Student and Academic Support Services	
Address all fields in the template with an equity lens. If needed, you may provide a link to support your submission. Complete the following fields and provide concise information where applicable. Please do not insert full data sets but summarize the data to completely answer the questions. Concise tables displaying these data may be attached. The review will be sent back if any of the below fields are left empty or inadequate information is provided.	
College Name:	Shawnee Community College
Academic Years Reviewed:	2017-2021
Review Area:	Admissions & Recruitment
Review Team Please identify the names and titles of staff and faculty who were major participants in the review of this program/service and their role or engagement in this process.	Dr. Lisa Price, Vice President of Student Affairs Dr. Cara Doerr, Director of Recruitment & Enrollment
Mission How does the program/service contribute to the mission of the college?	Shawnee Community College's mission is to serve the needs of the students and our diverse community by providing quality higher education, community education, training, and services that are accessible, affordable, and promote life-long learning. The Admissions and Recruitment area contributes to the mission of Shawnee Community College by promoting life-long learning and equal access to educational opportunities for all citizens.

Advancement of Equity How does the program/service help advance equity?	The area of Admissions and Recruitment at Shawnee Community College provides students access to credentialed career and academic pathways, advancing both horizontal and vertical equity among the communities we serve. • Adheres to an open-door admission policy • Provides advisement and counseling to insure proper placement of the student • Provides developmental courses to accommodate students who are academically underprepared • Designed an admissions program based on student demographics • Developed instructional centers conducive to student access • Offers online and interactive learning opportunities which enable students at a distance to meet their educational goals • Maintains low cost tuition • Advisement and counseling to all people regardless of age, gender, race, ethnicity, religion, sexual preference, or ability • Maintain and improve articulation with all district high schools and appropriate four-year colleges and universities

Service Objectives Please provide a brief overview of the program or service being evaluated. What are the overarching goals/ objectives of the program/service?	The area of Admissions and Recruitment at Shawnee Community College provides students access to credentialed career and academic pathways, advancing both horizontal and vertical equity among the communities we serve. The Admissions and Recruitment area is responsible for recruiting and admitting students to Shawnee Community College. Along with recruiting, Recruiters are also responsible for academic advising/registration. Staff include Recruiters/Academic Advisors, a Record's Clerk, Registrar, and Administrative Assistant. Overarching goals, strategies, and outcomes are directly tied to the Shawnee Community College Strategic Plan. **OBJECTIVE:** **Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students.** Strategy (A): Implement the Saluki Step Ahead initiative Strategy (B): Articulate ADN program with regional Universities Strategy (C): Review, renew, and revise (as appropriate) current articulation agreements Strategy (D): Improve articulation agreement landing page **OBJECTIVE:** **Streamline student intake processes in ways that empower students to make informed program and course decisions.** Strategy: (C): Develop a [MANDATORY?] student orientation process to include a First Year Experience (FYE) initiative Strategy (D): Create a seamless and consistent advisement and registration experience for students,

	including dual credit students and students who prefer to engage the College online
	Strategy (E): Implement an online catalog and student handbook
	Strategy (F): Identify and reduce the time it takes to package financial aid awards letters, including online students, and inform student of financial aid options
	Strategy (G): Strengthen recruitment messaging focus on student success, academic quality, and value.
	Strategy (H): Develop a system for managing recruitment processes

To what extent are these objectives being achieved? Please detail how achievement of program/service objectives is being measured or assessed?	**OBJECTIVE:** **Articulate baccalaureate and career/technical programs with regional universities; create seamless transfer opportunities for students.** **Strategy (A):** Implement the Saluki Step Ahead initiative **Output/Outcome:** Streamlined pathway for students who wish to pursue a bachelor's degree in accounting, Business Administration, Criminal Justice, Health Care Management, and Radiologic Sciences. Target(s): Increase the number of students completing degrees by 5 for each program annually. Signed Intergovernmental Agreement detailing articulation process and course sequence. **Strategy (B):** Articulate ADN program with regional Universities **Output/Outcome**: Streamlined pathway for students who wish to pursue a BSN degree. Target(s): Signed Intergovernmental Agreement detailing articulation process and course sequence. **Strategy (C):** Review, renew, and revise (as appropriate) current articulation agreements **Output/Outcome**: Accurate transfer pathways and increased transfer options for students. Target(s): List of all active agreements identified by 12/21. Signed Intergovernmental Agreement detailing articulation process and course sequence. A written procedure to create, revise, and periodically review articulation agreements is approved by appropriate Shared Governance Committees. **Strategy (D):** Improve articulation agreement landing page **Output/Outcome**: Webpage that communicates all of the College's articulation agreements. Target(s): Increase page views by 100%. Articulation Landing Page that, at a minimum, defines articulation; explains how articulation agreements work; explains

the IAI transfer process and requirements; lists umbrella agreements; provides guidance for HS Counselors; and lists active agreements by specific majors. (Note: Agreements for AAS degrees should also link back to program specific landing page (i.e., an agreement for the Accounting AAS degree should appear on the Accounting landing page as well as the Articulation Agreement landing page)

OBJECTIVE:
Streamline student intake processes in ways that empower students to make informed program and course decisions.

Strategy (A): Develop digital career pathway blueprints (Program Planning Guides) for each program of study

Output/Outcome: All students (and potential students) will have access to Career Pathway Blueprints for each degree and certificate and use these blueprints to plan their educational program. Target(s): All CTE programs complete by the end of FY22; All transfer majors complete by end of FY23. Partner with 12 high schools to create & implement pathways. Increased utilization of web advising. Increased utilization of self-advising. Career pathway blueprints. Increased contact w/ students. Increased amount of career advising for students. Increased student satisfaction with advising. Decrease in the number of students who change majors. Decreased number of meetings required for students to complete the registration process. Consistency in practices at each Extension Center. Increased flexibility for students to register anywhere in the Service Area and be insured of receiving similar services. Decreased number of students who drop for financial issues.

Strategy (B): Evaluate placement exam cutoff scores and develop standards that reflect the knowledge and skills needed for individual (CTE & Transfer) program success

Output/Outcome: Cutoff scores that reflect the needs of the profession and enable students to be

appropriately prepared for the rigor of the courses required in certificate or degree program that they are pursuing. Target(s): Complete evaluation and integrate with pathways documents by the end of FY23. Lower cost for students. Decrease time to completion. Career pathway blueprints. Revised policy on cutoff scores. Decrease in the number of students who change majors. Decreased number of meetings required for students to complete the registration process. Decreased number of students who drop for financial issues.

Strategy (C): Develop a [MANDATORY?] student orientation process to include a First Year Experience (FYE) initiative

Output/Outcome: Students, including dual credit students, will receive additional opportunities and access to information aimed at helping them resolve learning and support needs and complete their program of study. Target(s): Incorporate college experience course into all curriculum by FY23. Convocation mimicking graduation ceremony during orientation day/week. Increased utilization of web advising. Increased utilization of self-advising. Increased contact w/ students. Increased amount of career advising for students. Increased student satisfaction with advising. Decrease in the number of students who change majors

Strategy (D): Create a seamless and consistent advisement and registration experience for students, including dual credit students and students who prefer to engage the College online

Output/Outcome: Students will have increased access to courses necessary for degree and/or certificate completion. Target(s): Pilot new process in FY23; Implement full-scale in FY24. Enhanced web advising services. Online registration capability. Online catalog. Online financial aid advising. Increased contact w/ students. Increased amount of career advising for students. Increased student satisfaction with advising. Decrease in the number of students who change majors. Increased number of students registering for courses at multiple locations.

| | Increased options for students when classes are cancelled due to low enrollment. Decreased number of meetings required for students to complete the registration process. Consistency in practices at each Extension Center. Increased flexibility for students to register anywhere in the service-area and be insured of receiving similar services. Decreased number of students who drop for financial issues.

Strategy (E): Implement an online catalog and student handbook

Output/Outcome: All students and community residents can easily access College information about programs, courses, and behavioral expectations. Target(s): HTML driven catalog and student handbook available by the end of FY23. Increased student satisfaction with advising. Decrease in the number of students who change majors. Decreased number of meetings required for students to complete the registration process. Consistency in practices at each Extension Center. Increased flexibility for students to register anywhere in the Service Area and be insured of receiving similar services.

Strategy (F): Identify and reduce the time it takes to package financial aid awards letters, including online students, and inform student of financial aid options

Output/Outcome: Increased use and accuracy of FA process in Colleague. Students will have increased understanding of available financial options and access to financial assistance enabling them to make more informed registration decisions. Target(s): 24-hour packaging time turnaround once all information is received and available online. FA Staff will receive training on Colleague. FA Staff and Advisors will receive training on the presentation of financial literacy. Increased contact w/ students. Increased student satisfaction with advising. Decrease in the number of students who change majors. Decreased number of meetings required for students to complete the registration process. Consistency in practices at each Extension Center. |

Increased flexibility for students to register anywhere in the Service Area and be insured of receiving similar services. Decreased number of students who drop for financial issues. Decreased amount of financial aid released to students who no longer attend.

OBJECTIVE:
Streamline student intake processes in ways that empower students to make informed program and course decisions.

Strategy (G): Strengthen recruitment messaging focus on student success, academic quality, and value

Output/Outcome: Community perception of program and service quality will increase. Target(s): Website traffic volume increase by 10%; Social Media Followers increase by 10%. Press Releases, Social Media Ads, Program Videos, Student Testimonial Videos, Employer Testimonial Videos, Community Impact Videos, Mainstream Media Coverage.

Strategy (H): Develop a system for managing recruitment processes

Output/Outcome: A Customer Relationship Management (CRM) tool that integrates with the College's ERP system (Colleague). Target(s): Recommend tool in FY22, Pilot new tool in FY23-FY24; Implement full-scale in FY25. Research & recommend CRM options for capabilities and cost by the end of FY22

Past Program Review Action What action was reported last time the program/service was reviewed? Were these actions completed? If not, what were the identified barriers to action?	• Online admissions process to facilitate student enrollment (Fall 2018). This has not been completed due to staffing barriers. • Complete the conversion to Colleague (Fall 2018). This has not been completed due to staffing barriers. • Implementation of Communications Management to better communicate with students and prospects. (Fall 2018) This has not been completed due to staffing barriers. • Resuming regular recruitment meetings to enhance the collaboration between main campus and the centers. (Ongoing) • Develop a comprehensive Enrollment Management Plan to include recruitment, retention, Integrated Marketing. (Ongoing) • Develop a component within the comprehensive enrollment plan to recruit and retain nontraditional students. (Ongoing) • Revision of advising practices. (Ongoing) • Reconstruct the Early Alert System. (Ongoing)
Indicator: Need	
1.1. Is this program or service statutorily required? If yes, is the college meeting the required elements? How does the college ensure it meets all required elements?	Yes. Shawnee Community College is working to ensure required elements of the admission and recruitment process is met through ongoing training and evaluations and by implementing continuous improvements to our policies and procedures.

1.2 What is the *need* for this program/service and how does the institution determine *need*?	Proper student admissions and recruitment is critical to the success of Shawnee Community College and the communities we serve. Ensuring all students have a streamlined and seamless admissions onboarding experience that is tailored to their unique needs is essential for student success. Decreasing student enrollments and community feedback helped determine the need to implement innovative practices and discontinue utilizing dated more conventional student recruitment and admissions practices.
1.3 If applicable, what is the student usage for this program/service?	100%
1.4 How does the student usage compare to assessed need of the program/service?	Student usage of the service and assessed need of the service is relatively equal as all students entering Shawnee Community College must complete an application for admission and submit admissions forms such as Proof of Residency, FERPA Proxy Authorization, etc.
Indicator: Cost	
2.1 What are the current expenditures of the department?	$159,339.55 (as of June 30, 2022 – FY22)
2.2 How is this program/service funded and what cost-effective strategies are in place to ensure sustainability?	The Admissions & Recruitment area is funded by state and local government appropriations. The annual budget is reviewed and approved by the Shawnee Community College Board of Trustees.
Indicator: Quality	

3.1 If applicable, how does the college program/service measure against any quality benchmark and standards?	N/A
3.2 How does the college ensure that all staff are qualified and appropriate to overseeing or providing the program/service?	The Admissions and Recruitment area is developing on-going training opportunities for recruitment and admissions staff. Expanding staff memberships in Professional Associations such as AACRAO and NASFAA. Holding monthly all advisor and recruiter meetings to discuss successes, areas for improvement, identify road blocks and obstacles, troubleshoot, and update everyone on important dates and deadlines.
3.3 What, if any, innovations have been implemented within this program/service that other colleges may want to learn about? How have these innovations had an impact on student success?	Working to implement Guided Pathways. It is too early to report on the impact on student success; however, research suggests that Guided Pathways improve student success rates, help close equity gaps, and aid in countering declining community college enrollments.
3.4 What are the strengths of this program or service?	By providing entering students better information and career and transfer advising we will be able to connect them to faculty and peers in their desired program sooner.

3.5 What are the challenges or weaknesses of the program/service?	The challenges or weaknesses of the Admissions and Recruitment area is not enough staffing/recruiters and lack of funding. Another challenge is the review of multiple measures and ensuring college personnel and high school Guidance Counselors are comfortable with using multiple measures. Setting up a system to monitor outcomes based on multiple measures is another challenge for the program.
3.6 What tools were utilized to determine program/service strengths and challenges? i.e., student surveys, focus groups, interviews, co-curricular assessment, etc.	The Admissions & Recruitment areas used input from advisors, faculty, and students and participation and feedback from several college-wide committees (Recruitment & Enrollment Team, Student Services Team, Student Affairs Council, Executive Council, and Student Affairs Leadership Team).
3.7 What, if any, continuous improvement processes are in place and utilized to evaluate data and implement solutions? .	We are holding monthly all advisor meetings and developing on-going training sessions to discuss successes, areas for improvement, identify road blocks and obstacles, troubleshoot, and update everyone on important dates and deadlines. We are expanding staff memberships in professional associations such as AACRAO and NASFAA.
3.8 What disaggregated data was collected, measured, and evaluated to assess program/service effectiveness?	Student recruitment data and institutional enrollment reports were used to evaluate the effectiveness of the recruitment and admissions area. Input from advisors, faculty, and students and participation and feedback from several college-wide committees (Recruitment & Enrollment Team, Student Services Team, Student Affairs Council, Executive Council, and Student Affairs Leadership Team) was also used.

3.9 Were there any identifiable equity gaps in the data? Please explain.	Yes, 75% of SCC students are white. Students of color are underrepresented: 5% Latino/Latina, 14% Black/African American, 3% Other, and 1% Asian. (IPEDS)
3.10 How is the college seeking opportunities to close the gap and provide equitable access to programs and services?	Organizing programs into meta-majors and created default program maps for students. Working to ensure new students receive career and transfer information and advising early in the new student onboarding process. Using multiple measures to place students in appropriate developmental or college-level courses and programs and providing remediation when possible. Working to offer high-quality wraparound advising and support services to students.
3.11 How does the program or service address inequities in instructional programs, if appropriate?	N/A

Review Results	
Intended Action Steps Please detail action steps to be completed in the future based on this review with a timeline and/or anticipated dates.	Through the program review process, we discovered that we had "holes" in our admission procedures potentially resulting in students falling through the cracks and missed opportunities. We are working hard to close those holes to ensure all potential students receive timely accurate information. Closing these gaps will help increase enrollment.
To what extent are action steps being implemented to address equity gaps, including racial equity gaps?	An ad hoc student affairs and finance committee is reviewing the financial aid order of billing as well as tuition waiver and scholarship policies and procedures in order to identify opportunities for awarding institutional equity aid to students. Additionally we are updating recruitment materials and the website to ensure accuracy and transparency with regard to admissions and financial aid

	requirements.
Rationale Provide a brief summary of the review findings and a rationale for any future modifications.	In our review process, we determined that our recruitment materials and website listed outdated information and policies. We were inconsistent with our recruitment activities and communication. Financial Aid information was not easily accessible for students. In our review we determined there is an opportunity to redesign the way we award tuition waivers and scholarships to align with known best practices. By adjusting the order of billing, we can potentially reduce the amount of waived tuition to the college while increasing the amount of equity aid awarded to students at the same time. Increasing equity aid to student will help close the equity gap in our admission processes.
Resources Needed	Additional processing staff; additional recruiters/advisors
Responsibility Who is responsible for completing or implementing the modifications?	VP Student Affairs Director of Recruitment & Enrollment Registrar SCC Advisor/Recruiters Admissions & Registrar Support Staff