**Unit Strategic Plan**

**2017-2019**

**Name of Program/Department: Transfer/General Studies, Shelby Campus**

**Mission Statement:**

The Transfer/General Studies Division, which is comprised of five departments – Biology, Business/Information Systems, Communications, Liberal Arts, and Math/Engineering/Physical Sciences, is committed to providing excellence in all areas of instruction and in offering educational opportunities that meet or exceed the standards set forth by all appropriate accrediting agencies. The Transfer/General Studies Division endeavors to provide an educational environment that is accessible to and meets the needs of all students, including providing educational opportunities via distance learning as well as traditional classes. This division strives to teach students to:

* Demonstrate effective reading, writing, and speaking skills.
* Demonstrate ability to apply reasoning and logic to assess ideas and situations, support positions, draw conclusions, and solve problems.
* Demonstrate ability to identify, analyze, organize, and synthesize credible resources in a manner that respects intellectual property.
* Demonstrate understanding of mathematical concepts and scientific principles and the ability to use computers.
* Demonstrate understanding of events in history and developments in the arts and social sciences that have shaped civilization.
* Complete the general education core requirements for one of the three degrees offered by the college as specified bellow:
  + Associate in Arts
  + Associate in Science
  + Associate in Applied Science

**Summary of Access, Productivity and Effectiveness:**

A review of data from the *Student Profile Data Report by CIP code* provided by Institutional Research, Information, and Records (IRIR) shows a strong and steady enrollment of students in the transfer and non-transfer degree programs within the Transfer General Studies Division. College-wide headcount has increased or remained approximately the same for the last five years according to the *Credit Enrollment Summary Comparison Sheet*.

Number of degrees **sought** includes students taking Transfer and General Studies courses with the intent to transfer to four-year institutions. Headcount and degree information are listed below. (Some numbers overlap from semester to semester.)

**Fall 2015**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer Sciences and Information Systems | 327 | 0 | 0 | 327 |
| Liberal Arts and Sciences | 392 | 392 | 0 | 0 |
| General Studies | 3,591 | 0 | 3,591 | 0 |
| Office Management and Supervision | 265 | 0 | 0 | 265 |
| Non Degree Seeking | 1094 | 0 | 0 |  |

**Spring 2016**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer Sciences and Information Systems | 222 | 0 | 0 | 222 |
| Liberal Arts and Sciences | 356 | 356 | 0 | 0 |
| General Studies | 3,210 | 0 | 3,210 | 0 |
| Office Management an Supervision | 217 | 0 | 0 | 217 |
| Non Degree Seeking | 1073 | 0 | 0 | 0 |

**Summer 2016**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 101 | 0 |  | 101 |
| Liberal Arts and Sciences | 184 | 184 | 0 | 0 |
| General Studies | 1,795 | 0 | 1,795 | 0 |
| Office Management and Supervision | 113 | 0 | 0 | 113 |
| Non Degree Students | 1,687 | 0 | 0 | 0 |

**Fall 2016**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 238 | 0 | 0 | 238 |
| Liberal Arts and Sciences | 372 | 372 | 0 | 0 |
| General Studies | 3,604 | 0 | 3,604 | 0 |
| Office Management and Supervision | 182 | 0 | 0 | 182 |
| Non Degree Students | 1,420 | 0 | 0 | 0 |

**Spring 2017**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 264 | 0 | 0 | 264 |
| Liberal Arts and Sciences | 367 | 367 | 0 | 0 |
| General Studies | 3,167 | 0 | 3,167 | 0 |
| Office Management and Supervision | 197 | 0 | 0 | 197 |
| Non Degree Students | 1,297 | 0 | 0 | 0 |

**Summer 2017**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 99 | 0 | 0 | 99 |
| Liberal Arts | 220 | 220 | 0 | 0 |
| General Studies | 1,783 | 0 | 1,783 | 0 |
| Office Management and Supervision | 127 | 0 | 0 | 127 |
| Non Degree Students | 1,750 | 0 | 0 | 0 |

The numbers for degrees **conferred** are:

|  |  |  |  |
| --- | --- | --- | --- |
| Academic Year | AA Degree | AS Degree | AAS Degree |
| Summer 2015-Spring 2016 | 127 | 207 | 586 |
| Summer 2016-Spring 2017 | 119 | 220 | 518 |

The low number of degrees conferred can be very misleading as most students transfer without receiving degrees.

**Internal Conditions:**

1. **Technology**

Changing technologies affect all of our programs as we are constantly challenged to upgrade our hardware and software resources to meet the needs of our students as well as our instructors and office staff.

All classrooms at Shelby (lab and lecture) have been equipped with a computer and overhead projector for use during class lectures to aid in more effective lecture presentations. Some of the lecture classroom computers are in need of upgrading, and replacements are budgeted each year to make sure all of them remain updated and in working condition. While some instructors are still using VCR/DVD players, the college is phasing these out. Instead of replacing DVD players, instructors will be encouraged to play DVDs through classroom computers/projectors or through the Films on Demand subscription provided by the JSCC library.

A goal from the previous Strategic Plan that will be carried over into this Strategic Plan is maintaining a fund to provide for unexpected repairs needed for equipment failure. While every effort is made to budget for equipment, unexpected expenses sometimes occur. For example, projector bulbs go out, and computers crash. This will fund will ensure that classroom equipment will be well-maintained so that instructors can meet the instructional goals of the college.

Application software for the labs and offices is updated as needed to include the most recent versions not only for classroom instruction, but also for instructor and staff offices. Faculty and staff office computers are replaced as needed. If computers break, though, they will need to be replaced. Particularly for Computer Information Systems classes, funds need to be available to purchase the most up-to-date software to ensure that classroom instruction remains current with the latest software available. This request has been made through the Strategic Plan of Business and Information Systems.

For the Math Department, Elmos are currently being replaced as needed in the Math/Science Building each year. These upgrades will assist the division in successfully carrying out the mission of the QEP. New Elmos will need to be replaced as the age.

All Biology classrooms are equipped with a computer and projector for instructor use; this enables instructors to incorporate PowerPoint presentations as well as animations and videos to visually demonstrate biological concepts. Several computers are provided for student use to complete virtual biological and physiological simulations. In the laboratory, there is access to a digital microscope camera that is used to take pictures for student review.

Training for faculty—particularly those teaching online classes, may be necessary if the college moves to a different delivery system instead of using Blackboard. Transfer and General Studies will stay abreast of this potential change and will recommend any needed training sessions.

1. **Budget**

The budget for classroom and office supplies is currently sufficient to meet the needs of the Transfer/General Studies programs. As enrollment at Shelby increases and the cost of equipment, maintenance, and supplies increase, budget needs will increase.

Departmental rotations for labs, lab printers, and faculty computers are scheduled for replacement on a rotational basis on each departmental budget.

1. **Staffing**

In order to maintain acceptable fulltime/part-time ratios, instructors are replaced and added as needed. SACS/COC has recently recommended that 50% of the college’s dual-enrollment classes be staffed by fulltime instructors. This recommendation resulted in the Shelby Campus hiring an additional English instructor. Instructors were also hired due to a retirement and the transfer of one English instructor to the Jefferson campus. In all, three new English instructors were hired during the summer of 2016 with a start date of fall 2017.

Other divisions should monitor their fulltime/part-time ratios, especially as these ratios pertain to dual-enrollment classes. If the numbers show the need to hire fulltime faculty members, the associate dean will work with the division chairs to make specific staffing/hiring requests. In addition, chairs should monitor their numbers for other enrollment trends that may affect hiring. For example, enrollment numbers in anthropology and philosophy continue to be strong. Enrollment numbers could justify hiring fulltime instructors for these disciplines, with the instructors splitting their instructional time between online classes and various Jefferson State campuses. In addition, ratios for history instruction and psychology instruction at the Shelby campus may result in a request to hire more fulltime instructors.

All divisions should monitor fulltime/part-time ratios with the goal of major disciplines, such as English, history, psychology, mathematics, biology, CIS, etc., maintaining a fulltime staffing rate of at least 50%, keeping in mind the new 50% fulltime requirements for dual-enrollment classes.

1. **Resources**

Professional development is always encouraged for faculty. Each year, each instructor submits IAP forms, which include professional development requests/needs. The IAP forms are used to provide instructors with opportunities to request funding for workshops, conferences, etc. The amounts awarded vary from year to year depending on funding. In addition, there are vocational funds available for some disciplines through Perkins Vocational Education Funds to use for professional development.

This Strategic Plan cycle, the associate dean recommends expanding professional development to include sessions specifically aimed at department chairs. One chair noted that new reporting requirements have doubled since he originally took on the job of chair. These chairs deserve and need support and training to be able to perform their jobs successfully. Training sessions could range from internal presentations on report writing to external workshops re: best practices in serving as divisional chairs.

This goal was included in the last strategic plan but was not met. Therefore, it will be rolled over. The associate dean will make a concentrated effort to meet this goal during the first year of the strategic-plan cycle.

1. **Enrollment**

Enrollment numbers have been reported above. Typically, community college enrollment numbers fluctuate with and mirror the economy. Enrollment numbers tend to go up during economic downturns and decrease as the economy improves. At the Shelby Campus, however, enrollment numbers have been relatively stable. Transfer and General Studies is encouraged by these numbers and will work to provide course offerings that meet the needs of our diverse student population. These course offerings will include traditional, online, and hybrid courses. In addition, Friday, Saturday, and night classes will allow us to serve more non-traditional students who are going back to school and those students whose work hours do not allow them to attend day classes.

Transfer and General Studies works closely with the chairs to minimize course cancellations, which adversely affect students as they build course schedules. The division will also need to monitor summer enrollment numbers to see if the reinstated summer Pell Grant program affects enrollment.

1. **Facilities**

Currently, we have three buildings at the Shelby campus. All faculty members who are fulltime Shelby instructors have individual office space. Temporary cubicles and shared offices are provided for part-time instructors and those fulltime instructors who have a permanent office at another campus location. Since the Nursing Division has moved to the first-floor HSB office suite that was formerly occupied by Enrollment Services, more office space is available for faculty members, particularly on the third floor of the Merritt Health Sciences Building. Still, office space remains tight. A particular challenge is balancing the needs of faculty members whose primary campus is the Jefferson Campus but who also teach at the Shelby Campus. Many of these faculty members request Shelby offices even though they have office space at Jefferson. As fulltime faculty continue to be hired at the Shelby campus, some difficult decisions may need to be made re: office space. Policies should be put in place to assign or not assign office space in a manner that is fair and equitable. For example, one sensible policy is that no faculty member should be assigned a second office at the Shelby campus if they already have an office at another campus and if a faculty member whose home base is the Shelby campus needs the office as his or her sole office space.

1. **Equipment**

The Transfer/General Studies programs are all provided with the equipment needed for daily tasks. Copiers, scanners, fax machines, etc. are located in places that are convenient to the faculty and staff offices. Maintenance contracts are maintained so that equipment can be serviced and repaired in a timely manner. Equipment replacement is considered in short and long-range plans. During this past Strategic Plan cycle, the Scantron machine used by faculty in the General Studies Building was upgraded. This allows faculty members to grade objective tests quickly and also allows for office managers to scan course evaluations quickly, resulting in data flowing back to faculty members, chairs, and administrators in a more timely manner.

**External Conditions:**

Advisory committees are considered an important and vital contributor toward our departmental performance and ultimately to student success. The Advisory committees meet on an annual basis to review programs and courses and to provide valuable insight from the business community. Advisory committees also advise the departments on changes and improvements for the programs. Minutes of those meetings are recorded and maintained. Jefferson State depends on input and feedback from our Advisory Committees, especially in disciplines such as Computer Science, Office Administration, and Business. The requests for Advisory Committee costs are handled through departmental budgets.

Each department in Transfer/General Studies at Shelby campus has articulated a program plan and strategies to support college-wide goals relating to Student Learning Outcomes and assessment as mandated by SACS/COC.

**2015-2016 Accomplishments:**

The division instituted a new course—Orientation 101. This class offers one hour of credit and introduces students to college and life skills such as forming strong study habits, developing test-taking strategies, crafting a resume, and cultivating a professional demeanor. The course also orients students to JSCC campus life.

Student organizations such as Phi Theta Kappa and Sigma Tau Delta continued to flourish. For example, the Beta Lambda Delta chapter of Phi Theta Kappa, which is the Shelby chapter, was named as Distinguished Phi Theta Kappa chapter and the society’s International Convention which took place in San Jose, California. Only 3% of chapters—out of approximately 1,275 chapters—receive this award.

**2016-2017 Accomplishments:**

In addition to completing annual assessment summaries, each division completed a three-year program review. These reviews summarized and analyzed assessment results and made recommendations for use of assessments. The divisions will also revise their course-level student learning outcomes for the new assessment cycle, which begins in the fall of 2017.

Kevin Townes was named the department chair for the Liberal Arts Division.

History instructor Kyle Irvin began an international travel program for JSCC students. During the 2017 spring break, students took a non-credit trip to Greece and Italy. During the 2017 May mini-term, students, in conjunction with Gadsden State Community College, took a for-credit history class in Ireland. Plans are underway for more trips this upcoming academic year.

The Beta Lambda Delta chapter of Phi Theta Kappa was named the Most Distinguished Chapter in the state of Alabama (out of 36 chapters.) In addition, Beta Lambda Delta was named a top-ten Phi Theta Kappa Chapter internationally out of nearly 1,300 chapters.

Liesl Harris won the Phi Theta Kappa Marshall Award. She will travel to Jerusalem during the summer of 2018 to attend classes at the Yad Vashem International Holocaust Remembrance Center.

Sigma Kappa Delta—the English honor society of two-year colleges—won the inaugural President’s Cup award. The President’s Cup recognizes the most distinguished student organization on campus.

As listed under the personnel section of this report, three new English teachers were hired during the summer of 2017. They will begin teaching during the fall 2017 semester.

The Shelby Campus began discussions for a partnership with the Horizons Schools which will enable special-needs adults who are able to enroll in classes at the college.

The Communications division piloted a new course—English and Writing 094. This four-hour course combines English 093 and Reading 085 into one course. It streamline courses, shows the connection between reading and writing, and reduces the number of developmental courses students need to take by one.

**Unit Goals (2017-2018)**

**Goal 1:** Continue to develop meaningful and timely course competencies, Student Learning Outcomes, and assessment strategies at the course, program, and departmental levels.

1. Objectives
2. Revise and update curriculum where needed.
3. Reaffirm/revise learning outcomes.
4. Method of Assessment
5. Put more pre-assessment tools in place in order to determine what students know/do not know when starting classes.
6. Gather feedback from Advisory Committee, graduates, and businesses to confirm that material covered in the classroom is what is needed for employment in the field.
7. Work on closing the loop for all assessed courses. While the college’s recent SACS/COC visit for reaffirmation of accreditation was highly successful, our visiting committee noted a weakness in using Student Learning Outcomes data to actually close the loop and improve strategies for effective teaching.
8. Since Transfer and General Studies is at the beginning of a three-year assessment cycle, revise and replace current SLOs as needed.
9. Additional Funding Requests
10. Funding required for Advisory Committee luncheon meetings (approximately $300 to cover cost of luncheon).
11. Funding needed for any additional training, post-secondary curriculum meetings, etc. (approximately $250 to cover registration costs).
12. Funding as needed to offer training to faculty members on strategies for closing the loop.
13. Funding to send faculty members to discipline-specific conferences that are beneficial to department-level accreditation (CIS, Business, etc.). $5,000 is requested for travel and registration expenses.

**Goal 2:** Continue to keep offices functioning with needed equipment.

1. Objective
2. Purchase/update equipment as needed for faculty/staff use
3. Method of Assessment
4. All office equipment will be monitored to ensure that it is in working order and meets the needs of faculty and staff.
5. Periodic maintenance/repair visits from vendors as required in maintenance contracts.
6. Additional Funding Requests
7. Maintenance/repair contracts for equipment: ScanTron Service Contracts & Repairs, approximately $1850; Tank rental, Science lab, $53.50; Copy machine overages, approximately $800.

**Goal 3:** Establishing a fund to provide for unanticipated repairs as equipment breaks/wears out.

1. Objective
2. Funds will be available for equipment repair as needed.
3. Method of Assessment
4. Equipment will be repaired or replaced as needed.
5. Additional Funding Requests
6. The suggested fund is $7,500.

**Goal 4:** Maintain a program of quality undergraduate courses to assist our students in successfully graduating with an associate degree and to increase transfer success.

1. Objective
2. Work to increase transfer success for all students who plan to transfer to a four-year institution
3. Method of Assessment
4. Regularly collaborate with faculty from transfer institutions to maintain program currency and relevance as well as course content.
5. Review textbooks for the purpose of adding new and innovative tools to aid in the overall learning process.
6. Work with Enrollment Services to encourage students to participate in our Reverse Transfer Program so that the College’s graduation rate will improve and will more accurately reflect the number of students who complete degrees at Jefferson State.
7. Work with transfer colleges to reaffirm their commitment to following the STARS guide.
8. Additional Funding Request
9. No additional funding required.

**Goal 5**: Receive funding for professional development that is specifically aimed at Division Chairs.

1. Objective
2. Hold at least one professional development event for all Division Chairs.
3. Method of Assessment
4. The Associate Dean of Transfer and General Studies will plan and present a professional development seminar for Division Chairs. After the seminar, feedback will be sought from the chairs as to the effectiveness of the event and how future events may be improved.
5. Additional Funding Requests
6. $1500 is requested for speaker honorariums, refreshments, and potential travel costs if the event is held off site, etc.

**Goal 6:** Provide funding for travel for the Associate Dean for presentations.

1. Objective
2. Reserve funds for travel.
3. Method of Assessment
4. The Associate Dean will give presentations both locally and nationally.
5. Additional Funding Requests
6. $2,000 is requested for this goal.

**Goal 7:**  Access funds necessary if new fulltime hires need to be made.

1. Objective
2. Hire new fulltime instructors if data supports this need.
3. Method of Assessment
4. Make hires if necessary.
5. Additional Funding Requests
6. Costs will be determined by the state of Alabama’s salary schedule D.

**Goal 8:** Train faculty members on a new online delivery system if one is selected.

1. Objective
2. Provide training.
3. Method of Assessment
4. If this training is provided, feedback will be sought from faculty members re: the effectiveness of the training.
5. Additional Funding Requested
6. $1000 is requested should an outside trainer need to be brought in.

**Goal 9:** Establish a dedicated space for English tutoring.

1. Objective
2. Reconfigure room 122A in the Learning Resource Center in the General Studies Building for the English tutors to work.
3. Method of Assessment
4. Tables, chairs, and computer will be provided for the tutoring space.
5. Additional Funding Requested
6. 2 round dry-erase collaborate tables--$275 each—total of $550
7. 2 rectangular flip tables for tutoring--$450 each—total of $900
8. 2 sit/stand work stations--$475 each--$950 total
9. 16 Smith System Intuit chairs--$130 each--$2080 total
10. 2 desktop computers--$1035 each--$2010 total

Total Request for Goal: $6490

**Goal 10:** In conjunction with new tutoring space outlined in goal 9, reconfigure space to create a Learning Resources/Study space

1. Objective
2. Create a learning resources space.
3. Provide technology and other resources (computers, desks) and human resources (math and English tutors, library staff) to assist students.
4. Method of Assessment
5. Successfully create the learning resources space.
6. Track student use of the space via tracking tutoring sessions, computer usage, etc.
7. Additional Funding Requested
8. For approximately $10,000, the space currently shared by the Learning Success Center and the Learning Resource Center in the General Studies Building at Shelby can be reconfigured with glass doors. This shared space will increase student use of both facilities and enhance student success.

**Unit Goals (2018-2019)**

**Goal 1:** Evaluate course competencies, student learning outcomes, and assessment strategies at the course, program, and departmental levels.

1. Objectives
2. Revise and update curriculum where needed or recommended by SACS/COC.
3. Revise learning outcomes and course competencies as recommended by SACS/COC.
4. Method of Assessment
5. Receive feedback from Advisory Committee, graduates, and businesses to confirm that material covered in the classroom is what is needed for employment in the field.
6. Continue to work on closing the loop re: Student Learning Outcome data.
7. Additional Funding Requests
8. Funding required for Advisory Committee luncheon meetings (approximately $300 to cover cost of luncheon).
9. $1,000 is requested to hold a faculty-wide event that will give training to faculty members on strategies for closing the loop. This money will cover speaker honorariums, refreshments, travel expenses if the event is held off site, etc.

**Goal 2:** Continue to keep offices functioning with needed equipment.

1. Objective
2. Purchase/update equipment as needed for faculty/staff use
3. Method of Assessment
4. All office equipment will be monitored to ensure that it is in working order and meets the needs of faculty and staff.
5. Periodic maintenance/repair visits from vendors as required in maintenance contracts.
6. Additional Funding Requests
7. Maintenance/repair contracts for equipment: ScanTron Service Contracts & Repairs, approximately $1850; Tank rental, Science lab, $53.50; Copy machine overages, approximately $800

**Goal 3:** Establishing a fund to provide for unanticipated repairs as equipment breaks/wears out.

1. Objective
2. Funds will be available for equipment repair as needed.
3. Method of Assessment
4. Equipment will be repaired or replaced as needed.
5. Additional Funding Requests
6. The suggested fund is $7,500.

**Goal 4:** Maintain a program of quality undergraduate courses to assist our students in successfully graduating with an associate degree and to increase transfer success.

1. Objective
2. Work to increase transfer success for all students who plan to transfer to a four-year institution
3. Method of Assessment
4. Regularly collaborate with faculty from transfer institutions to maintain program currency and relevance as well as course content
5. Review textbooks for the purpose of adding new and innovative tools to aid in the overall learning process
6. Work with Enrollment Services to encourage students to take advantage of the college’s revers transfer program, which will improve the college’s graduation rate and more accurately reflect the number of students receiving degrees from Jefferson State.
7. Work with transfer colleges to reaffirm their commitment to following the STARS guide.
8. Additional Funding Request
9. No additional funding required

**Goal 5:** Provide funding for travel for the Associate Dean for presentations.

1. Objectives

A. Dedicate funds for travel.

1. Method of Assessment
2. The Associate Dean will give presentations both locally and nationally.
3. Additional Funding Requests
4. $2,000 is requested for this goal.

**Goal 6:** Receive funding for professional development that is specifically aimed at Division Chairs.

1. Objective
2. Hold at least one professional development event for all Division Chairs.
3. Method of Assessment
4. The Associate Dean of Transfer and General Studies will plan and present a professional development seminar for Division Chairs. After the seminar, feedback will be sought from the chairs as to the effectiveness of the event and how future events may be improved.
5. Additional Funding Requests
6. $1500 is requested for speaker honorariums, refreshments, and potential travel costs if the event is held off site, etc.

**Goal 7:** Access funds necessary if new fulltime hires need to be made.

1. Objective
2. Hire new fulltime instructors if data supports this need.
3. Method of Assessment
4. Make hires if necessary.
5. Additional Funding Requests
6. Costs will be determined by the state of Alabama’s salary schedule D.

**Goal 8:** Revise 2017-2018 goals as needed.

Objectives

1. Revise goals.
2. Method of Assessment
3. Since this is a two-year plan, goals will naturally evolve as new challenges present themselves. The Associate Dean will revise goals so that the needs of Transfer and General Studies may be met. Unmet goals from the previous year will also be rolled over.
4. Additional Funds Requested
5. No additional funds are requested for this goal.