**Unit Strategic Plan**

**2019- 2021**

Every two years, during spring semester, programs/departments/service units are asked to develop Unit Strategic Plans. These plans need to be closely aligned with the Institutional Action Priorities, the College’s Long-Range Goals, and the College’s five-year strategic plan. The Strategic Plans incorporate and reflect the operation of that unit at all campuses and instructional sites. Each unit’s budget needs to reflect the fiscal implications associated with the unit’s identified goals and objectives.

**Name of Program/Department:**

**Mission Statement (for the program or department):**

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 offer 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:

* + - * Offer developmental education in mathematics and English, if needed, in order to prepare students for upper level courses
      * Offer high-quality transferable courses for students who intend to transfer to a senior university
      * Offer relevant courses to support the needs of students in other divisions of the college
      * Coordinate with other institutions within the Alabama Community College System to maintain articulation agreements

**Summary of Access, Productivity and Effectiveness (Including, but not limited to, program load, success rate, retention rate, completion rate, employer surveys, student surveys):**

Analysis of data from the *Student Profile Data Report by CIP code* provided by Institutional Research, Information and Records show that diverse populations of students with respect to gender, race/ethnicity and age are enrolled in the courses included within the transfer programs in the Transfer General Studies Division. College wide headcount has increased or remained approximately the same for the last 5 years according to the *Credit Enrollment Summary Comparison Sheet*. The college has grown to offer classes at more locations thereby increasing access and other educational opportunities for students in transfer courses. All disciplines have developed and implemented courses via distance education which includes video conferencing between locations, hybrid classes, etc. to further increase access.

Each department within the Transfer General Studies Division reports their individual area’s Headcount and Number of Awards/Degrees conferred for its discipline. These statistics are at acceptable levels currently.

There are no records of retention directly associated with Jefferson campus students; however, the number of degrees awarded at our institution indicates that the retention rate is high. Below is the graduation table for the general transfer (AA, AS, and AAS) degrees and certificates awarded.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Degrees** | Summer 2017- Spring 2018 & **Summer 2019** | Summer 2018-Spring 2019 | **Fall 2019-summer 2019** | **Totals** |
| **STC** | 360 | 249 | 156 | 765 |
| **AA Degree** | 135 | 117 | 54 | 306 |
| **AS Degree** | 279 | 263 | 122 | 664 |
| **AAS Degree** | 617 | 494 | 243 | 1354 |
| **Certificates** | 305 | 223 | 138 | 666 |
| **Totals** | 1696 | 1346 | 713 | 3755 |

**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 as well as our teaching/learning patterns to meet the needs of our students and their future employers.

Several lecture classrooms have been equipped with a computer and overhead projector for use during class lectures. Other classrooms are in need of upgrading and replacements are budgeted to make sure all remain in good working condition.

Computer classrooms labs are equipped with 24 to 30 computers, a networked printer and an instructional computer with an overhead projector for in class demonstrations/lectures. Application software for the labs is updated as needed to include the most recent versions for classroom instruction.

Faculty computers are scheduled to be replaced with laptop and docking stations to aid with the delivery of distance education classes.

Biology and Chemistry labs have been renovated and equipped. We will continue to update the labs periodically with innovative equipment. We will be hiring a new science lab coordinator to maintain the labs.

The Physics lab has been renovated and outdated computers were replaced with more advanced ones. New and more advanced equipment was purchased to meet the needs of our students. We will continue to seek ways to expand our laboratory offerings.

Blackboard is used by all disciplines for online classroom instruction and also as a tool to help manage traditional classes. There is some discussion to change from BB to a more advanced platform for delivery of online courses.

Video conferencing classes between Shelby and Jefferson campuses are offered for several classes in the Math discipline. Also, video conferencing is offered in Dual Enrollment in English, History and Psychology.

1. **Budget**

The budget for classroom and office supplies is currently enough. Classroom labs, lab printers and faculty computers are scheduled for replacement on a rotational basis. The classroom computers have been upgraded two years ago. Each department in Transfer General Studies Division submits their own budget separately.

1. **Staffing**

Due to the anticipated retirement of several instructors in the upcoming years, plans should be made to hire at least 1 or 2 replacements. Currently, part-time/full-time ratios are very good, but the loss of some instructors will require replacement in some departments. Below is a chart that indicates the pattern of full time and part time instructors at the Jefferson campus.

1. **Resources**

Professional development is always encouraged for faculty. Each year IAP forms are submitted by each full-time instructor which includes professional development requests/needs. The IAP forms are used to provide instructors with the opportunity to request funding for workshops, conferences, etc. The amounts awarded vary from year to year depending on funding. Another opportunity is to attend “Master Teacher Experience” conducted in the State locally, which will be open to a few

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Employment Status of Primary Instructor at Jefferson campus** | | | | | | |
|  | **Fall 2017- Sum 2018**  % | | **Fall 2018- Sum 2019**  % | | **Fall 2019-Sum 2020**  % | |
| ***Discipline*** | **Full Time** | **Full Time** | **Full Time** | Part time | **Full Time** | **Part Time** |
| \*Biology | 75.6 | 75.6 | 73.2 | 26.8 | 65.1 | 34.9 |
| Physical Education | 100 | 100 | 100 | 0 | 100 | 0 |
| Health Education | 100 | 100 | 100 | 0 | 100 | 0 |
| Accounting | 74.4 | 74.4 | 75.9 | 24.1 | 100 | 0 |
| Business | 90.4 | 90.4 | 84.1 | 15.9 | 100 | 0 |
| CIS | 8.4 | 8.4 | 89.2 | 10.8 | 27.5 | 72.5 |
| Economics | 98 | 98 | 98.6 | 1.4 | 100 | 0 |
| Mgmt. & Supervision. | 80.6 | 80.6 | 69.6 | 30.4 | 44 | 56 |
| Office Administration | 100 | 100 | 100 | 0 | 100 | 0 |
| English | 63 | 63 | 68.9 | 31.1 | 45.8 | 54.2 |
| HUM | 100 | 100 | 100 | 0 | 100 | 0 |
| Speech | 87 | 87 | 94.7 | 5.3 | 100 | 0 |
| Theater | 100 | 100 | 69.6 | 30.1 | 0 | 100 |
| Anthropology | 0 | 0 | 0 | 0 | 0 | 0 |
| Art | 75.6 | 75.6 | 70.8 | 29.2 | 59.2 | 40.8 |
| Geography | 0 | 0 | 0 | 100 | 0 | 100 |
| History | 65.4 | 65.4 | 60.2 | 39.8 | 75 | 25 |
| Humanities | 45.5 | 45.5 | 87.1 | 12.9 | 100 | 0 |
| Music | 100 | 100 | 100 | 0 | 100 | 0 |
| Philosophy | 0 | 0 | 0 | 0 | 0 | 0 |
| Political Science | 0 | 0 | 100 | 0 | 100 | 0 |
| Psychology | 100 | 100 | 100 | 0 | 100 | 0 |
| Religion | 0 | 0 | 0 | 100 | 0 | 100 |
| Sociology | 97 | 97 | 97.4 | 0.6 | 80.4 | 19.6 |
| Astronomy | 100 | 100 | 100 | 0 | 100 | 0 |
| Chemistry | 47.4 | 47.4 | 50.5 | 49.5 | 57.1 | 42.9 |
| Math | 85.6 | 85.6 | 98.7 | 10.3 | 90.8 | 9.2 |
| Physical Science | 65.9 | 65.9 | 68.2 | 31.8 | 100 | 0 |
| Physics | 100 | 100 | 100 | 0 | 100 | 0 |

faculty members each year. Also, there are vocational funds available for some disciplines to use for professional development.

1. **Enrollment**

Enrollment numbers remain steady even though they are decreasing slightly on the Jefferson Campus. Course offerings are adjusted with respect to current enrollment trends. **The Jefferson Campus had a slight decrease in unduplicated student enrollment due the more students being categorized in "multiple sites”.** Enrollment in distance education courses continues to increase as more courses are made available.

**ENROLLMENT/CREDIT HOUR PRODUCTION FOR JEFFERSON CAMPUS (2016-2019):**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Fall 2016** | **Fall 2017** | **Fall 2018** | **Fall 19** |
| **Credit Enrollment Headcount** | 2867 | 2661 | 2575 | 1506 |
| **Percentage of**  **Total Enrollment** | 32.1 | 30.0 | 28.4 | 17.0 |
| **Credit Hour**  **Production** | 24242 | 22272 | 21365 | 23013 |
| **Percentage of Total Credit Hour Production** | 33.2 | 31.3 | 29.1 | 33.0 |

\*Note: The above numbers include all disciplines at the Jefferson campus taken from Fall Facts.

1. **Facilities**

Facilities, with respect to classroom and office space, are adequate and well used at the Jefferson Campus. Classrooms and labs are shared with other areas when they are available.

1. **Equipment**

The Transfer/General Studies programs are all provided with the equipment needed for daily tasks. Copiers, scanners, fax machines, etc. are 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. Each Department will report the list of their equipment in their own Strategic Plan.

**External Conditions (such as state funding, accrediting agencies, advisory committees, postsecondary policy changes):**

Two (2) Programs in this division, CIS and Accounting/Business, have advisory committees which meet every year on a regular basis. The Accounting/Business program has been reaffirmed in 2012 with their accrediting agency.

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.

Budgetary restraints including past proration have delayed purchases during the past few years. Currently, even though funding is not at a preferred level, we are not in proration. As a result, we have gradually been able to add faculty and support staff where needed.

Each department in Transfer/General Studies at the Jefferson campus has articulated a program plan and strategies to support college-wide goals relating to student learning outcomes and assessment as mandated by SACS.

**2017-2018 Accomplishments:**

* Equipment in the physics and chemistry laboratories was upgraded.
* The computers in the physics laboratory were networked.
* Use of technology such as computers, laptop for one of the instructors and the projection system was improved for the HPR area.
* A new incubator and a new autoclave were purchased and installed in the Microbiology Laboratory.
* Anatomy and Physiology models were purchased for laboratory.
* A partnership with UAB ROSE (Research on Science Education) initiative was implemented. Currently faculty members participate in monthly seminars

**2018-2019 Accomplishments:**

* A grant from Myer Foundation helped to secure funds for purchase of physics equipment.
* Efforts were made there are adequate faculty to meet 50/50 FT/PT faculty ratios.
* Facilitated participation of some faculty in the state sponsored “Master Teacher” program.
* New desks and chairs were purchased and installed in RCH 244 and RCH 245
* Vernier physiology data probes were purchased, and faculty were trained on how to utilize them.
* Implemented a new manual for BIO 220. The new manual aligns with the implementation of a course-based undergraduate research experience in Microbiology.

**2019-2020 Accomplishments:**

**Biology Department**

Partnership with UAB

Developed and implemented CURE in Microbiology

Assessed attitudes regarding science in students who participated in the CURE

Purchased Micropipettes for microbiology (class set of 6)

Explored the adoptions OER for each course

Assessed and adopted OER for BIO 101, BIO 104, BIO 201, BIO 202, and BIO 220

Faculty reviewed OER for BIO 103

Replaced computers greater than 4 years old

**Math/Engineering/Science**

Equipment was purchased to update 4 workstations in the chemistry lab

Ethel Fall is the new Department Chair

**HPR**

CPR training manikins were purchased to meet AHA requirement

Added new course - PED 224 Principles of Nutrition

**TGS**

Printerpurchased for the Associate Deans Office

Chairs and comfortable seating purchased for common areas

New lab coordinator was hired

**Liberal Arts & Communications** (located at the bottom of this document)

**Unit Goals for 2020-2021**

**Goal 1.**

**Update classroom, office equipment, supplies to enhance the quality of instruction and improve student learning.**

**Objectives**

Improve learning outcomes by enhancing the appearance and functionality of classroom. Also, make sure classrooms are maintained properly.

**Method of Assessment**

Survey of students opinion to see if the changes were actually effective.

**Additional Funding Requests**

1. Virco chair and desks each for CH 217 at $5500.00.

Purchase 2 Laptops for remote work if coronavirus crisis continues estimated at $2000.00

**Goal 2**

**Obtain more equipment for Physics laboratory.**

**Objectives**

To improve and expand on laboratory offerings.

**Method of Assessment**

Increased student’s interest in scientific explorations.

**Additional Funding Requests**

$8000.00

**Goal 3:**

**Have adequate FT faculty for TGS on Jefferson Campus.**

**Objectives**

The main objective is to have the right number of FT faculty in order to fulfill the minimum 50/50 requirement of FT/PT ratio.

**Method of Assessment**

Keep a close eye on enrollment as well as rate of attrition of FT faculty to make sure the needs of students are met.

**Additional Funding Requests**

The funding needed is based on salary schedule D on average of $60,000.00 per faculty added.

**Goal 4:**

**Purchase equipment in order to set up 2 more workstations in the Chemistry lab, which will accommodate 24 students (4 workstations purchased last year.)**

**Objectives**

To keep the quality of instruction in the Chemistry Labs up-to-date with state-of-the-art equipment.

**Method of Assessment**

Reducing student’s exposure to toxic chemicals by having alternative labs. Also, observing students to collect and analyze quantitative data can be checked by each instructor.

**Additional Funding Requests**

$6200.00 for equipment purchase.

**Goal 5**

**Purchase classroom projection system, televisions and DVD players**

**for HPR**

**Objectives**

Improve use of technology and obtain additional classroom equipment

**Method of Assessment**

Obtain feedback from faculty on the use of new equipment. Offer training for faculty

using technology to improve instruction.

**Additional Funding Requests**

LCD Projections System at $2500.00

Hardware Installation at $900.00

2 Flat Screen Televisions at 269.99 each = $539.98

2 DVD Players at $29.99 each = $59.98

**Unit Goals for 2021-2022**

**Goal 1.**

**Obtain more equipment for Physics laboratory.**

**Objectives**

To improve and expand on laboratory offerings.

**Method of Assessment**

Increased student’s interest in scientific explorations.

**Additional Funding Requests**

$8000.00

**Goal 2.**

**Add 2 projection units with screen, document camera and computer to chemistry laboratory.**

**Objectives**

Enhancing use of technology with the state-of-the-art equipment will improve quality of education and facilitate teaching and learning.

**Method of Assessment**

Improved student learning.

**Additional Funding Requests**

$3000.00 for equipment purchase.

**Goal 3**

**Update classroom, office equipment, supplies to enhance the quality of instruction and improve student learning.**

**Objectives**

Improve learning outcomes by enhancing the appearance and functionality of classroom Also, make sure classrooms are maintained properly.

**Method of Assessment**

Survey of students’ opinion to see if the changes were effective.

**Additional Funding Requests**

1. Virco chair and desks each for CH 308 at $6000.00.

**Liberal Arts:**

· Two instructors completed the Instructional Leadership Academy 2019

· One instructor attended the National Institute of Teaching Psychology

· One instructor presented Stress Debriefing for Law Enforcement and Mental Health Disorders and Treatment (CEU for Law Enforcement)

· All instructors Blackboard Ally training for ADA Compliance

· The department purchased new student desks and separate chairs to replace the student furnishings in BDH 216.

· The department purchased office ensembles for three instructors. Update

· The department purchased drafting stools and drawing easels to complete the refurbishing of the student seating in the Art studio.

· One faculty member continues to serve as a member of the statewide AGSC Area IV committee

· The department is in the process of purchasing 16 computers for the Animation and Graphics Art lab, updating Adobe software, and purchasing white boards to be installed in the Art lab.

**Communications:**

· One instructor completed the Instructional Leadership Academy 2019.

· Long-time instructor Christie Woods announced she is retiring in May.

· The Department hosted the annual UWRITE conference for full-time, part-time, and dual enrollment English instructors.

· Instructors attended on-campus workshops, including Blackboard Ally training for ADA compliance, Pioneer Con, Black History Program, Constitution Day, and multiple events through the Red Mountain Reading Series.

· Several instructors attended the Birmingham Institute for Writing (UAB)

· One instructor attended the ACCSHRMA Diversity Conference

· The chair attended the ACETA spring conference

· Former student Moira Butler presented her paper at ACETA as a representative of Jefferson State.

· One instructor participated in the LGBTQ Allyship Conference.

· One instructor took a professional development tour of Salem, MA, and the surrounding areas to focus on key events and places in American History and American Literature. The trip has fostered a spirit of cross-curricular collaboration between literature classes and biology classes for a planned joint Museum in the fall.

· One instructor attended the Alabama Writers Cooperative annual conference in Orange Beach AL (November 2019); Johnson City Film Festival in Johnson City, TN (November 2019); and Pensacola Comic Con in Pensacola, FLA (February 2020). This instructor had a film she produced screened at the Johnson City Film Festival. This instructor was also elected to serve as 2nd Vice President and Membership Chair of Alabama Writers Cooperative.

· The department chair serves as Vice-Chair of the AGSC Area I & II statewide committee.

· The department purchased an office ensemble and a new laptop computer for one instructor.

· The department purchased a new desktop computer for the Office Manager.

· The Writing Lab opened up a Virtual Platform due to the COVID-19 shutdown to allow students to still receive tutoring.

· The department purchased new student desks and separate chairs to replace the student furnishings in BDH 222.