

## Quotes from HLC's 2019 Final Report

Priority: Diversity	Diversity Committee	1.C, 1.S, 2.A, 3.B, 3.S
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### Page 8

- *The college recognizes that its students and the community can and will benefit from their attention to human diversity.*
- *The college has a Diversity Plan and a Diversity Committee; both the plan and the committee are guiding the institution's processes and activities related to diversity.*
- *The college offers activities to enrich the student experience and expose students to different cultural experiences throughout its curriculum.*
- *It is clear that the college is committed to its role in a multicultural society and as such, it has demonstrated a commitment to the various processes and activities.*

### Page 11

- *The institution's composition of faculty, staff, and students largely reflects the demographics of the community, which presents some issues to developing diversity at the institution. Interviews with faculty and staff and a review of syllabi, other documents and college programming indicate that the college is making a sincere effort to be inclusive and promote diversity. **These efforts merit continuation and enhancement.***

### Page 12

- *The College has in place a widely-disseminated non-discrimination policy, and its commitment to protection of student rights and responsibilities is covered in many documents, as well as being part of the First Year Experience curriculum.*

### Page 21

- *Jefferson College has a strong diversity statement that was drafted in 2016 and was used as a foundation to build its Diversity Plan that was adopted by the Board of Trustees in 2018. This robust plan includes specific and numerous suggested initiatives for instruction and curriculum to ensure recognition of human and cultural diversity.*

### Page 27

- *The college both recognizes and strives to fulfill its obligations regarding diversity and knowledge contributions.*

<b>Priority: Service Learning and Civic Engagement</b>	<b>CEOC and Curriculum Committee</b>	1.A, 1.D, 3.B, 3.E
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Page 5

- *...faculty provided many examples related to service learning and the value of these experiences both to their surrounding community and the students themselves.*

Page 9

- *Jefferson College is committed to its role as one that is committed to the public good.*
- *Faculty report impressive examples of service-learning opportunities...*

Page 21

- *The college demonstrates that their students and faculty are active in contributing to scholarship, creative work, and the discovery of knowledge. A specific example that is evident is the various service learning opportunities for students and faculty.*

Page 26

- *Service learning has expanded across program areas as a way to integrate community service with classroom learning and reflection.*
- ***The college may want to consider whether the time is right to institutionalize this expectation across all programs and to formalize the experiences.***

<b>Priority: Assessment/IA/Co-Curriculum</b>	<b>Assessment Committee</b>	3.B, 3.E, 3.S, 4.A, 4.B, 4.S, 5.C, 5.D, Review Summary
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Page 20

- *These general education requirements are evident in the College Catalog and have been measured as part of the college's robust assessment process every five years.*
- *The General Education core curriculum requirements were updated for the 2017-2018 academic year after the General Education Taskforce completed a full assessment of the curriculum.*
- *Additionally, the results from the assessment process for general education requirements indicate that students are mastering modes of inquiry or creative work and developing skills that are adaptable to changing environments.*

Page 26

- *The college has developed co-curricular competencies and is working on measurable outcomes. This work is being accomplished through the Assessment Committee with every likelihood of data collection commencing as part of the regular assessment cycles. **In conjunction with a variety of student surveys already being collected and analyzed, it is expected that the college is on track to include examples of improvements in the mid-cycle review.***

#### Page 27

- *A robust process of assessment ensures review and improvement.*

#### Page 28

- *The college also demonstrates a considerable effort related to assessment...*

#### Page 30

- *They determined that a weakness in their system was a lack of central point of control for general education, and responded by forming a General Education Program Council (GEPC) in spring 2017 to supervise it. The GEPC's mission is a work in progress, and it is working on completing action plans to address the issue identified by their assessment of the assessment process. **The college should address progress in this area during the assurance review in four years.***
- *Jefferson is beginning to assess co-curricular competencies (the competencies were approved late last year), including critical thinking and communication, and focused on student interaction with student support areas. The co-curricular competencies were developed by a collaborative process that was based on national models.*
- *The college has gradually developed and expanded its course-level assessment and its multi-section assessment. **The assessment process is under revision and must be considered a work in progress. It will be interesting to see how this has progressed when the school has its assurance review in four years.***

#### Page 31

- *...showing that assessment has led to major changes in curriculum that address shortcomings revealed by the assessment process.*
- *It has engaged in several pilot projects for testing assessments of general education outcomes; these are all relatively recent and **currently in progress.***

#### Page 34

- *A five-year cycle of program review, called Institutional Assessment (IA) is in place and is aligned with the college's strategic priorities.*
- *The college is to be commended for its specialized accreditation of many of its CTE programs.*
- *Jefferson has a highly functional assessment program. Faculty spoke easily about examples of assessment data informing curricular change. The breadth and depth of these efforts should be a point of pride for the college.*

#### Page 39

- *As part of the budget process, the results of regular program reviews are considered, as are data from the Assessment Committee.*

#### Page 41

- *It demonstrates a commitment to continuous improvement by utilizing data to improve its outcomes related to the assessment of student learning.*

Page 44

- *Jefferson provided ample evidence that it takes responsibility for the quality of its educational programming and learning environments as required by Criterion Four. The college has a robust and admirable system for evaluating student learning*

<b>Priority:</b> Course Consistency/Early College/Adjunct Support	Curriculum Committee, SEMR, CTL, Assessment Committee	3.A, 3.C, 3.D, 3.S, 4.A, 5.C
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Page 19

- *The college provided clear evidence that the program quality and learning goals are consistent across all modes of delivery and locations. A sample of course syllabi were reviewed and the learning goals were consistent. Additionally, the faculty articulated that the outcomes for each course are consistently delivered regardless of modality or location.*

Page 22

- *Jefferson College's 98 faculty are sufficient to meet programmatic needs, and the college utilizes 171 adjunct instructors, a relatively low number for its size.*
- *Review of credentials indicated compliance with HLC requirements; **the college is progressing on its extension for faculty teaching in dual credit.***

Page 24

- *All new adjunct faculty and full-time faculty who teach online are required to complete a JC101 course that trains them on Blackboard and other tools required to support them in their roles.*

Page 27

- *The college maintains specialized accreditations as appropriate, including NACEP for its dual enrollment offerings.*
- *Faculty are appropriately credentialed, and **the college is making progress towards its extension concerning dual credit faculty.***

Page 29

- *Its dual credit program is thriving by all accounts and learning resources are provided at adequate levels. The college also articulated and provided proof of their effort to ensure that college-level courses are delivered consistently at a dual-credit level.*
- *Jefferson College maintains an impressive array of program accreditations across the CTE areas and should be commended for its efforts in this regard. Students come from outside their service area to take courses in OTA, Nursing, and Vet Tech specifically.*

Page 39

- *The college is acutely aware of the impact serving (a dual credit) population can have on future enrollment and revenue.*

<b>Priority: Enrollment, Persistence, Retention, Completion</b>	<b>Strategic Enrollment Management and Retention Committee</b>	3.D, 4.C, 4.S, 5.A, 5.C, 5.D
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Page 24

- *Jefferson College provides a plethora of supports for its students starting with the services provided by its enrollment services specialists operating out of the office of enrollment services. Of particular note is the college's Academic Success Center which houses a science lab, math lab, writing lab, technology lab, foundations lab (developmental math and English support), and psychology lab. This impressive set of areas provides students a considerable amount of supports in those areas.*

Page 32

- *Jefferson College has a dedicated committee (Strategic Enrollment Management and Retention Committee) that works to develop the goals for student retention, persistence, and completion. These goals are set for each academic year, and the current goals for 2018-2019 are ambitious but attainable and align with the colleges' mission and historical performance.*
- *Jefferson College also joined the Missouri Completion Academy in 2013 to assist with **developing and implementing plans to increase program completion.***
- ***One suggestion for the college and specifically for the committee is to continue to look at ways to disaggregate the (IPEDS) data to help understand different groups of students at the college.***
- *It is evident that Institutional Research (IR) is a focus area for the college in the next few years. It will be helpful for those involved in developing the IR priorities to **consider providing data by academic program to the leader(s) within each program.***

Page 34

- ***The college is working diligently to establish the same level of robustness and quality in its efforts around retention, persistence, and completion.***

Page 35

- *The college has dealt with the consequences of the reduction in staffing by phasing out low enrollment programs and imposing budget constraints.*

Page 39

- *A task force established by the Strategic Enrollment Management and Retention Committee has identified data points such as county population projections, county unemployment rates, 12th grade enrollment in area high schools, and the patterns and trends of the college's enrollment. Additional focus on data has assisted enrollment projections, which in turn has informed revenue expectations from tuition and fees collections.*

Page 41

- *The college uses graduating student survey data along with student satisfaction data to improve its operations.*
- *Staff also reported implementing focus groups as a result of student survey data and should be commended for wanting to delve deeper into student concerns.*
- *Jefferson College uses data and reporting to support its decisions related to strategic planning, enrollment management, and student success.*

<b>Priority: Integrated Planning</b>	<b>Strategic Planning Committee</b>	1.A, 1.S, 5.A, 5.C, 5.D, Review Summary
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Page 5

- *The mission, vision, and values are commonly understood and featured prominently throughout the college.*
- *The college community reports that SPOL software is used to document projects and connect to the college's strategic plan...*

Page 11

- *The MVV, further articulated in the Strategic Plan, guides its operations. The college's academic programs and student support services are aligned with the MVV and strategic goals.*

Page 36

- *The college has a robust capital improvement program in place to prioritize physical needs in line with the college's strategic plan.*
- *The college's strategic plan is consistent with its organization, resources, and opportunities. It is neither too ambitious nor too vague. The Strategic Aims of the plan are developed with input from the college stakeholders, and thus represent the needs of the college in relation to fulfilling its mission.*

Page 39

- *Evidence supports that Jefferson College's planning process suits the college's culture and serves it well.*
- ***The college is in the process of implementing SPOL (Strategic Planning Online), a software planning product that allows additional transparency of units' action plans for accomplishing strategic aims.***
- *The college is getting ready to engage in the development of its 2020-2025 Strategic Plan, just as a new president takes her position.*
- *The planning process is increasingly informed by data.*

Page 41

- *Jefferson College uses data and reporting to support its decisions related to strategic planning, enrollment management, and student success.*

- *It uses a predictive model for enrollment that takes into account past enrollment trends as well as other variables.*

Page 44

- *As the college addresses the challenges of a leadership transition coupled with declining enrollment and revenue, the mission is clearly guiding planning and budgeting processes.*

<b>Priority: Budgeting</b>	<b>Strategic Planning Committee, Council of Chairs, Finance</b>	2.A, 5.A, 5.C, 5.D, 5.S, Review Summary
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Page 12

- *The budget process is transparent and open, with substantial input from various groups on campus, especially from four budgetary workgroups organized around areas of need. This process was referred to in several meetings with faculty and staff.*

Page 35

- *The college has dealt with the consequences of the reduction in staffing by phasing out low enrollment programs and imposing budget constraints.*
- *The college seems to be addressing capital improvements and general maintenance with its budgetary process.*

Page 36

- *The college has a robust capital improvement program in place to prioritize physical needs in line with the college's strategic plan.*
- *Within the college, there is a resource allocation team that makes decisions about resource allocation, with input from stakeholders of the college.*
- *The budget process includes four work groups composed of college employees that advise the resource allocation team.*
- *The college's strategic plan is consistent with its organization, resources, and opportunities. It is neither too ambitious nor too vague.*
- *The college's budgeting process is transparent and open.*
- *Expenses are monitored and reported monthly, and the assurance argument presents many examples of how the budget process receives input from college stakeholders. It appears that the budget process is well-established, and that the college is open to modifications that improve it.*
- *The team was very impressed with the success of the college's Capital Improvement budgeting process that involves constituent groups from all over campus.*

Page 39

- *Review of budget decisions, particularly in Board of Trustee minutes, indicate that resources are allocated in alignment with the mission, vision, and values of the college.*
- *As part of the budget process, the results of regular program reviews are considered, as are data from the Assessment Committee.*

Page 41

- *Additionally, it is worth noting that its budget development process is inclusive and collaborative. **The institution has created or restructured various positions related to institutional effectiveness to provide increased focus on measuring its capabilities and the sustainability of its operations into the future.** These have resulted in some difficult decisions related to austerity measures.*

Page 42

- *The college carefully allocates its resources to accomplish its MVV. The planning and budgeting processes are closely aligned and utilize current data as well as projections to consider the impact on enrollments and revenues.*

Page 44

- *As the college addresses the challenges of a leadership transition coupled with declining enrollment and revenue, the mission is clearly guiding planning and budgeting processes.*

<b>Priority: Shared Governance/Committee Communication</b>	<b>Council of Chairs, Employee Support, CTL, HR</b>	2.A, 5.B, 5.D, 5. S
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Page 13

- *Shared governance is assured by a number of Board policies.*

Page 37

- *The college retained the committee structure as its primary form of shared governance but clarified the purpose of each committee as well as its connection to each strategic goal.*

Page 38

- *Discussions with faculty did not indicate a clear consensus or understanding of the role Faculty Senate plays in shared governance.*
- *A workflow is available for employees to understand the process for institutional committee recommendations.*
- ***The engagement of all constituencies in shared governance could be improved by further educating employees on how to enter that process.***
- *Despite a highly transparent portal to provide minutes, in campus discussions not everyone present was sure where to take an idea or concern, whether a committee or constituent group had governing authority over the matter, and how to determine the outcome of the process.*

Page 42

- *The college has governance and administrative structures in place to address the issues it is facing. The college has designed a comprehensive governance structure that relies heavily on committees. **An opportunity exists to improve campus understanding of where and how to***



**bring concerns to the appropriate committee and to further communicate the outcomes of this governance structure.**

Page 44

- *As defined by policy, an extensive committee structure provides a methodology for shared governance; **the college should investigate opportunities** to further communicate to its constituent groups how they can become more involved in decision-making processes.*

<b>Priority: Data Analysis/IR</b>	<b>Council of Chairs, IR, SEMR</b>	5.A, 5.C, 5.D
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Page 29

- *Jefferson College uses reporting and data strategically to ensure that its efforts align with not only its mission but specifically to the success of its graduates.*

Page 32

- *This [SEMR] committee has also established a Data Task Force that reviews and analyzes student persistence, retention, and completion information to set goals and track progress.*
- *Numerous other examples were also included that indicate that this college does utilize data to guide decisions to increase student success.*
- ***One suggestion for the college and specifically for the committee is to continue to look at ways to disaggregate the (IPEDS) data to help understand different groups of students at the college.***
- *It is evident that Institutional Research (IR) is a focus area for the college in the next few years. It will be helpful for those involved in developing the IR priorities to **consider providing data by academic program to the leader(s) within each program.***

Page 39

- *The planning process is increasingly informed by data. A task force established by the Strategic Enrollment Management and Retention Committee has identified data points such as county population projections, county unemployment rates, 12<sup>th</sup> grade enrollment in area high schools, and the patterns and trends of the college's enrollment.*
- *Additional focus on data has assisted enrollment projections, which in turn has informed revenue expectations from tuition and fees collection.*

Page 41

- *Jefferson College uses data and reporting to support its decisions related to strategic planning, enrollment management, and student success.*
- *It demonstrates a commitment to continuous improvement by utilizing data to improve its outcomes related to the assessment of student learning.*
- *Faculty and staff report multiple examples of collaborative problem-solving using careful analysis of data to solve complex issues.*

- *The institution has created or restructured various positions related to institutional effectiveness to provide increased focus on measuring its capabilities and the sustainability of its operations into the future.*