**Unit Strategic Plan**

**2021- 2023**

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: Transfer and General Studies--Shelby Campus**

**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 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 below:
  + Associate in Arts
  + Associate in Science
  + Associate in Applied Science

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

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

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The 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 2019**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer Sciences and Information Systems | 166 | 0 | 0 | 166 |
| Liberal Arts and Sciences | 341 | 341 | 0 | 0 |
| General Studies | 3,064 | 0 | 3,064 | 0 |
| Office Management and Supervision | 250 |  |  | 250 |
| Non-Degree Seeking | 2,163 | 0 | 0 | 0 |

**Spring 2020**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer Sciences and Information Systems | 152 | 0 | 0 | 152 |
| Liberal Arts and Sciences | 335 | 335 | 0 | 0 |
| General Studies | 2,766 | 0 | 2,766 | 0 |
| Office Management and Supervision | 204 | 0 | 0 | 204 |
| Non-Degree Seeking | 2,035 | 0 | 0 | 0 |
|  |  |  |  |  |

**Summer 2020**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 63 | 0 | 0 | 63 |
| Liberal Arts and Sciences | 202 | 202 | 0 | 0 |
| General Studies | 1,556 | 0 | 1,556 | 0 |
| Office Management and Supervision | 124 | 0 | 0 | 124 |
| Non-Degree Students | 1,453 | 0 | 0 | 0 |

**Fall 2020**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 148 | 0 | 0 | 148 |
| Liberal Arts and Sciences | 290 | 289 | 0 | 0 |
| General Studies | 3,050 | 0 | 3,050 | 0 |
| Office Management and Supervision | 267 | 0 | 0 | 267 |
| Non-Degree Students | 2,319 | 0 | 0 | 0 |

**Spring 2021**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 145 | 0 | 0 | 145 |
| Liberal Arts and Sciences | 268 | 268 | 0 | 0 |
| General Studies | 2,770 | 0 | 2,770 | 0 |
| Office Management and Supervision | 224 | 0 | 0 | 223 |
| Non-Degree Students | 2,121 | 0 | 0 | 0 |

**Summer 2021**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Discipline | Headcount | AA | AS | AAS |
| Computer and Information Sciences | 70 | 0 | 0 | 70 |
| Liberal Arts | 148 | 148 | 0 | 0 |
| General Studies | 1,555 | 0 | 1,554 | 0 |
| Office Management and Supervision | 120 | 0 | 0 | 120 |
| Non-Degree Students | 1458 | 0 | 0 | 0 |

**Internal Conditions:**

1. **Technology**

Changing technologies affect all our programs as we are constantly challenged to upgrade our hardware and software resources to meet our students' needs and 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 lecture classroom computers need upgrading, and replacements are budgeted each year to keep them updated and in working condition. The Facilities department is now recommending that some projectors be replaced instead of repaired, so the division will also budget for that. 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 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 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 for classroom instruction and 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.

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

All Biology classrooms are equipped with a computer and projector for instructor use; this enables instructors to incorporate PowerPoint presentations, animations, and videos to demonstrate biological concepts visually. Several computers are provided for students to use to complete virtual biological and physiological simulations. There is access to a digital microscope camera in the laboratory 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 Blackboard. Transfer and General Studies will stay abreast of this potential change and will recommend any needed training sessions.

The COVID pandemic has created the need for additional technology. For example, many faculty members have requested purchasing software to allow them to fill/edit PDFs. In addition, faculty are requesting cameras, printers, etc. to enable them to work effectively remotely. The College currently is in flux, and no one knows what our "new normal" will look like. If faculty members continue a campus/home hybrid work model, purchasing additional support hardware and software may be necessary.

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**

To maintain acceptable fulltime/part-time ratios, instructors are replaced and added as needed. SACS/COC has recently recommended that fulltime instructors staff 50% of the college's dual-enrollment classes. The college hired two full-time mathematics instructors to replace two instructors who resigned their positions to maintain these ratios. Due to faculty resignations, the college also hired a biology instructor, a computer information systems instructor, and an economics instructor. The college also created a new fulltime theatre instructor position.

Instructional 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 at the Shelby-Hoover Camus in both history and psychology have slipped below the 50% fulltime rate for the fall of 2019. If the rates remain low, this could justify requesting new fulltime hires in both disciplines. 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.

The Shelby Campus hired an English instructor for a new position generated by enrollment numbers this past year. These additional positions were filled due to retirements, resignations, or campus transfers:

Biology—One Instructor

Economics—One Instructor

English—One Instructor

Speech—One Instructor

Math—One instructor

Office Administration—One Instructor

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 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 aimed explicitly at department chairs. 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. Shelby-Hoover enrollment numbers are slightly down from the college's last enrollment numbers, but enrollment numbers are still strong and mirror the national trend of slightly declining enrollments. The Transfer and General Studies Division 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 whose work hours do not allow them to attend day classes.

COVID has created challenges re: enrollment and course offerings. In the Spring of 2020, all courses suddenly went to an online delivery format. Instructors did an excellent job of converting traditional courses to online courses with little notice. For Summer 2020, Fall 2020, and Spring 2021, most courses remained online. In the Summer of 2021, the College began to move towards a “back to normal” model with 25% of its course offerings being on campus.

Across the nation, many colleges are looking at low enrollment numbers for Fall 2021 compared to Fall 2020. The Transfer and General Studies department is working closely with chairs and program coordinators to create course offerings that meet our students' needs. We are trying to offer traditional classes while also acknowledging that, post-COVID, the demand for online courses may be increasing. At the same time, many students want and need traditional classes. This is a balancing act, and associate deans from across JSCC's four campuses are working closely with each other to strike the right balance for course offerings.

Transfer and General Studies also works closely with the chairs to minimize course cancellations, adversely affecting 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 four buildings at the Shelby campus, including the new welding building. All faculty members who are fulltime Shelby instructors have personal 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. Overall, the Shelby-Hoover Campus is close to being maxed out for classroom and office space. The time may soon come when we cannot schedule traditional, on-the-ground classes because we do not have a classroom available.

The Shelby campus is close to being "maxed out" for office space for faculty members. Policies may need to be put in place to ensure fairness in assigning offices. For example, a faculty member who teaches at multiple campuses and as an office or offices at other campuses may not be given an office at the Shelby Campus. Each faculty member should have access to one private office before some faculty members have two offices.

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 convenient to the faculty and staff offices. Maintenance contracts are maintained so that equipment can be serviced and repaired promptly. Equipment replacement is considered in short and long-range plans.

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

Advisory committees are considered an essential contributor toward our departmental performance and ultimately to student success. The Advisory committees meet annually to review programs and courses and 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. This year, the Associate Dean worked with Chairs, Program Coordinators, and the Vice President of Academic Affairs to streamline and make the College's policies for selecting advisory board members transparent. We also clarified how often these boards meet and how often members cycle on and off the boards.

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. The academic departments are working especially hard on focusing on “closing the loop” and using assessment data to improve instruction and student success.

**2019-2021 Accomplishments**

**Biology Accomplishments:**

* Hired Dr. Crystal Wheeler as a fulltime instructor

**Business Information Systems Department Accomplishments:**

* Updated the accounting program curriculum to better meet the needs of students and employers (Fall 2021)
* Added an Entrepreneurship associate of applied science degree, advanced certificate (Fall 2021)
* Hired a new economics instructor (Fall 2019 and Fall 2021 - temporary)
* Welcomed a new Office Administration Faculty member via campus transfer
* Linda Dobyns was named Program Coordinator for Computer Information Systems. Under Linda's leadership, CIS established a new cybersecurity program.
* The CIS faculty began offering a concentration in cyber-security.
* CIS added cloud sourcing and web technologies to its curriculum.

**Communications Accomplishments:**

* Mark Youngblood was nominated for Outstanding Faculty Member for 2019-2020.
* Dianna Hyde was nominated for Outstanding Faculty Member for 2019-2020.
* The National Communication Association presented Connie Caskey with the Sigma Chi Eta Lynn M. Disbrow Advisor of the Year Award in recognition of outstanding service to the Zeta chapter and exemplary dedication to the goals of Sigma Chi Eta in November 2020.
* The department welcomed two new English instructors and one speech instructor who transferred in from another campus.

**Liberal Arts Accomplishments:**

* Wendy Shuffett, history instructor and women’s golf coach, guided her team to these honors:
* 2020-2021 NJCAA Alabama State Runnier-up, Regional Tournament
* Three team members went to the National NJCAA Women’s Golf Tournament in Daytona Beach, Florida in May of 2021
* JSCC’s Women’s Golf Team placed first or second in every Alabama NJCAA women’s tournament for the 2021-2021 season

**Math/Engineering/Physical Sciences Accomplishments:**

* Hired a new fulltime math instructor in 2021 and received approval for another higher in the spring of 2022
* Hired Leah Compton as a fulltime instructor

**Student Organization Accomplishments:**

* The Beta Lambda Delta chapter of Phi Theta Kappa was named the Most Distinguished Chapter in Alabama (out of 33 chapters.) The chapter went on to be named the Most Distinguished Chapter internationally out of nearly 1,300 chapters.

* In 2021, the chapter was again named the Most Distinguished Chapter in Alabama and placed in the top five internationally.
* Faculty member Brian Rockett served as SGA advisor. In the fall of 2020, he and his SGA students hosted the first-ever JSCC SGA Virtual Talent Show and gained sponsorship for the event from a local Walmart, which supplied gift cards as prizes. They also assisted other student groups with events that survived the pandemic, such as the Pioneer Pantry.
* During the 2020-2021 competition season, the Jefferson State Debate Team excelled. While many teams struggled to stay afloat due to the challenges of COVID, the Jefferson State Team did the best they have ever done. We are currently ranked as the 3rd community college in the nation. One of our students, Jacob Davidson, is the 3rd ranked novice debater in the nation among all university and community college debaters. In April 2021, Jefferson State placed second in Community College Sweepstakes at our national tournament, and Kylie Jordan and Daniel Davis made it into elimination rounds. In addition to nationals, the team competed in virtual tournaments hosted by Lee College, The University of Arkansas at Monticello, LSU-Shreveport, Abilene Christian University, Bossier Parish Community College, and The Southern Forensics Championship. They also were a part of the Welcome Video for the college in Fall 2020, participated in Constitution Day, An Evening of Performance and the Clanton Campus virtual museum.

Considerations for Development of Unit Strategic Plans:

1. What can be done to improve the operation of the unit? The COVID 19 pandemic underscored our need to communicate with and coordinate with other campuses. This needs to continue as we make course offerings and academic plans that best meet our students' needs.
2. What are the desired Student Learning Outcomes/Program Learning Outcomes/Service Unit Outcomes for each unit? Our desired outcomes align with students completing their associate degrees. These outcomes are:

* The student will demonstrate effective reading, writing, and speaking skills.
* • The student will demonstrate the ability to apply reasoning and logic to assess ideas and situations, support positions, draw conclusions, and solve problems

• The student will demonstrate ability to identify, analyze, organize, and synthesize credible resources in a manner that respects intellectual property.

• The student will demonstrate understanding of mathematical concepts and scientific principles and ability to use computers.

• The student will demonstrate understanding of events in history and developments in the arts and social sciences that have shaped civilization.

• The student will complete the general education core requirements for one of the three degrees offered by the college as specified below.

1. What equipment/resources are needed to accomplish the unit's goals and objectives?

The College should continue to provide instructors and staff offices, computers, phones, office supplies, and lab equipment to allow them to do their jobs successfully.

1. Are there any goals or objectives that were not completed from previous years that should be included in the new plan? Yes. Due to pandemic restrictions, TGS was unable to offer department chairs and program coordinators formal training/professional development.
2. Can the performance of the unit be addressed by professional development? Yes. Professional development for chairs and program coordinators will be crucial, especially with a new associate dean coming on board at the Jefferson Campus and a SACS/COC reaffirmation visit on the horizon.

**Unit Goals (plans for the unit for the next two years):**

1. Outcome – Which program/unit outcome does this goal link to? How does it support that outcome? (Reference your outcomes document or your SLO’s)
2. Objectives – the activities through which the goal will be achieved. Each Unit Goal should have at least one objective.
3. Method of Assessment – how the unit will determine if the objective has been met.
4. Additional Funding Requests – provide an estimate of the cost of achieving the objective. Also, include a description of how these funds will be used to accomplish the objective.

**Unit Goals for 2021-2022**

**Unit Goals (2021-2022)**

**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 the curriculum where needed.
3. Reaffirm/revise learning outcomes.
4. Method of Assessment
5. Put more pre-assessment tools in place 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 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 close the loop and improve strategies for effective teaching.
8. Since Transfer and General Studies is beginning 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 the cost of luncheon)
11. Funding is needed for 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 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 $10,000.

**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 to add 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 is 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, the chairs will seek feedback on the event's effectiveness and improve future events.
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.
7. 16 Smith System Intuit chairs--$130 each--$2080 total
8. Two desktop computers--$1035 each--$2010 total

Total Request for Goal: $6490

1. Method of Assessment
2. Successfully create the learning resources space.
3. Track student use of the space via tracking tutoring sessions, computer usage, etc.
4. Additional Funding Requested

**Goal 9:** Revise 2021-2023 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 renewed for the following year.
4. Additional Funds Requested
5. No additional funds are requested for this goal.

**Unit Goals (2022-2023)**

**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 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 the 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 $10,000.

**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 to add 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 reverse 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, the chairs will seek feedback on 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:** Set goals for 2021-2023.

1. Objectives
2. Set goals for the upcoming two-year cycle.
3. Method of Assessment
4. 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.
5. Additional Funds Requested
6. No additional funds are requested for this goal.