

2009 – 2010

**Institutional Effectiveness
Review**

**Division of
Learning Resources**

**Jefferson College Arnold
&
Jefferson College Northwest**

Jefferson College Arnold and Northwest Institutional Effectiveness Review

The purpose of the review is to:

Assess the effectiveness of Jefferson College Arnold and Northwest. The review will include various measurements to evaluate services provided by the facilities as well as a comprehensive SWOT analysis.

The process will involve the following steps:

The Director of Arnold and Northwest will meet with the Dean of Learning Resources to discuss the Institutional Effectiveness Review process.

The Director will complete the Review document based on data collected and compiled for the department. This will include the following:

- Analyze current key services
- Correlate those services with institutional goals
- Perform a needs analysis to determine any unmet or under-met service areas
- Establish measurable goals focused on these findings and already established institutional goals

The Director will meet with the Dean to discuss the findings presented in this document.

Additional follow-up meetings will be established as needed.

Time frames/timeline for the review will be:

Program/Service: Jefferson College Arnold and Northwest

Date of Review: March/April 2010

Review Participants: Dena McCaffrey, Director Jefferson College Arnold & Northwest, and the JCA and JCNW Staff

Overview

Purpose of the program/service and how it relates to the college mission, values, vision:

Jefferson College Arnold and Jefferson College Northwest support the mission of the college by functioning as a part of a “student-centered comprehensive community college, committed to providing an accessible, quality college experience as it strives to meet the diverse needs of the students and the community.”

Jefferson College Arnold and Jefferson College Northwest are part of the Learning Resources Division which supports the College’s academic programs. Our mission focuses on a student-centered approach to serving the academic and support services needs of students. Each site offers a full array of services for students. The primary focus is to make a student’s experience with Jefferson College at the off-campus locations as simple and seamless as possible from the time someone walks through our doors until the time they walk across the stage at commencement. These locations offer courses needed for the Associate of Arts degree as well as some career and technical education certificates and degrees. By providing these opportunities in the northern part of Jefferson County, we are making education more accessible to the entire county.

When Jefferson College opened Jefferson College Northwest in 2005 and the “new” Jefferson College Arnold in 2007, it showed the community the college’s commitment to serving the entire county in a comprehensive manner. This commitment was also acknowledged in the College’s 2009 HLC Assurance Report, which stated:

Through its more than forty years of growth and service, the College has always been responsive to the development and changes in the community, evidenced by the development and growth of the Arnold and Northwest sites and the acquisition of prime acreage for expansion where growth in the county has already begun. Both the Arnold and Northwest sites involved a Blue Ribbon Commission and Report, effectively engaging the citizens of the county and securing their commitment to expansion for service.

Arnold and Northwest support the core values of the college in several ways. Student-centered services are provided at both locations. Faculty and staff fully support the growth, diversity and success of all Jefferson College students attending these locations. Both locations offer students testing services, Learning Center courses, tutoring services, and ongoing academic support. Honors courses were offered at Jefferson College Arnold in Fall 2009.

Outreach to the community is done in numerous ways. Staff represents the College within various community organizations, including but not limited to the Arnold, Fenton and Northwest Chambers of Commerce and the Arnold and High Ridge Rotary Clubs. Because of proximity, natural linkages and partnerships occur with the Northwest and

Arnold branches of the Jefferson County library system as well as with the Arnold Recreation Center. Additionally, we offer continuing education courses for all ages at both locations.

Institutional Effectiveness Review

Present Status

This is the first Institutional Effectiveness Review for Jefferson College Arnold and Northwest.

Innovative Changes (in last 5 years):

To better serve the needs of the Jefferson County community, Jefferson College opened the Northwest site in Fall 2005 and the Arnold site in Fall 2007. Prior to 2005, there was no site serving the northwest part of the county. The Jefferson College Arnold site more than doubled in size from the former Jefferson College North site which operated in the Arnold/Imperial area for more than 20 years.

In 2007, a director was hired to oversee Arnold and Northwest. Previously, the Northwest site coordinator reported directly to the Dean of Learning Resources. This supervisory transition enabled the director to build a more cohesive team between the two sites. This improvement has helped the overall student experience – the staffs at both locations understand more about each other and the operation of each site which makes them more capable of helping students that often have questions about the availability of classes and services at both locations.

In addition to credit and continuing education courses, both sites offer a full array of services including admissions, financial aid, registration, advising, cashiering, parking and ID cards, bookstore services, and any other miscellaneous support that students need. Off-site office specialists are knowledgeable in all of these functions, providing students with a “one-stop shop” for all their needs. To further support students, both sites have a Testing Center, Learning Center, GED courses, library services, and an open computer lab for student and community use. Daily courier service is provided among all three college locations.

Maintaining connections with the Hillsboro campus staff, faculty and administration are very important since the off-site locations account for twenty-two percent of Jefferson College’s total credit hours. Approximately two years ago, the Schedule Review Team was developed to meet regularly to ensure that the appropriate scope of classes to meet students’ needs was being offered at all locations. Members of this Team include the director of Arnold and Northwest, as well as all division chairs, dean of learning resources, dean of student services, director of advising and the registrar. This has been very effective in getting the right mix of course offerings, at the right times, at the right locations for all Jefferson College students.

Faculty/Staff (Degree to which faculty/staff are qualified, effective, and supported.)

NAME	TITLE	DEGREE	YEARS OF SERVICE
Dena McCaffrey	Director	Currently working toward Ed.D. MBA – Marketing B.S. – Business/ Marketing & Communications	3
Tammy Walz	Student Services Specialist, JCA	Currently working toward MBA B.S. – Business Administration	10
Martha Hayes	Site Coordinator, JCNW	Currently working toward Associate of Arts	5
Sharon Meyer	Off-Site Office Specialist II, JCA	Currently working toward Associate of Applied Science in Business Information Technology	7.5
Myra Miller	Off-Site Office Specialist I, JCA	Currently working toward Associate of Arts	16
Sharon Nichols	Off-Site Office Specialist I, JCNW	Associate of Applied Science – Office System Technology Currently working toward Associate of Arts	2
Carol Browning	Part-time Off-Site Office Specialist, JCA	BS - Psychology	4
Pam Kile	Part-time Off-Site Office Specialist, JCA	Currently working toward Associate of Applied Science	2.5

In addition to regularly scheduled staff meetings and trainings, JCA and JCNW staff members have participated in numerous trainings and conferences, including:

- Missouri Community College Association conferences, seminars, trainings
- Incident Management Training

- International Association of College Law Enforcement Administrators Simulation-Based Training for Command Post Personnel
- Council of North Central Two Year Colleges Summer Leadership Academy
- Experience Jefferson County
- Security Essentials for Front Desk Employees
- Customer Service Skills Training
- Anti-Harassment Training
- National Center for Higher Education Risk Management Behavioral Intervention Team Training
- First Aid/CPR Certification

Furthermore, several staff members have continued to take courses toward their degrees through Jefferson College, Missouri Baptist, and Saint Louis University.

Students/Constituents (The degree to which student/constituent needs are met.)

The staffs at Jefferson College Arnold and Northwest are able to help students with any issues that arise, ensuring all aspects of the student's experience are as convenient and seamless as possible. This includes all student services functions as well as assistance with special services (disability support services, project success, etc.) which may be needed.

Jefferson College Northwest students have the ability to reserve bookstore items and library materials which will be delivered to them directly at Northwest. Additionally, special services staff will come to Northwest by appointment to meet one-on-one with students. A variety of workshops are scheduled at Northwest and are open to all students to further support their educational experience. An academic advisor is available at Northwest approximately 20 – 25 hours per week.

Jefferson College Arnold has a bookstore, library/information commons, student lounge, faculty offices and lounge, Academic Support Center, Learning Center, Testing Center, and community meeting room. The College's COMTREA counselor has weekly hours at Arnold so that students can have access to that support. In the 2009 - 2010 academic year, regular office hours at JCA have been established by the offices of Disability Support Services, Career Services, and Project Success. The veteran affairs advisor now has regular hours in Arnold and also coordinates an array of activities and workshops for all students. These services have been developed with the intention of increasing accessibility and success of Jefferson College students.

The expansion of the honors program to Arnold this year gives high achieving students access to these classes at a location that is convenient for them. The program is small but expected to grow over the next several years. Library staff and a computer lab assistant are also available in Arnold to meet the needs of students and faculty.

Missouri Baptist University has established offices at Jefferson College Arnold. Transition for students from the AA program at Jefferson College to Missouri Baptist

University's bachelor programs is seamless for students. Additionally, transfer advisors from other colleges (Saint Louis University, Lindenwood, Maryville, Southeast, to name a few) often visit the Arnold campus to assist students interested in transferring to those schools.

In April 2010, a short survey was given to a sample of students and all faculty at Arnold and Northwest to assess their needs and how they are being met at Jefferson College Arnold and Northwest. For Arnold, the results of that survey show that students are very pleased with the faculty and staff, class offerings, and facilities. There were concerns voiced regarding availability of food service in the facility and lack of career and technical education.

Students at Northwest had nothing but positive things to say about the helpfulness and courtesy of the staff as well as the competency and courtesy of faculty. The only areas of concern were students wanting a science lab at Northwest and for the parking lot to be expanded and/or repaired.

Faculty are extremely pleased with the facilities and equipment at both Arnold and Northwest. Faculty teaching at Arnold repeatedly made positive comments on the following:

- Technological Resources
- Cleanliness of facility
- Staff support and friendliness
- Library Staff
- Well designed
- Well maintained

Northwest faculty are also pleased with the facilities and services, especially the capable and courteous staff. They also enjoy the small environment where they can get to know the students and staff more closely.

Overall, both locations are serving their students at a very high level. The amenities at both locations are meeting the needs of students and faculty.

Curriculum/Services (The degree to which curriculum/services are thorough, current, and supported.)

Although Northwest is limited in course offerings because of size, students can complete coursework towards the Associate of Arts degree. Over the past two years, staff and faculty have collaborated to develop a sequencing of courses in the Associate of Applied Science in Management, as well as the Associate of Arts in Teaching program, giving students the opportunity to complete most of the degree requirements for these programs at Northwest. Courses are offered on a rotating basis.

Jefferson College Arnold offers a full schedule of classes each semester. These courses mostly focus on the Associate of Arts and the Associate of Arts in Teaching programs. Career and Technical Education courses are offered on a limited basis in Business Information Technology, Computer Support, and Business Management.

The Learning Center, which includes developmental classes, academic support, testing and coordination of tutoring programs, operates at each facility and is an asset for students. All students can take advantage of the help they offer through their own instructors as well as the Math Labs, Writing Labs, Professional Tutoring and Peer Tutoring programs.

The Library/Information Commons area at Arnold offers students an area for quiet study. Books on reserve for classes offered at Arnold are available as well as a variety of periodicals and featured books. The Library's many reference databases are available to students online. Students can have books from the Hillsboro Library delivered to the Arnold Library for pick-up, as well as delivery through MOBIUS, the Missouri colleges and universities network of libraries. Library books can also be reserved by students and delivered directly to Northwest. Library staff members provide on-site library use instruction targeted to the assignments in various classes.

The Bookstore at Arnold has all textbooks needed for classes offered at that location. Additionally, students can order textbooks needed for classes they are taking online, at Northwest or in Hillsboro. It is open daily and also carries supplies, snacks and Jefferson College logo clothing. Textbooks and supplies can also be ordered and delivered to Northwest for student pick-up.

Jefferson College Arnold has a student lounge where students can relax and socialize between classes. In the lounge, there are tables, a television, vending machines and a microwave oven, giving students an option to "hang out" rather than leave right after classes. Some student activities take place in this area. While space is limited at Northwest, vending machines are provided.

Community (The degree to which the program contributes to the community and responds to community needs)

Jefferson College has shown its support and service to the entire county. Specifically for Jefferson College Arnold and Northwest, partnerships have been forged with different entities throughout the county. Natural partnerships have occurred with the Jefferson County Library – at both its Northwest and Arnold branches. The partnership with the Arnold Recreation Center has offered an exchange with use of parking lots during peak times, reduced fee memberships, and the utilization of space by the Rec Center at JCA.

Staff participates with the Arnold, Northwest and Fenton Chambers of Commerce as well as the High Ridge and Arnold Rotary Clubs. The Jefferson County Growth and Development Association held open community meetings and legislative receptions at our Arnold location. The American Red Cross and St. John's Hospital have hosted blood

drives at Jefferson College Arnold, and the Law Enforcement Academy has offered in-service training for police officers throughout the area at JCA.

Since opening both locations, GED and continuing education courses have been provided for the community. In addition, specialized trainings for local companies have been conducted in the community meeting room by the director of business and community development. Several other external organizations and companies have also used the Arnold community meeting room for their meetings and events. The college has held performances in the community meeting room that are open to everyone. These include a professional storyteller hosted by the Jefferson College Foundation, jazz combo concerts, and readings of monologues by the Drama Department.

Jefferson College is often referred to as the “Jewel of Jefferson County,” recognizing the highly qualified faculty and staff, outstanding academic programs, full support of student success, and connections with the community throughout the county. Jefferson College Arnold and Jefferson College Northwest continue to uphold this tradition of excellence in service and support of the College’s mission.

Cost

Jefferson College Arnold and Northwest are separate cost centers within the overall Jefferson College budget, and all expenditures are based on that budget. Because of efficiencies realized in newer facilities with focused curricular programming, the cost per square foot of operating each of these facilities is much lower than the cost per square foot at the Hillsboro campus.

Summary (SWOT)

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none">• Staff abilities and strong desire to serve students• Administrative support for both sites• Excellent facilities• Convenient locations• Comprehensive services provided• Technology available• Demand for courses at JCA is high• Communication between sites	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none">• Overall lack of CTE offerings• Size of JCNW inhibits expansion of course offerings• Not enough GED classes at Northwest to accommodate demand in that area• Lack of extracurricular activities for students
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none">• Strengthen partnerships in the community• Expand in the Northwest corridor• Expand customized/special trainings offered at JCA• Expand CTE offerings to northern part of county• Expand hybrid courses to ease space constraints in the evenings at JCA	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none">• Competition from for-profit schools with large marketing budgets• Location of SLCC South County Education Center less than five miles from the Arnold location• Impact of decrease in state funding on programs and services offered

Future

Proposed Learning and Service Goals and Action Plan

<i>Proposed Learning/Service Goal</i>	<i>Proposed Assessment Measurement/ Action</i>	<i>Person(s) to Implement</i>	<i>Timeframe</i>	<i>Resource Implications</i>
Goal 1 Develop plan for expansion in northwest corridor	Identify target populations-which could benefit by expansion of program offerings and what those offerings should be	Deans, Division Chairs, Director – Arnold & NW, PR/Marketing Director, Business Manager	FY 2010-11	Faculty & Staff time Possible addition of adjunct faculty Possible addition of staff
Goal 2 Expand CTE programs offered in northern part of county	Identify demand for technical programs Develop programs and plan for implementation	Deans, Division Chairs, Director – Arnold & NW, faculty	FY2011-12	Faculty & Staff time Program Equipment Possible addition of faculty
Goal 3 Expand JCA facility to meet growth demands	Implement already approved expansion to JCA Expand course offerings at JCA Offer additional programs and provide full access to support services Proactive outreach to businesses for specialized trainings, seminar space	Dean of Learning Resources, Director –Arnold & NW, Directors of Business & Community Development, Project Success, Disability Support Services, and Student Activities , Director- B&G, Business Manager	FY2010-11, FY2011-12, and FY2012-13	Faculty & Staff time Financial Resources Possible addition of adjunct faculty and student services staff
Goal 4 Explore expansion of extracurricular programs designed to increase overall student satisfaction and grow student participation at Arnold & Northwest	Determine if students desire an expansion of these programs and what that should be. This could include improved extracurricular activities, expansion of activities and workshops, additional student club chapters at off-site locations	Director – Arnold & NW, ARC Staff, Student Services Specialist, NW Site Coordinator	FY2010-11 FY2011-12 FY2012-13	Staff time Possible supplies and activities budget
Goal 5 Grow College's relationship with external constituents	Identify ways to become more actively involved throughout community in northern part of district.	Deans, Director – Arnold & NW, PR/Marketing Director, President	Ongoing	Staff time
Goal 6 Grow enrollment to 25% of total College credit hours	Identify best sequencing of courses Identify high demand areas and offer courses in those areas Continue to expand total course sections available to students	Deans, Division Chairs, Director – Arnold & NW, NW Site Coordinator, ARC Staff	Ongoing	Faculty & Staff time Possible addition of adjunct faculty Possible addition of staff

DISCIPLINE STATUS

<u> X </u>	Satisfactory
<u> </u>	Requires Immediate Attention
<u> </u>	Unsatisfactory

 Linda Bigelow
Dean

 April 28, 2010
Date