**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:**

**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, 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 2018–Spring 2019**  | **Summer 2019- Spring 2020**   | **Summer 2020-Spring 2021** \* | **Totals**  |
| **STC**  | 249 | 238 | 300 | 787 |
| **AA Degree**  | 117  | 99 | 120 | 336 |
| **AS Degree**  | 263 | 226 | 299 | 788 |
| **AAS Degree**  | 494 | 516 |  562 | 1572 |
| **Certificates**  | 223 | 211 | 251 | 685 |
| **Totals**  | 1346 | 1290 | 1532 | 4168 |

 \*Not Final report

**Internal Conditions:**

1. **Technology**

Changing technologies are impacting all 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 that need 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.

The implementation of this strategy turned out to be very useful when Covid-19 caused an increase in distance education offerings.

Biology and Chemistry labs have been renovated and equipped. We will continue to update the labs periodically with innovative equipment. We have hired a new science lab coordinator to maintain the labs. This new coordinator was instrumental in the ordering, packaging, and distribution of kits for at-home experiments for Chemistry and some Biology courses during the pandemic which is still ongoing.

The Physics lab has been renovated and some new and more advanced equipment was purchased to meet the needs of our students. However, the outdated computers need replacement. We will continue to seek ways to expand our laboratory offerings.

During the pandemic, instead of in-person labs, Phet Simulations were used in some Physics courses.

Blackboard is used by all disciplines for online classroom instruction and as a tool to help manage traditional classes. There is an ongoing effort by ACCS to use a more advanced version of BB for most of the colleges in the system 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 were upgraded two years ago. Each department in Transfer General Studies Division submits their own budget separately.

1. **Staffing**

|  |
| --- |
| **Employment Status of Primary Instructor at Jefferson campus** |
|  | **Fall 2018- Sum 2019**% | **Fall 2019- Sum 2020**% | **Fall 2020- Sum 2021**% |
| ***Discipline*** | **Full Time** | **Part Time** | **Full Time** | **Part Time** | **Full Time** | **Part Time** |
| \*Biology | 73.2 | 26.8 | 57.8 | 42.2 | 58.96 | 41.03 |
| Physical Education | 100 | 0 | 100 | 0 | 100 | 0 |
| Health Education | 100 | 0 | 100 | 0 | 100 | 0 |
| Accounting | 75.9 | 24.1 | 90.3 | 9.7 | 93.7 | 6.3 |
| Business | 84.1 | 15.9 | 81.6 | 18.4 | 89.3 | 10.7 |
| CIS | 89.2 | 10.8 | 88.9 | 11.1 | 95 | 5 |
| Economics | 98.6 | 1.4 | 98.02 | 1.98 | 100 | 0 |
| Mgmt. & Supervision. | 69.6 | 30.4 | 46.05 | 53.95 | 37.1 | 62.9 |
| Office Administration | 100 | 0 | 79.4 | 20.6 | 81.1 | 18.9 |
| English | 68.9 | 31.1 | 57.4 | 42.6 | 61.2 | 38.8 |
| HUM | 100 | 0 | 100 | 0 | 100 | 0 |
| Speech | 94.7 | 5.3 | 81.4 | 18.6 | 83.3 | 16.7 |
| Theater | 69.6 | 30.1 | 25.1 | 74.9 | 9.3 | 90.7 |
| Anthropology | 0 | 0 | 0 |  100  | 74.9 | 100 |
| Art | 70.8 | 29.2 | 54.1 | 45.9 | 66.95 | 33.05 |
| Geography | 0 | 100 | 0 | 100 | 100 | 0 |
| History | 60.2 | 39.8 | 61 | 39 | 70.8 | 29.2 |
| Humanities | 87.1 | 12.9 | 100 | 0 | 100 | 0 |
| Music | 100 | 0 | 100 | 0 | 100 | 0 |
| Philosophy | 0 | 0 | 0 | 0 | 0 | 0 |
| Political Science | 100 | 0 | 100 | 0 | 100 | 0 |
| Psychology | 100 | 0 | 75.1 | 24.9 | 92.9 | 7.1 |
| Religion | 0 | 100 | 0 | 100 | 100 | 0 |
| Sociology | 97.4 | 0.6 | 81.3 | 18.7 | 88.6 | 11.4 |
| Astronomy | 100 | 0 | 100 | 0 | 100 | 0 |
| Chemistry | 50.5 | 49.5 | 73.7 | 26.3 | 100 | 0 |
| Math | 98.7 | 10.3 | 61.1 | 38.9 | 68.7 | 31.3 |
| Physical Science | 68.2 | 31.8 | 61.6 | 38.4 | 51.1 | 48.9 |
| Physics | 100 | 0 | 89.2 | 10.8 | 82.8 | 17.2 |

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 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 Credit Enrollment Headcount drastically decreased in unduplicated student enrollment due to more students being categorized in "multiple sites”.** Enrollment in distance education courses (which are included in multiple sites) changed partly because more courses are made available due to the pandemic.

**ENROLLMENT/CREDIT HOUR PRODUCTION FOR JEFFERSON CAMPUS (2017-2020):**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Fall 2017** | **Fall 2018** | **Fall 2019** | **Fall 2020** |
| **Credit Enrollment Headcount** |  2661 | 2575 | 1990 | 451 |
| **Percentage of****Total Enrollment** |  30.0 |  28.4 | 22.84 | 5.29 |
| **Credit Hour****Production** |  22272 |  21365 | 32201 | 59668 |
| **Percentage of Total Credit Hour Production** |  31.3 |  29.1 | 41.5 | 87.2 |
| **Credit Enrollment Headcount Multiple sites** |  1075 | 1350 | 534 | 6458 |
| **Percentage of Total Credit Enrollment**  |  12.2 | 14.9 | 6.13 | 75.71 |

\*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 and their next one is in the year 2023.

Advisory committees are considered an important and vital contributor toward our departmental performance and ultimately to student success. The Advisory committees meet on biannual 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.

**2018-2019 Accomplishments:**

* A grant from the Myer Foundation helped to secure funds for the purchase of physics equipment.
* Efforts were made to ensure 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**

**Liberal Arts:**

* Instructors utilizing textbook software received training from the publishing companies.
* Faculty members attended various workshops provided by the College, including ADA Compliance, Pioneer Con, Black History Program, and Constitution Day.
* Two department faculty members completed the ACCS Instructional Leadership Academy (ILA).
* The art instructor participated in webinars sponsored by ACME Networks.
* SLOs and assessments were reviewed by the faculty, along with the implementation of a shared spreadsheet for data collection.
* The ART department continued the ACME Network animation partnership for an additional year.
* The ART department updated its Toon Boom software to industry standards; however, it has not been installed as there are compatibility issues with the network.
* Replacement chairs and stools were purchased for one art studio.

**Communications:**

* The department hosted the annual UWRITE conference for full-time and part-time faculty and dual enrollment instructors.
* Faculty members attended various workshops provided by the College, including ADA Compliance, Pioneer Con, Black History Program, and Constitution Day.
* Faculty members attended the Birmingham Institute for Writing (UAB).
* Other conferences attended by faculty include the ACCSHRMA Diversity Conference, the ACETA spring conference, and the LGBTQ Allyship Conference.
* One instructor published a book *Call My Name,*A Chapbook of Poems, *The Poetry Box 2019.*This instructor also had the following essays published: “I didn’t kill my husband today” in *The Syndrome Mag*and “Her?!” in *The Doctor T. J. Eckleburg Review.*
* One department faculty member completed the ACCS Instructional Leadership Academy (ILA).
* One student from an English course presented a paper at the ACETA conference at the University of North Alabama.
* The Communications Department continued to support the Red Mountain Reading Series, *Wingspan*, The Writer’s Round Table, the Concert and Lecture Series, Sigma Kappa Delta, and Sigma Chi Eta.
* One faculty member participated in a cross-curricular professional development trip to Salem, Massachusetts, to study literary and historical sites to prepare for participation in the upcoming JSCC Digital Museum.
* Student desks in BDH 222 were replaced with updated desks with separate chairs.
* Three faculty computers were replaced.
* One instructor piloted new technology from McGraw Hill in composition courses.
* One instructor began a PhD program with Regents University.
* The Red Mountain Reading Series explored the theme “Candid Encounters” and focused on authors discussing topics that can sometimes cause discomfort. The first two events were held in person; they were readings by memoirist Heather Wyatt and poets Ashley M. Jones and Tina Mozelle Braziel. Attendance at these in-person events was approximately 85.
* The Red Mountain Reading Series’ final presentation was moved online and held through Zoom. It was a talk by screenwriter and director Daniel Scheinert, hosted in partnership with Sidewalk Film Center + Cinema. This drew an audience of 40, with attendees from Birmingham as well as from Mexico and Sweden.
* The Red Mountain Reading Series received a grant from the Alabama Humanities Foundation.
* *Wingspan* was reformatted to dimensions of 8.5” by 11.5” to present a more professional appearance. The magazine was 121 pages and published 92 works of visual and literary art by 57 members of the Jeff State Community.
* Pioneer Con featured 8 academic sessions, two rounds of a *Dungeons & Dragons* campaign, and a live trivia game. The event also opened a popular drop-in game room with a video game console, card games, and board games. The keynote speaker was editor and weird fiction writer Jon Padgett, author of *The Secret of Ventriloquism.* Total attendance was around 250.

**2020-2021 Accomplishments:**

**Biology Department**

* Created and implemented take home Biology lab kits for both majors level biology courses (BIO 103 and BIO 104) and Microbiology (BIO 220).
* Dr. Erin Arnold was an invited speaker for the annual conference of the American Society of Microbiology.  She spoke about her work engaging microbiology students using agar art.
* All labs in our department now have mounted projectors and computers.
* All full-time faculty have completed QM certification training.
* Bulletin boards have been put up in the hallways to showcase the department and provide information to students.
* CARES funding was utilized to increase our supply of microscopes so that each student could have their own microscope to use while in class.

**Math/Engineering/Science**

* Three laptops were purchased for fulltime faculty.
* Funding was secured for Vernier Probeware lab equipment. Chemistry labs were upgraded with 6 Vernier stir stations in June 2020.
* Cares grant money was used to order 12 more Vernier stir stations with 4 for Jefferson and 8 for Shelby.
* Ordered LabQuest (10), Vernier colorimeters (10), oxidation-reduction potential sensors (10), pH sensors (10), drop counters (10), voltage probes (8), gas pressure sensors (10), stainless steel temperature probes (10). Once these items arrive, they will be divided between Jefferson and Shelby.
* Old chalkboards removed and replace with whiteboards: CH 217, CH 312, CH 319, CH 308, CH 315. All rooms are complete except CH 319 (and CH 310 to receive boards from CH 319).

**HPR**

* Due to the pandemic,  and not being allowed to hold on campus meetings, we purchased American Heart digital videos for HED 231 classes, for students to be able to view the required videos at home.
* In the process of purchasing updated American Heart materials required for Spring 2022.
* Scheduled for the Internet teacher workshop to be held September 14th, 2021.
* Completed all required online workshops:
	1. Accommodating Disabilities
	2. FERPA Basics
	3. Clery Act Basics
	4. Data Security and privacy
	5. Preventing Harassment and Discrimination
* Incorporated ORI 101 classes into teaching loads.

**TGS**

* Equipment in the physics laboratory was upgraded.
* Two laptops were purchased to facilitate remote working.
* Temperature monitoring stations were set up and used to avoid the spread of Coronavirus.

**Liberal Arts & Communications**

**Communications**

* One instructor from the department had students participate in the JSCC Digital Museum on the theme of Pirates.
* One instructor completed the Instructional Leadership Academy (ILA), including a complete course redesign.
* All instructors participated in the Online Learning Consortium Workshops relating to Engagement, ADA, and Feedback.
* Several instructors have completed the Applying the Quality Matters Rubric online course.
* One instructor wrote and executive produced the short film “Garden of the Gods” which is being premiered at film festivals, including the local Sidewalk Film Festival. This film received recognition as “Best Horror” at the Georgia Shorts Film Festival and was a finalist for “Best Dark Drama” at the Austin After Dark Film Festival in Austin, Texas.
* One faculty member serves as 2nd Vice President for the Alabama Writers Cooperative.
* One faculty member served as a screenwriting judge for Miami International Science Fiction Film Festival.
* One instructor published the essay “A Goss, Happy Proposal” in *High Noon.*
* One instructor completed a second MA degree and began a PhD program in Communications at the University of Alabama.
* One instructor was nominated for the Outstanding Faculty Award.
* One instructor was elected Secretary of the Faculty Senate.
* The department purchased 25 new student desks and chairs for BDH 237 and two instructor tables with media stations for BDH 237 and BDH 222.
* The Red Mountain Reading Series hosted a fully virtual reading series that explored the theme “Crossing Genres” and focused on writers who have been successful in more than one form of literary expression. Presenters included poet and educator William Miller; poet, humorist, and Professor Juliana Gray; and poet, playwright, and fiction writer Angela Jackson-Brown. Total attendance for all sessions was approximately 130.
* The Red Mountain Reading Series hosted a table read of Angela Jackson-Brown’s unpublished play *Trailer Park Love Stories.* The table read was directed by Drama Instructor Lesley Warren, and students and faculty performed the roles.
* *Wingspan* published 94 works of visual and written art by 52 students, faculty, and members of the community. The magazine was 114 pages in length. Those published included the winners of the inaugural Pioneer Con writing contest.
* *Wingspan*’ssubmission process moved online, to a form hosted by Jeff State Libraries.
* Pioneer Con was held virtually, through a mix of 6 live Zoom presentations and 4 pre-recorded videos. The keynote speaker was T. K. Thorne, author of *House of Rose.* Attendance at each session was 12-15, but the website received over 300 unique site visits.
* Pioneer Con also held its first writing contest, with prizes offered in three categories: Essay on Core Text, Essay on Visual Media, and Short Fiction.
* One instructor was named Outstanding Graduate Student for the UAB College of Arts and Sciences (2021)

**Liberal Arts**

* One instructor completed the Instructional Leadership Academy (ILA), The department also purchased a subscription to *The Chronicle of Higher Education*.
* Most instructors participated in the Online Learning Consortium Workshops relating to Engagement, ADA, and Feedback.
* Several instructors completed the Applying the Quality Matters Rubric Course online.
* SLOs and assessments were reviewed, and instructors meet to discuss changes, best practices, and implementation of instructional strategies based on assessment results.
* The department offered financial support to the Concert and Lecture series.
* The ART department continued the ACME Network animation partnership.
* The department purchased items requested by instructors on departmental surveys.
* Department faculty served on various college committees including, Curriculum, Social, Black History, Distance Education, Developmental Education, Dual Enrollment, Planning Council, and New Student Orientation.
* The art department purchased additional task chairs, mid-back drawing stools, and drawing easels for art studio classrooms.
* The department purchased 45 new student desks and chairs for BDH 208 and two instructor tables with media stations for BDH 208 and BDH 216.

**Unit Goals for 2021-2022**

**Goal 1:**

**Purchase equipment 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 2:**

**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

**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 217 at $5500.00.

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

**Goal 4:**

**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.

**Unit Goals for 2022-2023**

**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 210 at $5500.00.

**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 & desks each for CH 319 at $6000.00. (Revised from CH308 to CH319)

**Goal 4**

**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.