

INSTITUTIONAL ASSESSMENT REPORT

ADMISSIONS / 2012

Department's Relationship to the College Mission and Strategic Plan

(completed Spring semester or on accreditation cycle)

In a paragraph or two, discuss how the department's work carries out the Mission and Strategic Plan.

Mission Statement

The Office of Admissions and Student Records supports the overall mission of Jefferson College by providing accurate and pertinent information to prospective students and by ensuring the integrity, accuracy, confidentiality, and security of student academic records. We strive to provide quality customer service to faculty, staff, students, and other constituents of the college. We interpret college academic policies and procedures and utilize available technology to provide data, resources, and training in an efficient and ethical manner.

Relationship to Strategic Plan

The Office of Admissions and Student Records supports the Strategic Plan through our commitment to and support of the College's strategic aims, including Student Learning, Student Support, Community Collaboration, Support for Employees, Facilities and Infrastructure, Financial Responsibility, and Assessment. Staff members provide leadership and service that directly relate to each of these aims.

Summary of Departmental Activities, Assessment and Use of Results

(completed Spring semester or on accreditation cycle)

(may include process flowchart)

Provide a brief overview of major accomplishments since the last review and how assessment results have been used to improve services/learning outcomes.

Assessed Need

Outcome

Increase communication efforts with dual credit parents	Created a letter to be sent to the student's home address, along with the schedule/bill, explaining the dual credit process for the parents
Identify a solution to the growing number of institutions offering dual credit in Jefferson County at a lower tuition rate	Decreased the dual credit tuition by \$20 below the in-district tuition rate

Create a more efficient process for dual credit admission and registration	Transitioned the dual credit admission and registration process to the Admission and Student Records representatives
Enhance the Student Ambassador experience at Jefferson College	Integrated the Student Ambassadors into the Admissions Office and restructured the Student Ambassadors program to be more in line with four-year colleges and universities
Create a more efficient campus tour procedure	Trained all Student Ambassadors to be the primary campus tour guides throughout the academic year
Increase communication efforts with in-district high school counselors	Re-established regular Advisory Committee meetings as well as hosted annual Principal/Counselor Workshop and Jefferson County School Counselor Association meetings
Increase marketing efforts to graduating high school seniors	Established postcard campaigns to promote Jefferson College
Increase knowledge of international student procedures	Participated in online training and attended monthly International Student meetings with local colleges and universities
Enhance knowledge of new and revised programs and ensure consistent information is provided to current and prospective students	Attended advisor trainings and program open houses
Increase enrollment efforts in the northern and western portions of Jefferson County	Participated in Jefferson College Northwest open houses and Windsor and Northwest middle school initiatives; increased dual credit offerings by 50% at Fox High School; and added on-site registration at Fox High School
Increase efficiency and consistency of service provided to students	Implemented cross-training between Admissions and Student Records staff
Create a more efficient process for sharing documents among campus locations	Implemented document imaging

Internal and External Data Collection and Analysis

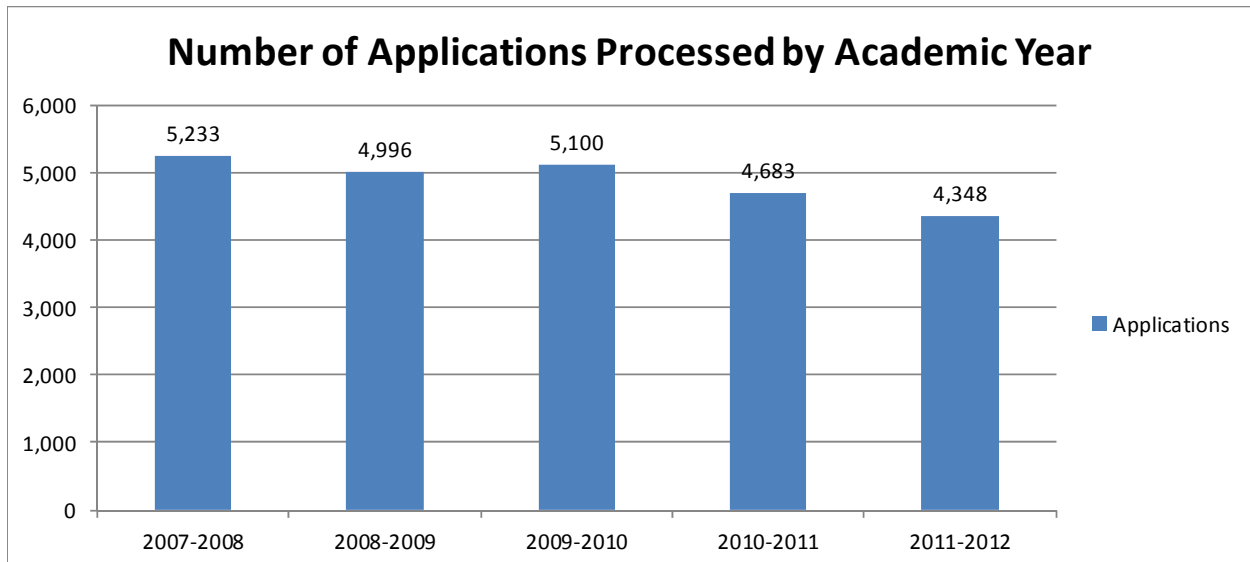
(completed by Fall semester or on accreditation cycle)

Gather and analyze relevant internal and external data ([link to data](#)).

The following annual reports ([2007-2008](#), [2008-2009](#), [2009-2010](#), [2010-2011](#), [2011-2012](#)) support much of the data presented below.

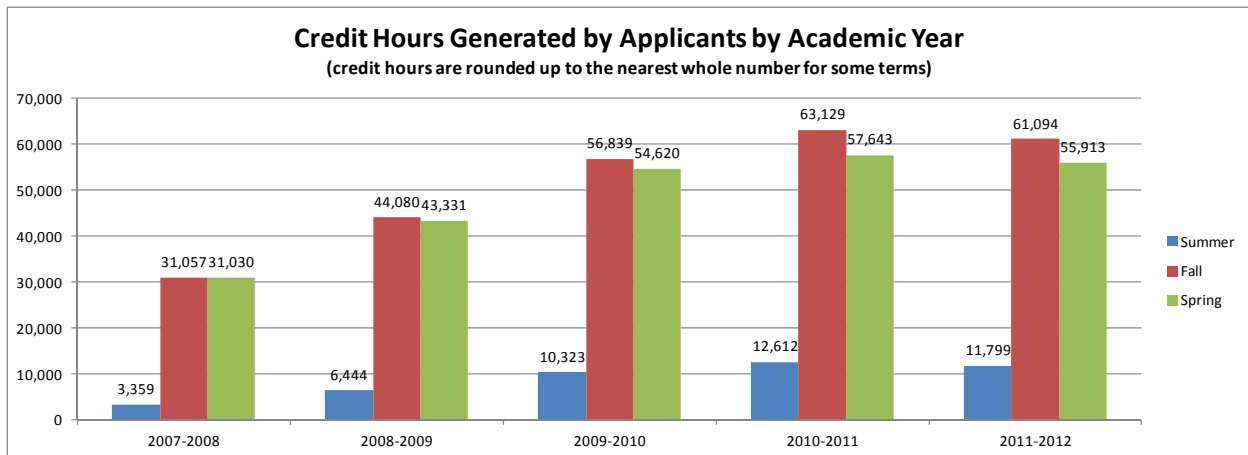
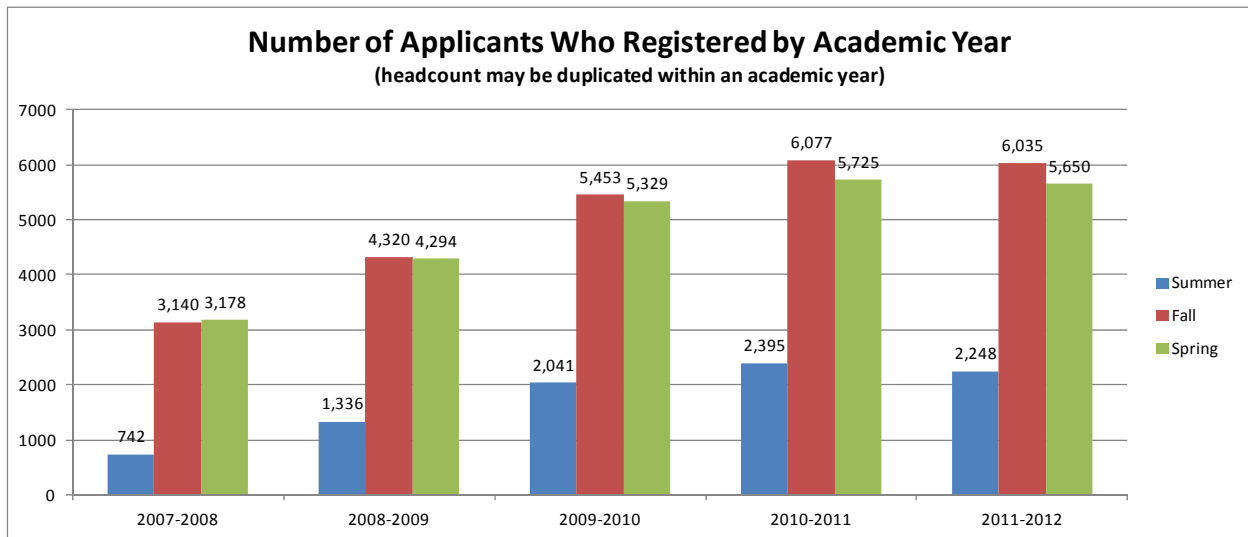
Applications for Admission

The following chart indicates that 24,360 applications were processed from summer 2007 through spring 2012. The number of applications peaked during 2009-2010 at 5,100 and decreased in subsequent years.



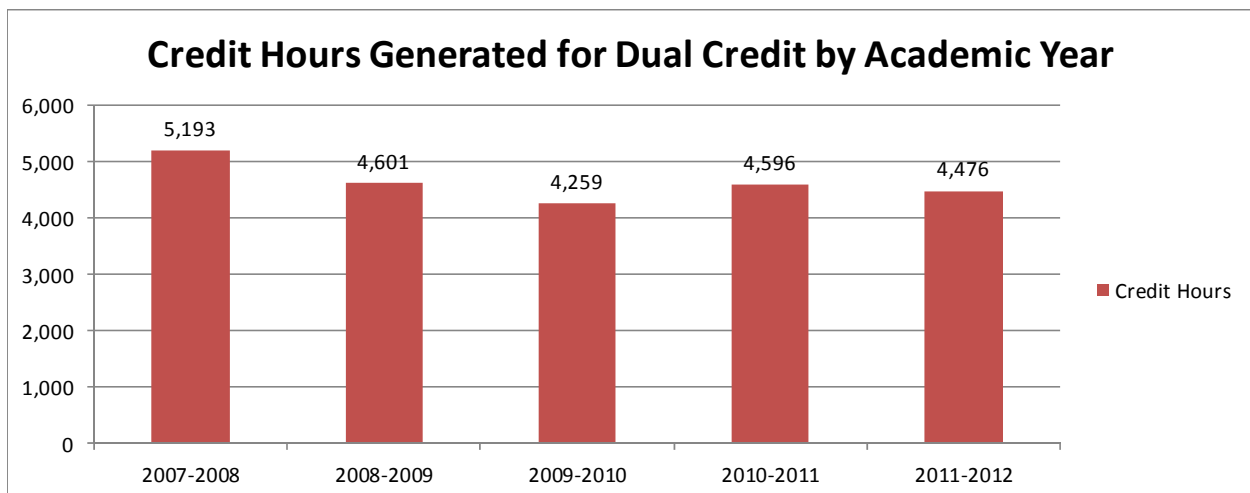
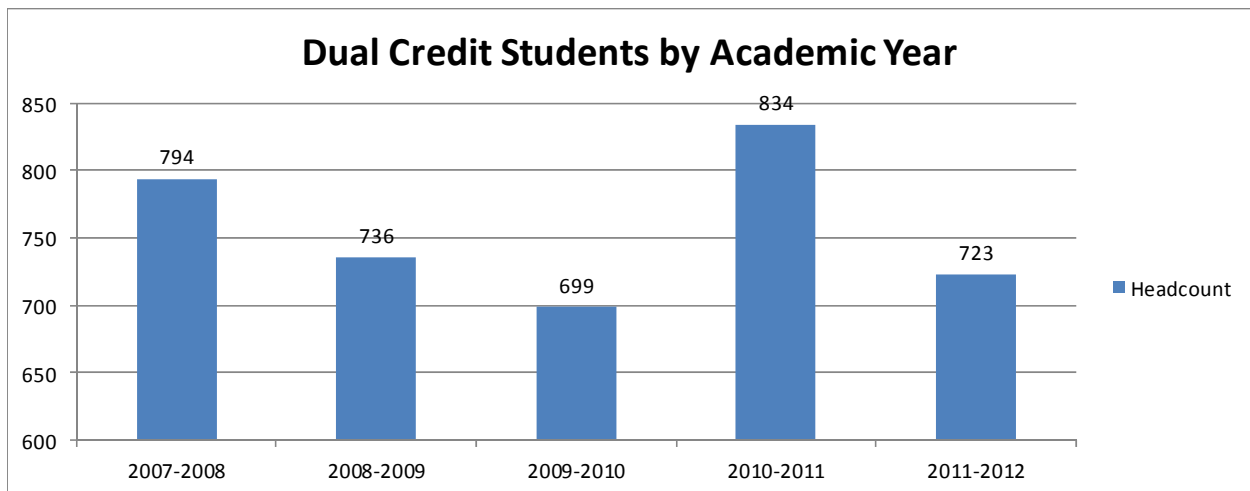
Applicants Who Registered

Over the past five years, 19,575 of the 24,360 applicants registered for courses at Jefferson. These students enrolled for a total of 543,270 credit hours. The following graphs represent the number of students who enrolled each academic year as well as the credit hours generated during this time period. The 2010-2011 academic year indicated the greatest number of applicants enrolled, while the numbers experienced a slight decline the following academic year. From fall 2007 through fall 2011, the number of applicants who registered by academic year increased by 92%.

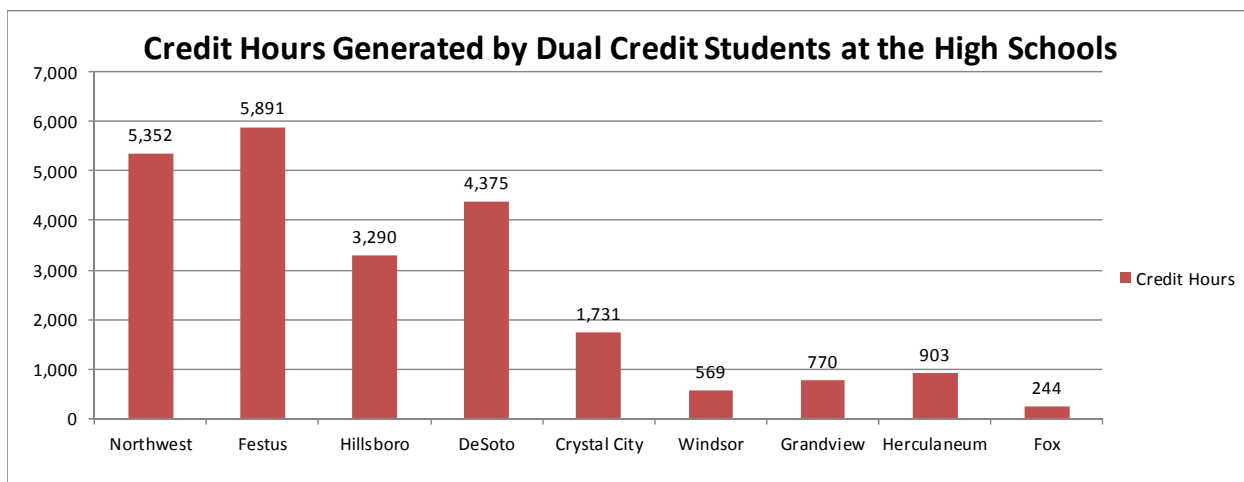
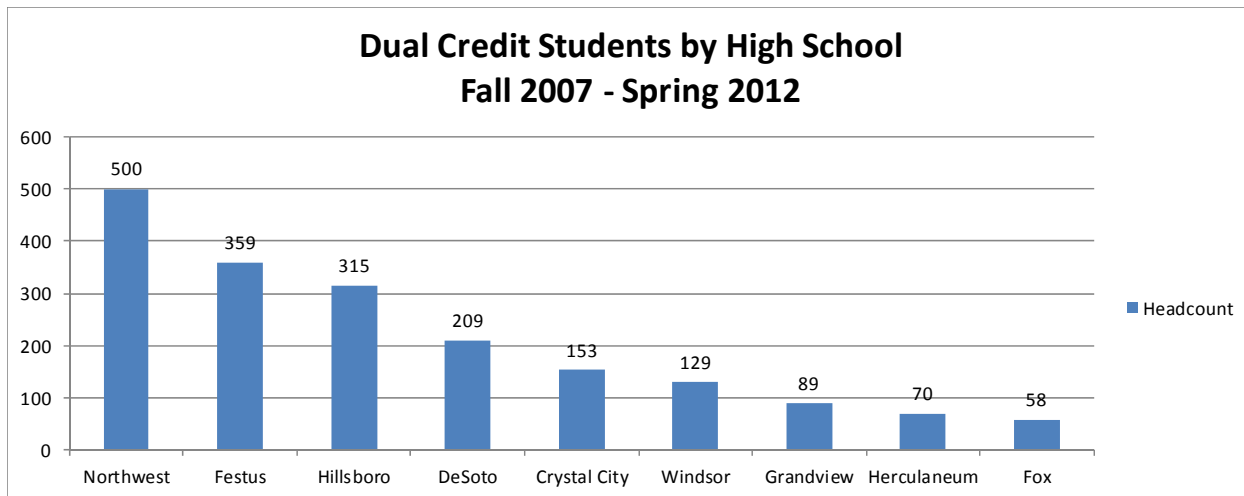


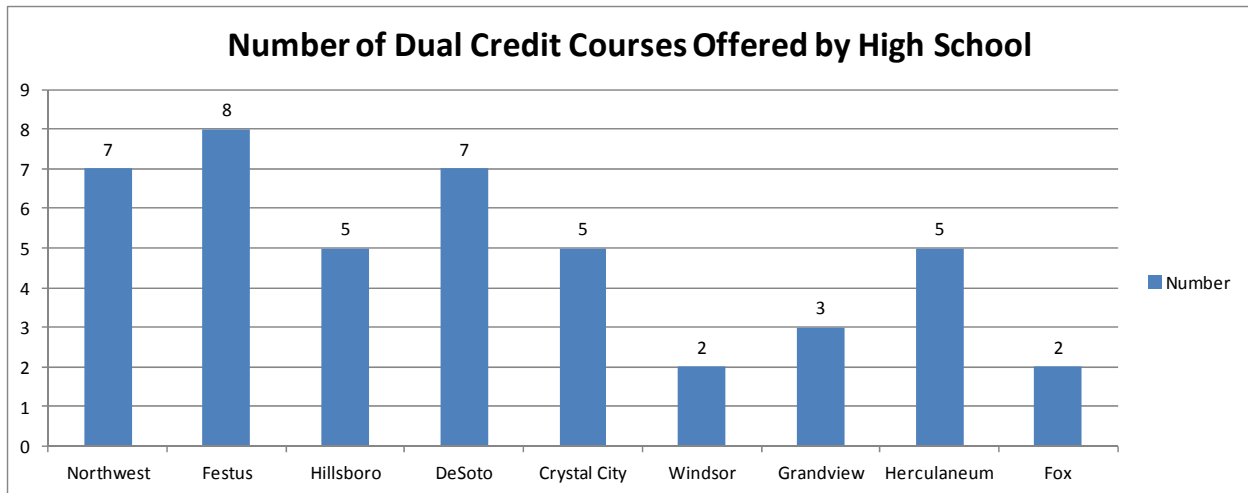
Dual Credit Students

Over the past five years, 1,882 unduplicated dual credit students registered for 23,125 credit hours. The following graphs indicate enrollment and credit hours generated by each academic year. The greatest number of dual credit students enrolled during 2010-2011, while the largest number of credit hours generated was during 2007-2008.



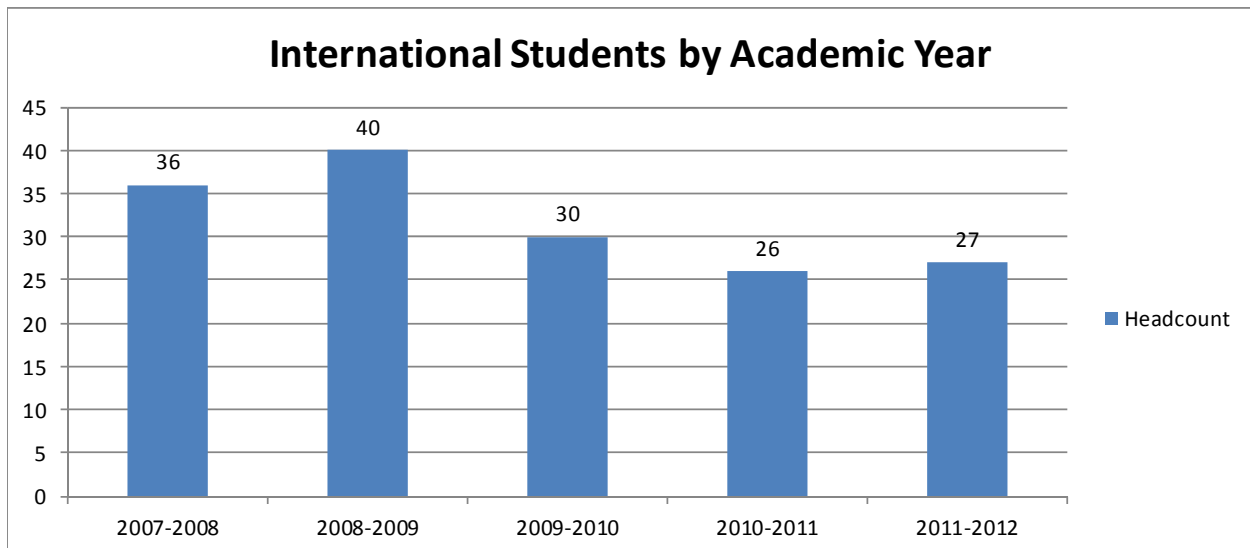
The following graphs represent the number of students and credit hours generated by high school for dual credit enrollment as well as the number of dual credit courses offered by high school. While Northwest High School enrolled the largest number of dual credit students over five years, Festus High School generated the highest number of credit hours and offered the largest number of dual credit courses. The following 11 courses are offered as dual credit: English Composition I, English Composition II, United States History I, United States History II, College Algebra, Precalculus, Calculus I, General Biology, General Chemistry I, Beginning French, and Intermediate French.





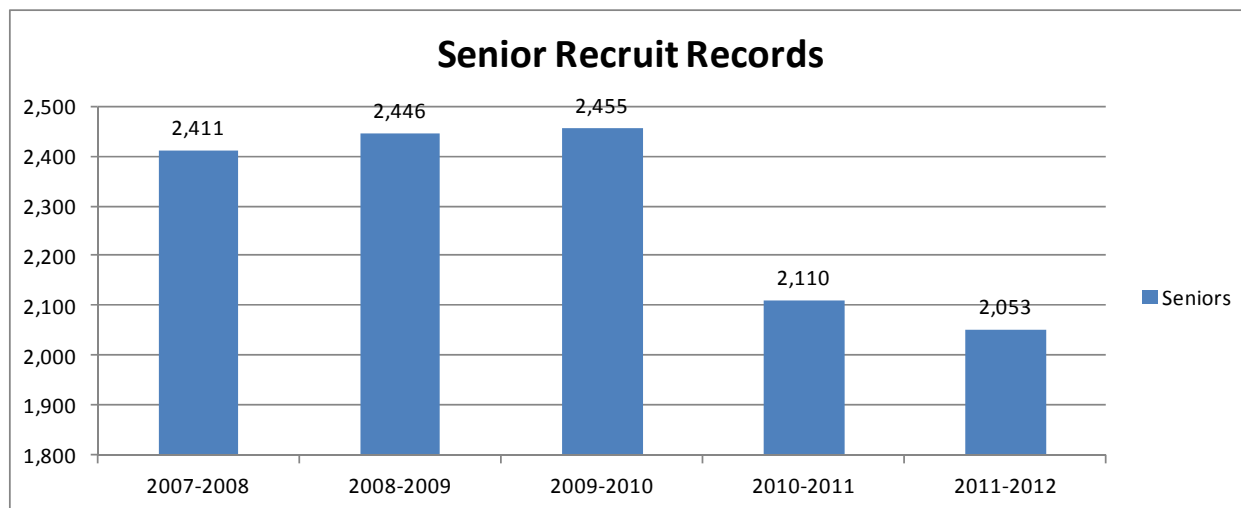
International Students

A total of 92 unduplicated students registered for 3,836 credit hours over the past five years. The following graph indicates that the greatest number of international students attended during 2008-2009 with 40 students. We have had international students from 30 countries over the past five years, including Bolivia, Botswana, Brazil, Bulgaria, Canada, China, Columbia, Ecuador, England, Germany, Honduras, Hong Kong, Ireland, Japan, Kazakhstan, Kenya, Latvia, Lithuania, Malawi, Mexico, Norway, Poland, South Korea, Sri Lanka, St. Lucia, Turkey, Ukraine, Venezuela, Vietnam, and Yemen.



Recruit Records

Each year, the in-district high school counselors provide the Admissions Office with junior and senior lists for recruitment purposes. The following graph represents the number of senior recruit records (11,475) entered into our student information system over the past five years. A total of 33% of these students registered for classes at Jefferson.



Faculty/Staff Survey

A [faculty/staff](#) survey of the Admissions Office was conducted in October 2012. Overall, 38 faculty and staff responded to the survey. The report indicates that personnel are most likely to contact our office once per semester (31%), followed by once per week (28%), and once per month (22%). Faculty and staff contact the Admissions Office most frequently at Hillsboro and for questions related to application assistance for students, followed by catalog requests, reporting, and information requests/brochures. Over 97% of personnel rated the quality of customer service provided by the Admissions Office as excellent or good and the same percentage (over 97%) indicated that their overall experience was excellent or good.

Faculty and staff recommended more collaboration on activities and events as well as additional staff for imaging. The other recommendation was to implement a COL101-type program with our in-district high schools to better prepare our seniors for college.

Faculty and staff are very pleased with their experiences with our office. They indicated that staff members are knowledgeable, helpful, friendly, positive, attentive, approachable, eager, customer-service oriented, and patient. Respondents indicated that the Admissions Office provides an excellent first point of contact for our incoming students and their families.

Student Survey

A [student survey](#) of the Admissions Office was conducted in September 2012. Overall, 35 students responded to the survey. The report indicates that the majority of students only contacted Admissions when they first applied to the college, and students are most likely to interact with the Hillsboro campus. The services that students most frequently used are applying for admission (paper-based), applying for admission (online), updating personal information, requesting information, and meeting with an admissions representative. Ninety-one percent of students indicated that the quality of service provided was excellent or good. Additionally, 83% of students responded that their overall experience with the Admissions Office was excellent or good.

Many positive comments were made about the staff, including how knowledgeable, helpful, friendly, kind, courteous, attentive, and efficient the staff are. In terms of improving service, requests were made to improve communication, increase the number of staff, provide correct information, implement online applications for programs, and to remain open later.

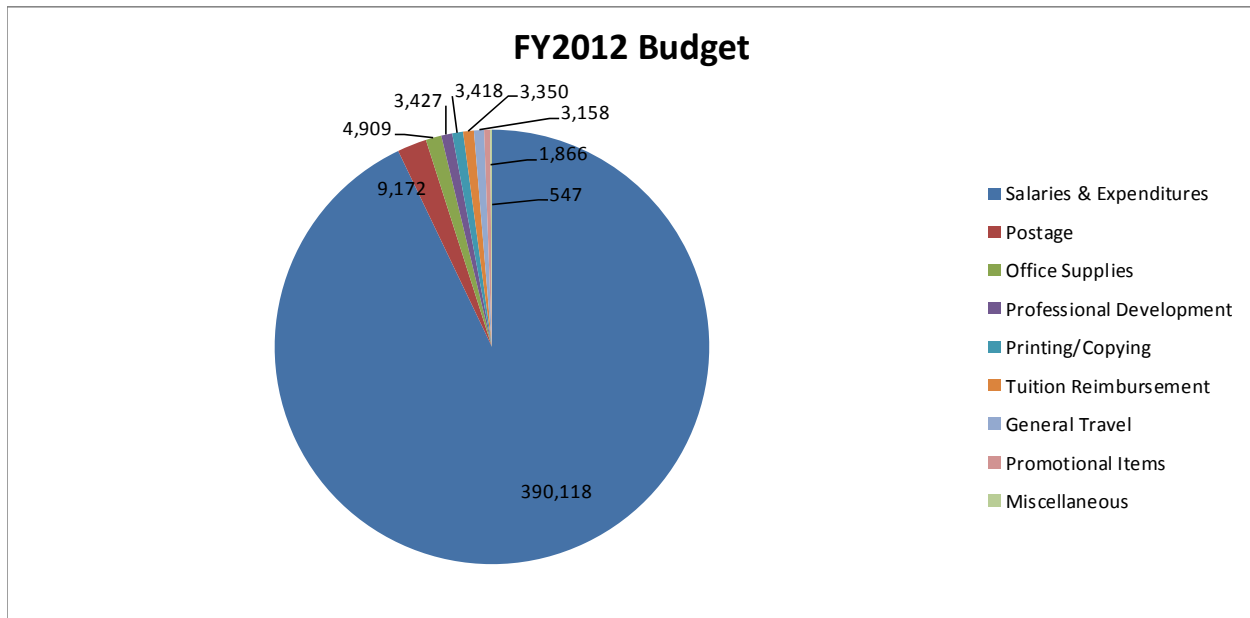
Annual Cost per FTE and Trend Analyses (completed by Fall semester)

Provide cost per FTE and analyze for the period being evaluated.

The data presented above represent a small portion of the work generated in the Admissions Office over the past five years. As the figures below indicate, the workload in the Admissions Office has increased as the number of students has continued to increase. The following table reflects the Admissions Office expenditures per student. As the unduplicated headcount has increased each fiscal year (with the exception of a minor decrease from 2011 to 2012) and operating expenditures have stabilized, the cost per student has decreased.

Fiscal Year	Operating Expenditures	Unduplicated Headcount	Expenditures per Student
2008	\$428,962	6,437	\$66.64
2009	\$436,294	6,979	\$62.52
2010	\$423,601	7,835	\$54.07
2011	\$434,831	8,130	\$53.48
2012	\$419,965	8,015	\$52.40

The following pie chart indicates how the budget was allocated in the Admissions Office for FY 2012.



SWOT Analysis
(completed by Fall semester)

Using the data collected and analyzed, complete a SWOT analysis. Reference and link data for each.

<p style="text-align: center;">Internal Strengths</p> <ul style="list-style-type: none"> • Positive relationships with area high schools • Utilization of student ambassadors • Cross-training • Implementation of imaging • Knowledge of staff • Experience and consistency of staff • Number of Jefferson alumni on staff helps to relate with students • Customer service orientation • Strong team environment/team players • Dependability • Resourcefulness 	<p style="text-align: center;">Internal Weaknesses</p> <ul style="list-style-type: none"> • Communication with other departments • Lack of promotional materials • Lack of automation • Lack of uniformity among all campuses
<p style="text-align: center;">External Opportunities</p> <ul style="list-style-type: none"> • One-Stop Shop model • Cross-training • Automation of forms • Enhanced website • Enhanced promotional materials • Expansion of document imaging • Additional support for returning and non-traditional students • Professional development 	<p style="text-align: center;">External Threats</p> <ul style="list-style-type: none"> • Decrease in enrollment, especially from local high schools due to the decrease in high school graduates • Economy and decrease in state and federal funding • Other institutions pursuing dual credit at our local high schools • Websites at other institutions • Promotional materials at other institutions

External Accreditation (if applicable)
Link to accreditation report.

N/A

ACTION PLAN for *Admissions and Student Records* / 2012

Org	Date	Strategic Aim	Objective	Action Plans	Metric	Benchmark	KPI	Additional Resources Required	Timeframe	Responsible Party(s)	Status
703	10/29/2012	2	16	Research and implement a One-Stop Shop model to improve consistency of service and to streamline processes for students.	Increase student satisfaction on the Graduating Student Opinion Survey to 90% indicating outstanding or above average for all areas comprising the One-Stop Shop	Percentage of students indicating that their experience with the areas comprising the One-Stop Shop was outstanding or above average – currently as follows: Reg/Enrollment – 77.1% Admissions – 75.2% Advising: ARC – 61.3%	6	Capital project request submitted in September 2012 for Student Center renovations; some reclassifications will be requested	FY13-FY14	Associate VP of Student Services, Director of Admissions and Student Records, Director of Advising and Retention	In progress
703	10/29/2012	2	16	Automate the application for admission.	Increase the percentage of applications for admission submitted electronically to 70%	Percentage of applications for admission submitted electronically and manually entered – currently 33%	6	SIG; funding has been secured through IT	FY13-FY14	Director of Admissions and Student Records, Information Technology	Not yet started
703	10/29/2012	2	16	Increase the number of reverse transfer agreements with Jefferson's four-year partners and publish information online (the statewide Missouri Reverse Transfer Initiative may make this action plan unnecessary in the future).	Increase the number of reverse transfer agreements to 5	Number of reverse transfer agreements – currently 1	7		FY13-FY15	Director of Admissions and Student Records, ARC, Faculty, Division Chairs, Deans	In progress
707	Updated 10/29/2012	2	16	Develop a reporting tool to identify students who have completed a substantial number of credit hours towards a degree or certificate and develop a procedure for contacting these students to encourage them to complete their degrees and/or certificates.	Development of reporting tool and procedure	No reporting tool and procedure currently exist	10	Possible assistance from SIG	FY13-FY16	Director of Admissions and Student Records, ARC, Information Technology	Not yet started

707	Updated 10/29/2012	2	16	Contact applicants for graduation to ensure that they have scheduled and/or completed their exit exam.	Reduce the percentage of students ineligible for graduation due to non-completion of the exit exam to less than 5% each semester	Number/percentage of eligible students who did not complete the exit exam:	10		FY12- FY15	Director of Admissions and Student Records, Testing Center	In progress
						Fall 2011 - @ 16 students (8.6%)					
						Spring 2012 - @ 18 students (3.9%)					
						Summer 2012 - 17 students (8.0%)					
707	Updated 10/29/2012	2	16	Automate the application for graduation.	Increase the percentage of applications for graduation submitted electronically by 20%	Percentage of applications for graduation submitted electronically – currently none	10	Possible assistance from SIG	FY13- FY14	Director of Admissions and Student Records, Information Technology	In progress
707	2/1/2011	2	16	Automate the transcript request form.	Increase the percentage of transcript requests submitted electronically by 20%	Percentage of transcript requests submitted electronically – currently none	7		FY14	Assistant Director of Admissions and Student Records, Information Technology	Not yet started
707	11/1/2011	2	16	Develop a marketing campaign to promote online services for students.	Development of marketing campaign	No current plan exists	7		FY15	Director of Admissions and Student Records, Director of PR/Marketing	Not yet started
707	Updated 11/1/2011	2	15	Update FERPA training video.	Completed update	Current video	9		FY14	Director of Admissions and Student Records, Assistant Director of Admissions and Student Records, JCTV	Not yet started
707	Updated 11/1/2011	2	15	Implement FERPA refresher training.	Increase the percentage of faculty/staff who attend FERPA refresher training by 50%	Percentage of faculty/staff who attend FERPA refresher training each year – currently none	9		FY13	Assistant Director of Admissions and Student Records	In progress

707	Updated 10/29/2012	2	15	Implement document imaging to ensure safety and security of documents.	Image 100% of incoming college transcripts in Year 1; image 100% of college transcripts received in the previous two years	Percentage of college transcripts imaged – currently none	9	\$7,000-\$8,000 for annual maintenance fees	FY11	Director of Admissions and Student Records, Information Technology	Document imaging implemented in Fall 2011; 5,000 college transcripts have been imaged as of 10/29/2012, including all new incoming transcripts.
707	Updated 10/29/2012	1	10	Increase the number of transfer guides/articulation agreements with Jefferson's four-year partners and publish all transfer information online.	Increase the number of transfer guides/articulation agreements to 95	Fall 2010 – 83 transfer guides/articulation agreements	3		FY11- FY15	Director of Admissions and Student Records, ARC, Faculty, Division Chairs, Deans	119 transfer guides/ articulation agreements as of 10/29/2012
703	Updated 10/29/2012	2	11	Develop a Strategic Enrollment Management Committee that oversees the development and facilitation of a strategic enrollment management plan.	Development of a comprehensive strategic enrollment management plan	A strategic enrollment management plan does not currently exist	6	\$5,000 for professional development; campus-wide commitment and appropriate organizational placement of the committee	FY12- FY15	Strategic Enrollment Management and Retention Committee, Vice President of Student Services, Director of Admissions and Student Records, Director of Advising and Retention	Strategic Enrollment Management plan in progress
703	Updated 10/29/2012	3	17	Develop/implement a marketing/recruitment plan targeting underserved populations.	6%	3.9% (Fall 2009 Institutional Fact Book-enrolled students indicating ethnicity other than white, non-Hispanic)	11	Development of a diversity task force; designating key stakeholders, time away from current work tasks to focus on diversity initiatives	FY14- FY16	Director of Admissions and Student Records, Assistant Director of Admissions and Student Records, Director of PR/Marketing, Cultural Diversity Committee	Not yet started
703	Updated 11/1/2011	3	17	Develop and initiate a plan to target increased enrollment of non-traditional aged prospective students.	40%	37% (Fall 2009 Institutional Fact Book-enrolled students aged 25 and older)	11	Coordinated efforts among personnel in Student Services, Academics, and PR/Marketing	FY13- FY15	Director of Admissions and Student Records, Assistant Director of Admissions and Student Records, Division Chairs, and Director of PR/Marketing	In progress; Adult Learners subcommittee of the Strategic Enrollment Management and Retention Committee conducted a survey of adult learners, is reviewing credit for prior learning, and is developing a two-year AA degree track.

703	2/1/2011	3	17	Implement efforts designed to increase annual percentage yield from each in-district high school graduating class.	33%	29% five-year average (Fall 2009 Institutional Fact Book)	11	Additional funding (\$5,000) earmarked to provide promotional items to high school counselors and prospective college students	FY12-FY15	Assistant Director of Admissions and Student Records, Admissions and Student Records Representatives	In progress
703	2/1/2011	4	22	Develop an additional full-time admissions clerk position working the hours of 10:30 a.m.-7:00 p.m. to allow for realigning staff responsibilities and more efficient and effective service to students.	Position funded	Enrollment growth of 49.6% 2004-2010 with no additional FT clerical staff to enter applications, provide training and support to off-site personnel, maintain evening hours staffing, provide document imaging, etc. Currently 2 FT admissions clerks	24	\$27,414 salary \$9,595 benefits	FY14	Director of Admissions and Student Records, Director of Human Resources	Tabled due to pending implementation of One-Stop Shop
707	11/1/2011	4	22	Hire part-time, temporary staff member to assist the Information Analyst with her increasing workload and to prepare for her upcoming retirement.	Employment of part-time, temporary staff member	No current staff member exists	24	\$10,000	FY13	Director of Admissions and Student Records, Director of Human Resources	Tabled due to pending implementation of One-Stop Shop
707	2/1/2011	4	22	Fill Records Assistant I position to provide more consistency in daily operations of the office as well as provide more efficient and effective service to students.	Employment of Records Assistant I (PIN 220)	Two part-time, temporary staff members are currently employed	24	\$8,000-\$10,000 each year for benefits (salary already exists in temporary salaries)	FY12	Director of Admissions and Student Records, Director of Human Resources	Completed - Position filled July 1, 2011

Evaluation

☐ Meets Expectations
Comments:

☐ Requires Immediate Attention
Comments:

Follow-up report required by: _____
Comments: (date)

Approvals

Division Chair/Director
Comments:

Date

Dean
Comments:

Date

Vice President/President
Comments:

Date