**Unit Strategic Plan**

**2015-2017**

**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:**

Analyses of data from the *Student Profile Data Report by CIP code* provided by Institutional Research, Information, and Records (IRIR) show that diverse populations of students with respect to gender, race/ethnicity, and age are enrolled 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 2013**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer Sciences and Information Systems | 201 | 0 | 0 | 201 |
| Liberal Arts and Sciences | 400 | 400 | 0 | 0 |
| General Studies | 3,636 | 0 | 3,626 | 0 |
| Office Management and Supervision | 344 | 0 | 0 | 344 |
| Non Degree Seeking | 1050 | 0 | 0 |  |

**Spring 2014**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer Sciences and Information Systems | 190 | 0 | 0 | 190 |
| Liberal Arts and Sciences | 419 | 0 | 0 | 0 |
| General Studies | 3,354 | 0 | 3,354 | 0 |
| Office Management an Supervision | 333 | 0 | 0 | 332 |
| Non Degree Seeking | 942 | 0 | 0 | 0 |

**Summer 2014**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 109 | 0 |  | 108 |
| Liberal Arts and Sciences | 221 | 221 | 0 | 0 |
| General Studies | 1,695 | 0 | 1,695 | 0 |
| Office Management and Supervision | 159 | 0 | 0 | 159 |
| Non Degree Students | 1,633 | 0 | 0 | 0 |

**Fall 2014**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 186 | 0 | 0 | 186 |
| Liberal Arts and Sciences | 441 | 441 | 0 | 0 |
| General Studies | 3,576 | 0 | 3,576 | 0 |
| Office Management and Supervision | 297 | 0 | 0 | 297 |
| Non Degree Students | 1,048 | 0 | 0 | 0 |

**Spring 2015**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 200 | 0 | 0 | 181 |
| Liberal Arts and Sciences | 389 | 389 | 0 | 0 |
| General Studies | 3,243 | 0 | 3,243 | 0 |
| Office Management and Supervision | 256 | 0 | 0 | 256 |
| Non Degree Students | 1,006 | 0 | 0 | 0 |

**Summer 2015**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 118 | 0 | 0 | 105 |
| Liberal Arts | 193 | 193 | 0 | 0 |
| General Studies | 1,739 | 0 | 1,739 | 0 |
| Office Management and Supervision | 127 | 0 | 0 | 127 |
| Non Degree Students | 1,756 | 0 | 0 | 0 |

The numbers for degrees **conferred** are:

|  |  |  |  |
| --- | --- | --- | --- |
| Academic Year | AA Degree | AS Degree | AAS Degree |
| Summer 2013-Spring 2014 | 99 | 155 | 620 |
| Summer 2014-Spring 2015 | 97 | 298 | 561 |

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

**Internal Conditions:**

1. **Technology**

Changing technologies are impacting all of our programs as we are constantly being 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. Also, some of our instructors in the lecture classrooms continue to use VCR/DVD equipment. It is important to have at least three VCR/DVD combination units in working condition to meet the needs of these instructors.

One of the goals of Transfer and General Studies, which will be listed below in the goals section, is to establish a fund for unexpected repairs that will inevitably arise during the next two years. For example, recently two classroom projectors broke. Numerous attempts to repair the projectors, including bulb replacement, proved to be unsuccessful. Transfer and General Studies needs a fund to ensure that repairs are made in a timely manner so that classes will be minimally affected.

Because all of the disciplines/departments are now using computer activities in their classroom instruction, there are more requests to use the CIS/OAD computer labs than there is space available. The demands are already more than can be accommodated. Short- and long-term goals and objectives will incorporate the creation of a computer lab to be shared by those disciplines. A Writing Lab with computer access has been requested by the Communications Division.

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. Most—if not all—faculty and staff received new computers during the past Strategic Plan cycle. 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.

A laptop computer needs to be purchased for the Associate Dean of Transfer and General Studies. The course load for the Associate Dean re: teaching has gone over the 50% mark for online teaching. In addition, the Associate Dean gives presentations in and outside of the state for which she needs a laptop to be able to successfully make these presentations. The presentations bring good publicity to the college.

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. For example, Brian Ingram, English instructor, resigned effective Spring 2014. To keep our English ratios at above 50% fulltime, the Communications Division requested and was granted permission to hire a new English faculty member. Brian Rockett was hired and began teaching at Jefferson State in the Spring of 2015.

Each department is responsible for requesting the hiring of faculty as needed through their individual budgets. However, Transfer and General Studies should assist with this monitoring and should be involved in making recommendations for instructor hires. For example, this Fall—2015—the English fulltime ratio dipped below the 50% level. If this is a one-time anomaly, then there will not be a need for a hire. If this ratio consistently stays below 50%, an English instructor hire may be necessary. Since English is a major department re: course offerings, it will be important to maintain a ratio of 50% or higher.

1. **Resources**

Professional development is always encouraged for faculty. Each year, IAP forms are submitted by each instructor which includes 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. Also, 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 basically 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

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.

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 relatively 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. Policies should be put in place to assign or not assign office space in a manner that is fair and equitable.

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 sustained 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, a color copier was purchased for the Shelby Campus. This copier is housed in the office of the Associate Dean, but it is available for use by the entire campus. This greatly benefits faculty and staff members. For example, Community Relations often uses the copier to print important documents. The copier is also equipped with a scanner which greatly benefits faculty and staff members who need to scan long documents. Previously, the office of the Associate Dean was limited to scanning three pages at a time. This led to many split documents that had to be emailed in batches. The documents were confusing to those who received them. Having an adequate scanner greatly increases the ability of the office of the Associate Dean to fulfill its duties in an effective 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.

**2013-2014 Accomplishments:**

Liesl Harris was named as temporary Associate Dean for Transfer and General Studies. In the fall of 2014, her position became permanent.

Sandra Pugh was named as an Executive Secretary I for the office of Transfer and General Studies.

Enrollment and credit hour production continued to remain stable at the Shelby campus.

All disciplines reviewed program offerings; and in some cases, more distant education/Internet classes and traditional classes were added to accommodate the growth at the Shelby campus.

Shelby campus worked closely with four-year colleges to provide university parallel degree programs that will allow our students to make a seamless and successful transition to senior colleges and universities.

During the past Strategic Plan cycle, two of our history instructors—Zach Alexander and Kyle Irvin-- co-authored a new Western Civilization textbook. This two-volume series has been successful adopted into the College’s Western Civilization I and II courses with very positive feedback from students.

A new English instructor was hired to replace a former instructor who resigned.

Student Learning Outcomes were reviewed and updated as needed. Program outcomes were evaluated and any changes (if needed) were incorporated.

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. Sigma Tau Delta members had original creative works published in their society’s national publications.

**2014-2015 Accomplishments:**

Enrollment and credit hour production continued to remain stable at the Shelby campus.

Student Learning Outcomes were reviewed and updated as needed. Program outcomes were evaluated and any changes (if needed) were incorporated.

Each discipline continued to evaluate methods for delivery for its classes. Where needed, distance education classes were added. Hybrid courses were added to the curriculum in many of the disciplines.

Shelby campus continued to work closely with four-year colleges to provide university parallel degree programs that will allow our students to make a seamless and successful transition to senior colleges and universities.

Transfer and General Studies acquired new office space on the third floor of the Merritt Health Sciences Building due to the nursing department moving to first floor office space.

A new scanner/coper was purchased for the office of the Associate Dean.

The business department received reaffirmation of accreditation from the Accreditation Council for Business Schools and Programs (ACBSP).

Student Activities under Transfer and General Studies continued to excel. For example, Beta Lambda Delta, the Phi Theta Kappa chapter of the Shelby Campus, was named a Distinguished Chapter at the society’s 2015 convention which took place in San Antonio, Texas. Only 3% of the society’s 1,275 chapters receive this award.

Matt Boehm was named a 2014 Faculty Scholar. He received this honor out of more than 2,000 eligible advisors.

Liesl Harris was named an International Leadership Facilitator for the society. Four society advisors were selected out of approximately 2,000 advisors.

Liesl Harris was selected to serve on the search committee for to select Phi Theta Kappa’s new International Executive Director and CEO.

**Unit Goals (2015-2016)**

**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. Additional Funding Requests
9. Funding required for Advisory Committee luncheon meetings (approximately $300 to cover cost of luncheon).
10. Funding needed for any additional training, post-secondary curriculum meetings, etc. (approximately $250 to cover registration costs).
11. Funding as needed to offer training to faculty members on strategies for closing the loop.

**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 $5000.

**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. Additional Funding Request
8. 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. $1000 is requested for speaker honorariums, refreshments, and potential travel costs if the event is held off site, etc.

**Goal 6:**  Purchase a laptop computer for the Associate Dean of Transfer and General Studies.

1. Objective
2. Purchase a laptop computer.
3. Method of Assessment
4. The laptop computer will be purchased.
5. Additional Funding Requests
6. $1500 is requested for this goal.

**Goal 7:** 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 8:** Hold a college-wide seminar for student college preparedness.

1. Objective
2. Hold a seminar with emphasis on topics such as soft skills, test-taking skills, library skills, etc.
3. Method of Assessment
4. The seminar will be held. Feedback will be solicited from presenters and participants to work on seminar improvement for future years.
5. Additional Funding Requests
6. $500 is requested to cover the costs of printing, lunch, etc.

**Goal 9:**  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 10:** Decrease the percentage of classes cancelled at the Shelby Campus.

1. Objectives
2. The percentage of course cancellations will hold steady or decrease from semester to semester.
3. Methods of Assessment
4. The Associate Dean will analyze data to monitor course cancellation percentages.
5. Additional Funding Requests
6. No additional funds are requested for this goal.

**Goal 11:** Establish a new computer lab in the General Education Building dedicated to be used by Communications Classes

1. Objective:
2. Find space for and open a lab and develop the lab.
3. Method of Assessment
4. Lab will be opened and used by classes. Logs will be kept to document use.
5. Additional Funding Requested
6. Funding will be determined by the number of computers needed, furniture needed, etc. English classes within the department top out at 35 students. So the purchase of 36 computers (for the students and the instructor at $1,200 per computer) equals a total of $43,200.

**Goal 12:** Train faculty members on a new online delivery system if one is instituted.

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

A. $1000 is requested should an outside trainer need to be brought in.

**Unit Goals (2016-2017)**

**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. Use pre-test/post-test methods in order to determine what students know/do not know when starting classes and measure what they have learned upon completion of classes.
6. 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.
7. Continue to work on closing the loop re: Student Learning Outcome data.
8. Additional Funding Requests
9. Funding required for Advisory Committee luncheon meetings (approximately $300 to cover cost of luncheon).
10. $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; upgrade software as needed.
3. Method of Assessment
4. Department chairs will report equipment needs/software upgrades to the associate dean; All office equipment will be monitored to ensure that it is in working order and meeting the needs of faculty and staff.
5. Periodic maintenance/repair visits from vendors as required in maintenance contracts.
6. Additional Funding Requests
7. A budget of $5000 is requested for this fund.
8. Maintenance/repair contracts for equipment: ScanTron Service Contracts & Repairs, approximately $1850; Tank rental, Science lab, $53.50; Copy machine overages, approximately $800.

**Goal 3:** 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. Additional Funding Request
8. No additional funding required

**Goal 4:** Provide funding for travel for the Associate Dean for presentations.

1. Objectives

A. Reserve 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 5:** Hold a college-wide seminar for student college preparedness.

1. Objective
2. Hold a seminar with emphasis on topics such as soft skills, test-taking skills, library skills, etc.
3. Method of Assessment
4. The seminar will be held. Feedback will be solicited from presenters and participants to work on seminar improvement for future years.
5. Additional Funding Requests
6. $500 is requested to cover the costs of printing, lunch, etc.

**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. $1000 is requested for speaker honorariums, refreshments, and potential travel costs if the event is held off site, etc.

**Goal 7:** Decrease the percentage of classes cancelled at the Shelby Campus.

1. Objectives
2. The percentage of course cancellations will hold steady or decrease from semester to semester.
3. Methods of Assessment
4. The Associate Dean will analyze data to monitor course cancellation percentages.
5. Additional Funding Requests
6. No additional funds are requested for this goal.

**Goal 8:** 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 9:** Revise 2015-2016 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.