCC's legislative delegation and area nonprofit organizations, employee service award recognition, and a 5k community event. During the Program Review reporting period, JSCC events were impacted by the Covid-19 pandemic and the unit successfully pivoted to an online format wherever possible. The unit ensured that JSCC stakeholders were still able to engage with the College. As public health and College guidelines allow, the Office of Community Outreach is returning to in-person events.

Throughout the Program Review reporting period, the Office of Community Outreach embarked on a comprehensive fundraising campaign in collaboration with the JSCC Foundation and the JSCC Foundation Board of Directors. In the Fall of 2019, the Office of Community Outreach

conducted a campaign feasibility study and engaged campaign counsel to prepare for the campaign launch. Throughout 2020, the Office of Community Outreach collaborated with the JSCC community to gauge support and refine campaign components while navigating the Covid-19 pandemic. The campaign strategy was finalized with the guidance of the campaign counsel. The unit worked with the JSCC Foundation Board of Directors to expand, recruited two campaign co-chairs, and formed a campaign steering committee to lead prospect qualification and solicitation. The unit created a new staff position of Development Assistant. In Spring 2021, campaign planning activities continued, and the case statement was updated to reflect current college priorities and community needs. The summer and Fall of 2021 were full of site visits and lead gift solicitations from individuals and corporate donors. The campaign was formally announced to the JSCC campus community on August 17, 2021 during the Welcome Back zoom presentation. In Spring 2022, the campaign surpassed its stated \$7.2 million goal. As staff needs shifted, the Office of Community Outreach searched for an experienced Director of Development to continue campaign work and develop ongoing development efforts. That position was filled in May 2022 and will be integral to the successful conclusion of the campaign including donor recognition and stewardship.

As the unit moves forward in establishing a comprehensive development office and increasing fundraising opportunities, the focus will be on cultivating and nurturing external stakeholder relationships such as JSCC retirees, JSCC alumni, and corporate and community partners.

B. If applicable, identify the data regularly collected and or reported as part of program compliance.

N/A

2. Analysis (as it relates to progress in achieving unit goals)

A. External Conditions that have impacted the unit. Describe the ones that have most significantly affected the unit and what actions the unit took to respond to those conditions.

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

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

The largest external condition to affect this unit has been the COVID-19 pandemic that began in the spring of 2020. At first, the pandemic limited all people from campus access. Staff returned on site following CDC and College instituted policies. The Office of Community Outreach maintained direct working relationships with Campus administration, staff, and external stakeholders through Zoom and Microsoft Teams meetings and emails.

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

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

B. Internal Conditions that have impacted the unit. Describe the ones that have most significantly affected the unit and what actions the unit took to respond to those conditions.

As the scope of the unit has changed with the launch of the comprehensive campaign, the internal needs and conditions have changed. The unit invested in donor database software and support services to manage data including prospect information, solicitation strategies, and gift management. In preparation for the campaign, campaign counsel identified the need for additional staff. The position of Development Assistant was created, filled in 2021, and vacated in early 2022. The position of Director of Development and Community Outreach was also vacated in early 2022. The Office of Community Outreach opted to fill the Director position first. The office conducted a search for an individual with fundraising experience and database expertise. The Director position was filled in May 2022. The unit plans to conduct a search for the Development Assistant position in the coming months. Additionally, the unit routinely collaborates with other areas to accomplish goals and complete projects.

C. Collaboration (internally and externally) – Describe the key collaborative relationships in which your unit is involved. Explain how these partnerships strengthen the unit's capacity to advance student success and/or enhance the quality of services and programs provided.

Throughout the Program Review reporting period, the unit has engaged with the JSCC Foundation to an even greater degree than previously. The Foundation identified a desire to increase the number of board members and the unit assisted in helping add three new members. The unit staff has been instrumental in coordinating efforts with the Foundation's campaign counsel.

The unit is very dependent on the internal resources of the College and the Administration is solidly supportive of community outreach work. Since faculty and staff play an integral role in communicating the needs of each department of JSCC, the Office of Community Outreach actively engages employee groups. The unit works closely with the Office of Resource Development, Office of Media and Public Relations, Culinary and Hospitality Institute, Office of Admissions and Enrollment Services, Center for Workforce Education, Office of Career

and Technical Education, Office of Institutional Research Information Records, ADA Accommodations, and the Office of Veterans Affairs.

Externally, the office works with a wide variety of organizations and businesses to enhance the college's presence in the community and accomplish worthwhile community initiatives. Many of these groups are non-profit organizations, businesses, or city/county governments that work together with the college on various projects. In addition, the staff ensures attention is given to college and community activities in the communities in which we serve.

D. Communication – How effectively does information flow from this unit to other units on campus? How does your unit make information available to faculty/staff/students?

The Office of Community Outreach is very effective in communicating with other units on campus. The office utilizes campus-wide emails, social media, and the college website to disseminate information.

3. Primary Functions/Primary Purpose/Unit Mission

A. Note any changes in your unit's primary functions since the beginning of the review cycle. Describe any changes that might warrant a modification of your mission statement.

No changes have been made to the unit's primary functions. However, the scope of the unit continues to expand as the campaign continues and the unit builds a sustainable and comprehensive development program.

B. In the past three years, have the functions/services of your unit changed in how directly or indirectly your unit supports student learning? If so, describe in detail.

Through the unit's efforts and the support of the JSCC Foundation, over \$8 million has been raised to support student scholarships, workforce education training, and student services including mental health initiatives and addressing food insecurity. As a result of this campaign, more students than ever will have the opportunity to fulfill their educational goals with JSCC.

4. Goal Progress

A. Describe your unit's progress in achieving its goals. Highlight achievements or areas that need continued focus and the evidence to support these claims. Indicate any factors that impacted progress toward achieving a goal.

The unit has been successful in achieving its goals. The Office of Community Outreach works to connect JSCC to the community in a positive way. Following the Covid-19 pandemic, the unit was able to re-engage campaign counsel and successfully launch the comprehensive fundraising campaign. The unit worked with the JSCC Foundation Board of Directors to expand the board with the addition of three new members. Two campaign co-chairs were identified, and the unit recruited 15 members for the campaign steering committee. The unit continues to carry out campaign activities and solicitations.

B. Describe the adequacy of resources to achieve goals.

Resources have been adequate to achieve goals. In addition to institutional support, the unit has received substantial resources from the JSCC Foundation including donor database software and support services to manage data including prospect information, solicitation strategies, and gift management.

C. Describe the impact of any resource allocations you have received over the past three years in terms of the effectiveness of your unit.

Resource allocations from the institution and the JSCC Foundation have been integral to the success of the unit and by extension, the comprehensive fundraising campaign.

Part 2: Implications of Program Review for Developing 3 Year Plan

1. Vision and Direction of Unit

A. As a result of your evaluation, what direction do you see your unit taking in the next three years?

The unit expects to perform a replacement hire for the Development Assistant position. The unit will conclude the comprehensive fundraising campaign and transition to stewarding campaign donors, identifying/cultivating new prospects, launching an annual giving solicitation strategy/schedule, and fulfilling ongoing reporting needs as it builds an integrated development program. The unit will continue to organize and promote campus and community events. The unit will work with the JSCC Foundation Board of Directors to add additional civic, business, and community leaders as new members. The unit will coordinate with the JSCC Foundation Board of Directors to implement board policies and develop board committees including an Executive Committee, Finance Committee, and Development Committee.

B. Are there any anticipated conditions or trends that might impact the unit?

The Office of Community Outreach will be impacted by the job/hiring market of the higher education industry and other economic conditions. The unit is working to build an integrated development program including an annual fund, major gifts, and event participation to sustain and grow the level of student support services and scholarship monies generated. Changes in business, political, and community leadership have a direct influence on the external conditions affecting the department.

C. What changes in collaborative relationships are needed to make this unit more effective in its missions?

The Office of Community Outreach effectively collaborates with a multitude of groups on and off campus and this is expected to continue. The unit does not anticipate any changes in collaborative relationships.

D. Identify any areas where communication could be improved.

Communication is integral to the unit's success. The department will aggressively pursue expanded relationships with political bodies, local chambers of commerce, professional consortiums, and other community, business, and workforce development organizations, and economic development entities that can benefit from a reciprocal association with the college.

E. Describe the feasibility of making the plan you have outlined a reality. What are the resources or support needed? What challenges do you anticipate?

This is a feasible and measurable plan. Monetary resources needed include salary funds for the replacement Development Assistant – funds that will not be new, but in replacement. The unit will continue to work closely with the JSCC Foundation to stimulate private support for Jefferson State from alumni, parents, friends, corporations, foundations, and others.

Part 3: Evidence of Staff Participation in Program Review

1. Describe how the unit staff participated in the program review process. Include specific dates for meetings held or activities conducted.

The unit's staff members met in Fall 2022 produce the Program Review.

2. Attach advisory committee minutes (if applicable) and list of members. Describe any changes made in the unit as a result of input from the advisory committee.

N/A

3. List names and titles of all participants in this program review.

Jennifer Booth, Director of Development and Community Outreach
Libby Holmes, Advisor/Student Services Specialist
Guin Robinson, Dean of Economic Development
Terri Sullivan, Executive Secretary