



# Strategic Plan 1997-2000

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Third Annual Progress Report  
1999-2000

Prepared by  
The Office of Institutional Research and Planning  
September 2000

# **Dalton State College *Strategic Plan, 1997-2000***

## ***Third Annual Progress Report 1999-2000***

September 2000

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The Third Annual Progress Report of Dalton State College's Strategic Plan is available on the Institutional Research website:  
<http://www.daltonstate.edu/irp/stratplan.htm>

# Preface

During the 1999-2000 planning period, the College adopted a planning software, *Plan Builder*, to help provide a uniform approach to its strategic planning process, and to help with the effective development and documentation of implementation plans at the unit and organizational levels. Division and department heads used *Plan Builder* for the first time to develop their 1999-2000 implementation plans. *Plan Builder* allowed unit heads to develop unit objectives and outcome measures and assessment strategies (OMAS) for their goals. The OMAS describes an expected outcome and the assessment strategy and data source for measurement and reporting. At the end of this third planning period, division and department heads also used *Plan Builder* to document their progress reports. The “Evaluation Review” window in *Plan Builder* allowed units to write an evaluation review or progress report for each OMAS. The loop is closed with the “Focus for Continuous Improvement” window in the planning software which enabled units to analyze the knowledge, experience, and results gained in the current planning period and transfer these results to the next planning period to promote continuous improvement. Some important attributes built into *Plan Builder* to assist with “closing the loop” are: Impact on Unit Performance, Impact on Unit Goal Attainment, and Benefits to the Organization.

The third year’s Implementation Plan of the College’s *1997-2000 Strategic Plan* outlined 29 planning priorities, 161 goals and 214 action plans or objectives. After the third year of implementation, 82 percent of the proposed action plans have been fully or partially completed. The following is a summary of the significant progress achieved by the various College divisions and departments during the third cycle (1999-2000) of the College’s *1997-2000 Strategic Plan*.

- During the 1999-2000 year, DSC developed bachelor's degree proposals in Marketing and Social Work. In addition, a working committee was established to develop a proposal in Information Technology. Of these, the Marketing proposal was submitted in July 2000 and the Social Work proposal was submitted in August. Preliminary feedback from the University System was received on the Marketing proposal.
- During the 1999-2000 year, preliminary plans for the 2003 self-study were made. Self-study materials were received from SACS and the IRP Director developed a must statement audit guide in connection with the September 2000 Substantive Change visit which enabled the College to determine where it stands with respect to the Criteria. The Administrative Council established a preliminary self-study timeline and discussed the committee structure. The IRP Director began collecting information for College use, including effectiveness instruments and measures. The IRP Director also developed a self-study table of contents based upon the Criteria for 1998. This table of contents and related documentation was used by the College to create a criterion audit in connection with the September 2000 Substantive Change visit. Following the visit, it will then be used to guide the self-study steering committee during the 2000-01 year.
- A DSC Foundation Alumni Committee was established to organize the Alumni Council. For the first time in the school's history, a homecoming event was planned and implemented in December 1999. Approximately 300 individuals participated. The group has met several times since then, but as yet no bylaws have actually been created. That particular activity will be completed during 2000-01.
- A DSC Alumni Association newsletter, *The Roadrunner Express*, was published in Fall, 1999 and in Spring, 2000. This publication, the first of its kind, will keep the alumni informed and interested in what is happening at DSC. It was perhaps no coincidence that the DSC Alumni Association database expanded by 215 names during 1999-2000.
- The Strategic Planning Committee reviewed and approved a list of key performance indicators (KPIs) during a planning retreat in September, 1999, and at Strategic Planning Committee meetings on March 26, 2000 and April 2, 2000.
- DSC combined three sites (Lakeview-Fort Oglethorpe High School, Catoosa County Court House, and Northwestern Technical Institute) into one site at the new DSC Catoosa Center located in Fort Oglethorpe. This center provided access for both credit and non-credit courses to the residents of the tri-county (Catoosa, Dade & Walker) area, and includes four classrooms and a computer lab.

- Thirty percent of the faculty participated in a WebCT training workshops. Dr. Wayne Bosché was selected to co-author the University System's Mathematical Modeling online course (eCore). In addition, Dr. Bosché served as the final style editor for the course and will offer the course on line in the spring of 2001. Dr. Monte Salyer has completed an online course in Linguistics (English 210) to be listed as part of the Southern Regional Education Board's Electronic Campus. As well, Dr. Kevin Doheny has an online mathematics course in the final stages of development. Several other faculty are also using online course supplements.
- A Teaching and Learning committee was formed at DSC to provide faculty development opportunities and to initiate the requirements for the participation of DSC in the Carnegie Foundation for the Advancement of Teaching and Learning program, "Fostering the Scholarship of Learning." The committee has organized and hosted a variety of faculty development activities, such as Brown Bag seminars, reading circles, and open discussions on classroom assessment of learning. The committee has also attended state and national assessment conferences (Athens and Charlotte). In addition, committee members made a presentation (ASSESSMENT 1101) on assessing student learning outcomes in individual courses at the 2000 fall faculty retreat.
- Two workshops were also sponsored during spring semester. In February 2000, Robert Jaurequi, Project Coordinator for the Office of the President, University of California, presented two half-day workshops: "Equity in the Classroom" and "Strategies for Teaching in Diverse Classrooms." In March, Gail Pollock, Director of Contracts and Grants at Macon State College, presented a "Grant-Writing" Workshop to faculty and staff.
- The College successfully relocated the Divisions of Humanities and Social Sciences in the new Liberal Arts Building and moved the Division of Business & Technology into Memorial Hall.
- Eight traditional classrooms (7 on campus and 1 at the Catoosa Center) were converted into multimedia presentation classrooms. This is in response to the desires of the divisions which was presented to the administration during the comprehensive technology audit conducted in the fall of 1999. By fall 2000, the institution will have a total of 21 multi-media presentation classrooms available for instructional use.
- A policy on student computer competencies was approved by Academic Council and the DSC faculty and will become effective with the 2001-2002 Catalog. The goal is to make computer technology a part of every student's program of study at Dalton State College.
- The Center for Continuing Education administered a Business & Industry Needs Assessment Survey needs assessment survey to 40 companies in the Northwest Georgia area in July 1998. The survey results pointed to several opportunities for the Center to provide training for the companies. The Center also began offering on-line course in computers, internet, finance, small business, test preparation, customer service, personal enrichment, and supervisory training. Eighty-four participants enrolled and completed on-line courses over this past year.
- Plans for developing a comprehensive management information system were put in place for implementation. Several primary stakeholders were interviewed to determine their information reporting requirements.
- OCIS completed the development and installation of a security system that will permit campus wide access to the Banner system.
- The President created a College Task Force to track, monitor progress, and coordinate documentation of Year 2000 compliance and related activities (i.e., assessment, remediation, testing and implementation) within the institution.
- The College began implementation of the Peoplesoft finance and human resource software.
- The Student Activities office established a leadership development program to meet the needs of the campus student leaders.

- The Academic Support Services Coordinator created a “one-stop shop” Student Planner incorporating information obtained from all campus divisions.
- The Center for Continuing Education began publicizing non-credit opportunities in the local Spanish language media.
- An Advisory Committee recommended certified programs in Cisco, Microsoft, and Novell networking computer programs. Cisco and Novell were to be rolled out in the fall of 2000.
- In academic year 1999-2000, the Public Relations department placed about \$25,000 in print ads in 16 area newspapers.
- Campus computing began design of a data warehouse which incorporates all data elements necessary for assessment and reporting purposes. The initial design phase will be completed in the Fall, 2000 timeframe.

Following is a report that summarizes the progress achieved by divisions and departments during the third cycle (1999-2000) of the College’s three-year strategic plan.

## Annual Reports by Divisions, Departments, and Units

## **ACADEMIC CAREER & ENHANCEMENT (ACE) CENTER (Director)**

### *Goal 0130*

Enhance assessments of students' needs for learning skills and strategies.

### *Objective 010*

The ACE Center will collaborate with the DSCS Coordinator and the Vice President for Academic Affairs in developing a survey to determine students' needs for learning skills and strategies.

### *Outcome Measurement & Assessment Strategy (OMAS) 01*

Develop a survey that could be administered to students enrolled in selected classes or orientation to assess strengths and weaknesses in specific learning skills and strategies, i.e., note taking.

### *Evaluation*

Develop a survey that could be administered to students enrolled in selected classes or orientation to assess strengths and weaknesses in specific learning skills and strategies, i.e., note taking.

Impact on Unit Performance: Adequate. As part of the Orientation evaluation survey that was administered during the summer of 2000, questions relating to study skills and strategies were included.

Impact on Agency Goal Attainment: Adequate. The data collected established a benchmark/beginning place for future analysis.

Effect to be integrated into next planning cycle: Major. The data collected can be utilized by the ACE Center staff in planning academic support workshops during 2000-2001.

Benefits to agency: Major. The information gathered gives a profile of the perceived academic skill and learning strategy needs of enrolling DSC students.

### *OMAS 02*

Based upon the results of the survey, a task force would determine approaches that could be utilized in helping students overcome their areas of concern.

### *Evaluation*

Based upon the results of the survey, a task force would determine approaches that could be utilized in helping students overcome their areas of concern.

Impact on Unit Performance: Inadequate. A task force has not yet been established to review and analyze the collected data. The committee should be formed during the fall 2000 semester and share the information with the DSCS Faculty at the fall faculty meeting.

Impact on Agency Goal Attainment: Inadequate. The longer the delay of the analysis of the data possibly could impact the academic success rate of some students.

Effect to be integrated into next planning cycle: Minor. This information should be utilized by faculty teaching DSCS 1101 and the ACE Center in planning academic support workshops

Benefits to agency: Minor. Gives the faculty a better understanding of DSC students and their perceived academic strengths and weaknesses.

### *Goal 0170*

Develop additional methods to enhance retention.

### *Objective 020*

To enhance retention, the ACE Center, in addition to the letter sent to students who have withdrawn from Dalton State College, a returnable postcard will be developed to determine ways in which the College can facilitate their return.

### *OMAS 01*

The results will be tallied according to categories from returned postcards.

*Evaluation:* Based upon the results of the survey, a task force would determine approaches that could be utilized in helping students overcome their areas of concern.

## ACADEMIC CAREER & ENHANCEMENT (ACE) CENTER (Director) (Cont'd)

Impact on Unit Performance: Adequate. Benchmark data was collected beginning spring 2000. To date less than 10% of the students who received a letter and postcard have returned the postcard.

Impact on Agency Goal Attainment: Adequate. The response rate was lower than anticipated but those that did respond were contacted by phone to see how they could be assisted in their return to DSC.

Effect to be integrated into next planning cycle: Major. Work with the Retention Task Force in brainstorming about ways to more effectively reach students who have withdrawn from DSC and assist them in the reentry process. If the letter/postcard strategy is utilized in the future possibly an incentive needs to be added for returning the card.

Benefits to agency: Major. Increase retention rate of DSC students

### *OMAS 02*

The tallied results will be analyzed and recommendations will be made as to possible ways that the College may respond to the needs.

#### *Evaluation*

Impact on Unit Performance: Adequate. The tallied withdrawal results were shared with the Retention Task Force and will be further analyzed by a sub-committee during the fall, 2000.

Impact on Agency Goal Attainment: Adequate. Since the sample of responses was small and this was the first time establishing benchmark information, the process will need to continue for the 2000-2001 academic year.

Effect to be integrated into next planning cycle: Major. The Retention Task Force needs to analyze the results of this instrument in conjunction with other retention assessment and follow-up strategies.

Benefits to agency: Major. The Retention Task Force becomes more aware of the statistics and reasons for students withdrawing, reentering and not returning to DSC.

### *Goal 0480*

Expand and promote the use of services and programs to aid academically at-risk students.

### *Objective 010*

The ACE Center will implement Supplemental Instruction for the courses in the Fall 1999 and Spring 2000 (Accounting and English).

### *OMAS 01*

The academic performance of students who participate in the SI courses will be compared with the academic performance of students who take the course without SI assistance.

#### *Evaluation*

The academic performance of students who participate in the SI courses will be compared with the academic performance of students who take the course without SI assistance.

Impact on Unit Performance: Inadequate. The objective was not met because a cadre of students that participated on a regular basis in either course was not reached. Students used the tutors as a drop in as needed basis.

Impact on Agency Goal Attainment: Inadequate. No data was collected to do a comparative study.

Effect to be integrated into next planning cycle: None. The failure of this strategy could have many facets: disinterest on the part of the students; no incentives, advertisement, encouragement by the professors; ineffective tutors. If it is to be implemented again further analysis of the courses, tutors, students and professors level of commitment needs to be studied.

Benefits to agency: Minor. Learned that implementing a new program is not always going to be as helpful and successful as originally anticipated.

## ACADEMIC CAREER & ENHANCEMENT (ACE) CENTER (Director) (Cont'd)

### OMAS 02

Students who participate in SI will perform academically better than those who do not have the advantage of SI assistance.

#### *Evaluation*

Students who participate in SI will perform academically better than those who do not have the advantage of SI assistance.

Impact on Unit Performance: Inadequate. Please refer to the previous OMAS 01

Impact on Agency Goal Attainment: Inadequate. Please refer to previous OMAS 01

Effect to be integrated into next planning cycle: Minor. Need to revisit the concept by researching what similar type institutions to DSC have found in using this model and compare their success/failure rate.

Benefits to agency: Minor. A retention and student success strategy if it can be implemented in a way that students would participate.

### OMAS 03

If the data confirms that students in courses with SI assistance do perform academically better than those who do not receive SI assistance, then this data will be used to determine if additional SI courses should be offered.

#### *Evaluation*

If the data confirms that students in courses with SI assistance do perform academically better than those who do not receive SI assistance, then this data will be used to determine if additional SI courses should be offered.

Impact on Unit Performance: Inadequate. Please refer to OMAS 01, 02

Impact on Agency Goal Attainment: Inadequate. Please refer to OMAS 01

Effect to be integrated into next planning cycle: Minor. Please refer to OMAS 01

Benefits to agency: Minor. Please refer to OMAS 01, 02

### OMAS 04

A feasibility study will be initiated during October 1999.

#### *Evaluation*

A feasibility study will be initiated during October 1999.

Impact on Unit Performance: Adequate. A feasibility study was informally conducted and there did not at this appear to be an interest in beginning learning communities for spring 2000.

Impact on Agency Goal Attainment: Adequate. Since the informal feasibility study showed no real interest and /or commitment level the concept was delayed for spring 2000.

Effect to be integrated into next planning cycle: Minor. Review the concept again during the 2000-20001 academic year.

Benefits to agency: Minor. Could be used as a retention strategy

### OMAS 05

The implementation of the learning community of clustered courses during Spring Semester of 2000.

#### *Evaluation*

The implementation of the learning community of clustered courses during Spring Semester of 2000.

Impact on Unit Performance: Inadequate. Please refer to OMAS 04

Impact on Agency Goal Attainment: Inadequate. Please refer to WAS 04

Effect to be integrated into next planning cycle: Minor. Please refer to OMAS 04

Benefits to agency: Minor. Please refer to OMAS 04

### OMAS 06

The number of students who are selected to enroll in the courses and if the concept should be continued or expanded in the Fall Semester of 2000

#### *Evaluation*

The number of students who are selected to enroll in the courses and if the concept should be continued or expanded in the Fall Semester of 2000

## ACADEMIC CAREER & ENHANCEMENT (ACE) CENTER (Director) (Cont'd)

Impact on Unit Performance: Inadequate. Please refer to OMAS 04

Impact on Agency Goal Attainment: Inadequate. Please refer to OMAS 04

Effect to be integrated into next planning cycle: Minor. Please refer to OMAS 04

Benefits to agency: Minor. Please refer to OMAS 04

### *Goal 0650*

Provide in-service training for identifying student difficulties.

### *Objective 010*

Plan and develop in-service program for identifying student difficulties especially those with learning disabilities.

### *OMAS 01*

Develop a needs assessment for faculty to determine areas of priority in developing a better understanding of learning disabilities.

#### *Evaluation*

Develop a needs assessment for faculty to determine areas of priority in developing a better understanding of learning disabilities.

Impact on Unit Performance: Adequate. After meeting with faculty individually and in student/faculty conferences during the 1999-2000 academic year specific needs were identified and a formal needs assessment will be developed during the fall, 2000. Information was shared about specific areas of need to individual faculty as the concern arose.

Impact on Agency Goal Attainment: Adequate. Faculty focused on areas of their specific concerns as they worked with individual students. A level of trust and confidence in Disability Support Services seems to be emerging.

Effect to be integrated into next planning cycle: The information gathered from the formal assessment will give insights into planning a Brown Bag lunch for issue(s) of greatest concern

Benefits to agency: Major. Continue a systematic and well planned education program for faculty about students who have learning disabilities.

### *OMAS 02*

Based upon the needs assessment plan, implement an in-service program during the Spring Semester of 2000.

#### *Evaluation*

Based upon the needs assessment plan, implement an in-service program during the Spring Semester of 2000.

Impact on Unit Performance: Adequate. The program planned for the spring did not focus on DSC faculty but a seminar was held for high school counselors and special education teachers from the community. Also, a parent workshop was held about transitioning from high school to college for learning disabled students.

Impact on Agency Goal Attainment: Adequate. The seminar and workshops were well received by both groups and request were made to repeat them annually.

Effect to be integrated into next planning cycle: Major. The DSS staff will plan to do this on an annual basis and add at least one seminar /Brown Bag for faculty during the 2000-2001 academic year.

Benefits to agency: Major. Creates an opportunity for community outreach and educates the public and faculty about disability support issues.

### *OMAS 03*

Evaluate the in-service program and use the results in planning future in-service programs.

#### *Evaluation*

Evaluate the in-service program and use the results in planning future in-service programs.

Impact on Unit Performance: Exemplary. The evaluation results were very favorable and recommendations were made for future programs. Also, refer to WAS 02

## ACADEMIC CAREER & ENHANCEMENT (ACE) CENTER (Director) (Cont'd)

Impact on Agency Goal Attainment: Adequate. Encouragement was given to continue to offer this type of educational/in-service opportunity for public school personnel and parents. Will need to include DSC faculty during 2000-2001.

Effect to be integrated into next planning cycle: Major. Continue to plan seminars that have high interest to the specific population being invited.

Benefits to agency: Major. Provides an opportunity for networking with professionals in the community.

### Goal 0860

Examine ways of promoting retention of persons with disabilities.

### Objective 010

Each student who registers for Disability Support Services in the ACE Center will be given a formal referral for academic support services.

### OMAS 01

Students at the end of their first semester will be surveyed regarding their awareness and use of academic services.

#### Evaluation

Students at the end of their first semester will be surveyed regarding their awareness and use of academic services.

Impact on Unit Performance: Adequate. Beginning spring semester 2000, each student was given an Academic Referral Form to visit with the Academic Support Coordinator. This contact was to provide information about available academic support services on campus. Ninety percent of the students didn't follow through.

Impact on Agency Goal Attainment: Adequate. Strategy was not successful. Modifications will be made for the fall 2000 semester.

Effect to be integrated into next planning cycle: Major. A new procedure of having each student receiving disability support services will take an accommodation form to the Academic Support Coordinator. After a conference, the student will have the form signed and return it to the DSS office during the first three weeks of class.

Benefits to agency: Major. Students will be made aware of academic services in a more systematic way during the beginning of the semester and it should help the student success rate.

### OMAS 02

Baseline data will be established in 1999-2000 for future data analysis.

#### Evaluation

Impact on Unit Performance: Inadequate. A better record keeping system will need to be developed.

Impact on Agency Goal Attainment: Inadequate. Inadequate data was collected to establish any benchmarks.

Effect to be integrated into next planning cycle: Major. Continue to explore ways to make students aware of academic support services available so that they can be academically successful in their chosen program of study,

Benefits to agency: Major. Student Success and improved student retention.

OMAS 03 The revised application process will be reviewed by a team of professionals in the field of disability support services. Recommendations made by the team will be reviewed and modifications made.

#### Evaluation:

The revised application process will be reviewed by a team of professionals in the field of disability support services.

Recommendations made by the team will be reviewed and modifications made.

Impact on Unit Performance: Inadequate. The objective was only partially met because the registration form is still only in rough draft format.

Impact on Agency Goal Attainment : Inadequate. Needs to be completed by fall 2000, so the application can be reviewed.

Effect to be integrated into next planning cycle: Major. Will help facilitate the registration process for services requesting services.

Benefits to agency: Major. Make a more effective and efficient intake process for students requesting services.

## ACADEMIC CAREER & ENHANCEMENT (ACE) CENTER (Director) (Cont'd)

### OMAS 04

Data collected from the new application process will be used to more accurately determine student needs and vacillate the process more efficiently and effectively.

#### *Evaluation*

Data collected from the new application process will be used to more accurately determine student needs and vacillate the process more efficiently and effectively.

Impact on Unit Performance: Inadequate. Please refer to OMAS 03

Impact on Agency Goal Attainment: Inadequate. Please refer to OMAS 03

Effect to be integrated into next planning cycle: Minor. Please refer to WAS 03

Benefits to agency: Minor. Please refer to OMAS 03

### OMAS 05

Review and evaluate the results of the telephone survey and make recommendations to the Retention Task Force Committee.

#### *Evaluation*

Review and evaluate the results of the telephone survey and make recommendations to the Retention Task Force Committee.

Impact on Unit Performance: Inadequate. This goal was not achieved. Beginning spring semester 2000, each student who had received services during the prior semester was sent a letter with a return post card about his/her intentions for returning the next semester and to please drop off their schedules as soon as possible so accommodations could be arranged before the first day of class. Each mailing has shown an improvement in the responses.

Impact on Agency Goal Attainment: Adequate. The initial strategy was changed but the postcard seem to be an effective tool. The telephone calling will be reevaluated fall 1, 2000.

Effect to be integrated into next planning cycle: Major. Continue to visit with students and explore their feelings about the best way to keep in touch with them during each semester.

Benefits to agency: Major. Increase student retention

### Goal 1090

Continue to expand career assessment exploration/opportunities to area students to help them explore career options.

### Objective 010

The ACE Center will collaborate with Tech Prep in surveying area schools to determine ways that Dalton State College can assist in career

### OMAS 01

Administer survey to students in Grades 6-12 in five (5) selected schools by January, 2000.

#### *Evaluation*

Impact on Unit Performance: Adequate. A survey was not conducted as noted in the WAS but the staff visited middle school and high school classrooms to do presentations and administer self discovery career assessments. Additionally several middle school classes visited the ACE Center for presentations on careers and learning strategies. A high school career counselor spent 2 days as an intern in the Center and gave us helpful information about career interests of current students.

Impact on Agency Goal Attainment: Adequate. It was difficult to coordinate the original objective. Also, the focus of career services changed with the addition of a Cooperative Education Program during the 1999-2000 academic year.

Effect to be integrated into next planning cycle: Minor. Will try different approach to public outreach for career services in public schools. Two ACE Center staff members are on the Tech Prep Committee and will explore options for the 2000-2001 academic year.

Benefits to agency: Minor. Helps with public outreach mission of DSC.

**ACADEMIC CAREER & ENHANCEMENT (ACE) CENTER (Director)** (Cont'd)*OMAS 02*

Tally the results of the survey to determine areas of need that can be addressed by Dalton State College Tech Prep and ACE Center staff.

*Evaluation*

Impact on Unit Performance: Inadequate. Please refer to OMAS 01

Impact on Agency Goal Attainment: Inadequate. Please refer to OMAS 01

Effect to be integrated into next planning cycle: None. Please refer to OMAS 01

Benefits to agency: None. Please refer to OMAS 01

## ACADEMIC AFFAIRS (VICE PRESIDENT)

### *Goal 0010*

Survey to see if additional off-campus sites are needed.

### *Objective 010*

Add an off-campus site where needed to support the College's mission.

### *OMAS 01*

Combine three sites (Lakeview-Fort Oglethorpe High School, Catoosa County Court House, and Northwestern Technical Institute) into one site at DSC Catoosa Center located in Fort Oglethorpe. This center provides access for both credit and non-credit courses to the residence of the tri-county (Catoosa, Dade & Walker) area, and includes four classrooms and a computer lab.

### *Evaluation*

DSC combined three sites (Lakeview-Fort Oglethorpe High School, Catoosa County Court House, and Northwestern Technical Institute) into one site at DSC Catoosa Center located in Fort Oglethorpe. This center provided access for both credit and non-credit courses to the residence of the tri-county (Catoosa, Dade & Walker) area, and included four classrooms and a computer lab.

Impact on Unit Performance: Exemplary. The Catoosa Center enabled the Evening and Extended campus program office to more effectively serve the Catoosa-Walker counties area.

Impact on Agency Goal Attainment : Exemplary. Major - because the College will like to increase the level of service to outlying counties.

Effect to be integrated into next planning cycle: Major. The College needs to increase visibility of the Center via recruitment activities and advertisement.

Benefits to agency: Major. The Center provides the College access to its own classrooms and computer lab so that extended campus Students have the same educational experience as on campus students. In addition, the center provides a visible presence of the College in the northernmost service area as well as the contiguous counties in Tennessee.

### *Goal 0020*

Consider offering weekend classes and more weekend support services.

### *Objective 010*

Offer classes once a week and classes scheduled on the weekend to appeal to non-traditional students and help with an increase in enrollments.

### *OMAS 01*

Increase by at least 10 classes the number of courses offered one night a week, and at least one weekend class.

### *Evaluation*

Ten classes were offered on a once a week format, and three additional classes on Saturdays.

Impact on Unit Performance: Exemplary. The College increased the number of one-night a week classes to 29 with an enrollment of approximately 500 students.

Impact on Agency Goal Attainment: Adequate. Goal attained and the intent is to offer more classes at times convenient to non-traditional students.

Effect to be integrated into next planning cycle: Major. An average of approximately 18 students per class indicates the need to schedule more once-a-week and weekend classes.

Benefits to agency: Major. This new scheduling enables the College to reach non-traditional students whose family and job responsibilities preclude them from pursuing postsecondary education.

**ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)***Goal 0160*

Develop strategies to assess the quality and content of Dalton State College courses taught on-campus compared to that taught off-campus at various sites.

*Objective 010*

Monitor the content of off-campus courses and assure they are comparable to courses taught on-campus.

*OMAS 01*

Student learning outcomes of off-campus classes will be equivalent to like on-campus classes.

*Evaluation*

Student learning outcomes of off-campus classes are equivalent to like on-campus classes according analysis by the Evening & Extended Campus program director.

Impact on Unit Performance: Exemplary. The maintenance of academic standards is essential to the College's reputation.

Impact on Agency Goal Attainment: Adequate. Goal attained and continues.

Effect to be integrated into next planning cycle: Major. The College will continue monitoring performance at off-campus sites.

Benefits to agency: Major. The College maintains traditional academic standards.

*Goal 0190*

Develop institutional support for online course production and delivery.

*Objective 010*

Provide training for faculty interested in developing on-line courses.

*OMAS 01*

Twenty-five percent of the faculty will participate in a WebCT training workshop.

*Evaluation*

Thirty percent of the faculty participated in a WebCT training workshops. Dr. Wayne Bosche was selected to co-author the University System's Mathematical modeling online course (eCore). In addition, Dr. Bosche served as the final style editor for the course and will offer the course on line in the spring of 2001.

Dr. Monte Salyer has completed an online course in Linguistics (English 2010) to be listed as part of the Southern Regional Education Board's Electronic Campus. As well, Dr. Kevin Doheny has an online mathematics course in the final stages of development. Several other faculties are also using online course supplements.

Impact on Unit Performance: Adequate. The number with capability to utilize technology in the enhancement of learning was increased.

Impact on Agency Goal Attainment: Adequate. Goal attained; this will be an activity in progress.

Effect to be integrated into next planning cycle: Major. More faculty involvement in technology training and implementation.

Benefits to agency: Major. Enhanced professional development for faculty.

*Goal 0210*

Investigate ways to encourage students to utilize more fully technology for academic enhancement while enrolled at Dalton State College.

*Objective 010*

Ensure that technology is infused where appropriate in the curriculum to enhance student learning.

**ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)***OMAS 01*

Twenty percent of the College's courses will be infused with technology to assist with student learning at the end of the Spring semester of 2000.

*Evaluation*

Impact on Unit Performance: Exemplary. An accounting of the level of technology infusion into the curriculum.

Impact on Agency Goal Attainment: Adequate. The College will be able to assess the effect of its three-year commitment to technology enhancement.

Effect to be integrated into next planning cycle: Major. The VPAA will continue to monitor annually the infusion of technology into the curriculum.

Benefits to agency: Major. The College can better determine its future technology plans.

*Objective: 020*

Instruct chairs to provide a list of courses in their divisions that incorporates technology in the delivery of instruction.

*OMAS 01*

A list of courses and instructors incorporating technology in the delivery of instruction will be compiled by the VPAA and used to assess the infusion of technology across the DSC curriculum.

*Evaluation*

Impact on Unit Performance: Same as previous.

Impact on Agency Goal Attainment: Same as previous.

Effect to be integrated into next planning cycle: Same as previous.

Benefits to agency: Same as previous.

*Goal 0260*

Expand the scope of faculty recruitment.

*Objective 010*

Advertise positions in more venues in order to expand a more diverse applicant pool.

*OMAS 01*

12 faculty positions will be advertised in 3 or more venues to expand applicant pool.

*Evaluation*

17 faculty positions were routinely advertised in 3 venues (Chronicle of Higher Education, University System of Georgia Applicant Clearinghouse, mailing list of universities in Georgia and the nation) to generate applicant pools. However, searches with special needs used specific infield venues, such as the Academy of Management website, Department of Technical and Adult Education website, American Libraries, Library Journal). Searches in the coming year will include additional venues in an effort to produce a more diverse applicant pool.

Impact on Unit Performance: Adequate. More qualified applicants for teaching positions.

Impact on Agency Goal Attainment: Adequate. A faculty whose ethnic diversity closely matches the demographics of the service area.

Effect to be integrated into next planning cycle: Major. The College will advertise in more venues in an effort to expand the applicant pool.

Benefits to agency: Major. A diverse faculty

## **ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)**

### *Goal 0270*

Establish a Faculty Development Institute.

### *Objective 010*

Establish a teaching and learning committee to enhance faculty development and to consider the establishment of DSC as a Teaching Academy Campus Program (Carnegie Foundation campus).

### *OMAS 01*

A Teaching and Learning committee will be formed at DSC to provide faculty development opportunities and to initiate the establishment of a Carnegie campus at DSC.

### *Evaluation*

A Teaching and Learning committee was formed at DSC to provide faculty development opportunities and to initiate the requirements for the participation of DSC in the Carnegie Foundation for the Advancement of Teaching and Learning program, "Fostering the Scholarship of Learning. The committee has organized and hosted a variety of faculty development activities, such as Brown Bag seminars, reading circles, and opened discussions on classroom assessment of learning. The committee has also attended state and national assessment conferences (Athens and Charlotte). In addition, committee members made a presentation (ASSESSMENT 1101) on assessing student learning outcomes in individual courses at the fall faculty retreat. Two workshops were also sponsored during spring semester. In February 2000, Robert Jaurequi, Project Coordinator for the Office of the President, University of California, presented two half-day workshops: "Equity in the Classroom" and "Strategies for Teaching in Diverse Classrooms." In March, Gail Pollock, Director of Contracts and Grants at Macon State College, presented a "Grant-Writing" Workshop. Discussion groups have led to the decision that DSC will become a Carnegie campus for the assessment of learning. In support of this effort, Dr. Arthur Cohen of UCLA Center for the Study of Community Colleges and his colleagues will conduct at DSC a workshop on the assessment of classroom learning on October 18-20, 2000. Partial funding of this workshop is provided by a Teaching and Learning grant from the University System of Georgia. DSC will invite discipline-specific faculty groups from five colleges and universities in the northern part of the state.

Impact on Unit Performance: Exemplary. Increased awareness of the role of classroom assessment.

Impact on Agency Goal Attainment: Improved institutional effectiveness.

Effect to be integrated into next planning cycle: Major. Particular emphasis on the assessment of learning in the classroom.

Benefits to agency: Major. Improved institutional effectiveness.

### *Goal 0350*

Encourage creative course packaging.

### *Objective 010*

Schedule courses at a time and location to meet the needs of business and industry with particular attention to the needs of shift workers.

### *OMAS 01*

Six courses will be scheduled to accommodate time and location needs of business and industry.

### *Evaluation*

Eleven courses were scheduled to accommodate time and location needs of business and industry. Eight were delivered at Mohawk, 2 at Alltel, and 1 at Manington.

Impact on Unit Performance: Same as Goal 0020

Impact on Agency Goal Attainment: Same as Goal 0020

Effect to be integrated into next planning cycle: Same as Goal 0020

Benefits to agency: Same as Goal 0020

## ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)

### Goal 0430

Investigate internship and co-op opportunities.

### Objective 010

Establish a Co-op program at DSC to provide work experience to students.

### OMAS 01

Five students will participate in DSC's Co-op program in the first year of operation.

### Evaluation

Nine were interviewed for the Co-op program and five were placed; 2 at Dalton Utilities, 1 at Shaw Industries, and 2 at OCIS on campus.

Impact on Unit Performance: Adequate. Students are given an opportunity to develop workplace skills while completing their degree.

Impact on Agency Goal Attainment: Adequate. Goal attained and will continue.

Effect to be integrated into next planning cycle: Major. The Co-op office will expand student participation.

Benefits to agency: Major. Increased retention and degree completion.

### Goal 0500

Develop additional learning support programs and provide for assessments.

### Objective 010

Establish a Writing Lab to enhance student writing skills.

### OMAS 01

Five hundred students will visit the Writing Lab per term for assistance with their writing skills. A minimum of 80% of the students will express satisfaction with the services of the lab.

### Evaluation

829 student visits were recorded during the first term of operation, with approximately 64 students seeking assistance each week. Excluding the final two-day week, weekly attendance ranged from a low of 38 students to a high of 92 students. During the Spring Semester, the Writing Lab was open 19 hours a week; however, student use averaged 43 hours per week, totaling 566 student work hours by the end of the semester. 91 % of students surveyed felt that the assistance they received improved their understanding of English usage and/or composition, and 100% of the students who used the practice worksheets and lab software found these materials to be helpful. In addition, 100% of the students were satisfied or very satisfied with the help they received, and all students indicated they would recommend the lab to others.

Impact on Unit Performance: Adequate. Students needing supplemental instruction in composition are accommodated.

Impact on Agency Goal Attainment: Adequate. Goal attained.

Effect to be integrated into next planning cycle: Major. Additional learning support activities will be evaluated.

Benefits to agency: Major. Increased written communication skills - an important part of the College's general education learning outcomes.

### Objective 020

Use COMPASS testing program to assess all entering students beginning fall 2000.

OMAS 01 All entering students for fall 2000 will take the COMPASS test as an assessment and diagnostic tool.

## **ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)**

### *Evaluation*

An administrative decision was made that all entering students for fall 2000 take COMPASS as a pre-test assessment to be coupled in the Spring of 2001 with a CAPP post-test. Record showed that all students took the test, which for students with a SAT score of 450 on the verbal and 420 on the Math also served as a placement test for learning support classes.

Having all entering students take the COMPASS will be reviewed after the first year.

Impact on Unit Performance: Adequate. Uniform assessment of student preparation.

Impact on Agency Goal Attainment: Adequate. Increased assessment procedures.

Effect to be integrated into next planning cycle: Major. COMPASS will be coupled with CAPP as pre/post test system.

Benefits to agency: Major. Monitors institutional effectiveness.

### *Objective 030*

With COMPASS as the pre-test, CAPPs will be initiated in the spring of 2002 as a post-test.

### *OMAS 01*

COMPASS will be used to pre-test all new students in the fall of 2000.

### *Evaluation*

COMPASS was used to pre-test all new students in the fall of 2000.

Impact on Unit Performance: Same as previous.

Impact on Agency Goal Attainment: Same as previous.

Effect to be integrated into next planning cycle: Same as previous.

Benefits to agency: Same as previous.

### *Goal 0510*

Conduct periodic needs assessments.

### *Objective 010*

Evaluate through focus groups the need for a computer information technology training programs in our service area.

### *OMAS 01*

A computer information technology program will be in place by the fall of 2000.

### *Evaluation*

DSC became a CISCO Regional Academy in the fall of 2000, and is now offering information technology/networking programming. Three new faculty have been hired and a fourth faculty member will begin in January 2001. All will teach in the computer-based programs.

Planning is underway to establish a parallel non-credit training in the Division of Continuing Education for those students who want only certification without attaining a degree. In addition, DSC is exploring the facility of becoming a certification testing center.

Impact on Unit Performance: Adequate. Additional programming.

Impact on Agency Goal Attainment: Adequate. Additional programming.

Effect to be integrated into next planning cycle: Minor. Establish non-credit training in the Division of Continuing Education and explore DSC becoming a certified testing center.

Benefits to agency: Minor. Enhanced service.

## ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)

### Goal 0590

Develop a technology-training program for faculty and staff, including applied uses of technology.

#### Objective 010

Hire an academic support technologist to schedule training for faculty and staff and to develop faculty and staff training laboratory.

#### OMAS 01

Recruitment and hiring of an instructional support technologist will occur during the 1999-2000 planning period.

#### Evaluation

An instructional support technologist was hired to assist faculty and staff with technology training and support.

Impact on Unit Performance: Adequate. Increased faculty technology skills.

Impact on Agency Goal Attainment: Adequate. Increased faculty technology skills.

Effect to be integrated into next planning cycle: Minor. In the upcoming year, the faculty will be surveyed to adjust the type and frequency of training by the academic support service of OCIS.

Benefits to agency: Major. Increased faculty technology skills.

### Goal 0600

Expand facilities to support faculty/staff use of technology.

#### Objective 010

Secure space in the Liberal Arts Building for a faculty/staff technology training laboratory.

#### OMAS 01

A faculty/staff technology training lab will be in operation in the Liberal Arts building by Spring 2000.

#### Evaluation

Beginning February 14, 2000, a faculty/staff technology training lab, TechCRAFT (Technology Curriculum Resource and Faculty Training) lab was opened in the Liberal Arts building. During Spring Semester 2000, the TechCRAFT lab was staffed with a full-time OCIS member to provide assistance to faculty and staff members 3 hours a day, 5 days a week. One hundred percent of the training classes for Spring semester were scheduled in the TechCRAFT lab and approximately 75% of these classes were actually held in this location. Plans for fall semester include continuing the process of having individualized training in the lab, having training classes in the lab, and incorporating ten hours of open lab time to be facilitated by certified student assistants.

Impact on Unit Performance: Adequate. A training facility for faculty and staff is in place.

Impact on Agency Goal Attainment: Adequate. Increased faculty/staff technological skills.

Effect to be integrated into next planning cycle: Major. Survey staff and faculty and improve training programs.

Benefits to agency: Major. Increased faculty/staff technological skills.

### Goal 0640

Encourage collaboration among departments for at-risk students.

#### Objective 010

Ensure that all departments/divisions are represented on the retention task force and that an early warning system and a supplemental instruction system for at risk students are implemented.

**ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)***OMAS 01*

The Retention Task Force will be made up representatives from all the academic divisions and support units. Subcommittees will be established to implement the early academic warning system and supplemental instruction.

*Evaluation*

A Retention Task Force made up representatives from all the academic divisions and support units was established. Subcommittees from this group are engaged in developing an implementation plan for an early academic warning system and for the incorporation of supplemental instruction required for all students whose performance drops below a C average. Ultimately, it is the College's goal to extend supplemental instruction to all areas of the core curriculum. However, in academic year 2000-2001, the subcommittee is only focusing on Area A, basic skills.

Impact on Unit Performance: Inadequate. Minimum at this time.

Impact on Agency Goal Attainment: Inadequate. Minimum at this time.

Effect to be integrated into next planning cycle: Major. The Retention Task Force subcommittees will implement an early warning system and put in place required supplemental instruction when students taking Area A courses drop below a C in each of the courses.

Benefits to agency: Major. Improved student retention.

*Goal 0780*

Conduct a programmatic access survey and make appropriate accommodations.

*Objective 010*

Establish a Program Review Committee to plan and implement a comprehensive program review for DSC.

*OMAS 01*

A report to assist DSC with a comprehensive review of its academic programs will be produced by fall 2000.

*Evaluation*

A report to assist DSC with a comprehensive review of its academic programs has been prepared for submission to the Board of Regents in the fall of 2000. Following approval by the Board, the College shall implement its 15-year program review plan.

Impact on Unit Performance: Adequate. Elimination of programs with little student interest - allowing redirection of resources.

Impact on Agency Goal Attainment: Adequate. We are implementing the process of a comprehensive program review.

Effect to be integrated into next planning cycle: Major. Implementation of the 15-year program review for DSC.

Benefits to agency: Minor. Meets the current System requirement for a comprehensive program review.

*Goal: 0820*

Complete the physical relocation of college programs, services, and personnel upon occupancy of the new Humanities building as outlined in the "Fire Drill" document.

*Objective 010*

Relocate the Divisions of Humanities and Social Sciences in the new Liberal Arts Building and move the Division of Business & Technology into Memorial Hall.

*OMAS 01*

Division chairs will express satisfaction to the VPAA at their weekly chairs' meetings with the relocation of faculty offices in the Liberal Arts and Memorial buildings.

## ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)

### *Evaluation*

The VPAA expressed satisfaction to the Division Chairs at the November 4 weekly chairs' meeting about the exemplary work done with the relocation of faculty offices in the Liberal Arts and Memorial buildings.

*Impact on Unit Performance:* Exemplary. Faculty are more centrally located in comfortable and functional offices.

*Impact on Agency Goal Attainment:* Exemplary. Goal attained.

*Effect to be integrated into next planning cycle:* None.

*Benefits to agency:* Major. Faculty are more centrally located in comfortable and functional offices.

### *Goal 0840*

Identify the racial/ethnic diversity within the local minority community and investigate avenues for recruitment of minority faculty and students.

### *Objective 010*

Use census data to identify the racial/ethnic diversity within the local minority community and advertise in appropriate venues in an effort to recruit minority faculty and students.

### *OMAS 01*

At least three new faculty members representing minority groups will be employed by DSC.

### *Evaluation*

Two new faculty members representing minority groups were employed by DSC. Mr. Kelson Smith was hired as an Instructor in Electronic Technology in the Technical Division. Dr. Baogang Guo was hired as an Assistant Professor of Political Science in the Social Sciences Division.

*Impact on Unit Performance:* Inadequate. While progress has been made, more ethnic diversity is needed in the faculty and staff.

*Impact on Agency Goal Attainment:* Minimal

*Effect to be integrated into next planning cycle:* Goal will be continued.

*Benefits to agency:* Major. If goal attained, faculty and staff will correspond to the area demographics.

### *Goal 0850*

Examine ways to develop a more effective Minority Advisement Program.

### *Objective 010*

Invite Jacqueline Michaels, the state coordinator of the Minority Advisement Program, to visit DSC and advise the local MAP committee on how to more effectively serve DSC's minority student population.

### *OMAS 01*

The DSC MAP committee will recommend to the VPAA a strategy to improve services to the College's minority students.

### *Evaluation*

This goal was not accomplished this year. However, the DSC MAP committee did meet and representative s attended the System-wide MAP conference in Waycross where arrangements were made to host Dr. Jacqueline Michaels in the fall of 2000.

*Impact on Unit Performance:* Minimal.

*Impact on Agency Goal Attainment:* Inadequate. Not attained.

*Effect to be integrated into next planning cycle:* Minor. A state coordinator will visit the campus and advise the MAP committee.

*Benefits to agency:* Major. Improved retention for minority students.

## **ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)**

### *Goal 0880*

Investigate faculty and student exchange programs.

### *Objective 010*

Publicize and recruit both faculty and students to participate in the DSC Study Abroad program.

### *OMAS 01*

Five faculty and 10 students will participate in study abroad programs.

### *Evaluation*

Four faculty and 6 students participated in DSC's study abroad programs in France, Russia, the Czech Republic, England, and Australia. Dr. Beth Biron continues to represent DSC effectively as the program director for the USG's summer study abroad activities in France. Dr. Biron also attends all system-wide study abroad meetings. In addition, she coordinates recruitment of both students and faculty on campus.

Impact on Unit Performance: Adequate. Though small, foreign study experience broadens the horizons of faculty and students.

Impact on Agency Goal Attainment: Adequate. While there have been successes, but the System's goal of 2% of students having study abroad experience has not been met.

Effect to be integrated into next planning cycle: Major. There continues to be a need for more faculty and student exchange programs.

Benefits to agency: Minor. Traditionally home-bound students see other societies and cultures through the study abroad programs.

### *Goal 0960*

Develop additional multi-media classrooms.

### *Objective 010*

Apply year-end funding to convert traditional classrooms into multi-media presentation classrooms.

### *OMAS 01*

Ten traditional classrooms will be converted into multimedia presentation classrooms.

### *Evaluation*

8 traditional classrooms (7 on campus and 1 at the Catoosa Center) were converted into multimedia presentation classrooms. This is in response to the desires of the divisions which was presented to the administration during the comprehensive technology audit conducted in the fall of 1999. At the present (fall 2000) the institution has a total of 21 multi-media presentation classrooms available for instructional use.

Impact on Unit Performance: Exemplary. Faculty utilizing technology have more multi-media classrooms.

Impact on Agency Goal Attainment: Adequate. Goal attained.

Effect to be integrated into next planning cycle: Major. When the budget permits, additional traditional classrooms will be converted into multimedia presentation classrooms.

Benefits to agency: Major. More faculty will present technology-enhanced lectures.

### *Goal 1000*

Assess instructional technology needs by Division.

### *Objective 010*

Conduct a division by division technology audit.

## **ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)**

### *OMAS 01*

A summary of the division technology audit will be prepared for decision making by senior administrators for the College's technology master plan.

#### *Evaluation*

A summary of the division technology audit was prepared for decision making by senior administrators for the College's technology master plan. Information from the audit is being used to schedule training classes by the academic support section of OCIS.

Impact on Unit Performance: Adequate. Allowed technology training courses to be directed towards specific faculty needs.

Impact on Agency Goal Attainment: Adequate. Goal attained.

Effect to be integrated into next planning cycle: Minor. Faculty technology audits will continue.

Benefits to agency: Major. Enhanced technology skills for faculty and staff.

### *Goal 1010*

Make computer technology a part of every student's program of study at Dalton State College.

#### *Objective 010*

Review each course containing technology content to determine if minimum computer competencies are met.

### *OMAS 01*

A review of computer course content will be completed during the fall 2000 term.

#### *Evaluation*

A review of computer course content was completed during the fall 2000 term. The project is headed by Dr. Vince Postell. A proposal to assure compliance with the computer competency "must" statement of the SACS criteria will be presented for approval by the Academic Council on September 8, 2000. If approved by the Academic Council, the proposal will be presented for faculty approval at the December 8 general faculty meeting. If approved by the faculty, it will be included in the 2001-2002 Catalog for implementation.

Impact on Unit Performance: Exemplary. A list of courses satisfying minimum computer literacy competencies.

Impact on Agency Goal Attainment: Adequate. Goal will be attained beginning fall semester 2001.

Effect to be integrated into next planning cycle: Minor. No further continuation of this goal required beyond implementation in fall 2001.

Benefits to agency: Major. Meets a general education goal of the institution.

#### *Objective 020*

Develop a list of all DSC courses meeting minimum computer competencies.

### *OMAS 01*

A list of DSC courses meeting computer competencies will be completed during fall 2000.

#### *Evaluation*

A list of DSC courses meeting computer competencies was completed.

Impact on Unit Performance: See previous statement.

Impact on Agency Goal Attainment: See previous statement.

Effect to be integrated into next planning cycle: See previous statement.

Benefits to agency: See previous statement.

## **ACADEMIC AFFAIRS (VICE PRESIDENT) (Cont'd)**

### *Objective 030*

Make as a graduation requirement completion of one of the certified computer competency courses, or satisfactory performance on a computer competency exemption exam.

### *OMAS 01*

A policy on student computer competencies will be approved by Academic Council and DSC faculty and become effective with the 2001-2002 Catalog.

### *Evaluation*

A policy on student computer competencies was approved by Academic Council and DSC faculty and will become effective with the 2001-2002 Catalog.

Impact on Unit Performance: See previous statement.

Impact on Agency Goal Attainment: See previous statement.

Effect to be integrated into next planning cycle: See previous statement.

Benefits to agency: See previous statement.

### *Goal 1030*

Enhance efforts to provide appropriate programming for public school (K-12) students in order to better inform and expose them to collegiate experiences and opportunities.

### *Objective 010*

Continue with local funding if necessary, the PREP program throughout our ten-counties service area.

### *OMAS 01*

Four-hundred students in the local K-12 schools will participate in DSC's PREP programming.

### *Evaluation*

454 students in the local K-12 schools participated in DSC's various PREP programming.

Impact on Unit Performance: Adequate. Middle and secondary students in the ten-county service area are aware of post secondary opportunities at DSC.

Impact on Agency Goal Attainment: Goal attained.

Effect to be integrated into next planning cycle: Minor. The PREP program will be continued with local funding when state and private funding are no longer available.

Benefits to agency: Major. Middle and secondary students in the ten-county service area are aware of post secondary opportunities at DSC.

### *Goal 1040*

Enhance support for the Scholars' Bowl.

### *Objective 010*

Host a Scholar Bowl (high school) tournament on campus.

### *OMAS 01*

DSC will host a minimum of two tournaments per academic year.

### *Evaluation:*

DSC hosted two tournaments for secondary school students and one for middle school students; 486 students participated. Dr. Tom Deaton is the College's campus director for College Bowl and Scholar Bowl activities.

**ACADEMIC AFFAIRS (VICE PRESIDENT)** (Cont'd)

Impact on Unit Performance: Same as previous.

Impact on Agency Goal Attainment: Goal attained.

Effect to be integrated into next planning cycle: DSC will continue to support Bowls.

Benefits to agency: Same as previous.

*Goal 1050*

Explore collaboration with high school ESOL programs.

*Objective*

010 Hire additional ESL personnel to allow increased ESL offerings on campus, in secondary schools, and throughout the business community.

*OMAS 01*

One additional instructor will be hired to teach ESL classes at DSC.

*Evaluation*

One additional instructor was hired to teach ESL classes at DSC. Ms. Marie Rankin-Brown was hired to teach ESL classes in the Center for Continuing Education. At the Phoenix Center, one full-time and two part-time ESL instructors were hired as needed to respond to the increasing demand.

Impact on Unit Performance: Adequate. Increased number of students with the necessary language skills to enter postsecondary education.

Impact on Agency Goal Attainment: Adequate. College seeks to maintain its goal of enhanced ESL programming.

Effect to be integrated into next planning cycle: Major. DSC will continue to find ways to improve its ESL programs.

Benefits to agency: Major. Increased number of students with the necessary language skills to enter postsecondary education.

*Goal 1110*

Examine ways to increase the participation in joint enrollment programs (e.g., post-secondary options).

*Objective*

010 Visit with school superintendent in each of the county service area to explain both College PREP and Tech PREP post-secondary options.

*OMAS 01*

The VPAA will visit five superintendents in the College's service area during the 1999-2000 planning period to explain the PSO programs.

*Evaluation*

The VPAA visited four superintendents in the College's service area during the 1999-2000 planning period to explain the PSO programs. The visits were in Walker County, Whitfield County, Dalton City, and Murray County. During the year, superintendents were changed in Dalton City and Murray County. Visits were scheduled with the new superintendents for a total of 6 visits during the 1999-2000 academic year.

Impact on Unit Performance: Adequate. Increased enrollment through PSO participation.

Impact on Agency Goal Attainment: Adequate. Partially attained.

Effect to be integrated into next planning cycle: Minor. Enrollment services primary responsibility with support from academic affairs.

Benefits to agency: Minor. Increase enrollment through PSO participation.

## ADMISSIONS & RECORDS (VICE PRESIDENT)

### Goal 0440

Implement a campus wide COMPASS testing services.

### Objective 010

Meeting to discuss implementation of campus wide COMPASS Testing strategies.

### OMAS 01

Result of meeting will lead to a decision to test all entering students with COMPASS beginning in the Fall of 2000.

#### Evaluation

Beginning with Summer 2000, all applicants for admission to Dalton State College are required to take the COMPASS test. Coordination of test dates, proctors and test locations is done by the Office of Enrollment Services.

Impact on Unit Performance: Adequate. The testing of all applicants has placed increased demands on the current staff. The new testing requirement also slows down the acceptance process.

Impact on Agency Goal Attainment Exemplary. Gives the college a benchmark measurement for incoming students.

Effect to be integrated into next planning cycle: Major. Determine what percentage of students who took COMPASS actually enrolled at the college. Look at other testing delivery methods (testing center).

Benefits to agency: Major. Provides the college with demographic information on all applicants as well as an assessment tool for all students.

### Goal 0450

Develop a marketing plan to publicize new four-year degree programs.

### Objective 010

December 99 meeting to discuss marketing strategies for four year programs.

### OMAS 01

Development of a series of marketing strategies which will be implemented to increase enrollment in the four year degree programs.

#### Evaluation

Dalton State College hired Stamats Communications to perform a recruiting audit. The resulting findings and recommendations will be used in the 2000/01 academic year marketing plan to target four year students.

Impact on Unit Performance: Adequate. Enrollment Services has an honest evaluation of its product and delivery methods on which to base a new marketing plan.

Impact on Agency Goal Attainment: Adequate. In process, but will not be completed until 2000/01 planning cycle.

Effect to be integrated into next planning cycle: Major. Write the actual marketing plan.

Benefits to agency: Major. The college will have a coordinated marketing effort and a clear plan on how to implement it.

### Goal 0460

Expand computer-based testing services.

### Objective: 010

Implement COMPASS, continue to investigate SAT, TOEFL, and other instruments.

## ADMISSIONS & RECORDS (VICE PRESIDENT) (Cont'd)

### OMAS: 01

Set the infrastructure to accommodate computer-based testing using the SAT, TOEFL, and COMPASS.

#### *Evaluation:*

The Compass test is now administered to all applicants. At this time no other standardized computerized testing is offered on campus.

Impact on Unit Performance: Exemplary. COMPASS was administered to every applicant for Fall 2000.

Impact on Agency Goal Attainment: Adequate. COMPASS is only one of many tests that could be administered through computer-based testing. SAT and TOEFL are still be administered with paper based instruments.

Effect to be integrated into next planning cycle: Major. The college will be able to use the demographic information as well as test results collected on the incoming students for multiple purposes.

Benefits to agency: Major. More comprehensive collection method of student information.

### Goal 0680

Expand transfer information delivery.

### Objective 010

Develop a web based application for the dissemination of transfer information to currently enrolled students.

### OMAS 01

About 50% of the currently enrolled students who plan to transfer will utilize the web to seek information on transfer institutions.

#### *Evaluation*

Web based applications are being given a higher priority in the 2000/01 academic year.

Impact on Unit Performance: Inadequate. None - was not done.

Impact on Agency Goal Attainment: Inadequate. None

Effect to be integrated into next planning cycle: Minor. As the college reworks the web page, the linkage to other colleges and universities should be explored.

Benefits to agency: None. None at this time.

### Objective 020

Develop a marketing strategy for the four year programs centered around the recruitment of transfer students.

### OMAS 01

Recruit 25 transfer students whose major will be one of the four year degrees.

#### *Evaluation*

Twenty -four transfer students were recruited into the four year programs. The breakdown between majors is -

17 Bachelor of Science Management Information Systems

4 Bachelor of Science Industrial Operations Management

3 Bachelor of Applied Science Technology Management

Impact on Unit Performance: Exemplary. Recruitment efforts are no longer centered on associate and certificate programs only. An intentional effort is being made to recruit four year program students.

Impact on Agency Goal Attainment: Exemplary. The goal of enrolling 25 transfer students into the four year programs was achieved.

Effect to be integrated into next planning cycle: Major. The written marketing plan should include a plan to recruit students into the four year programs. Also, particular attention should be given to the two smallest programs the BAS and the BS in Industrial Operations Management.

Benefits to agency: Major. Increasing enrollment in the baccalaureate programs.

## ADMISSIONS & RECORDS (VICE PRESIDENT) (Cont'd)

### Goal 0730

Develop a comprehensive management information system.

### Objective 010

For FY 2000, implement the Peoplesoft package for human resources and accounts receivable.

### OMAS 01

Implement the Human Resources module by July 1, 2000.

### Evaluation

Human Resource package is implemented.

Impact on Unit Performance: Adequate

Impact on Agency Goal Attainment: Adequate. The Human Resource module of Peoplesoft was implemented before July 1, 2000.

Effect to be integrated into next planning cycle: Major. The Accounts Receivable module will be implemented during the 2000/2001 academic year.

Benefits to agency: Major. Better delivery of employee and student services.

### Goal 0840

Identify the racial/ethnic diversity within the local minority community and investigate avenues for recruitment of minority faculty and students.

### Objective 010

Identification of subgroups is complete. The next phase is to develop recruitment strategies for each subgroup.

### OMAS 01

A recruitment plan which details strategies for recruiting members of each sub-group will be available for review by March 30, 2000.

### Evaluation

No plan developed.

Impact on Unit Performance: Inadequate. Sub-groups of minorities were identified, but no recruitment plan was developed.

Impact on Agency Goal Attainment: Adequate. Sub-groups were identified.

Effect to be integrated into next planning cycle: Minor. A specific plan of action for recruiting minority groups should be integrated into the marketing plan.

Benefits to agency: Minor. At this time, the sub-groups available to the college have been identified. Greater benefits, such as increased diversity, will be seen further along as these groups are recruited to the college.

### Goal 1030

Enhance efforts to provide appropriate programming for public school (K-12) students in order to better inform and expose them to collegiate experiences and opportunities.

### Objective 010

Being accomplished through the campus visitation program, PREP, Saturday of Stars, and the academic summer camp program through Continuing Education.

## ADMISSIONS & RECORDS (VICE PRESIDENT) (Cont'd)

### OMAS 01

At least 600 secondary school students will participate in the various activities on campus.

#### *Evaluation*

Achieved through campus visitation, PREP, Saturday of Stars, and the academic summer camp.

Impact on Unit Performance: Exemplary. The Admissions and Records Office coordinated a number of events on campus, as well as working with other offices on events designed to bring prospective students on campus.

Impact on Agency Goal Attainment: Exemplary. The events sponsored by the college have brought a large number of prospective students onto the college campus and exposed them to a collegiate experience.

Effect to be integrated into next planning cycle: Major. The K-12 programming efforts should be integrated into the college's marketing plan.

Benefits to agency: Major. The events brought a significant number of prospective students to the campus that might otherwise not have visited Dalton State College.

### Goal 1060

Develop better communication/collaboration with the public school systems, including informing students of the new admission requirements.

#### *Objective 010*

This year there will be another Counselor's Workshop to disseminate this information. All publications have been edited to reflect the current implementation status of the new admission requirements. College representatives have addressed parent groups in area high schools to address the issues associated with the new admissions standards.

### OMAS 01

100% participation by the primary feeder schools in our service area.

#### *Evaluation*

Publications were edited to reflect admissions requirement changes and a counselor workshop was held on the Dalton State College campus.

Impact on Unit Performance: Adequate. The need to convey new information gave the Admissions and Records Office another opportunity to interact with local guidance counselors, students and parents.

Impact on Agency Goal Attainment: Adequate. The college was able to take a proactive stance by conveying important college admissions changes in a timely manner and through multiple delivery channels.

Effect to be integrated into next planning cycle: Minor. Similar methods of delivering information will need to be used again as new admissions requirements take effect in Summer 2001.

Benefits to agency: Minor. Its a community relations function since the admissions changes are not limited to Dalton State College, but are system wide.

### Goal 1080

Develop methods to recruit larger numbers of pre-baccalaureate students.

#### *Objective 010*

Currently working with STAMATS, a marketing consulting firm, to develop more effective recruitment strategies.

### OMAS 01

STAMATS will issue a report detailing the most effective recruitment strategies for the college.

#### *Evaluation*

STAMATS submitted a recruiting audit report to the college that is being used as a basis for a new marketing plan to be developed during the 2000/01 academic year.

## ADMISSIONS & RECORDS (VICE PRESIDENT) (Cont'd)

Impact on Unit Performance: Adequate. The Admissions and Records Office has a marketing and recruiting audit report from STAMATS. The report contains survey data as well as marketing and recruitment recommendations.

Impact on Agency Goal Attainment: Adequate. There will be a larger impact on the college in succeeding years. However, for the first time, the college has done extensive market research.

Effect to be integrated into next planning cycle: Major. The next step is to develop a comprehensive, college-wide marketing plan.

Benefits to agency: Major. The college is beginning to present the same "face" to the public no matter which division or department is doing the presentation.

### *Goal 1110*

Examine ways to increase the participation in joint enrollment programs (e.g., post-secondary options).

### *Objective 010*

Currently negotiating with Murray County Schools to take PSO classes to MCHS.

### *OMAS 01*

Add an off-campus site to accommodate the offering of PSO classes at Murray County High School.

### *Evaluation*

Still in negotiations with Murray County.

Impact on Unit Performance: Inadequate. No outcome, still in the planning stages.

Impact on Agency Goal Attainment: Inadequate. None

Effect to be integrated into next planning cycle: Major. The placement of a part-time admissions counselor at Murray County High School through a pilot program should help us better determine the needs of the Murray County High School students.

Benefits to agency: Minor. Open lines of communication with the Murray County school system have resulted from these discussions and other new projects are in the discussion stage.

### *Objective 020*

Recently mailed PSO information to counselors in the proximity of the Catoosa Center to make them aware of PSO enrollment opportunities there.

### *OMAS 01*

Generate five inquires from this effort.

### *Evaluation*

Impact on Unit Performance: Adequate. Distributed Dalton State College information to prospective students in Catoosa County.

Impact on Agency Goal Attainment: Adequate. While some high school students from Catoosa County are enrolled in classes at the Catoosa Center, there are not enough to form an independent section.

Effect to be integrated into next planning cycle: Minor. Explore avenues other than direct mail of getting the PSO information to students.

Benefits to agency: Minor. Public awareness of Dalton State College, the Catoosa Center and the PSO program.

**ADMISSIONS & RECORDS (VICE PRESIDENT) (Cont'd)***Goal 1150*

Analyze and monitor fall student enrollment patterns to determine whether the new University System admission standards have had any negative or positive effects on student recruitment and enrollment, and recommend strategies (if the impact is negative) to improve recruitment and retention.

*Objective 010*

Just completed the admissions phase-in report for the USG. Our analysis is that the breadth of the curriculum will negate any negative enrollment impact resulting from the implementation of the new admission standards. We are very fortunate to have other programs available to students who would otherwise be denied enrollment.

*OMAS 01*

The BOR staff will respond favorably to our report.

*Evaluation*

Fall 2000 enrollment numbers reflect an increase in headcount of approximately 60 students. Additional monitoring will be necessary as admission standards continue to tighten.

Impact on Unit Performance: Adequate. The new admissions standards have not had a negative effect on the college because of the breadth of programs we offer.

Impact on Agency Goal Attainment: Adequate. Enrollment has not been adversely affected. Instead, enrollment has been steadily increasing.

Effect to be integrated into next planning cycle: Minor. Continue to monitor the effects as more stringent admissions standards take effect Summer 2001.

Benefits to agency: Minor.

## **BUSINESS & TECHNOLOGY DIVISION (CHAIR)**

### *Goal 0050*

Produce required documentation to provide rationale and impetus for additional baccalaureate degree programs at Dalton State College.

### *Objective 010*

Develop supporting materials for the establishment of a B.A.S. degree in Allied Health Management.

### *OMAS 01*

The preliminary report of the B.A.S. degree in Allied Health Management will be accepted for further action by the President .

### *Evaluation*

This objective was revised as a B.S. degree in marketing was deemed to take precedent over the initial objective. The proposal for the B.S. degree was developed and was forwarded to the Central Office for disposition.

### Impact on Unit Performance:

None as proposal is awaiting action from the System's office.

### Impact on Agency Goal Attainment: Adequate

When implemented, it will add additional bachelor degree program which will increase student enrollment.

Effect to be integrated into next planning cycle: Minor Additional proposal for a bachelor's degree in management will be pursued.

Benefits to agency: When implemented, it will further enhance enrollment.

### *Goal 0060*

Begin preliminary work for acquiring accreditation status for new baccalaureate degree programs from the appropriate accrediting agencies.

### *Objective 010*

Review the accreditation requirements of the two major accrediting agencies.

### *OMAS 01*

Prepare a report which compares accreditation benchmarks and DSC's status with respect to the individual benchmarks.

### *Evaluation*

The accreditation benchmarks and DSC's status with respect to the individual benchmarks were reviewed, however no report was generated as no request for accreditation is to be sought at a later date.

Impact on Unit Performance: None as no report was generated.

Impact on Agency Goal Attainment: None at this time.

Effect to be integrated into next planning cycle: None. Accreditation will most likely be sought as part of the 2003 SACS reaffirmation review.

Benefits to agency: None at this time.

### *Objective 020*

Compare accreditation criteria on faculty qualifications, curricula, teaching loads, instructional resources, and student selection and placement with the current situation at Dalton State College and make recommendations regarding appropriate course of action.

## **BUSINESS & TECHNOLOGY DIVISION (CHAIR) (Cont'd)**

### *OMAS 01*

See OMAS on previous objective Evaluation:

A comparison was completed and DSC was found to be in compliance with all the aforementioned criteria except teaching load. The accrediting agency requires a 4+4 load where a number of DSC's B&T faculty are on a 4+5 schedule.

Impact on Unit Performance: Adequate. Review was complete and DSC was found to be in compliance except for the teaching load.

Impact on Agency Goal Attainment: Adequate. Goal was attained.

Effect to be integrated into next planning cycle: None.

Benefits to agency: Major. Investigation revealed the item that must be addressed if accreditation is to be pursued.

### *Objective 030*

Visit and communicate with sister institutions that have recently undergone the accrediting process to familiarize the Division with the requirements and the process.

### *OMAS 01*

Visit/communicate with 3 institutions that have recently undergone the accrediting process.

#### *Evaluation*

There were no visits as no application for accreditation is to be submitted in the near future.

Impact on Unit Performance: Adequate.

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: None until the 2003 planning cycle.

Benefits to agency: Minor. None at this time.

### *Goal 0240*

Establish a student placement service to assist graduates in new baccalaureate degree programs with employment search and placement.

### *Objective 010*

Develop linkages with human resource officers in the Northwest Georgia region to enhance employment opportunities of graduates.

### *OMAS 01*

Visit at least 5 human resource officers prior to 7-31-2000 to inform them about the 4 year program and ask about their employment needs.

#### *Evaluation*

More than 10 employers were notified that the first graduates would be available in May 2001. They were also informed that profiles of these graduates would be available no later than January 2001.

Impact on Unit Performance: Adequate. Marketing of graduates occurs as a normal activity within the division.

Impact on Agency Goal Attainment: Adequate. Goal was attained.

Effect to be integrated into next planning cycle: Major. Marketing of graduates will be an ongoing activity.

Benefits to agency: Major. Placement will enhance college visibility in the community.

**BUSINESS & TECHNOLOGY DIVISION (CHAIR) (Cont'd)***Goal 0250*

Develop a student recruitment program to enroll prospective students in new baccalaureate programs at targeted enrollment levels.

*Objective 010*

Establish a procedure that insures all freshmen and sophomore business majors are advised by Business & Technology Division faculty.

*OMAS 01*

Request list of all freshmen and sophomore business majors and assigned advisors. If an advisor is not on the business faculty, then a request to change their advisor will be made.

*Evaluation*

A list was generated, however it contained names of students that had not been enrolled for a number of years. A revised list is being sought.

Impact on Unit Performance: Inadequate. Updated list will insure business majors are getting adequate advising and assist in equalizing advisement load among the faculty.

Impact on Agency Goal Attainment: Inadequate. Updated list will signal goal attainment.

Effect to be integrated into next planning cycle: Major. Goal will be included in the next planning cycle.

Benefits to agency: Major. Higher level of student satisfaction with the advisement process.

*Objective 020*

Continue to seek opportunities to recruit prospective students from area high schools, technical institutes, other four-year institutions, and non-traditional student (working adults and those who have been out of school for many years).

*OMAS 01*

Visit 3 technical institutes to meet with potential students and encourage them to apply to BAS program.

*Evaluation*

Visited 3 technical institutes to meet with potential students and encouraged them to apply to BAS program.

Impact on Unit Performance: Adequate. Attainment will have a high probability of increasing student enrollment.

Impact on Agency Goal Attainment: Adequate. Attainment was achieved.

Effect to be integrated into next planning cycle: Minor. This goal will be included in every planning cycle.

Benefits to agency: Minor. Increased enrollment.

*OMAS 02*

Receive at least 15 applications for enrollment in the BAS program.

*Evaluation*

Received 16 applications for enrollment in the BAS program.

Impact on Unit Performance: Adequate. Same as previous.

Impact on Agency Goal Attainment: Adequate. Same as previous.

Effect to be integrated into next planning cycle: Minor. Same as previous.

Benefits to agency: Minor. Same as previous.

## **BUSINESS & TECHNOLOGY DIVISION (CHAIR) (Cont'd)**

### *Goal 0280*

Recruit and hire qualified faculty to teach courses in new baccalaureate degree programs.

### *Objective 010*

Place position announcements in The Chronicle of Higher Education, the website of the Academy of Management, Georgia Faculty Recruitment Clearinghouse, and business departments of selected business colleges and universities.

### *OMAS 01*

Advertise at least 3 positions in the Chronicle of Higher Education and the Georgia Faculty Recruitment Clearinghouse and at least one on the Academy of Management website.

### *Evaluation*

Advertised 3 positions in the Chronicle of Higher Education and the Georgia Faculty Recruitment Clearinghouse and one on the Academy of Management website.

Impact on Unit Performance: It did ensure a wide distribution of the position announcements which led to a higher quality of applicants.

Impact on Agency Goal Attainment: Adequate. Attained.

Effect to be integrated into next planning cycle: None at this time.

Benefits to agency: Higher quality of faculty.

### *Goal 0290*

Establish a faculty development program for new faculty in baccalaureate programs that involves community outreach and research within the carpet industry.

### *Objective 010*

Develop partnership with the Center for Continuing Education, the University of Georgia's Small Business Development Center, and the Georgia Institute of Technology's Economic Development Institute to assess educational and research needs among area businesses.

### *OMAS 01*

Meet with the representatives of the aforementioned groups to gather information about the educational needs of area businesses.

### *Evaluation*

Met with the representatives of the aforementioned groups to gather information about the educational needs of area businesses.

Impact on Unit Performance: Adequate. Define opportunities to increase the division's service activities.

Impact on Agency Goal Attainment: Adequate. Goal attained.

Effect to be integrated into next planning cycle: Minor. This will be an ongoing activity.

Benefits to agency: Major. Increased visibility and reputation for service to the business community.

### *Goal 0620*

Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development.

### *Objective 010*

Secure grants to enhance divisional resources to be used in for faculty travel, equipment, etc.

**BUSINESS & TECHNOLOGY DIVISION (CHAIR) (Cont'd)***OMAS 01*

Attain \$500 above project expenses to be used by involved faculty for travel, equipment, etc.

*Evaluation*

Generated \$175 above project expenses, however it was determined that an appropriate account could be set up under the perimeters of the contract.

Impact on Unit Performance: Adequate. Attainment will provide an incentive for the faculty to pursue more outreach programs.

Impact on Agency Goal Attainment: Inadequate. Partial attainment.

Effect to be integrated into next planning cycle: Minor. Goal will be included in all forthcoming planning cycles.

Benefits to agency: Major. Increased visibility for faculty.

*Goal 0630*

Explore the need for programs and activities to enhance the quality of life for faculty and staff.

*Objective: 010*

Reviewed the results of the faculty survey at a divisional meeting and faculty recommend ways to improve the quality of life.

*OMAS: 01*

Faculty will recommend at least 3 ways to improve quality of life.

*Evaluation*

The discussion on quality of life issues did not take place, however it will be addressed at a future faculty meeting and reported in the next planning cycle.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: None.

Effect to be integrated into next planning cycle: Minor. It will be included in the next planning period.

Benefits to agency: None at this time.

*Goal 0820*

Complete the physical relocation of college programs, services, and personnel upon occupancy of the new Humanities building as outlined in the "Fire Drill" document.

*Objective 010*

Relocate division faculty to its permanent facilities in Memorial Hall.

*OMAS 01*

Relocation of BAT faculty will be completed by December 31, 1999.

*Evaluation*

Relocation of BAT faculty was completed by December 31, 1999.

Impact on Unit Performance: Adequate. Positive as faculty was relocated into upgraded facilities.

Impact on Agency Goal Attainment: Adequate. Attained

Effect to be integrated into next planning cycle: None.

Benefits to agency: Major. Demonstrated the administration's commitment to provide a superior facilities for faculty.

**BUSINESS & TECHNOLOGY DIVISION (CHAIR) (Cont'd)***Goal 0950*

Explore the coordination of efforts to reach out to the international business community.

*Objective 010*

Identify and establish contacts with area businesses that have international ownership and/or those that wish to expand globally.

*OMAS 01*

Identify at least 3 area firms that wish to expand globally or have foreign ownership.

*Evaluation*

No contacts were made. However, with the addition of the Chair to the faculty the goal will be pursued in the next planning cycle.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: None.

Effect to be integrated into next planning cycle: This goal will be included in the next planning period.

Benefits to agency: Minor. Increased visibility.

*Goal 1140*

Enhance discipline-based collaboration with K-12 faculty.

*Objective 010*

Division faculty will visit local K-12 schools to present programs in business related subjects.

*OMAS 01*

Present at least 5 business related programs to area K-12 schools.

*Evaluation*

Presented 17 business related programs to area K-12 schools.

Impact on Unit Performance: Exemplary. Involved faculty in outreach programs.

Impact on Agency Goal Attainment: Exemplary. Attained

Effect to be integrated into next planning cycle: Minor. This goal will be ongoing.

Benefits to agency: Major. Increased visibility and positive perception for potential students.

*Objective 020*

Conduct tours of Computer Integrated Manufacturing lab for K-12 students who are touring the campus.

*OMAS 01*

Conduct 3 tours for area K-12 schools in the CIM lab.

*Evaluation*

Conducted 6 tours for area K-12 schools in the CIM lab.

Impact on Unit Performance: Exemplary. See previous.

Impact on Agency Goal Attainment: Exemplary. See previous.

Effect to be integrated into next planning cycle: Minor. See previous.

Benefits to agency: Major. See previous.

## CONTINUING EDUCATION (DIRECTOR)

### *Goal 0420*

The Center will offer additional trades programs.

### *Objective 010*

Increase electrical courses and offer welding courses to the community (i.e. Basic A.C. Inverters, Low Voltage Preparatory course)

### *OMAS 01*

At least 10 courses will be offered in electrical and welding.

### *Evaluation*

Continuing Education offered eighteen trade and technical programs over the last fiscal year.

Impact on Unit Performance: Exemplary. Continuing Education trained sixty-five participants through the various trades programs such as roofing, pesticide, Welding, and contractors review.

Impact on Agency Goal Attainment: Exemplary. Continuing Education added roofing, pesticide, and contractors review courses to its list of trades programs. Sixteen technical and trade courses were offered from Summer 1999 through Spring 2000.

Effect to be integrated into next planning cycle: Minor. New technical and trade programs will be offered in the upcoming year such as residential architecture and blueprint reading.

Benefits to agency: Major. The expanded list of technical and trade programs offered gives Continuing Education the opportunity to market to a new and varied customer base.

### *Goal 0510*

Conduct periodic needs assessment surveys.

### *Objective 010*

Conduct a survey of businesses and industries to determine what areas they need training.

### *OMAS 01*

At least 30 companies will respond to the survey and at least 25 companies will indicate areas they need training.

### *Evaluation*

Twenty-eight companies responded to a needs assessment survey. All twenty-eight indicated they needed training in various areas. The majority of the responses indicated that they needed training in Microsoft Office software as well as management and supervisory skills.

Impact on Unit Performance: Adequate. Twenty-eight companies responded to the needs assessment survey. All indicated areas of training needed.

Impact on Agency Goal Attainment: Exemplary. Customized and public program offerings were greatly enhanced to address the some of the needs indicated on the survey.

Effect to be integrated into next planning cycle: Major. Training needs assessment surveys will be conducted on a periodic basis to assess the educational and training needs of area business and industry.

Benefits to agency: Major. Continuing Education is now offering business and technology courses in which area businesses have asked for which will enable them to become more competitive in the global economy.

### *Objective 020*

Survey participants in Continuing Education courses to determine efficiency and ways of improving programs.

### *OMAS 01*

70% of participants will indicate that they are satisfied with the quality of Continuing Education programs offered to them.

## **CONTINUING EDUCATION (DIRECTOR) (Cont'd)**

### *Evaluation*

Evaluations are given to each student attending a Continuing Education class. These evaluations are tallied and summarized. After taking a random sampling of these evaluation summaries from the various CE programs throughout the year participants indicated a 99% satisfaction rate with the quality of Continuing Education programs which they took. Through the Elderhostel and Elderfest programs there was a 99% satisfaction rate for the various courses conducted and the different instructors used.

Impact on Unit Performance: Exemplary. CCE always strives to conduct quality seminar, workshops, and classes. Through the assessment of evaluations for the CE programs it indicates that Continuing Education participants are very satisfied with the overall Continuing Education program and instructors. This would also include the satisfaction rate of the Elderhostel participants.

Impact on Agency Goal Attainment: Exemplary. Continuing Education will continue to evaluate each program.

Effect to be integrated into next planning cycle: Minor. Through the assessment of participant satisfaction it shows very little change required in the courses and instruction delivered by Continuing Education. CE coordinators will continue to review evaluation summaries of their programs and make necessary changes.

Benefits to agency: Major. Assessment instills to Continuing Education members that participant satisfaction is high.

### *Goal 0520*

To become more involved in economic activities, the Center for Continuing Education will expand its offerings in computer literacy, communications, teamwork, mathematics, leadership, English, and other areas, as needed, in order to meet the needs of the Northwest Georgia Region.

### *Objective 010*

Provide on-line courses in test preparation, small business, computers, finance, management, customer service, personal enrichment, real estate, and supervisory training.

### *OMAS 01*

25 people will enroll in on-line courses.

### *Evaluation*

In July, 1999 Continuing Education began offering on-line course in computers, internet, finance, small business, test preparation, customer service, personal enrichment, and supervisory training. 84 participants have enrolled and completed on-line courses over this past year.

Impact on Unit Performance: Exemplary. The number of participants taking on-line courses exceeded expectations. Continuing Education will continue to update and expand these offerings.

Impact on Agency Goal Attainment: Exemplary. Through on-line courses CE was able to offer programs not otherwise available. These courses included test preparation, computer training, customer service, personal enrichment.

Effect to be integrated into next planning cycle: Major. Continue to evaluate online courses and adjust offerings according to market needs.

Benefits to agency: Major. Through online classes, CE was able to offer courses not available through the general CE course offerings. Online classes also enabled CE to reach customers we may not have reached through our conventional classes.

### *Objective 030*

Offer Citizenship and English as a Second Language courses.

## **CONTINUING EDUCATION (DIRECTOR) (Cont'd)**

### *OMAS 01*

At least 50 students will register in either Citizenship or English as a Second Language.

#### *Evaluation*

Since Fall, 1999 55 students have taken the American Citizenship Preparation class and 80 students have taken English as a Second Language classes.

Impact on Unit Performance: Exemplary. Participation in both the ESL and citizenship courses exceeded CE's expectations. Will continue to offer both classes and expand offerings as needed. The demand for an evening ESL courses necessitated the hiring of an instructor through CE and setting up a separate ESL course open to the public.

Impact on Agency Goal Attainment: Exemplary. ESL and citizenship course offerings were expanded to meet the needs of NW Georgia.

Effect to be integrated into next planning cycle: Major. Continue to offer both Citizenship and ESL courses as the market demands.

Benefits to agency: Major. Through the offerings of ESL classes, student with little to no English skills go from the beginning to the intermediate and advanced classes. They are now able to function better in their workplace and improve their English skills where they are able to take regular college courses. Through the citizenship classes many of the participants have gone on to become US citizens.

### *Goal 0900*

Expand public outreach through the Center for Continuing Education.

#### *Objective 010*

Conduct monthly meetings with the Latino Advisory Committee to determine how the Center for Continuing Education can meet the growing needs of the Hispanic population.

### *OMAS 01*

The Latino Advisory Committee will recommend that the Continuing Education Department consider adding at least 4 courses to their program.

#### *Evaluation*

The Latino Advisory Committee recommended courses that CCE should offer to the Latino Community. From their recommendations Continuing Education added four courses: Citizenship Preparation, English as a Second Language, Beginning Computers taught in Spanish, and How to Start Your Own Small Business taught in Spanish.

Impact on Unit Performance: Exemplary. The four courses, which were offered, met the immediate educational and training needs of the growing Hispanic population.

Impact on Agency Goal Attainment: Exemplary. The monthly meeting of the Latino Advisory Council created a forum for discussion on the needs and expanded the center's ability to reach new areas of the Latino community.

Effect to be integrated into next planning cycle: Major. Monthly meetings of the Latino Advisory Council will continue as a means to identify new areas of educational and training needs.

Benefits to agency: Major. The Center's course offerings now include citizenship and languages on a regular quarterly basis.

## **CONTINUING EDUCATION (DIRECTOR)** (Cont'd)

### *Goal 0920*

Establish outreach to students from all parts of the minority community (e.g., Centro Latino, churches, etc.).

### *Objective 010*

Advertise Continuing Education courses in the Latino newspapers to inform prospective students about courses of interest (e.g. Citizenship, Georgia Driving Rules and Regulations, English as a Second Language) to the community.

### *OMAS 01*

50 inquiries about Continuing Education programs will be made as a result of advertising in the Latino media.

### *Evaluation*

Advertisements for Continuing Education classes were bought in three local Hispanic newspapers. Currently course and program inquiries are not tracked for source of information.

Impact on Unit Performance: Continuing Education spent approximately \$700 in advertisement in the local Hispanic newspapers. Registrations from courses targeted at minorities brought in approximately \$19,750.

Impact on Agency Goal Attainment: Adequate. The increase participation among the Latino population has opened a new market segment and allowed Continuing Education to offer new courses.

Effect to be integrated into next planning cycle: Minor. Continuing Education will continue to advertise to the minority community through Hispanic newspapers and radio.

Benefits to agency: Major. Increased Dalton State College and Continuing Education visibility and outreach to the minority communities in our service area.

### *OMAS 02*

30 people will enroll in various Continuing education courses.

### *Evaluation*

135 known minorities enrolled in the ESOL and Citizenship Continuing education courses.

Impact on Unit Performance: Exemplary. Through the extra advertising efforts targeted at the minority communities over 135 minorities enrolled in Continuing Education programs.

Impact on Agency Goal Attainment: Exemplary. Continuing Education was successful in their outreach efforts to the minority communities.

Effect to be integrated into next planning cycle: Minor. Continue to target advertise Continuing Education programs.

Benefits to agency: Major. Outreach efforts brought in over 135 minority participants to Continuing Education.

### *Objective 020*

Increase distribution of Continuing Education brochures to the minority communities.

### *OMAS 01*

Approximately 75 people in the minority community will call to ask about Continuing Education programs.

### *Evaluation*

Distribution of Continuing Education catalog, The Compass, and other Continuing Education brochures were distributed Centro Latino, area banks, break rooms at area businesses, and local groceries to name a few. A permanent display was also set up at the local mall showcasing continuing education and other programs available at Dalton State College. From these efforts Continuing Education has received over 75 people in the minority community to ask about Continuing Education programs.

Impact on Unit Performance: Adequate. Increase in time for staff to deliver brochures to drop off sites. Made Continuing Education staff more aware of minority communities in Dalton State College's service area.

Impact on Agency Goal Attainment: Adequate. Continuing Education's increased visibility in the community.

Effect to be integrated into next planning cycle: Minor. Try to locate more drop off points in areas of concentrated minority population.

Benefits to agency: Major. Increase Dalton State College's visibility and outreach in the community.

**CONTINUING EDUCATION (DIRECTOR)** (Cont'd)*Objective 030*

Organize an International Student Day to provide information about college programs and courses in order to recruit new students.

*OMAS 01*

At least 10 international organizations representing students and the community will participate in the International Student Day event.

*Evaluation*

Impact on Unit Performance: N/A

Impact on Agency Goal Attainment: N/A

Effect to be integrated into next planning cycle: N/A

Benefits to agency: N/A

*OMAS 02*

At least 15 different nationalities will respond and participate in the International Student Day event.

*Evaluation*

Impact on Unit Performance: N/A

Impact on Agency Goal Attainment: N/A

Effect to be integrated into next planning cycle: N/A

Benefits to agency: N/A

*OMAS 03*

A panel discussion of Dalton State College students, made up of at least 5 nationalities, will take place at the International Student Day event.

*Evaluation*

Impact on Unit Performance: N/A

Impact on Agency Goal Attainment: N/A

Effect to be integrated into next planning cycle: N/A

Benefits to agency: N/A

*Goal 0950*

The Center will coordinate efforts to reach out to the international business community.

*Objective 010*

Offer language courses in Spanish, German, Russian, and American Sign Language to employees of businesses that conduct business internationally.

*OMAS 01*

At least 80 people will enroll in the various language courses offered by Continuing Education.

*Evaluation*

127 people enrolled in the various language courses offered by Continuing Education to the general public. An additional 39 participants took language classes that were contracted with CCE by their organization.

Impact on Unit Performance: Exemplary. The participation in language courses offered through Continuing Education exceeded expectation.

Impact on Agency Goal Attainment: Exemplary. Through participation in Continuing Education's various language courses participants are better suited to work with international business and industry as well as work locally with non English speaking customers and employees.

Effect to be integrated into next planning cycle: Minor. Continue to offer diverse language course offerings to the public community and through contract training.

**CONTINUING EDUCATION (DIRECTOR)** (Cont'd)

Benefits to agency: Major. The language courses add credibility to the overall Continuing Education program.

*OMAS 02*

At least 75% of participants will indicate their satisfaction with the language courses offered by Continuing Education Division.

*Evaluation*

99% of participants indicated their satisfaction with the language courses offered by Continuing Education Division.

Impact on Unit Performance: Exemplary. Demonstrates that participants are satisfied with the instructors and materials taught through the various language courses.

Impact on Agency Goal Attainment: Exemplary. Participants in the Spanish language courses are better suited to interact with the growing Latino population in our community.

Effect to be integrated into next planning cycle: Minor. Investigate other language courses to offer in order to give businesses a greater opportunity to expand their market and communication capabilities in the global marketplace.

Benefits to agency: Minor. Introduce new customers to the Continuing Education programs.

## **DERRELL C. ROBERTS LIBRARY (DIRECTOR)**

### *Goal 0310*

Continue to increase volume count while maintaining a quality, balanced collection.

#### *Objective: 010*

A minimum of 3,000 volumes will be added annually to provide for consistent collection growth.

#### *OMAS: 01*

The total number of volumes added to the collection will meet or exceed 3,000 as documented in the Library's 1999-2000 Annual Report.

#### *Evaluation*

The total number of volumes added to the collection exceeded 3,000 as documented in the Library's 1999-2000 Annual Report.

Impact on Unit Performance: Exemplary. The 5,138 volumes added to the library collection updated and strengthened holdings particularly in the areas of business and technology.

Impact on Agency Goal Attainment: Exemplary. Library support for baccalaureate programs was greatly enhanced.

Effect to be integrated into next planning cycle: Major. Library resources will continue to be evaluated to assess curricular support of all subject areas.

Benefits to agency: Major. Library holdings now include a strong business and technology collection which is current and well balanced among the various disciplines.

#### *Objective 020*

The collection will be evaluated by faculty to identify areas of strength and weakness by subject area.

#### *OMAS 01*

A minimum of five subject area collections will be evaluated by faculty during the 1999-2000 academic year.

#### *Evaluation*

A minimum of five subject area collections were evaluated by faculty during the 1999-2000 academic year.

Impact on Unit Performance: Exemplary. Business and Technology faculty evaluations in the areas of general management, marketing, accounting, economics, operations management, and management information systems updated and strengthened the library collection.

Impact on Agency Goal Attainment: Exemplary. Faculty participated in the development of subject area collections to support existing and new programs.

Effect to be integrated into next planning cycle: Major. Faculty and librarians will continue to work cooperatively to build and strengthen the library collection in all subject areas.

Benefits to agency: Major. Collections evaluated by faculty reflect subject expertise and directly support individual course content.

### *Goal 0320*

Evaluate the number and types of periodical subscriptions held by the Library.

#### *Objective 010*

Subject lists of periodical subscriptions will be developed to assist faculty with evaluation.

#### *OMAS*

All subject lists will be distributed to faculty by Library Committee representatives during fall semester 1999. Library Committee minutes will reflect discussion of the evaluation process and review of subject lists.

**DERRELL C. ROBERTS LIBRARY (DIRECTOR)** (Cont'd)*Evaluation*

All subject lists were distributed to faculty by Library Committee representatives during spring semester 2000. Library Committee minutes reflect discussion of the evaluation process and review of subject lists.

Impact on Unit Performance: Exemplary. Each library periodical subscription was evaluated to determine its curricular support or general interest value.

Impact on Agency Goal Attainment: Exemplary. Library periodical resources support all existing and new programs.

Effect to be integrated into next planning cycle: Major. All collections will be evaluated by faculty on a regular basis.

Benefits to agency: Major. Funds allocated for library acquisitions are utilized to acquire those periodical subscriptions which will be utilized by faculty and students.

*Objective 020*

Faculty will recommend subscriptions for addition and deletion to provide a periodical collection which more adequately supports curricular needs.

*OMAS 01*

All recommendations for addition and deletion of subscriptions will be given to the Library Director by the end of spring semester 2000. The periodical collection evaluation will be summarized in the Library's 1999-2000 Annual Report.

*Evaluation*

All recommendations for addition and deletion of subscriptions were given to the Library Director by the end of spring semester 2000. The periodical collection evaluation was summarized in the Library's 1999-2000 Annual Report.

Impact on Unit Performance: Exemplary. All faculty participated in the evaluation of 377 subscriptions recommending 17 titles for addition and 35 titles for deletion.

Impact on Agency Goal Attainment: Exemplary. The Library houses a well balanced periodical collection in both print and electronic formats.

Effect to be integrated into next planning cycle: Major. The periodical collection will remain under continuous evaluation as new titles are recommended by faculty and additional titles become available in electronic format.

Benefits to agency: Major. The escalating cost of periodical subscriptions is under constant scrutiny thus allowing funds to be directed to other acquisitions when possible.

*Goal 0330*

Promote faculty and student usage of GALILEO and other electronic information resources.

*Objective 010*

Workshops will be held to assist faculty in incorporating GALILEO and other electronic resources into course assignments.

*OMAS 01*

At least 75% of faculty will report that they are familiar with electronic resources in the Library as indicated on a survey form.

*Evaluation*

Workshops were not held until summer semester 2000 following the release of GALILEO version 7. Faculty will be surveyed during the 2000-01 academic year.

Impact on Unit Performance: Adequate. Thirty-two faculty/staff members participated in seven GALILEO workshops.

Impact on Agency Goal Attainment: Adequate. Faculty and staff knowledge of electronic library resources increased thus contributing to overall computer literacy.

Effect to be integrated into next planning cycle: Major. GALILEO workshops will continue to be offered and faculty will be surveyed to assess their familiarity with electronic library resources.

Benefits to agency: Major. Faculty will be familiar with electronic library resources and contribute to students' computer literacy by incorporating these resources into their course requirements.

**DERRELL C. ROBERTS LIBRARY (DIRECTOR)** (Cont'd)*Objective 020*

GALILEO brochures and other electronic information guides will be placed at computer workstations to assist students with library research.

*OMAS 01*

At least a 20% increase in GALILEO usage statistics will be reflected for the 1999-2000 academic year as indicated by System supplied data.

*Evaluation*

GALILEO usage statistics reflected decreases for the 1999-2000 academic year.

Impact on Unit Performance: Adequate. GALILEO usage within the Library declined due to increasing use of remote access.

Impact on Agency Goal Attainment: Adequate. The issuance of over 200 GALILEO passwords for remote access indicates that students are not using library resources in traditional ways.

Effect to be integrated into next planning cycle: Major. GALILEO workshops and GALILEO-based bibliographic instruction sessions will be offered throughout the year to encourage faculty and students to use electronic resources on campus or from any remote location.

Benefits to agency: Students and faculty using GALILEO on campus or remotely will increase their computer literacy and enhance the ways in which they obtain information.

*Goal 0340*

Oversee construction of the library addition and renovation of the existing building.

*Objective 010*

Meetings with the project architect and administration will be held to complete the design phase of the library addition and to provide for minimal interruption of services during construction and renovation.

*OMAS 01*

All parties involved will resolve design issues and schedule necessary interruptions/relocations of services. Meetings will be documented by date and purpose in the Library's 1999-2000 Annual Report.

*Evaluation*

All parties involved on campus resolved design issues with the project architect. Necessary interruptions/relocations of services were not scheduled due to delayed construction.

Impact on Unit Performance: Inadequate. Planning continued for the library addition with meetings held with the project architect on July 21, August 4, September 16, December 15, 1999 and January 19, 2000. Design issues and furniture inventories were discussed. Construction did not begin as scheduled thus making the existing shortage of shelving space even more critical.

Impact on Agency Goal Attainment: Inadequate. Construction delays seriously impact the College's goal of providing additional library space and renovating existing space.

Effect to be integrated into next planning cycle: Major. All parties will continue to work to resolve issues which have delayed construction of the library addition.

Benefits to agency: Major. When constructed, the addition will approximately double existing library space.

## DEVELOPMENTAL STUDIES (COORDINATOR)

### *Goal 0400*

Consider reinstating developmental studies learning labs (i.e., provide separate labs for developmental and credit math classes).

### *Objective 010*

The need for a developmental studies math lab to improve success in developmental studies math courses will be monitored during the Fall 1999 semester to ascertain if such a lab is warranted. 1. If other initiatives to improve math success are successful, such a lab may not be needed.

2. Even if a developmental studies math lab is shown to be needed, space may not be available.

### *OMAS 01*

All Developmental Studies Math Lab The number of students in developmental studies mathematics courses will be examined to determine if a specialized math lab is necessary. As students are helped in the current math lab, it will be determined if they are in developmental studies or credit level courses. This study will take place in the Fall 1999, and Spring 2000.

### *Evaluation*

When the Math Lab was moved to the new building, there was a disruption in the use of the Math Lab. It was determined that the study take place when normal use of the Math Lab resumed.

Impact on Unit Performance: Adequate. Students are being adequately served with the Math Lab as it is currently in use. It could be that a special Math Lab for developmental studies students will not be more effective than what we currently use.

Impact on Agency Goal Attainment: Adequate. The primary purpose of the Math Lab is to provide an environment where students can receive tutoring with their math courses. Developmental studies students are assisted in the existing Math Lab.

Effect to be integrated into next planning cycle: Minor. Any improvement in student preparedness in developmental studies math courses is likely to be small.

Benefits to agency: Minor. Students may be better prepared for credit level math courses.

### *Goal 0440*

Implement a campus wide COMPASS testing services.

### *Objective 010*

The chair of Natural Sciences and Mathematics, the coordinator of Developmental Studies and the VP for Admissions and Records will meet after the new building comes on line to which computer lab (if any) can accommodate or made to accommodate the needs of COMPASS entrance testing.

### *OMAS 01*

All COMPASS testing of entering freshmen Informal meetings including the Coordinator of Developmental Studies and the Vice President for Admissions and Records will meet to determine where COMPASS can be proctored. A physical count of available computers, available classrooms, and historical data of new student enrollment will be examined to determine where COMPASS can be proctored. The meetings should take place before March, 2000.

### *Evaluation*

The meeting took place prior to March, 2000, and COMPASS testing of all entering freshmen began near the end of March.

Impact on Unit Performance: Exemplary. Student now have one test that will serve as placement instruments (in necessary) for any major on campus.

Impact on Agency Goal Attainment: Exemplary. The institution has a means of measuring improvement in math, English, and reading for all graduates that begin their career after Summer, 2000.

Effect to be integrated into next planning cycle: Minor. Correlation between COMPASS scores and student success in credit level courses will be studied. Division chairs may choose to modify their developmental studies cutoff values based upon the data.

## **DEVELOPMENTAL STUDIES (COORDINATOR) (Cont'd)**

Benefits to agency: Major. The institution will have a means to measure student learning in math, English, and reading, and have a set of scores that will serve the students irregardless of major.

### *Objective 020*

The chair of Natural Sciences and Mathematics, the coordinator of Developmental Studies and the VP for Admissions and Records will meet after the new building comes on line to discuss and decide on personnel to staff the COMPASS testing in the lab The decision to staff the COMPASS lab is contingent on the approval of the President.

### *OMAS 01*

All Finding COMPASS proctors we will need to determine who will proctor COMPASS. Meetings involving the President, the Vice President of Admissions and Records, the Vice President of Academic Affairs, and many others will take place to determine how proctors for COMPASS will be found. This may involve the creation of a testing center, and it may involve recruiting volunteers from all across the campus. The meetings should take place before March, 2000.

### *Evaluation*

The meetings took place in February and March of 2000. Although a testing center was discussed, proctor recruiting was selected as the means for administering the exam.

Impact on Unit Performance: Adequate. COMPASS testing was implemented in March, 2000. Volunteer proctors were found and were of great assistance to the institution.

Impact on Agency Goal Attainment: Adequate. Volunteer proctors ensured that the COMPASS assessment process was completed for students entering college during Fall, 2000.

Effect to be integrated into next planning cycle: Minor. As the college grows, it may be necessary to create a testing center. Until that time, volunteers will probably be available to ensure that the COMPASS assessment program continues without interruptions.

Benefits to agency: Major. COMPASS proctoring would not have been possible if volunteers had not helped out. There was not enough time to hire someone to run a testing center. As volunteers continue to give freely of their time and effort, the institution will continue to benefit from the COMPASS assessment program.

**FINANCIAL AID & VETERANS SERVICES (DIRECTOR)** (Cont'd)*Goal 0660*

Provide in-service training to clarify financial aid processes and offerings.

*Objective 010*

Campus-wide monthly e-mails (Financial Aid Facts) will be sent to all campus faculty and staff to explain various facts about financial aid information.

*OMAS 01*

The Financial Aid Office will evaluate the current year's statistics against the previous year's statistics (ie. number of workshops conducted and number of attendees).

*Evaluation*

The Office of Student Financial Aid had a staff person who worked directly with the Director each month to send e-mails out across the campus. This staff person resigned in November 1999. Since that time the Director has only been able to send the messages of utmost importance to the faculty and staff. This practice is worth continuing as time permits. There is great value in this process as it helps clarify the financial aid process, especially for advisors.

Impact on Unit Performance: Adequate. This process helped the unit to be more visible on campus.

Impact on Agency Goal Attainment: Adequate. This helped the organization to be more informed and understand various aspects of financial aid.

Effect to be integrated into next planning cycle: Major. The benefits are good in clarifying the financial aid process especially to advisors.

Benefits to agency: Minor.

*Goal 0720*

Promote the "America Counts" program.

*Objective 010*

The Financial Aid Office will recruit students to participate in America Counts by the end of the spring 2000 semester.

*OMAS 01*

Strategically place flyers with tear-off response numbers as a means of publicizing America Counts.

*Evaluation*

The America Counts program did not make during the 1999-2000 school year. The staff person who handled the America Reads program did an outstanding job and had to implement recruiting and training for that program. Plans were underway to implement the America Counts program; however, the staff person for the program resigned and our office has been unable to replace her. These programs are good for the college because of the working together with the community.

Impact on Unit Performance: Inadequate. The America Counts program was not implemented in the 1999-2000 year.

Impact on Agency Goal Attainment: Minor.

Effect to be integrated into next planning cycle: Minor. This program should be integrated into the next cycle.

Benefits to agency: The benefits will help the community schools as we work closely with them.

*OMAS 02*

Tally the number of responses to determine effectiveness of publicity strategy and make adjustments if necessary.

*Evaluation*

Impact on Unit Performance: Inadequate. The America Counts program was not implemented in the 1999-2000 year.

Impact on Agency Goal Attainment: Minor.

Effect to be integrated into next planning cycle: This program should be integrated into the next cycle.

Benefits to agency: Minor.

**FINANCIAL AID & VETERANS SERVICES (DIRECTOR)** (Cont'd)*Goal 1100*

Enhance the delivery of financial aid information to potential students/parents.

*Objective 010*

Through the Center for Continuing Education, the Financial Aid Office in conjunction with the Admissions Department, will conduct additional workshops for current and potential students. The Financial Aid Office will also offer additional workshops through Dalton State College Studies, area high schools, church and civic organizations.

*OMAS 01*

The Office of Student Financial Aid will evaluate the number of students participating in workshops in the current year against the number who participated in previous years.

*Evaluation*

Impact on Unit Performance: Adequate. The Office of Student Financial Aid staff assisted each time a workshop was held. The staff members were able to interact with students in these workshops.

Impact on Agency Goal Attainment: Adequate. The workshops are successful for students and parents who attend them. The workshops help to inform current and potential students of the financial aid process.

Effect to be integrated into next planning cycle: Major. More workshops will be held in the current year to provide information to students and parents.

Benefits to agency: Major. The organization benefits from the education of current and potential students.

## **FISCAL AFFAIRS (VICE PRESIDENT)**

### *Goal 0340*

Oversee construction of the Library addition and renovation of the existing building.

### *Objective 010*

Work with Library Director, architect, plant director and GSFIC personnel to coordinate construction, renovation, change orders and other necessary details associated with this project.

### *OMAS 01*

Architect will provide work in progress schedule to VP Fiscal Affairs. Evaluation:

Architect provided work in progress schedule to VP Fiscal Affairs, including drawings and documents to be bid for fall 2000.

Impact on Unit Performance: Delay; no action.

Impact on Agency Goal Attainment: Delay; behind schedule, including HVAC connection to Wescott.

Effect to be integrated into next planning cycle: The delay means that this will be carried into the next planning cycle for implementation.

Benefits to agency: When the library construction is completed it will accommodate a greater number of students and the community. The HVAC connection to Wescott will upgrade the last MRR HVAC scheduled project on campus.

### *OMAS 02*

Bi-weekly meetings with architect, plant director, Library Director and GSFIC personnel.

### *Evaluation*

Bi-weekly meetings with architect, plant director, and Library Director and GSFIC personnel did not occur because a formal contract for bid and acceptance will not exist until fall 2000. There was a delay in cost estimates and related documents as submitted to the Board of Regents and GSFIC. These documents are now complete and ready to bid for fall 2000; to continue into the next planning cycle.

Impact on Unit Performance: See previous notes.

Impact on Agency Goal Attainment: See previous notes.

Effect to be integrated into next planning cycle: See previous notes.

Benefits to agency: See previous notes.

### *Goal 0370*

Develop ways to link more formally the process of budgeting and planning.

### *Objective 010*

Develop ways to link more formally the process of budgeting and planning as directed by the Regents Central Office and Governor's Office.

The President and Vice Presidents will develop through budget redirection, strategic planning, special initiatives, master planning, and operational funding the process of budgeting, and planning to formally link to goals and mission of DSC. Reports for the Central Office and Governor's Office complete this link. The budgeting and planning process will deliver accountability results enabling DSC to prepare future funding needs/requests to continue DSC's goals and mission. The DSC budgeting and planning cycle is year round with budget submission by the Central Office to the Governor in September.

### *OMAS 01*

The Board of Regents will fund the bachelor's programs for \$610,000 and provide \$500,000 for the Endowed Chair to be matched with \$500,000 from the DSC Foundation.

## **FISCAL AFFAIRS (VICE PRESIDENT) (Cont'd)**

### *Evaluation*

The Board of Regents funded the bachelor's programs and provided the \$500,000 for the Endowed Chair. The \$500,000 match from the DSC Foundation was also funded.

Impact on Unit Performance: Exemplary. Definite impact; large financial resources for DSC.

Impact on Agency Goal Attainment: Exemplary. Helped DSC achieve its initial funding request for its goal of establishing four-year degree programs.

Effect to be integrated into next planning cycle: Major. The FY 2001 match was not funded for the Endowed Chair and requires recommendation and funding by the Board of Regents in the next planning cycle (FY 2002).

Benefits to agency: Major. The financial resources indicated a strong commitment from the community and helped the College achieve its goal of establishing four-year degree programs to benefit the Northwest Georgia region. The Foundation funded the first Endowed Chair with additional funds for two new Endowed Chairs.

### *Goal 0730*

Develop a comprehensive management information system.

### *Objective 010*

Work with OCIS and senior administrators to develop a financial plan to implement an information system for the College - to be linked to the Board of Regents Technology Master Plan.

### *OMAS 01*

Fiscal Affairs will work with OCIS and senior administrators to produce and implement a financial plan for the College's information system.

### *Evaluation*

The financial plan for the College's information system was not produced and implemented because the Board of Regents template to assist Colleges with their planning was not received during FY 2000. This will be implemented in FY 2001.

Impact on Unit Performance: No action taken.

Impact on Agency Goal Attainment: No impact; no action until FY 2001.

Effect to be integrated into next planning cycle: To be continued into the next planning cycle.

Benefits to agency: When this template and plan are complete, it will create the foundation for our college's technology instruction as related to DSC's mission.

### *Goal 0790*

Explore campus exterior lighting needs.

### *Objective 010*

Installation of additional exterior lighting as recommended by the Director of Plant Operations, Public Safety, and VP-Fiscal Affairs. Install additional lighting as recommended. \$50,000 allocation for additional lighting to enhance safety and security. Director of Plant Operations, Public Safety, and VP-Fiscal Affairs will continue annually to assess and install lighting as required. Costs are minimal with these expenditures in providing a safer and more secure campus for our students, employees, and visitors.

### *OMAS 01*

Additional lighting will be installed and present lighting will be upgraded, including maintenance of trees and shrubs around existing lighting.

## **FISCAL AFFAIRS (VICE PRESIDENT) (Cont'd)**

### *Evaluation*

Additional lighting was installed and the present campus lighting was upgraded, including the maintenance of trees and shrubs around existing lighting. Approximate cost of this maintenance operation and the lighting system was about \$15,000.

Impact on Unit Performance: Exemplary. College community satisfaction survey results indicated money well spent.

Impact on Agency Goal Attainment: Exemplary. Helped to attain organizational goal of a safe and secure campus.

Effect to be integrated into next planning cycle: Minor. An on-going continuing process from FY to FY.

Benefits to agency: Major. Lighting enhances safety and security of the College community.

### *OMAS 02*

A majority of staff, faculty and students will indicate in a survey that they are satisfied with campus security.

### *Evaluation*

88% of staff indicated they were "satisfied" or "very satisfied" with campus security.

91 % of faculty indicated they were "satisfied" or "very satisfied" with campus security. 81% of students indicated they were "satisfied" or "very satisfied" with campus security. 81 % of alumni indicated they were "satisfied" or "very satisfied" with campus security.

Impact on Unit Performance: Exemplary. See previous notes.

Impact on Agency Goal Attainment: Exemplary. See previous notes.

Effect to be integrated into next planning cycle: Minor. See previous notes.

Benefits to agency: Major. See previous notes.

### *Goal 0800*

Conduct periodic campus safety reviews (stairs, walkways, etc.).

### *Objective 010*

Periodic campus safety reviews enhancing ADA and other areas for students, employees, and visitors will be conducted by Maintenance and Public Safety personnel.

Maintenance and Public Safety personnel review physical facilities and coordinate for repairs, enhancements and new recommendations. Campus safety reviews produce results for a safer environment, comply with Risk Management requirements and indicate conscientiousness of the DSC administration, indicating to our students the awareness and maintenance of our physical facilities as part of our safety master planning and routine operations. The physical results and costs from these expenditures reduce physical risks associated with our campus.

### *OMAS 01*

Staff, faculty, and students will be satisfied with campus physical facilities and conditions.

### *Evaluation*

In staff, faculty, and student surveys, a majority indicated satisfaction with campus physical facilities and conditions. See attached survey results.

Impact on Unit Performance: Exemplary. See previous notes on campus safety.

Impact on Agency Goal Attainment: Exemplary. See previous notes on campus safety. Installed emergency power generator (\$25,000) for power failures.

Effect to be integrated into next planning cycle: Minor. See previous notes on campus safety.

Benefits to agency: Major. See previous notes on campus safety.

## **FISCAL AFFAIRS (VICE PRESIDENT) (Cont'd)**

### *Goal 0810*

Conduct regular training for faculty and staff concerning various Dalton State College emergency procedures.

### *Objective 010*

Director of Public Safety/Security annually will schedule and conduct emergency/training seminars. Employees will be notified through internal memo or e-mail on meetings for training and "what-to-do" during emergencies. Training for emergency procedures will promote safety and enhance the environment during emergency crises thus enabling the campus to respond appropriately. During the fall and spring awareness is communicated throughout the campus through e-mail or internal memo. The benefits from this should continue to produce the awareness of "what-to-do" on our campus during emergencies.

### *OMAS 01*

Staff and faculty will indicate a high satisfaction with working conditions and quality of life at the College.

### *Evaluation*

Survey results indicate a high satisfaction with working conditions and quality of life at DSC. See attachment for results.

Impact on Unit Performance: Exemplary. See previous notes on campus safety.

Impact on Agency Goal Attainment: Exemplary. See previous notes on campus safety. Installed emergency power generator (\$25,000) for power failures.

Effect to be integrated into next planning cycle: Minor. See previous notes on campus safety.

Benefits to agency: Major. See previous notes on campus safety.

### *Goal 0820*

Complete the physical relocation of college programs, services, and personnel upon occupancy of the new Liberal Arts building as outlined in the "Fire Drill" document.

### *Objective 010*

Upon completion of the Liberal Arts Building, implement relocation of academic and non-academic programs. Renovations and relocations of personnel and equipment will be conducted by academic departments, plant operations and third party contractors to physically accomplish the occupancy of the Liberal Arts Building. Will relocate the Dalton School of Health Occupations from the off-campus site to the DSC campus and will allow concentration and centralization of academic programs in the Liberal Arts, Humanities, Sequoia, and Technical Buildings. Administrative units from various locations on the DSC campus will also be relocated appropriately. Class scheduling and class size from these relocations will provide DSC officials the necessary data for future planning, goals and mission. The benefits associated with these relocations will be derived from more efficient operations and centralization as we continue enrollment and program growth. The completion of the Liberal Arts Building increased classroom space tremendously.

### *OMAS 01*

The President will be satisfied with Fiscal Affairs coordination of the various instructional renovations and relocation to the Liberal Arts, Technical, Sequoia and Memorial buildings.

### *Evaluation*

In a meeting, the President expressed satisfaction with Fiscal Affairs coordination of the various instructional renovations and relocation to the Liberal Arts, Technical, Sequoia and Memorial buildings.

Impact on Unit Performance: Adequate. There was some costs associated with the relocation and also postponed some other minor maintenance jobs.

Impact on Agency Goal Attainment: Exemplary. There was little class disruption in the relocation.

Effect to be integrated into next planning cycle: None. The relocation is completed.

Benefits to agency: Major. The relocation helped the College to house the various academic divisions in their respective buildings - reducing the effect of certain areas being scattered all over campus.

**FISCAL AFFAIRS (VICE PRESIDENT) (Cont'd)***Goal 0830*

Develop a plan to implement additional recommendations from the 1997-98 master facilities planning effort.

*Objective 010*

Continuation of recommendations/suggestions from DSC Physical Facilities Master Plan. The President and staff will develop priorities and goals to implement and coordinate activities that will affect physical facilities and academic programs. The implementation/recommendations of the Physical Facilities Master Plan will enhance the campus both internally and externally. Implementation/recommendations will be reviewed during the spring term for present status and also future considerations. The benefits associated with implementation of the Physical Facilities Master Plan will allow us to accommodate growth in enrollment in two and four year programs.

*OMAS 01*

The DSC Physical Facilities Master Plan will be produced and implemented by the College.

*Evaluation*

The DSC Physical Facilities Master Plan was produced and implemented by the College. Some items completed under Fiscal Affairs included signage and a metal storage warehouse building.

Impact on Unit Performance: Exemplary. There were no additional funds for this project; internal funding had to be utilized.

Impact on Agency Goal Attainment: Exemplary. It helped achieved two major goals of the College.

Effect to be integrated into next planning cycle: Major. Various projects identified in the Plan will continue to be implemented. Funding for some projects will be internal and others will require Regent's approval.

Benefits to agency: Major. Signage increased the College's visibility in the community and the storage warehouse was obviously needed years ago.

*Goal 0990*

Investigate establishing a technology fee for students.

*Objective 010*

OCIS and DSC administration will work to gather information for the establishment of an equitable instructional technology fee for students.

*OMAS 01*

The College will establish a technology fee for students.

*Evaluation*

The College did not establish a technology fee for students because the Board of Regents indicated that they would be establishing the fee structure for the entire system - to be implemented in FY 2001.

Impact on Unit Performance: Adequate. No impact by DSC; a Board of Regents decision.

Impact on Agency Goal Attainment: Exemplary. The Board of Regents decision recognizes the renewal and replacement of technology within today's instructional environment.

Effect to be integrated into next planning cycle: Major. As part of its ongoing planning, the College will be accountable to the Board of Regents on how the technology fee will be managed.

Benefits to agency: Major. The Board of Regents approved a technology fee for students with HOPE scholarship funds being utilized for DSC HOPE recipients.

## **HEALTH, PHYSICAL EDUCATION & RECREATION DEPARTMENT (CHAIR)**

### *Goal 0620*

Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development.

### *Objective 010*

A division meeting will be called in early fall 1999 semester with an agenda item to discuss ways to utilize grants and other sources of funding to enhance instruction, research, publication and other professional development.

### *OMAS 01*

The PHED faculty will indicate that they have explored ways to utilize grants and other sources of funding for professional development activities. A meeting will be called to discuss the results of these explorations.

### *Evaluation*

The PHED faculty indicated that they have explored ways to utilize grants and other sources of funding for professional development activities.

Impact on Unit Performance: Adequate. The PHED faculty became knowledgeable of possible areas to obtain grants and other sources of funding for future professional development activities.

Impact on Agency Goal Attainment: Adequate. The goal was attained but no grants were secured during the planning period.

Effect to be integrated into next planning cycle: Minor. This goal will be brought up again in the department's ongoing planning, but may not be listed as a specific goal for the next planning cycle.

Benefits to agency: Major. More information about funding sources helps the College to seek additional funding sources for faculty professional development activities.

### *Goal 0630*

Explore the need for programs and activities to enhance the quality of life for faculty and staff.

### *Objective 010*

A division meeting will be called with an agenda item to discuss the results of the survey which was administered to explore the need for programs and activities to enhance the quality of life for faculty and staff in the PHED department.

### *OMAS 01*

At least four recommendations will be made by the PHED faculty regarding specific activities and /or programs to enhance the quality of life for faculty.

### *Evaluation*

Two recommendations were made by the PHED faculty regarding specific activities and /or programs to enhance the quality of life for faculty. For example, weight room and pool were opened during student activity hours for the faculty.

Impact on Unit Performance: Adequate. Additional facilities for faculty use.

Impact on Agency Goal Attainment: Adequate. Goal attained and faculty felt their needs have been addressed by the administration.

Effect to be integrated into next planning cycle: Major. Goal was achieved but will continue to look for ways to improve faculty quality of life.

Benefits to agency: Major. Increased faculty satisfaction.

**HEALTH, PHYSICAL EDUCATION & RECREATION DEPARTMENT (CHAIR) (Cont'd)***Goal 0700*

Explore the possibility of intercollegiate athletics.

*Objective 010*

Seek financial support with the community to underwrite two intercollegiate sports.

*OMAS 01*

Raise \$100,000 from the community before the first year.

*Evaluation*

\$70,000 was pledged over 3 years for a total of \$210,000.

Impact on Unit Performance: Exemplary. Funds will help College add intercollegiate sporting activities on campus.

Impact on Agency Goal Attainment: Exemplary. Intercollegiate athletics will be added to the College's services for students.

Effect to be integrated into next planning cycle: Fund raising activities will continue until intercollegiate sports become a higher priority for the College.

Benefits to agency: Major. Intercollegiate athletics will have some effect on student recruitment and enrollments. It will improve school spirit and morale for the College and surrounding communities.

*Goal 0820*

Complete the physical relocation of college programs, services, and personnel upon occupancy of the new Humanities building as outlined in the "Fire Drill" document.

*Objective 010*

Coordinate activities to ensure that faculty, staff and all necessary infrastructure are moved to their new locations within the established time frame announced by the President.

*OMAS 01*

The President will indicate in a memo, meeting or announcement that he is satisfied with the relocation activities coordinated by the division chairs.

*Evaluation*

The HPER department was not affected by the relocation to the new Liberal Arts building.

Impact on Unit Performance: Inadequate. None.

Impact on Agency Goal Attainment: Inadequate. None, but goal was attained for the divisions that took part in the relocation activities.

Effect to be integrated into next planning cycle: None. None.

Benefits to agency: None. See reports by the involved divisions.

*Goal 1140*

Enhance discipline-based collaboration with K-12 faculty.

*Objective 010*

The PHED faculty will visit, upon invitation, public area schools to explore collaborative efforts.

*OMAS 01*

All PHED faculty will visit area public school to explore collaborative efforts.

**HEALTH, PHYSICAL EDUCATION & RECREATION DEPARTMENT (CHAIR) (Cont'd)***Evaluation*

Two faculty members visited area public school to explore collaborative efforts. One tutored students in Biology and the other member worked with the PREP program in swimming.

Impact on Unit Performance: Adequate. Involved community service by faculty.

Impact on Agency Goal Attainment: Adequate. Increased collaboration with area public schools.

Effect to be integrated into next planning cycle: Major. Faculty will continue to be involved in the community as part of faculty evaluation and performance review.

Benefits to agency: Major. Exposure to the College by potential/future students.

## **HUMANITIES DIVISION (CHAIR)**

### *Goal 0470*

Develop an online writing course for ESL.

### *Objective 010*

An Advanced ESL online course (ENGLISH 0098) will be developed to deliver more effective and alternative instruction to students. The course will need to be approved by Academic Council so that it be offered during the spring semester, 2000

### *OMAS 01*

A well developed Advanced ESL online writing course will be approved by Academic Council and added to the curriculum of the Division of Humanities for students. A syllabus for the course will be written and brought to the Division for a thorough discussion and a vote.

### *Evaluation*

A well developed Advanced ESL online writing course was developed. However, it has not yet been presented to the Division for a discussion and vote. After the Division has approved the course, the course will be presented to Academic Council for a vote. This process will be completed within the next planning cycle.

Impact on Unit Performance: Adequate. The course will be online this Fall, 2000; the target of Spring, 2000, was not met.

Impact on Agency Goal Attainment: Adequate. The online course syllabus has been written. Implementation in the next year will help the College to attain its goal of having an online course available as an alternative to our students.

Effect to be integrated into next planning cycle: Minor. By next year, I will have a report on how the course was implemented.

Benefits to agency: Major. We have recognized that the need exists and will implement it within the next year.

### *Goal 0620*

Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development.

### *Objective 010*

Faculty will apply for grants, College Foundation, and tuition supports to help with research, publications, travel abroad programs, doctoral and other professional developments activities, as well as to fund equipment and software costs for new courses. Each Division member will be encouraged to apply for relevant professional development opportunities at home and abroad.

### *OMAS 01*

One-third of the faculty in the Division will be invited to visit various interested schools.

### *Evaluation*

Approximately ten percent of the faculty in the Division were invited to visit various interested schools. The Academic Vice-President was to have written a letter to high school principals advising that our services are available. This letter has not yet been written, but it should be written within the coming year. At that point, I expect more of the Humanities faculty to be involved in the visitation program.

Impact on Unit Performance: Adequate. At least three faculty members took advantage of the help available. More than half did at least investigate the help available.

Impact on Agency Goal Attainment: Exemplary. Since we have so many faculty with terminal degrees, not many faculty will pursue tuition grants for advanced degrees. Two faculty did apply for and receive grants for post M.A. work. A third faculty member got a grant to travel abroad. One faculty member was the principal administrator of the System's Study Abroad program in Paris, France, Summer, 2000. This service attains a significant goal for the College.

**HUMANITIES DIVISION (CHAIR) (Cont'd)***Goal 0630*

Explore the need for programs and activities to enhance the quality of life for faculty and staff.

*Objective 010*

Discuss at a divisional meeting the results of the Faculty and Staff Quality of Life Survey conducted in 1997-1998.

*OMAS 01*

At least four recommendations will be made by the faculty and staff regarding specific activities and/or programs to enhance the quality of life for faculty and staff in the Humanities Division.

*Evaluation*

The Division did meet and did discuss the Quality of Life survey. However, since the faculty is basically satisfied with its current quality of life, no recommendations were made.

Impact on Unit Performance: Adequate. There was a minimal impact on the Division since we are most often comfortable with our quality of life.

Impact on Agency Goal Attainment: Exemplary. Since we did discuss the survey and since we did discover that we are relatively happy, the impact on the organization's goal was positive.

Effect to be integrated into next planning cycle: We try to operate on a continuing basis of assessment of our quality of life. If problems occur, we will address them to the best of our ability.

Benefits to agency: The faculty is reasonably happy and does not complain much about our quality of life.

*Goal 0820*

Complete the physical relocation of college programs, services, and personnel upon occupancy of the new Humanities building as outlined in the "Fire Drill" document.

*Objective: 010*

Coordinate activities to ensure that faculty, staff and all necessary infrastructure are moved to their new locations within the established time frame announced by the President.

*OMAS: 01*

The President and/or the Vice President for Academic Affairs will indicate in a memo, meeting, or announcement satisfaction with the relocation activities coordinated by the Division Chair.

*Evaluation*

As Division chair, I coordinated the Fire Drill activities in mid-October. The Division was successfully moved to the new building.

Impact on Unit Performance: Exemplary. There was a large but positive impact on the Division to move into new offices with new furniture and a large conference room and faculty break room.

Impact on Agency Goal Attainment: Exemplary. The impact on the organization was quite positive.

Effect to be integrated into next planning cycle: Major. This goal has been accomplished and will not be integrated into the next planning cycle.

Benefits to agency: The Division was formerly scattered between two buildings. Now we are all on one floor, and close at hand are specialized computer classrooms and a language lab.

**HUMANITIES DIVISION (CHAIR) (Cont'd)***Goal 1140*

Enhance discipline-based collaboration with K-12 faculty.

*Objective 010*

After the Academic Vice-President has written the initial letter to his contacts, the Division chair or his designee will write a follow-up letter offering the services, names, addresses, and phone numbers of specific people in the Division who have shown an interest in helping with this goal.

*OMAS 01*

At least half of the Humanities Division faculty will visit area public schools upon invitation.

*Evaluation*

Approximately ten percent of the Division faculty did visit area high schools.

Impact on Unit Performance: Adequate. There was minor impact this year since the letter from the Vice-President for Academic Affairs was not written.

Impact on Agency Goal Attainment: Adequate. There was minor impact on organization goal attainment.

Effect to be integrated into next planning cycle: Minor. We are prepared to continue this effort into the next planning cycle.

Benefits to agency: Minor. There are numerous potential benefits to the organization when this effort is maximized.

*OMAS 02*

At least 50% of area schools will respond, resulting in visits by appropriate and interested Humanities faculty to those interested schools.

*Evaluation*

At least one-third of area high schools did respond, resulting in visits by appropriate and interested Humanities faculty to those interested schools.

Impact on Unit Performance: Adequate. There was little impact this year because the letter from the Vice-President for Academic Affairs was not written.

Impact on Agency Goal Attainment: Adequate. There was little impact on the organization's goal.

Effect to be integrated into next planning cycle: Minor. We plan to integrate this effort into the next planning cycle.

Benefits to agency: Minor. There will be several benefits if this program is fully implemented.

## **INSTITUTIONAL ADVANCEMENT (DIRECTOR) (Cont'd)**

### *Goal 0090*

Pursue Dalton State College Foundation development.

### *Objective 010*

Continue to develop long-term strategy for consistent levels of giving to the Foundation.

### *OMAS 01*

Expand the James and Sis Brown Fellowship to over 100 members by December 2000.

### *Evaluation*

The James and Sis Brown Fellowship reached 104 members.

Impact on Unit Performance: Exemplary. The Brown Fellowship is an integral part of fundraising for the DSC Foundation. In just three years, the Fellowship has grown to over 100 members.

Impact on Agency Goal Attainment: Exemplary. The Brown Fellowship funds support student scholarships, faculty enrichment, purchases of advanced instructional equipment, and other operational needs of the Foundation.

Effect to be integrated into next planning cycle: Major. The Brown Fellowship is an ongoing effort to increase the number of personal contributors to the DSC Foundation at a significant financial level (\$10,000 or \$1,000 per year for 10 years.)

Benefits to agency: Major. The Brown Fellowship supports both student and faculty/staff needs.

### *Objective 020*

Identify strong executive committee leadership for 2000 and the future.

### *OMAS 01*

Recruit chairman and vice chairman for the DSC Foundation.

### *Evaluation*

The chairman and vice chairman have been recruited for calendar year 2000 and are actively pursuing Foundation agenda.

Impact on Unit Performance: Exemplary. The chairman and vice chairman are the key volunteers for the DSC Foundation.

Impact on Agency Goal Attainment: Exemplary. Strong leadership for the DSC Foundation benefits the College in community relations.

Effect to be integrated into next planning cycle: Major. The Foundation will work to identify the chairman and vice chairman by January 1 of each calendar year.

Benefits to agency: Major. Strong leadership for the DSC Foundation adds merit to the work DSC does to support economic and workforce development in our service region. The chairman and vice chairman serve as spokespersons for DSC in the community and in industry.

### *Goal 0110*

Establish an alumni office and increase alumni development.

### *Objective 010*

The DSC Alumni Association will become active to enhance alumni financial support.

### *OMAS 01*

Alumni donations will increase by 10% by fall 2000.

### *Evaluation*

Alumni will be solicited as part of the fall annual fund drive 2000 and will move into the next planning cycle of 2000-2001.

Impact on Unit Performance: Adequate. Alumni will be solicited in the fall of each year as part of the Annual Fund Drive, beginning with fall 2000.

Impact on Agency Goal Attainment: Adequate. The growth of alumni financial support is important to the growth of the DSC Foundation and the Alumni Association.

## **INSTITUTIONAL ADVANCEMENT (DIRECTOR) (Cont'd)**

Effect to be integrated into next planning cycle: Minor. Alumni solicitation will become an increasingly important part of the fall Annual Fund Drive.

Benefits to agency: Minor. Strong financial support from alumni helps to enhance the strength of DSC and its image in the community.

### *Objective 020*

The DSC Alumni Association will encourage alumni participation in College special events.

### *OMAS 01*

At least two DSC Alumni Association events will be held each academic year. One event will occur during the fall semester and the other will be held during the spring semester.

### *Evaluation*

One event sponsored by the DSC Alumni Association was held in December 1999 (Homecoming 1999) and another was held in Spring 2000 in conjunction with a symphony event sponsored by Student Activities.

Impact on Unit Performance: Adequate. Alumni involvement in campus events is critical to building a strong alumni database.

Impact on Agency Goal Attainment: Adequate. A strong Alumni Association provides a solid financial base of support and good will in the community.

Effect to be integrated into next planning cycle: Major. Two Alumni Association events will be planned annually, usually with one occurring in the fall and one in the spring.

Benefits to agency: Major. A strong Alumni Association will bring more people onto the DSC campus and will help to educate them about our plans for growth and improvement.

### *Objective 030*

Communications to DSC alumni will increase to enhance knowledge of and interest in Dalton State College.

### *OMAS 01*

A DSC Alumni Association newsletter will be published biannually. One issue will be published for fall semester and another for spring semester.

### *Evaluation*

A DSC Alumni Association newsletter was published in Fall 1999 and in Spring 2000. This publication is called the Roadrunner Express.

Impact on Unit Performance: Exemplary. Newsletters keep the alumni informed and interested in what is happening at DSC.

Impact on Agency Goal Attainment: Exemplary. Newsletters are good public relations vehicles to the community as a whole.

Effect to be integrated into next planning cycle: Major. The Roadrunner Express will continue to be published biannually.

Benefits to agency: Major. Newsletters get the word out and keep people informed of DSC's growth and new opportunities.

### *Objective 040*

The DSC alumni database will be expanded by 300 names by July 1, 2000.

### *OMAS 01*

The Alumni Association database will grow by 300 names by July 1, 2000 through graduate records, web site responses, and other forms of print communications.

### *Evaluation*

The Alumni Association database grew by 215 names by July 1, 2000 based on graduates from the class of 2000.

Impact on Unit Performance: Adequate. A strong database is critical to the growth of financial support from alumni.

Impact on Agency Goal Attainment: Adequate. A strong database is critical to the organizational goal attainment.

## **INSTITUTIONAL ADVANCEMENT (DIRECTOR) (Cont'd)**

Effect to be integrated into next planning cycle: Major. The database will continue to be enhanced annually.

Benefits to agency: Major. A strong database keeps DSC in the minds of the community and encourages the next generation to consider DSC as an option for higher education.

### *Goal 0220*

Develop endowed academic scholarships for junior and seniors.

### *Objective 010*

The Director of Institutional Advancement will work with the President and trustees of the DSC Foundation to secure six-eight endowed scholarships for juniors and seniors in the Business and Technology program.

### *OMAS 01*

At least six endowed scholarships for juniors and seniors in an amount ranging from \$25,000 - \$50,000 each will be secured by fall 2000.

### *Evaluation*

Three endowed scholarships for DSC students in the amount of \$110,000 were secured by Spring 2000.

Impact on Unit Performance: Exemplary. New scholarship money is critical to the growth of the DSC Foundation.

Impact on Agency Goal Attainment: Exemplary. Scholarships for juniors and seniors help DSC attract the best and brightest students to our new business programs by providing them with an additional (financial) incentive for coming to DSC.

Effect to be integrated into next planning cycle: Major. The DSC Foundation will continue to work to acquire scholarships to attract new students and to retain the ones we have.

Benefits to agency: Major. Scholarships help DSC attract and retain students and to build the reputation of our programs in the region.

### *OMAS 02*

Appropriate donor recognition will be coordinated with the Foundation and the Public Relations Department at DSC on an ongoing basis with a minimum of five photos and press releases submitted to area newspapers.

### *Evaluation*

Appropriate donor recognition was coordinated with the Foundation and the Public Relations Department at DSC with press releases and photos submitted to area newspapers.

Impact on Unit Performance: Exemplary. The DSC foundation must publicize philanthropy to recognize the donor and to encourage others to think of DSC in charitable planning.

Impact on Agency Goal Attainment: Exemplary. Publicizing local philanthropy encourages others to consider DSC and improves the credibility of the institution.

Effect to be integrated into next planning cycle: Major. The Foundation will continue to work with the Public Relations Department to recognize and encourage charitable giving.

Benefits to agency: Major. Publicity keeps the community informed and interested in DSC.

## INSTITUTIONAL RESEARCH (DIRECTOR)

### *Goal 0040*

Prepare a detailed outline of a SACS self-study report with accountability data analysis to comply with reaccreditation criteria/requirements in order to continue with the College's status as an accredited institution of higher education.

### *Objective 010*

A SACS self-study Table of Contents will be developed to assist Senior College administrators with planning for institutional reaccreditation. The President will review and approve Table of Contents and provide further directions for the self-study.

### *OMAS 01*

A detailed Table of Contents for the SACS self-study report will be distributed to the President and other Senior College administrators for review and approval. The President and senior administrators will indicate in a correspondence, comment, or note their approval and recommendation to proceed with data collection for the self-study report. The Table of Contents will need to be ready for review by March 31, 2000.

### *Evaluation*

A SACS Substantive Change visit in September 2000 precluded work on the SACS self-study report. However, the work on the Substantive Change visit provided an opportunity to lay the groundwork for the self-study report to begin in the spring/fall of 2001. This work will include preparing a detailed Table of Contents for the SACS self-study report and be distributed to the President and other Senior College administrators for review and approval.

Impact on Unit Performance: Inadequate. Minimal at this time as more time was spent working on the preparation for the SACS substantive change.

Impact on Agency Goal Attainment: Adequate. Goal was not specifically attained because of work on the substantive change visit. However, the work done on the substantive change project is very significant in the College's overall goal of maintaining and adding to its baccalaureate degree programs.

Effect to be integrated into next planning cycle: Major. Preparations are underway for a kick-off of the College decennial self-study. This goal and its activities will form a significant part of this preparation.

Benefits to agency: Major. When the self-study is successfully completed, the College will comply with SACS accreditation criteria and continue its status as an accredited institution of higher education.

### *Objective 020*

Descriptive and evaluative information about the College's operation will be gathered to provide documentation to meet reaccreditation criteria and requirements. A decision on the types of data to be collected and analyzed will need to be made by Senior administrators.

### *OMAS 01*

A well developed outline and description of the types and sources of data to be collected for the SACS self-study will be recommended and presented to the President for his review and approval, and a recommendation to proceed with data gathering. A description of the self-study data and sources will need to be completed by March 31, 2000.

### *Evaluation*

The Substantive Change visit project during the summer of 2000 helped with an initial outline and description of the types and sources of data to be collected for the SACS self-study, to be recommended and presented to the President for his review and approval, and a recommendation to proceed with data gathering- A description of the self-study data and sources will need to be completed by spring/fall 2001.

Impact on Unit Performance: Exemplary. Descriptive and evaluative information about the College's operation was gathered during preparation for the SACS substantive change visit. This will help significantly in providing documentation to meet reaccreditation criteria and requirements of the forthcoming self-study.

Impact on Agency Goal Attainment: Adequate. The work on the substantive change partially contributed to this goal.

Effect to be integrated into next planning cycle: Major. The goal of preparing a detailed outline of a SACS self-study report will be carried into the next planning period. This is a major undertaking as the College prepares for its decennial self-study in 2001-2003.

## **INSTITUTIONAL RESEARCH (DIRECTOR)** (Cont'd)

Benefits to agency: When the self-study is successfully completed, the College will comply with SACS accreditation criteria and continue its status as an accredited institution of higher education.

### *Objective 030*

Information about the SACS reaccreditation process will be provided to better inform faculty, staff, and students about the Commission's accrediting policies and procedures.

### *OMAS 01*

At least 75% of faculty and staff will report that they are "Familiar" or "Very Familiar" with the SACS Commission's accrediting policies and procedures as indicated on a special evaluation form. The evaluation instrument will form part of a general assessment survey to evaluate the effectiveness of the Institutional Research office.

#### *Evaluation*

The Substantive Change visit precluded the administering of the survey to better inform faculty, staff, and students about the SACS's accrediting policies and procedures. Nonetheless, as part of the preparation of the substantive change visit, the Institutional Research started preparation of two Qs and As on the substantive change and the 2003 reaffirmation visits to provide information about these SACS activities to faculty and staff. When these documents are ready for distribution as part of the office's INFO DIGEST publications, a survey will be conducted in the next planning year to see how useful these documents were to the College community.

Impact on Unit Performance: Adequate. Minimal at this time; however work began on producing an information document for the College community about the forthcoming SACS substantive change and reaffirmation visits.

Impact on Agency Goal Attainment: Adequate. Specific goal was not attained but the substantive change visit project will contribute to the fulfillment of this goal.

Effect to be integrated into next planning cycle: Major. Work on the decennial self-study will form a significant part of the Institutional Research office's projects in the next three years.

Benefits to agency: When the self-study is successfully completed, the College will comply with SACS accreditation criteria and continue its status as an accredited institution of higher education.

### *Goal 0150*

Identify, develop, and document a variety of assessment methods and key performance indicators to regularly evaluate and improve educational programs with respect to general education and major area outcomes.

### *Objective 010*

A Collegiate Assessment of Academic Proficiency (CAAP) Outcomes Assessment Plan will be prepared to assist the College administration in planning and administering CAAP tests on campus. ACT will need to review plan and provide any recommendations for improvement before going ahead with campus testing.

### *OMAS 01*

All elements of the CAAP Outcomes Assessment Plan will be deemed satisfactory in a letter from ACT with a recommendation to proceed with implementation. The letter will need to be received by May 31, 1999 in order to prepare for student testing beginning during new student orientation on June 23, 1999.

#### *Evaluation*

A letter from the Director of ACT's Postsecondary Services (College Outcomes Programs), dated May 25, 1999 was received acknowledging receipt of DSC's CAAP Outcomes Assessment Plan. The letter indicated that DSC's "form has been very carefully completed and is in excellent shape. You have done an outstanding job. You should proceed to implement these plans."

Impact on Unit Performance: Exemplary. The College's general education assessment plan sent to ACT for review prepared the way to use the CAAP tests as one important means of measuring the effectiveness of its general education program.

Impact on Agency Goal Attainment: Exemplary. The ACT review contributed significantly to documenting assessment methods to regularly evaluate and improve the College's general education program.

## **INSTITUTIONAL RESEARCH (DIRECTOR)** (Cont'd)

Effect to be integrated into next planning cycle: Major. The CAPP tests will continue to form part of the College's institutional effectiveness efforts.

Benefits to agency: Major. The College can provide additional evidence and documentation concerning its general education program.

### *Objective 020*

The principal foundational skills that the College seeks to develop in its general education core will be revised to outline the relationship between the College's general education course content and outcomes, and the content and outcomes of CAAP.

### *OMAS 01*

All recommended revisions to the CAAP plan will be addressed and presented to the President, Vice President for Academic Affairs, and division chairs for their approval. The CAAP Outcome Assessment Plan will be sent to ACT after the collective feedback and approval of revised foundational skills by the President, Vice President for Academic Affairs, and academic division chairs.

### *Evaluation*

ACT submitted no recommended revisions to the CAAP plan. ACT wrote that DSC's CRAP plan was "in excellent shape," and asked the College to proceed with its testing plans.

Impact on Unit Performance: Exemplary. Major. The principal foundational skills of the College to develop in its general education core were validated by the ACT review.

Impact on Agency Goal Attainment: Exemplary. The ACT positive review contributed to the College's goal of measuring the effectiveness of its general education program.

Effect to be integrated into next planning cycle: Major. Measuring and reporting on the effectiveness of the College's general education program will be an ongoing activity.

Benefits to agency: Major. An effective general education program.

### *Objective 030*

Four CAAP assessment instruments (Math, Reading, Critical Thinking, and Science Reasoning) will be administered as a pre-test to the fall 1999 freshman class to determine levels of proficiency in academic subjects and to provide any developmental or compensatory courses to enable students overcome their academic deficiencies. All new students will be expected to write one part of the CAAP tests during orientation.

### *OMAS 01*

80% of new students admitted to Dalton State College will take one of the CAAP tests as part of their orientation to determine level of proficiency in their tested subject when they first entered the College as freshmen. ACT will provide testing materials in the four subject areas as well as provide personal and institutional scores to the College. New students will be permitted to continue with their orientation and registration after taking a CAAP test.

### *Evaluation*

85% of new students admitted to Dalton State College took one of the CAAP tests as part of their orientation to determine level of proficiency in their tested subject when they first entered the College as freshmen. Tests were administered to more than 700 beginning freshmen in Math, Reading, Critical Thinking, and Science Reasoning. Almost 30% of the students attained an achievement level at or above the national average.

Impact on Unit Performance: Exemplary. The administration of four CAAP assessment instruments as a pre-test to the fall 1999 freshman class was a major accomplishment for the Institutional Research office. The experience gained will help plan and improve future administration of the tests.

Impact on Agency Goal Attainment: Exemplary. This was a major goal attainment for the College.

Effect to be integrated into next planning cycle: Major. CAPP testing will now form part of students' experience at the College. The Institutional Research office will continue to play a major role in the administration of the tests.

Benefits to agency: Major. The CAPP tests will help with assessing and improving the College's general education program.

## **INSTITUTIONAL RESEARCH (DIRECTOR)** (Cont'd)

### *Objective 040*

Assistance in developing departmental assessment plans will be provided to academic department to monitor and measure progress toward achievement of unit goals with respect to general education and major area outcomes.

### *OMAS 01*

All academic division and department chairs will report that they are "Satisfied" or "Very Satisfied" with the assistance received from the Institutional Research office in developing their unit assessment plans as indicated by an evaluation form assessing the effectiveness of Institutional Research office.

### *Evaluation*

All academic division and department chairs reported that they were "Satisfied" or "Very Satisfied" with the assistance received from the Institutional Research office in developing their unit assessment plans as indicated by informal conversations with the director. A comprehensive evaluation of all the activities of the Institutional Research office will be undertaken in subsequent planning periods and concrete documentation on this question will be ascertained.

Impact on Unit Performance: Exemplary. Major. Helping with the production of unit assessment plans fulfilled the Institutional Research office's role of instituting a uniform/consistent assessment planning across campus.

Impact on Agency Goal Attainment: Exemplary. The production of unit plans in the academic divisions included evaluation plans with respect to general education and major area outcomes.

Effect to be integrated into next planning cycle: Major. The Institutional Research office will monitor and report on general education and major area outcomes.

Benefits to agency: Major. Consistency in the development, production, and reporting of uniform assessment plans.

### *Objective 050*

An annual Institutional Report Card will be produced to monitor and report progress toward goal attainment with respect to general education and major area outcomes. The production of Report Card will be contingent upon the completion and adoption of the Handbook of Assessment and Institutional Effectiveness by the administration and faculty.

### *OMAS 01*

A well developed and comprehensive annual Institutional Report Card will be produced and distributed to the College community and external stakeholders as part of the Institutional Research office's ongoing collection, analysis and dissemination of accountability data. An Institutional Effectiveness Committee will guide and review the development of the Report Card. The President will need to appoint members to the Institutional Effectiveness Committee.

### *Evaluation*

Work on the Substantive Change visit precluded the development of the College's first annual Institutional Report Card. The project will be carried into the next planning period. To help with this and other assessment efforts, the President appointed members to the College's Institutional Effectiveness Subcommittee. The subcommittee will work with the Institutional Research office to develop benchmarks from the College's Key Performance Indicators to use in producing the report card.

Impact on Unit Performance: Inadequate. None as activity was not undertaken in the planning period.

Impact on Agency Goal Attainment: Inadequate. None at this time.

Effect to be integrated into next planning cycle: Major. Project will be integrated into the next planning cycle.

Benefits to agency: Major. Potential for documenting the College's institutional effectiveness efforts.

### *Goal 0230*

Establish a longitudinal retention study and data analysis to support senior management in formulating goals and strategies to improve student retention and graduation rates.

### *Objective 010*

A retention trends and statistical analysis will be prepared with appropriate follow-up recommendations for improved student retention. The Retention Task Force will assist with this project.

## INSTITUTIONAL RESEARCH (DIRECTOR) (Cont'd)

### OMAS 01

Well defined and workable goals and strategies to improve retention and graduation rates will be formulated from an analysis of a longitudinal statistical database of student enrollment and retention data. An initial retention trends data for Dalton State College provided by the Board of Regents and using data for the past three years will need to be prepared as background.

#### *Evaluation*

The Retention Task Force discussed ways to come up with goals and strategies to improve retention and graduation rates. Task force subgroups were established to begin work on these strategies. The Institutional Research will work with the Measurement and Focus subgroup. This group will determine what students (groups, types) are not retained, and will discuss and conduct focus groups of students who have dropped classes and withdrawn completely, and develop measurement strategies for intervention projects. Meanwhile, progress has been made to enable the Institutional Research office to use Crystal Reports to access College information that will help with an analysis of a longitudinal statistical database of student enrollment and retention data.

An initial retention trends data for Dalton State College provided by the Board of Regents and using data for the past three years was prepared as background.

Impact on Unit Performance: Adequate. Adequate. Other than participating as part of the Retention Task Force Not much time was spent on this activity. There will be more to do in the coming years. This is a major College initiative.

Impact on Agency Goal Attainment: Inadequate. Minimal at this time.

Effect to be integrated into next planning cycle: Major. The Institutional Research office will work as a member of the Measurement and Focus subgroup to come up with goals and strategies to improve retention and graduation rates. This will occur in the next planning period.

Benefits to agency: Major. Potential to improve retention and graduation rates of College students.

### *Objective 020*

A computerized student information database will be developed to assist with information and analysis for improved student retention. The project cannot succeed without the cooperation and assistance of the Office of Computer and Information Services (OCIS).

### OMAS 01

All pertinent and important data elements will be included in a computer generated database of student enrollment data to be designed by a special team and approved by the Retention Task Force.

#### *Evaluation*

This activity was not realized during the 1999-2000 planning period. However, all pertinent and important data elements for a computer generated database of student enrollment data will be prepared as part of the work of the Retention Task Force subgroup on Measurement and Focus Groups. This activity will thus continue into the next planning period.

Impact on Unit Performance: Inadequate. None. Activity was not carried through because of other pressing projects.

Impact on Agency Goal Attainment: Inadequate. None at this time.

Effect to be integrated into next planning cycle: Major. Activity will be integrated into next planning cycle.

Benefits to agency: Major. Potential for an improved information and reporting system for decision-making.

### *Goal 0380*

Develop an institutional-wide comprehensive accountability database to identify, measure, and track key institutional and department performance indicators for determining and evaluating effectiveness and to provide results that will improve educational programs, services, and operation.

#### *Objective 010*

A College Fact Book will be produced to serve as baseline and trend data for accountability and institutional decision-making purposes. A Table of Contents for the Fact Book will need to be reviewed and approved by the President. The production of the document might be delayed because of other pressing projects.

## **INSTITUTIONAL RESEARCH (DIRECTOR)** (Cont'd)

### *OMAS 01*

80% of faculty and staff will report on a special survey form that they found the Dalton State College Fact Book to be "Useful" or "Very Useful" as an accountability tool.

#### *Evaluation:*

The preparation for the SACS substantive change precluded the production of the Fact Book. However, work continues on the Fact Book and will be produced during the new three-year planning cycle.

Impact on Unit Performance: Inadequate. None. Activity did not go forward.

Impact on Agency Goal Attainment: Inadequate. None at this time.

Effect to be integrated into next planning cycle: Major. The Fact Book will be a major Institutional Research office in the coming planning periods.

Benefits to agency: Major. A Fact Book will help provide baseline and trend data for institutional accountability and decision-making.

### *Objective 020*

A system to retrieve data from BANNER will be developed to assist with timely and accurate reporting and analysis of accountability data. This project cannot succeed without the cooperation and assistance of the Office of Computer and Information Services (OCIS).

### *OMAS 01*

Less time (possibly one year from now) will be required of computer services staff in helping Institutional Research office access data from BANNER as reported informally by Institutional Research and computer services staff. The assistance of sister institutions in Georgia that have successfully implemented such as system will be requested.

#### *Evaluation*

To help the Institutional Research office acquire this expertise, OCIS laid the groundwork by developing a data warehouse of information/data that the Institutional Research office will retrieve from BANNER. OCIS also acquired the CRYSTAL REPORTS software that will aid the Institutional Research office in carrying out this activity. OCIS was ready to go ahead with this project, but had to wait for Institutional Research office to finish other pressing projects (e.g., SACS substantive change visit preparations). This activity will definitely take place in fall 2000.

Impact on Unit Performance: Inadequate. Minor. However, work done by OCIS will help Institutional Research office successfully carry out this activity.

Impact on Agency Goal Attainment: Inadequate. Minimal at this time.

Effect to be integrated into next planning cycle: Major. Initial work done by OCIS will help Institutional Research office successfully carry out this activity in the next planning cycle.

Benefits to agency: Major. When carried out, the Institutional Research office will produce timely and accurate reports for accountability and decision-making.

### *Objective 030*

Assistance in developing unit assessment plans will be provided to administrative and educational support services departments for monitoring and measuring progress toward goal attainment.

### *OMAS 01*

All administrative and education support services department heads will report that they are "Satisfied" or "Very Satisfied" with the assistance received from the Institutional Research office in developing their unit assessment plans as indicated by an evaluation form that will assess the effectiveness of the Institutional Research office.

#### *Evaluation*

All administrative and educational support services departments reported that they were "Satisfied" or "Very Satisfied" with the assistance received from the Institutional Research office in developing their unit assessment plans as indicated by informal conversations with the director. A comprehensive evaluation of all the activities of the Institutional Research office will be undertaken in subsequent planning periods and concrete documentation on this question will be ascertained.

## **INSTITUTIONAL RESEARCH (DIRECTOR) (Cont'd)**

Impact on Unit Performance: Exemplary. Major accomplishment. The unit plans will assist with an efficient and effective reporting of accountability reports.

Impact on Agency Goal Attainment: Exemplary. Major. Unit plans will contribute to the College goal of tracking key institutional and department performance indicators and provide results/information that will improve educational programs, services, and operation.

Effect to be integrated into next planning cycle: Major. Monitoring and reporting on College unit plans will be an ongoing activity in the Institutional Research office.

Benefits to agency: Major. The unit plans will help the College to track key institutional and department performance indicators and provide results/information to improve educational programs, services, and operation.

### *Goal 0390*

Coordinate and facilitate the College's new 2000-2003 Strategic Plan by developing institutional-wide key performance indicators to measure the outcomes of the various phases in the strategic planning process, and produce an environmental analysis report to assist the Strategic Planning Committee in developing new planning assumptions, priorities, goals, and first year implementation plans relative to the College's mission.

### *Objective 010*

A list of Key Performance Indicators will be prepared to measure the progress and outcomes of the various phases in the strategic planning process. The list of indicators will need to be reviewed and approved by the Strategic Planning Committee.

### *OMAS 01*

Most members of the Strategic Planning Committee will review and approve the list of key performance indicators during a planning retreat in September 1999, and at Strategic Planning Committee meetings on March 26, 2000 and April 2, 2000.

#### *Evaluation*

The Strategic Planning Committee reviewed and approved the list of key performance indicators (KPIs) during a planning retreat in September 1999, and at Strategic Planning Committee meetings on March 26, 2000 and April 2, 2000.

Impact on Unit Performance: Exemplary. The development of key performance indicators (KPIs) for the College was a major accomplishment. The KPIs formed a major part of the 2000-2003 Strategic Plan.

Impact on Agency Goal Attainment: Exemplary. Significant. The College can successfully measure the outcomes of the various phases of its strategic plan, a major goal.

Effect to be integrated into next planning cycle: Major. With the KPIs now in place, the Institutional Research office will work with the Institutional Effectiveness Committee to develop benchmarks to use as a base to measure planning and institutional effectiveness efforts.

Benefits to agency: Major. The College can document progress of its planning and institutional effectiveness efforts.

### *Objective 020*

An Environmental Analysis Report will be prepared to assist the Strategic Planning Committee in developing new planning assumptions, priorities, goals, and first year implementation plans relative to the College's mission. There will need to be an initial review and approval of the Table of Contents by the President.

Date: 09/15/2000

### *OMAS 01*

Most members of the Strategic Planning Committee will express verbal satisfaction with the content of the Environmental Analysis report during a planning retreat in September 1999, and at Strategic Planning Committee meetings on March 26, 1999 and April 2, 1999. The analysis will need to be completed by September 1, 1999 for use at a planning retreat.

## **INSTITUTIONAL RESEARCH (DIRECTOR)** (Cont'd)

### *Evaluation*

The Strategic Planning Committee expressed verbal satisfaction with the content of the Environmental Analysis report during a planning retreat in September 1999, and at Strategic Planning Committee meetings on March 26, 1999 and April 2, 1999. The analysis was completed by September 1, 1999 for use at a planning retreat. It was later incorporated as part of Section 1 in the 2000-2003 Strategic Plan.

Impact on Unit Performance: The development of an Environmental Analysis assisted with the production of the 2000-2003 Strategic Plan.

Impact on Agency Goal Attainment: Significant. The College can successfully measure the outcomes of the various phases of its strategic plan, a major goal.

Effect to be integrated into next planning cycle: None. No effect anticipated as the Environmental Analysis report covered the 2000-2003 planning period.

Benefits to agency: Major. Environmental analysis provided an opportunity to assess the College's internal strengths and weaknesses.

### *Objective 030*

Assistance in developing the 1999-2000 implementation plans with Plan Builder software will be provided to all unit planning heads to provide for a uniform approach to the strategic planning process, and to help with effective development of implementation plans at the unit and organizational levels.

### *OMAS 01*

All planning unit heads will report that they are "Satisfied" or "Very Satisfied" with the assistance they received from the Institutional Research office in developing their 1999-2000 implementation plans with the Plan Builder software as indicated by an evaluation form that will assess the effectiveness of the Institutional Research office.

### *Evaluation*

Informal inquiry by and messages to the Institutional Research office director indicated general satisfaction with the assistance they received from the Institutional Research office in developing their 1999-2000 implementation plans with the Plan Builder software.

Impact on Unit Performance: Exemplary. Provided needed experience and expertise in using the new planning software.

Impact on Agency Goal Attainment: Exemplary. Major. Developing unit plans with Plan Builder will help in providing consistent planning information across campus.

Effect to be integrated into next planning cycle: Minor. Developing unit plans with Plan Builder is now part of the planning process at the College. As this is a new development, the Institutional Research office will still expect requests for assistance in using Plan Builder.

Benefits to agency: Major. Improved planning and reporting process.

### *Goal 1150*

Analyze and monitor fall student enrollment patterns to determine whether the new University System admission standards have had any negative or positive effects on student recruitment and enrollment, and recommend strategies (if the impact is negative) to improve recruitment and retention.

### *Objective 010*

Fall student enrollment data will be compiled and analyzed over time to determine whether the new University System admission standards have had any negative or positive effects on student recruitment and enrollment, and recommend strategies (if the impact is negative) to improve recruitment and retention.

### *OMAS 01*

Critical (and unusual) changes in enrollment patterns (attributed to the new admission standards) will be identified and brought to the attention of senior administrators for resolution via analysis of fall enrollment data.

## **INSTITUTIONAL RESEARCH (DIRECTOR)** (Cont'd)

### *Evaluation*

A Dalton State College "Ten-Year Statistical Trend Overview - 1990/1990 to 1999/2000) was produced including information on Headcount, Freshmen, and Equivalent Full-Time enrollment trends. However, it is too early to determine whether any changes in enrollment patterns can be attributed to the new admission standards. The Institutional Research will continue to monitor and report information on student enrollments and will bring to the attention of senior administrators any positive or negative enrollment patterns for resolution or attention.

Impact on Unit Performance: Inadequate. Minor. There will be more to do with this activity.

Impact on Agency Goal Attainment: Inadequate. Minor during this planning period.

Effect to be integrated into next planning cycle: Major. Activity will be carried into next planning cycle.

Benefits to agency: Major. When carried out, information and analysis will help the College monitor the effects of the new admission standards on its student enrollments.

### *Goal 1170*

Conduct periodic needs assessment and market analysis surveys to determine the need and support for new and expanded College programs needed to meet the growing economic development and workforce needs of the Northwest Georgia region.

### *Objective 010*

Periodic needs assessment and market analysis surveys will be conducted to assist the various ad-hoc planning campus committees to determine the need and support for new and expanded programs needed to meet the growing economic development needs of the Northwest Georgia region.

### *OMAS 01*

All the ad-hoc committees planning new and expanded degree programs will express their satisfaction and usefulness with the results of the needs assessment and market/trends analysis surveys and other information as indicated in a correspondence, comment, or note to the President or Vice President for Academic Affairs.

### *Evaluation*

The Institutional Research office assisted the Center for Continuing Education during the planning period to administer a business/industry needs assessment survey. The Director of the Center expressed his satisfaction and usefulness with the results of the needs assessment survey in a verbal comment to the Director of Institutional Research. This activity will be ongoing as departments seek strategies to provide expanded programs needed to meet the growing economic development needs of the Northwest Georgia region.

Impact on Unit Performance: Adequate. Not much. Service was only provided to one unit.

Impact on Agency Goal Attainment: Minor.

Effect to be integrated into next planning cycle: Minor. The Institutional Research office can still expect requests for help with developing survey instruments for needs assessment surveys.

Benefits to agency: Expanding College programs to meet the growing economic development needs of its service area.

## NATURAL SCIENCES & MATH DIVISION (CHAIR)

### *Goal 0490*

Investigate the establishment of a potential observation and bioresearch station at the Hurricane Creek area.

### *Objective 010*

A committee will be appointed to investigate the establishment of a potential observation and bioresearch station at Hurricane Creek to enhance student learning in the natural sciences.

### *OMAS 01*

The committee will report to the division chair on their findings concerning the establishment of a potential observation and bioresearch station at Hurricane Creek to enhance student learning in the natural sciences.

### *Evaluation*

The committee was appointed, met and decided that there was not sufficient interest in this activity at this time to pursue it further.

Impact on Unit Performance: Adequate. The division was made aware of the possibility of an observation and bioresearch station at the Hurricane Creek area.

Impact on Agency Goal Attainment: Adequate. The goal was fully attained even though no action was taken.

Effect to be integrated into next planning cycle: Minor. This goal will be ongoing although it may not be listed as a specific goal for the next cycle.

Benefits to agency: Minor. The awareness of the possibility of an observation and bioresearch station at the Hurricane Creek area may encourage faculty to explore other similar goals which may have an impact on DSC.

### *Goal 0620*

Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development.

### *Objective 010*

A division meeting will be called in early Fall 1999 semester with an agenda item to discuss ways to utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development.

### *OMAS: 01*

At least 5 of the division faculty will indicate that they have explored ways to utilize grants and other sources of funding to enhance instruction, research, publication-, and other professional development. A divisional meeting will be held with one agenda item being the discussion of the results of these explorations.

### *Evaluation*

More than 5 of the division's faculty explored ways to utilize grants and other sources of funding to enhance instruction, research, publications and other professional development.

Impact on Unit Performance: Adequate. The division was made aware of possible grants and will continue to search for opportunities.

Impact on Agency Goal Attainment: Adequate. The goal was fully attained although no actual grants were applied for.

Effect to be integrated into next planning cycle: Minor. This goal will be ongoing although it may not be listed as a specific goal for the next cycle.

Benefits to agency: Minor. Since the level of awareness of grant possibility has been raised considerably in an attempt to meet this goal, continuation of searches, application of grants and reception of grants will positively impact the division specifically and the college in general.

## NATURAL SCIENCES & MATH DIVISION (CHAIR) (Cont'd)

### *Goal 0630*

Explore the need for programs and activities to enhance the quality of life for faculty and staff.

### *Objective 010*

A division meeting will be called with an agenda item to discuss the results of the survey which was administered to explore the need for programs and activities to enhance the quality of life for faculty and staff in the division of Natural Sciences and Mathematics.

### *OMAS 01*

The division may recommend some programs and activities to enhance the quality of life for faculty and staff in the division of Natural Sciences & Mathematics.

### *Evaluation*

The Division of Natural Sciences and Mathematics met and discussed the Quality of Life survey. The establishment of a faculty lounge was the only item that came up for discussion. Plans for setting up and furnishing such a lounge were discussed.

Impact on Unit Performance: Adequate. On the plus side: The facilities are adequate for most building functions. It is especially nice for night, part-time faculty to have a place to use as sort of an "office." On the minus side: It pales in comparison to the lounge offered to faculty in LIA, which engenders a few hard feelings.

Impact on Agency Goal Attainment: Adequate. This goal will never be fully met because we should always be looking for ways to enhance the quality of life for faculty and staff.

Effect to be integrated into next planning cycle: Minor. This goal will be ongoing although it may not be a distinct item in the next planning cycle.

Benefits to agency: Major. The fact that a tangible improvement can be pointed to and that divisional needs are explored and addressed are in themselves real positives.

### *Goal 0820*

Complete the physical relocation of college programs, services, and personnel upon occupancy of the new Humanities building as outlined in the "Fire Drill" document.

### *Objective 010*

Coordinate activities to insure that faculty, staff and necessary infrastructure are moved to the appropriate new locations within the established time frame announced by the president.

### *OMAS 01*

Faculty and staff shall be relocated according to the established time frame.

### *Evaluation*

The chair of Natural Sciences and Mathematics coordinated the Fire Drill activities for Sequoia. The LPN faculty and staff and affected current Sequoia faculty members were successfully relocated and a faculty lounge was created.

Impact on Unit Performance: Adequate. Every faculty member of the division indicated that he/she was pleased with his/her new office assignment. The new faculty lounge was appreciated by all and immediately used by many. However, housing the math lab in the new building is having a negative impact on both faculty and students.

Impact on Agency Goal Attainment: Exemplary. The goal was fully attained in a timely manner and with minimal disruption.

Effect to be integrated into next planning cycle: Minor. Assessing the impact of the math lab in LIA will be ongoing, even though it will not be a specific goal in the next planning cycle.

Benefits to agency: Major. The lounge is a morale booster for Sequoia Faculty. Faculty who used to share offices benefit greatly.

## NATURAL SCIENCES & MATH DIVISION (CHAIR) (Cont'd)

### OMAS 02

The president will indicate in a memo, meeting or announcement that he is satisfied with the relocation activities coordinated by the division chairs.

#### *Evaluation*

The president did indicate in a memo that he is satisfied with the relocation activities coordinated by the division chairs.

### Goal 1020

Explore the creation of a foundational levels skill course.

### Objective 010

The coordinator of Developmental Studies, chair of the Technical Division, Technical Division coordinator of instruction and other pertinent faculty members will meet to design courses and placement procedures for foundational level courses in English, Reading and Mathematics for students in Certificate Programs.

### OMAS 01

No later than Fall 1998 the committee will meet to design courses and placement procedures for foundational level courses in English, Reading and Mathematics for students in Certificate Programs. Placement procedures will be in place and courses in these areas will appear in Course Schedule no later than Fall 1999.

#### *Evaluation*

Several meetings were held to design courses and placement procedures for foundational level courses in English, Reading and Mathematics for students in Certificate Programs. After initial implementation in Fall 1998, follow up assessment indicated some changes were needed. Revised placement procedures were implemented for Fall 2000.

Impact on Unit Performance: Exemplary. Providing foundation courses for students in the Technical division has been a real positive, especially as it pertains to the readiness of students to be well-prepared for the credit course that follows. This has allowed the credit courses to be "beefed up" since less time need be spent on basic topics.

Impact on Agency Goal Attainment: Exemplary. The goal has been met, evaluated and improved.

Effect to be integrated into next planning cycle: Minor. While the goal has been fully met, there still needs to be monitoring with respect to the placement of students into these basic skills courses.

Benefits to agency: Major. The entire college has benefited from the ability to offer courses that meet the needs of the certificate students. Students needing the basics are not enrolled in a course for which they are not prepared. Students who come prepared for the credit courses get what they came for. Retention of these students because of this initiative should increase.

### Goal 1120

Explore the development of a natural history museum to share with K-12 and others.

### Objective 010

A committee will be appointed by the division chair to explore the possibility of developing and housing a natural history museum.

### OMAS 01

The committee will report its finding to the division chair.

#### *Evaluation*

A committee met and decided that the possibility of developing a natural history museum at the college was not practical at this time.

## NATURAL SCIENCES & MATH DIVISION (CHAIR) (Cont'd)

Impact on Unit Performance: Inadequate. The meeting to consider the museum was rather short because there was unanimity that there were far more important projects to consider before this.

Impact on Agency Goal Attainment: Inadequate. The goal was attained just because the request was considered. But the tenor of the meeting suggested that for the foreseeable future this issue should not be on the front burner or even on the stove.

Effect to be integrated into next planning cycle: None. The less than enthusiastic reception this issue received suggests that it not be considered during the next planning cycle.

Benefits to agency: None. None

### *Goal 1130*

Enhance outreach information about North Georgia Mountains Youth Science and Technology Center.

### *Objective 010*

A committee will meet to investigate ways to enhance outreach information about the North Georgia Mountains Youth Science and Technology Center

### *OMAS 01*

A committee met to investigate ways to enhance outreach information about the North Georgia Mountains Youth Science and Technology Center.

### *Evaluation*

A committee met to investigate ways to enhance outreach information about the North Georgia Mountains Youth Science and Technology Center. Conclusion: There was little or no interest in pursuing this subject and the endeavor was dropped.

Impact on Unit Performance: Inadequate. The meeting to consider this topic was rather short because there was unanimity that there were far more important projects to consider before this.

Impact on Agency Goal Attainment: Inadequate. The goal was attained just because the request was considered. But the tenor of the meeting suggested that for the foreseeable future this issue should be dropped.

Effect to be integrated into next planning cycle: None. The less than enthusiastic reception this issue received suggests that it not be considered during the next planning cycle.

Benefits to agency: None. None

### *Goal 1140*

Enhance discipline-based collaboration with K-12 faculty.

### *Objective 010*

Math faculty will be encouraged to participate in the ongoing Dalton State College tutoring program with area public schools.

### *OMAS 01*

At least five of the math faculty will participate in the math tutoring program at the area public schools.

### *Evaluation*

With Debbie Melton as coordinator, over 80% of the division participated in PREP tutoring at area public schools.

Impact on Unit Performance: Tutoring at public schools seemed to enhance unit cohesiveness and foster a real sense of accomplishment.

Impact on Agency Goal Attainment: Exemplary. Significantly more than the anticipated number of division members participated in the program.

**NATURAL SCIENCES & MATH DIVISION (CHAIR) (Cont'd)**

Effect to be integrated into next planning cycle: Minor. This will be an ongoing project that will continue to be assessed even though it will not be included in the next planning cycle.

Benefits to agency: Major. Dalton State College is putting a lot of time and resources into this worth-while community project. The college can only reap positive benefits from such action. How to measure such benefits might be a project for future study.

## NURSING DIVISION (CHAIR)

### *Goal 0620*

Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development.

### *Objective 010*

A division meeting will be called in early Fall 1999 semester with an agenda item to discuss ways to utilize grants and other sources of funding to enhance instruction, research, publications and other professional development.

### *OMAS 01*

At least 75% of the division's faculty will indicate that they have explored ways to utilize grants and other sources of funding to enhance instruction, research, publications and other professional development. A divisional meeting will be held with one agenda item being the discussion of the results of these explorations.

### *Evaluation*

90% of the division's faculty explored ways to utilize grants and other sources of funding to enhance instruction, research, publications and other professional development. A divisional meeting was held on September 9, 1999 in which this objective was discussed.

Impact on Unit Performance: Adequate. The division was made aware of possible grants and will continue to search opportunities.

Impact on Agency Goal Attainment: Adequate. The goal was fully attained although no actual grants were applied for.

Effect to be integrated into next planning cycle: Minor. This goal will be ongoing although it may not be listed as a specific goal for the next cycle.

Benefits to agency: Major. Since the level of awareness of grant possibility has been raised considerably in an attempt to meet this goal, continuation of searches, application of grants and reception of grants will positively impact the division specifically and the college in general.

### *Goal 0630*

Explore the need for programs and activities to enhance the quality of life for faculty and staff.

### *Objective 010*

A division meeting will be called with an agenda item to discuss the results of the survey which was administered to explore the need for programs and activities that will enhance the quality of life for faculty and staff in the nursing division.

### *OMAS 01*

At least four recommendations will be made by the faculty/staff regarding specific activities and/or programs to enhance the quality of life for faculty and staff in the nursing division.

### *Evaluation*

Two division meeting were held with an agenda item to discuss the quality of life survey and to make recommendations. The first was held on September 23 and the second on October 7. Two recommendations were made by the faculty/staff regarding specific activities and/or programs to enhance the quality of life for faculty and staff in the nursing division.

Impact on Unit Performance: Exemplary. The faculty lounge was put into place and a coke machine was placed outside the Sequoya building. The faculty felt these have made quality of life better in their building.

Impact on Agency Goal Attainment: Exemplary. Goal met and faculty felt they had been heard.

Effect to be integrated into next planning cycle: None. Goal was achieved with no follow-up needed.

Benefits to agency: Major. Satisfaction by faculty that felt and stated needs were heard and steps taken to implement them.

## **NURSING DIVISION (CHAIR) (Cont'd)**

### *Goal 0820*

Complete the physical relocation of college programs, services, and personnel upon occupancy of the new Humanities building as outlined in the "Fire Drill" document.

### *Objective 010*

Coordinate activities to ensure that faculty, staff and all necessary infrastructure are moved to their new locations within the established time frame announced by the president.

### *OMAS 01*

The president will indicate in a memo, meeting or announcement that he is satisfied with the relocation activities coordinated by the division chairs.

### *Evaluation*

The president announced that he is satisfied with the relocation activities coordinated by the division chairs.

Impact on Unit Performance: Exemplary. The only relocation which involved the nursing division was the creation of a faculty lounge.

Impact on Agency Goal Attainment: Exemplary. The relocation went smoothly and seemed not to involve the students at all except to provide much needed classroom space and the benefit of state-of-the art technology in the new building.

Effect to be integrated into next planning cycle: None. None. The move was made without need for carry-over.

Benefits to agency: Major. It is a credit to all that cooperation among divisions occurred to allow for as easy a transition as it was.

### *Goal 1140*

Enhance discipline-based collaboration with K-12 faculty.

### *Objective 010*

A meeting will be called to determine which faculty is interested in visiting area public schools to explore possible collaborative efforts.

### *OMAS: 01*

At least half of the nursing faculty will visit area public schools upon invitation.

### *Evaluation*

A meeting was held on August 26 in which 100% of the faculty expressed their willingness to visit area secondary schools when invited.

Impact on Unit Performance: Inadequate. No impact thus far since no faculty were invited to the secondary schools for nursing.

Impact on Agency Goal Attainment: Inadequate. A negative impact since no one was invited except as a tutor.

Effect to be integrated into next planning cycle: Major. A new strategy needs to be developed. Since the Vice President of Academic Affairs has changed, the procedure for contact with area schools needs to be explored with him as well as the area schools administration.

Benefits to agency: Major. When the process and procedure is developed and implemented the benefits should be great to secondary schools and to the college.

### *Goal 7100*

Dalton State College Division of Nursing will prepare students for employment as safe, effective registered nurses.

### *Objective 010*

Graduates of the Nursing Associate Degree program will demonstrate competency to practice as safe, effective Registered Nurses.

## **NURSING DIVISION (CHAIR) (Cont'd)**

### *OMAS 01*

The graduates of the Associate Degree Nursing program who take the NCLEX-RN examination within one year of graduation will pass on the first try at a pass rate at or above the national average.

#### *Evaluation*

The graduates of the Associate Degree Nursing program who took the NCLEX-RN examination within one year of graduation had a pass rate of 93.9% . The national pass rate was 84.79% and the Georgia pass rate was 84.37%.

Impact on Unit Performance: Exemplary. Since the scores were 9% above the state and national average, we believe that results indicate that the program is effective and indicates maintenance of the program without major changes.

Impact on Agency Goal Attainment: Exemplary. Since the organizational goal is to prepare persons for the work force, the attainment of this goal is of great importance.

Effect to be integrated into next planning cycle: Major. The next planning cycle includes the continuation of a quality program with little changes except in areas as indicated on evaluation/surveys from students, agency personnel, employers, alumni surveys, advisory councils, and informal dialogue with health care workers and consumers.

Benefits to agency: Major. The positive publicity of scoring 4th in the state and well above state and national average encourages qualified students to choose DSC as their college of choice to become an RN.

### *OMAS 02*

After one year of employment, a majority of graduates will express satisfaction with their educational preparation at Dalton State College.

#### *Evaluation*

After one year of employment, an alumni survey revealed of those responding 53% ranked their educational preparation was excellent and 29% ranked it as good. All respondents stated that they would select this program if they had it to do again.

Impact on Unit Performance: Exemplary. The impact is that positive feedback from alumni improves nursing faculty job satisfaction. It is nice to know alumni rank their program of study in a positive way.

Impact on Agency Goal Attainment: Exemplary. Positive responses from graduates indicate satisfaction that they were prepared to work in the workplace.

Effect to be integrated into next planning cycle: Minor. Ninety to ninety-five % of the respondents rated gerontological, medical, obstetrical and psychiatric nursing preparation as excellent or good. Surgical nursing scored at the 64% and pediatrics scored 48% at the excellent to good level. The faculty will look at the surgical and pediatric rotations and place more emphasis on these areas in the classroom.

Benefits to agency: Major. Positive graduates are great role models for currently enrolled students. Satisfied graduates portray a positive attitude toward the college in general and in nursing specifically. Enrollment increases should be the end result.

### *OMAS 03*

A majority of employers of Dalton State College nursing graduates will express satisfaction with the performance of the graduates after one year of employment in the areas of critical thinking, communication and therapeutic nursing interventions.

#### *Evaluation*

Employers of Dalton State College nursing graduates responding to a survey ranked the graduates in several areas including critical thinking, communication and therapeutic nursing interventions. The rankings were 90% or above in performance in the categories of " always" or "most of the time"

Impact on Unit Performance: Exemplary. It is rewarding to see that employers are satisfied with the performance of our graduates. It gives the faculty intangible incentive to continue doing a good job.

Impact on Agency Goal Attainment: Exemplary. The goal of preparing citizens for the work force is clearly met. The impact is to continue to market our graduates and advertise so we can have more to graduate.

Effect to be integrated into next planning cycle: Major. The number of surveys returned was lower than desired. The faculty decided to hand deliver the surveys with a self-addressed envelope.

## **NURSING DIVISION (CHAIR) (Cont'd)**

Benefits to agency: Major. The benefit to the organization is that the survey was formatted a new way and seemed quite effective in evaluating important components of the program from faculty perspective as well as from the Georgia Board of Nursing and NLNAC.

### *OMAS 04*

Within three months of passing NCLEX-RN, a majority of Dalton State College graduates will be employed full time as staff nurses in hospitals and similar agencies.

#### *Evaluation*

Within three months of passing NCLEX-RN, 70% of Dalton State College graduates were employed full time as staff nurses in hospitals and similar agencies.

Impact on Unit Performance: Adequate. With only seventy percent being employed full-time and thirty percent employed part time, the faculty were not sure whether this was by choice or forced. After discussion with some of the graduates, the conclusion was drawn that most likely the part time status was by choice and not forced.

Impact on Agency Goal Attainment: Exemplary. All who wanted to work got jobs and generally in the areas they chose. Eighty-two of the graduates were working in hospitals: 45% general duty, 27% emergency department, 9% OR and 19% other areas. Sixty-six% were staff nurses. Thirty-three% were in mid-management.

Effect to be integrated into next planning cycle: Major. The clinical facilities will remain predominately in hospitals and the mid-management skills will be emphasized.

Benefits to agency: Any career program where the job market is open and graduates can get jobs is desirable for students to pursue as a career. Enrollment should improve as a result.

### *OMAS 05*

In any given semester, the attrition rate of students failing to progress in the program due to academic failure in nursing will not be greater than 15%.

#### *Evaluation*

The attrition rate of students failing to progress in the program due to academic failure in nursing was 5% nursing 1101, 2% nursing 1102, 0% nursing 1103, 0% nursing 1104, 8% 2201-fall semester ;3% nursing 1105, 0% nursing 1106, 3% nursing 2202, and 0% nursing 2203-spring semester.

Impact on Unit Performance: Exemplary. The values obtained in an objective way substantiate the faculty's belief that a quality education is being received by all students and that the admission criteria and other standards are neither too difficult nor too easy.

Impact on Agency Goal Attainment: Exemplary. The goal of preparing graduates for the workforce is an important goal. In all areas, but especially in the health care field, the words "safe and effective" have special significance. With no more than 8% failing to continue we believe this is a good benchmark. As a side note, most of the students who have academic failures in any semester return and graduate at a later date.

Effect to be integrated into next planning cycle: Major. The division will continue to maintain the curriculum as is. Changes as indicated on evaluations/surveys from students, agency personnel, employers, alumni surveys, advisory councils, and informal dialogue with health care workers and consumers will be made.

Benefits to agency: Major. From the purely financial view the more students who finish, the more cost effective the education is per student. The faculty is fully committed to help any student in any way possible without jeopardizing standards to succeed. These attrition figures demonstrate that commitment.

### *OMAS 06*

After one year of employment, a majority of graduates will have participated in professional growth activities. Professional growth activities are defined as:

1. the regular reading of nursing literature, 2. attendance at workshops/seminars/in-services, 3. participation in a professional organization, 4. continuation of formal education.

## **NURSING DIVISION (CHAIR) (Cont'd)**

### *Evaluation*

After one year of employment 94% of those responding to an alumni survey indicated that they participated in professional growth activities.

1. regular reading 47% 2. workshops 94% 3. organizations 29% 4. formal education 23%.

Impact on Unit Performance: Exemplary. The figures in this objective indicate that no changes need to be made and that an attitude is conveyed that learning is a life long endeavor.

Impact on Agency Goal Attainment: Exemplary. One of the college's purposes is to instill a commitment to life long learning. The fact that over ninety percent of those responding to this survey are participating indicates this purpose is being fulfilled.

Effect to be integrated into next planning cycle: Major. A continuation of use of the library in assignments, referral in class time to recent happenings in health care will be emphasized so that next year's graduates will be as committed as these graduates are.

Benefits to agency: Major. These individuals are not only nurses, but citizens. The more widely read and the further they pursue an education the more useful and productive they will be in society. Again, excellent citizens make great advertising for the nursing program and the college as a whole.

### *Goal 7120*

Faculty members will develop professionally, make instructional resources available and be accountable for providing a program of study which prepares students for licensure as registered nurses.

### *Objective 010*

Each faculty member will attend at least five continuing education programs each academic year.

### *OMAS 01*

On or about March 1, each faculty member will submit an annual report and faculty qualification form to the division chair indicating participation in at least five continuing programs.

### *Evaluation*

One hundred percent of the faculty submitted an annual report and a faculty qualification form which indicated that participation was from 7 to 28 in number of programs attended.

Impact on Unit Performance: Exemplary. Faculty who keep current in professional activities and expand their discipline-specific knowledge base are students' greatest resources.

Impact on Agency Goal Attainment: Exemplary. The goal is to provide students with quality resources. The best way to provide resources is to know what, when and where resources are to be found in order to direct students to them. Continuing education programs assist in helping faculty "stay current".

Effect to be integrated into next planning cycle: Major. The division chair will request that the same amount of money be placed in the budget for professional development.

Benefits to agency: Major. One of the three areas on which faculty are assessed is professional development activities. Not only do these activities make us better teachers, but better citizens and community resources. The more effective we are in the community, the better the reputation the college has.

### *Objective 020*

The physical facilities, supplies and instructional materials will adequately support instruction.

### *OMAS 01*

At the end of each semester 100% of the faculty will complete a survey indicating that 95% of the time supplies and instructional materials were available and 100% of the time the physical facilities supported instruction.

## **NURSING DIVISION (CHAIR) (Cont'd)**

### *Evaluation*

At the end of each semester 100% of the faculty completed a survey indicating that 100% of the time supplies and instructional materials were available and 100% of the time the physical facilities supported instruction.

Impact on Unit Performance: Exemplary. Having needed resources readily available makes student learning more effective and allows faculty to teach, not hunt supplies or improvise.

Impact on Agency Goal Attainment: Exemplary. Budgets are designed to provide for supplies and facilities as well as instructional materials. Objective data from students and faculty verify that the budgeting process is effective.

Effect to be integrated into next planning cycle: Major. A request will be made to the VPAA to maintain the budget at or above its current level in order to continue to provide needed materials.

Benefits to agency: Major. Resources available enable students to learn better and to feel better about their education. Good graduates generally make good employees and provide a positive influence in the community.

### *Objective 030*

The learning resources including library and instructional materials are comprehensive, current and available.

### *OMAS 01*

At the end of each academic year 100% of the faculty will indicate that they have requested 12 additions to the library in their assigned area and that they have requested deletions according to the library weeding policy.

### *Evaluation*

At the end of the academic year 100% of the faculty indicated that they requested 12 additions to the library in their assigned area

and that they requested deletions according to the library weeding policy.

Impact on Unit Performance: Exemplary. The commitment of the faculty in assuring the library is comprehensive and current is evident and shows much concern for students and the college.

Impact on Agency Goal Attainment: Exemplary. One of the college's core purposes is a commitment to provide a supportive campus with necessary services. The library holdings are a service that must be good.

Effect to be integrated into next planning cycle: Major. The faculty will continue to follow the collection and weeding policy.

Benefits to agency: Major. The provision of a well-rounded professionally selected collection of resources for students, faculty and the community enhances learning.

### *Objective 040*

There will be a systematic evaluation of the unit in nursing, program of learning and the graduate which will be used for development, maintenance and revision of the program, and/or program outcomes.

### *OMAS 01*

The evaluation plan timetable will be followed and the results documented precisely as stated on the plan.

### *Evaluation*

The evaluation plan timetable was followed and the results documented precisely as stated on the plan. The specifics can be found in the nursing division minutes.

Impact on Unit Performance: Exemplary. A thorough evaluation process including the results and the use of the results is imperative for accountability and for a quality program continuation.

Impact on Agency Goal Attainment: Exemplary. A comprehensive evaluation plan as indicated in OMAS 1-6 reflects the attainment of the college's overall mission and core purposes.

Effect to be integrated into next planning cycle: Major. The division plans to change some of the benchmarks for the 2000-2001 year to allow for more accurate measurement. We also plan to alter some of the dates the outcomes are reported. These will be earlier in the academic year so needed changes can be made in a more timely manner.

Benefits to agency: Major. The overall evaluation plan meets the Georgia Board of Nursing and the NLNAC standards as well as meets the institutional effectiveness criteria for ensuring accountability in all areas of the program.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director)

### Goal 0070

Increase the College's visibility through the Internet.

#### Objective 010

DSC will allow students to apply for admission via the internet.

#### OMAS 01

At least 20% of new applicants will apply for admission using the internet in the first year.

#### Evaluation

Did not meet 20% on line application goal 736 New Applications Received 11 on line

1.5% Apps received on line

Impact on Unit Performance: Inadequate. Number of on-line applicants doesn't directly impact OCIS.

Impact on Agency Goal Attainment: Inadequate. Minimal impact on increasing the College's visibility through the Internet.

Unrealistic expectation because the on-line applications were not available before the end of Fall 1999.

Effect to be integrated into next planning cycle: Major. DSC should stress the ease of the on-line application process to high school guidance counselors. The number of on-line applications should grow in the coming year.

Benefits to agency: Major. Overall number of applications should increase. Enrollment should also increase.

#### Objective 020

Update Dalton State College's Web site.

#### OMAS 01

By the end of the planning period, appropriate resources (hardware, software, personnel, steering committee) will be dedicated to the Web Update project.

#### Evaluation

Lawrence Brownlee was re-directed from a PC/Peripheral support role to a full time web update/WebCT role.

The appropriate hardware and software were dedicated to the Web Update project. The Web Committee should be named in the early Fall 2000 time frame.

Impact on Unit Performance: Adequate. The web update project is of vital importance to Dalton State College. However, with Lawrence Brownlee being re-directed to this project and no new hardware technicians hired, OCIS has had to rely on student workers to help fill this void.

Impact on Agency Goal Attainment: Exemplary. Will have a tremendous impact on increasing the College's visibility through the Internet. The web will become one of the College's primary means of marketing itself, as well as one of the primary conduits for providing customer service.

Effect to be integrated into next planning cycle: Major. Web redesign will be ongoing and vital to the College. Dalton State must continue to ensure that adequate resources are dedicated to this project.

Benefits to agency: Major. Web redesign will be ongoing and vital to the College. Dalton State must continue to ensure that adequate resources are dedicated to this project.

### Goal 0180

Develop Web-based instruction and other alternate instructional delivery models (e.g., distance learning).

#### Objective 010

Provide the necessary resources to establish and support alternative instructional delivery models.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

### OMAS 01

OCIS will redirect a member of its staff to support WebCT (maintenance & development).

#### *Evaluation*

Lawrence Brownlee was redirected to support WebCT (maintenance & development).

Impact on Unit Performance: Inadequate. The WebCT project is of vital importance to Dalton State College. However, with Lawrence Brownlee being re-directed to this project and no new hardware technicians hired, OCIS has had to rely on student workers to help fill this void.

Impact on Agency Goal Attainment: Exemplary. WebCT to date is the defector standard in the University System for online course development and delivery. WebCT has the potential to expand our service area. Dedicating the necessary resources to WebCT is critical to the success of this project.

Effect to be integrated into next planning cycle: Major. WebCT will continue to grow. We must continue to assess the resources that are dedicated to this project.

Benefits to agency: Major. At stake are the image of the Institution, our service area, and our ability to keep pace with our competitors.

### OMAS 02

OCIS will continue its support of the GSAMS project by providing technical support as well as training faculty to utilize the technology.

#### *Evaluation*

OCIS did continue its support of the GSAMS project by providing technical support as well as training faculty to utilize the technology.

Impact on Unit Performance: Adequate. GSAMS does not place an undue burden on OCIS.

Impact on Agency Goal Attainment: Inadequate. Only 3 GSAMS classes were delivered. There is no growth anticipated. The Technology is expensive and becoming out-dated.

Effect to be integrated into next planning cycle: Minor. Dalton State College will need to evaluate the future of GSAMS.

Benefits to agency: Minor. Minimal.

### Goal 0190

Develop institutional support for online course production and delivery.

#### *Objective 010*

Provide training for online production and delivery.

### OMAS 01

OCIS will provide at least 5 training sessions for faculty on how to develop and deliver online courses.

#### *Evaluation*

OCIS will provided 7 training sessions for faculty on how to develop and deliver online courses.

Impact on Unit Performance: Exemplary. Equipping the faculty is one of the primary reasons that OCIS exists.

Impact on Agency Goal Attainment: Exemplary. The faculty must be trained in how to utilize WebCT before they will ever support it.

Effect to be integrated into next planning cycle: Major. The faculty must continue to be trained to use WebCT. OCIS will continue to assist in this endeavor.

Benefits to agency: Major. At stake are the image of the Institution, our service area, and our ability to keep pace with our competitors.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

### Goal 0210

Investigate ways to encourage students to utilize more fully technology for academic enhancement while enrolled at Dalton State College.

### Objective 010

Provide training workshops for students as requested by faculty.

#### OMAS 01

OCIS will provide Pegasus E-Mail training that faculty may include in their regular curriculum.

#### Evaluation

OCIS provided Pegasus E-Mail training for faculty to include in their regular curriculum.

Impact on Unit Performance: Exemplary. E-Mail has become the primary form of communication on campus. Providing E-Mail accounts and training to students is one of the primary services that OCIS provides.

Impact on Agency Goal Attainment: Exemplary. E-Mail has become a primary form of communication worldwide. Equipping our students to use E-Mail enhances their computer literacy and better prepares them life beyond college.

Effect to be integrated into next planning cycle: Major. Will continue to need to train our students to use E-Mail.

Benefits to agency: Major. Enhanced student computer literacy. Maintaining Dalton State College's reputation for equipping our students.

#### OMAS 02

OCIS will provide an introduction to the ADAM software as requested by the Nursing and MLT programs.

#### Evaluation

OCIS provided an introduction to the ADAM software as requested by the Nursing and MLT programs.

Impact on Unit Performance: Exemplary. Training is a primary service provided by OCIS.

Impact on Agency Goal Attainment: Exemplary. Students must be trained to use the technology that enhances their curriculum.

Effect to be integrated into next planning cycle: Major. Other technologies will be used to enhance student curriculums.

OCIS will continue to train students to use these technologies.

Benefits to agency: Major. Increases the use of technology in the classroom. Better equips our students.

### Objective 020

Investigate the plausibility of students setting up and maintaining their own web pages.

#### OMAS 01

OCIS will determine the hardware/software requirements to support this project.

#### Evaluation

OCIS did not determine the hardware/software requirements to support this project.

Impact on Unit Performance: Inadequate Did not achieve.

Impact on Agency Goal Attainment: Inadequate Did not achieve.

Effect to be integrated into next planning cycle: Minor. Dalton State College must continue to assess the importance and feasibility of students designing their own web pages.

Benefits to agency: None. Did not achieve.

#### OMAS 02

OCIS will determine the technical support personnel requirements.

#### Evaluation

OCIS did not determine the technical support personnel requirements.

Impact on Unit Performance: Inadequate. Did not achieve.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

Impact on Agency Goal Attainment: Inadequate. Did not achieve.

Effect to be integrated into next planning cycle: Minor. Dalton State College must continue to assess the importance and feasibility of students designing their own web pages.

Benefits to agency: None. Did not achieve.

### OMAS 03

OCIS will identify any associated security risks.

#### *Evaluation*

OCIS did not identify any associated security risks.

Impact on Unit Performance: Inadequate. Did not achieve.

Impact on Agency Goal Attainment: Inadequate. Did not achieve.

Effect to be integrated into next planning cycle: Minor. Dalton State College must continue to assess the importance and feasibility of students designing their own web pages.

Benefits to agency: None. Did not achieve.

### Objective 030

Investigate web-based e-mail for student use.

### OMAS 01

OCIS will determine the hardware/software requirements.

#### *Evaluation*

OCIS did not determine the hardware/software requirements.

Impact on Unit Performance: Inadequate. Did not achieve.

Impact on Agency Goal Attainment: Inadequate. Did not achieve.

Effect to be integrated into next planning cycle: Minor. Dalton State College must continue to assess the importance and feasibility of web-based E-Mail for students.

Benefits to agency: None. Did not achieve.

### OMAS 02

OCIS will determine if additional support personnel is required to support this project.

#### *Evaluation*

OCIS did not determine if additional support personnel is required to support this project.

Impact on Unit Performance: Inadequate. Did not achieve.

Impact on Agency Goal Attainment: Inadequate. Did not achieve.

Effect to be integrated into next planning cycle: Minor. Dalton State College must continue to assess the importance and feasibility of web-based E-Mail for students.

Benefits to agency: None. Did not achieve.

### OMAS 03

OCIS will determine the overall cost of implementing web-based e-mail.

#### *Evaluation*

OCIS did not determine the overall cost of implementing web-based e-mail.

Impact on Unit Performance: Inadequate. Did not achieve.

Impact on Agency Goal Attainment: Inadequate. Did not achieve.

Effect to be integrated into next planning cycle: Minor. Dalton State College must continue to assess the importance and feasibility of web-based E-Mail for students.

Benefits to agency: None. Did not achieve.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

### Goal 0300

Increase student Internet accessibility.

### Objective 020

Increase the number of computer labs with internet access on campus.

#### OMAS 01

OCIS will bring 10 new computer labs online during the 1999-2000 academic year.

#### Evaluation

OCIS brought 11 new computer labs online during the 1999-2000 academic year:

Impact on Unit Performance: Adequate. Necessitated the creation of a new technical support position.

Impact on Agency Goal Attainment: Exemplary. Approximately 170 PC's with internet access were added to the College's inventory and were made available for student use.

Effect to be integrated into next planning cycle: None. The College's PC inventory cannot expand anymore without hiring additional technical support staff. This will not be a high priority until it is demonstrated that current levels of technology are being utilized.

Benefits to agency: Major. Allowed for more technology-enhanced courses to be taught.

### Objective 030

Provide "Open" computer labs for students.

#### OMAS 01

OCIS will identify and staff 3 computer labs where classes are not scheduled and students may use anytime during regularly scheduled operating hours.

#### Evaluation

OCIS identified and staffed 3 computer labs where classes were not scheduled and students could use anytime during regularly scheduled operating hours.

Impact on Unit Performance: Adequate. OCIS had to staff these additional "Open" labs. This increased the number of student workers employed by OCIS. This also heightened OCIS's presence within the student body and the faculty.

Impact on Agency Goal Attainment: Exemplary. Students now had PC's available to them without having to schedule around classes which might otherwise be using the labs.

Effect to be integrated into next planning cycle: Minor. Dalton State College must evaluate the utilization of these "Open" labs to determine the appropriate number to staff and maintain.

Benefits to agency: Minor. The students have benefited from the ease of access to the labs. However, the lab utilization must be monitored to determine the appropriate number to staff and maintain.

### Goal 0330

Investigate emerging technology to increase information access in the Library.

### Objective 010

Provide the necessary support for the Library's Galileo and Voyager systems.

#### OMAS 01

OCIS will ensure that the Galileo hardware is operational and the desktop has a static configuration.

#### Evaluation

OCIS did ensure that the Galileo hardware was operational and that the desktop had a static configuration.

Impact on Unit Performance: Adequate. Hardware, software, and operating system support is one of the main services that OCIS provides.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

Impact on Agency Goal Attainment: Exemplary. Mandatory for Galileo to function.

Effect to be integrated into next planning cycle: Minor. Continue to support.

Benefits to agency: Major. Library is able to increase its presence by having this web interface.

### OMAS 02

OCIS will provide the necessary hardware and software support for the Voyager system.

#### *Evaluation*

OCIS provided the necessary hardware and software support for the Voyager system.

Impact on Unit Performance: Adequate. Hardware, software, and operating system support is one of the main services that OCIS provides.

Impact on Agency Goal Attainment: Exemplary. Mandatory to function.

Effect to be integrated into next planning cycle: Minor. Continue to support.

Benefits to agency: Major. Library is able to increase its presence by having this web interface.

### Goal 0590

Develop a technology-training program for faculty and staff, including applied uses of technology.

### Objective 010

Provide regularly scheduled technology training workshops for faculty and staff.

### OMAS 01

OCIS will assess the technology training needs on a term by term basis. Faculty and Staff are asked to identify the areas in which they wish to receive training. Training will also be offered in areas where a significant number of support calls are received.

#### *Evaluation*

OCIS did assess the technology training needs on a term by term basis. Faculty and Staff were asked to identify the areas in which they wished to receive training. Training was also offered in areas where a significant number of support calls were received.

Impact on Unit Performance: Adequate. Primary service provided by OCIS.

Impact on Agency Goal Attainment: Exemplary. Regularly scheduled training workshops are the primary component of the training services offered by OCIS.

Effect to be integrated into next planning cycle: Major. Continue to assess the training needs and provide these training opportunities.

Benefits to agency: Major. Faculty and Staff become more technology literate. Dalton State College's reputation for excellent faculty is preserved.

### OMAS 02

OCIS will determine the appropriate staff (or willing faculty) to teach the workshops, schedule the necessary lab times, and advertise the workshops to all faculty and staff.

#### *Evaluation*

OCIS did determine the appropriate staff (or willing faculty) to teach the workshops, schedule the necessary lab times, and advertise the workshops to all faculty and staff.

Impact on Unit Performance: Adequate. This is the primary function of the instructional technologist component of OCIS.

Impact on Agency Goal Attainment: Exemplary. Regularly scheduled training workshops are the primary component of the training services offered by OCIS.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

Effect to be integrated into next planning cycle: Major. OCIS must continue to assess the training needs of Dalton State College's faculty and staff. Continue to staff, schedule, and advertise these training workshops.

Benefits to agency: Major. Faculty and Staff become more technology literate. Dalton State College's reputation for excellent faculty is preserved.

### *Goal 0600*

Expand facilities to support faculty/staff use of technology.

### *Objective 010*

Create a lab environment for the faculty where they may experiment with different technologies.

### *OMAS 01*

OCIS will furnish a lab with cutting-edge technology where faculty and staff may come to experiment and explore technologies they may wish to include in their curriculum.

### *Evaluation*

OCIS did furnish a lab with cutting-edge technology where faculty and staff could come to experiment and explore technologies they might wish to include in their curriculum. Liberal Arts 309 was set aside for this purpose. It was named the Tech Craft Lab. It was furnished with a variety of leading edge technology.

Impact on Unit Performance: Adequate. The lab was created, furnished, and staffed. Placed a minor burden on staff. Increased OCIS's presence among the faculty.

Impact on Agency Goal Attainment: Adequate. The lab was created, furnished, and staffed. This did attain the goal of expanding facilities to support faculty/staff use of technology.

Effect to be integrated into next planning cycle: Minor. Current utilization of technologically-enhanced facilities must be determined before continuing to support this facility.

Benefits to agency: Minor. Faculty and Staff become more technology literate. Dalton State College's reputation for excellent faculty is preserved.

### *OMAS 02*

OCIS will provide staff to be available to assist the faculty in this lab.

### *Evaluation*

OCIS did provide staff to be available to assist the faculty in this lab.

Impact on Unit Performance: Adequate. The lab was created, furnished, and staffed. Placed a minor burden on staff.

Increased OCIS's presence among the faculty.

Impact on Agency Goal Attainment: Adequate. The lab was created, furnished, and staffed. This did attain the goal of expanding facilities to support faculty/staff use of technology.

Effect to be integrated into next planning cycle: Minor. Current utilization of technologically-enhanced facilities must be determined before continuing to support this facility.

Benefits to agency: Minor. Faculty and Staff become more technology literate. Dalton State College's reputation for excellent faculty is preserved.

### *Goal 0730*

Develop a comprehensive management information system.

### *Objective 010*

Begin development of a comprehensive data warehouse.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

### *OMAS 01*

OCIS will design a data warehouse which incorporates all data elements necessary for assessment and reporting purposes.

#### *Evaluation*

OCIS began design of a data warehouse which incorporates all data elements necessary for assessment and reporting purposes. Initial design phase will be completed in the Fall 2000 timeframe. The warehouse will continue to be enhanced as needs change.

Impact on Unit Performance: Adequate. Administrative application development is one of the primary services that OCIS provides.

Impact on Agency Goal Attainment: Exemplary. Necessary to achieve the goal of "Develop a comprehensive management information system."

Effect to be integrated into next planning cycle: Major. Must complete initial design phase, begin implementation, and assess its effectiveness.

Benefits to agency: Major. Provides the backbone by which the institution may evaluate and assess itself.

### *OMAS 02*

OCIS will allocate technical staff time to the data warehouse development project.

#### *Evaluation*

OCIS did allocate technical staff time to the data warehouse development project: The data warehouse project was designated a priority one project for Chris Bedwell, our Systems and Database Administrator.

Impact on Unit Performance: Adequate. Administrative application development is one of the primary services that OCIS provides.

Impact on Agency Goal Attainment: Exemplary. Necessary to achieve the goal of "Develop a comprehensive management information system."

Effect to be integrated into next planning cycle: Major. Must complete initial design phase, begin implementation, and assess its effectiveness.

Benefits to agency: Major. Provides the backbone by which the institution may evaluate and assess itself.

### *Goal 0740*

Apply administrative computing systems' applications to retention/institutional effectiveness.

### *Objective 010*

Begin development of a comprehensive data warehouse.

### *OMAS 01*

OCIS will design a data warehouse which incorporates all data elements necessary for assessment and reporting purposes.

#### *Evaluation*

OCIS began design of a data warehouse which incorporates all data elements necessary for assessment and reporting purposes. Initial design phase will be completed in the Fall 2000 timeframe. The warehouse will continue to be enhanced as needs change.

Impact on Unit Performance: Adequate. Administrative application development is one of the primary services that OCIS provides.

Impact on Agency Goal Attainment: Exemplary. Necessary to achieve the goal of "Develop a comprehensive management information system."

Effect to be integrated into next planning cycle: Major. Must complete initial design phase, begin implementation, and assess its effectiveness.

Benefits to agency: Major. Provides the backbone by which the institution may evaluate and assess itself.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

### OMAS 02

OCIS will allocate technical staff time to the data warehouse development project.

#### *Evaluation*

OCIS did allocate technical staff time to the data warehouse development project:

The data warehouse project was designated a priority one project for Chris Bedwell, our Systems and Database Administrator.

Impact on Unit Performance: Adequate. Administrative application development is one of the primary services that OCIS provides.

Impact on Agency Goal Attainment: Exemplary. Necessary to achieve the goal of "Develop a comprehensive management information system."

Effect to be integrated into next planning cycle: Major. Must complete initial design phase, begin implementation, and assess its effectiveness.

Benefits to agency: Major. Provides the backbone by which the institution may evaluate and assess itself.

### Goal 0750

Assess and remediate Year 2000 risk compliance).

### Objective 010

Identify areas of risk .

### OMAS 01

OCIS will employ an outside consulting firm to inventory all areas of the College at risk.

#### *Evaluation*

OCIS did employ an outside consulting firm to inventory all areas of the College at risk.

Impact on Unit Performance: Adequate. Minimal impact on OCIS since an outside consultant was employed.

Impact on Agency Goal Attainment: Exemplary. Necessary to determine the areas at risk.

Effect to be integrated into next planning cycle: None. Year 2000 will never come again.

Benefits to agency: Major. The outside consultant was able to have an objective view of the institution's risks.

### OMAS 02

OCIS will identify and prioritize all "Mission Critical" areas. OCIS will prioritize all other areas at risk.

#### *Evaluation*

OCIS did identify and prioritize all "Mission Critical" areas. OCIS did prioritize all other areas at risk.

Impact on Unit Performance: Adequate. Based upon the outside consultant's risk inventory, OCIS was able to identify "Mission Critical" areas and prioritize all other areas at risk.

Impact on Agency Goal Attainment: Exemplary. Necessary to achieve the goal of "Assess and remediate Year 2000 risk compliance."

Effect to be integrated into next planning cycle: None. Year 2000 will never come again.

Benefits to agency: Major. Dalton State College was able to ensure that all "Mission Critical" areas would continue to function into the year 2000.

### Objective 020

Prescribe remedies for areas not in Y2K compliance.

### OMAS 01

OCIS will determine the best means of remediation (upgrade or replace).

#### *Evaluation*

OCIS did determine the best means of remediation (upgrade or replace).

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

Impact on Unit Performance: Adequate. OCIS had to determine the best remediation strategy for areas determined to be non-Y2K compliant (upgrade / replace).

Impact on Agency Goal Attainment: Exemplary.

Effect to be integrated into next planning cycle: None. Year 2000 will never come again.

Benefits to agency: Major. Dalton State College was able to ensure that all "Mission Critical" areas would continue to function into the year 2000.

### *Objective 030*

Document progress in achieving Y2K compliance.

### *OMAS 01*

OCIS will compile all supporting documentation which either specifies Y2K compliance or the remediation process.

#### *Evaluation*

OCIS did compile all supporting documentation which either specified Y2K compliance or the remediation process.

Impact on Unit Performance: Adequate. OCIS did compile all supporting documentation which either specifies Y2K compliance or the remediation process.

Impact on Agency Goal Attainment: Exemplary. Necessary to determine remediation process.

Effect to be integrated into next planning cycle: None. Year 2000 will never come again.

Benefits to agency: Major. Dalton State College was able to ensure that all "Mission Critical" areas would continue to function into the year 2000.

### *OMAS 02*

OCIS will submit bi-weekly reports to Computer Associates Global Professional Services informing them of our progress.

#### *Evaluation*

OCIS did submit bi-weekly reports to Computer Associates Global Professional Services informing them of our progress.

Impact on Unit Performance: Adequate. OCIS did submit bi-weekly reports to Computer Associates Global Professional Services informing them of our progress.

Impact on Agency Goal Attainment: Exemplary. Necessary as stated by the Board of Regents.

Effect to be integrated into next planning cycle: None. Year 2000 will never come again.

Benefits to agency: Major. Dalton State College was able to ensure that all "Mission Critical" areas would continue to function into the year 2000.

### *Goal 0760*

Implement the Peoplesoft finance and human resource software.

### *Objective 010*

Implement Peoplesoft Human Resources/Payroll application.

### *OMAS 01*

OCIS will dedicate a member of its staff to this project during the planning period. He will attend all technical and functional training classes. He will work with the personnel of the Human Resources/Payroll department in the testing and implementation of the system.

#### *Evaluation*

OCIS did dedicate a member of its staff, Chris Bedwell, to this project during the planning period. He did attend all technical and functional training classes. He did work with the personnel of the Human Resources/Payroll department in the testing and implementation of the system.

Impact on Unit Performance: Adequate. OCIS dedicated a member of its staff to this project during the planning period. He attended all technical and functional training classes. He worked with the personnel of the Human Resources/Payroll department in the testing and implementation of the system.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

Impact on Agency Goal Attainment: Exemplary. Necessary for OCIS to provide technical support during the implementation process.

Effect to be integrated into next planning cycle: Minor. OCIS will continue to support this product.

Benefits to agency: Major. Dalton State College was able to participate in the University System of Georgia's adoption of this application. This allows the institution to receive central support.

### OMAS 02

Determine and acquire the necessary hardware/software to support the project.

#### Evaluation

OCIS did determine and acquire the necessary hardware/software to support the project.

Impact on Unit Performance: Adequate. OCIS did determine and acquire the necessary hardware/software to support the project.

Impact on Agency Goal Attainment: Exemplary. Necessary to implement the product.

Effect to be integrated into next planning cycle: Minor. OCIS will continue to support this product.

Benefits to agency: Major. Dalton State College was able to participate in the University System of Georgia's adoption of this application. This allows the institution to receive central support.

### Objective 020

Implement Peoplesoft Finance application.

### OMAS 01

OCIS will evaluate the progress of the PeopleSoft HR/Payroll implementation and determine a realistic time-frame to begin the PeopleSoft Finance implementation.

#### Evaluation

OCIS did evaluate the progress of the PeopleSoft HR/Payroll implementation. However, the time-frame to begin the PeopleSoft Finance implementation will be determined at the Regents Central Office level.

Impact on Unit Performance: Inadequate. Implementation will be determined at the Regents Central Office level.

Impact on Agency Goal Attainment: Inadequate. Process can not be started until given date.

Effect to be integrated into next planning cycle: Major. OCIS will continue to support this product. OCIS will begin implementation when the time frame is determined.

Benefits to agency: Major. Dalton State College will participate in the University System of Georgia's adoption of this application. This allows the institution to receive central support.

### Goal 0770

Consider hiring of a full-time person to assist the faculty and staff in the development of Web based instructional materials and to maintain the Dalton State College home pages.

### Objective 010

Evaluate alternatives: (Outsource, Create new position, Redirect existing resources).

### OMAS 01

OCIS will assess the costs, risks, and benefits of out-sourcing, creating a new position, or redirecting existing resources.

#### Evaluation

OCIS did assess the costs, risks, and benefits of out-sourcing, creating a new position, or redirecting existing resources.

Final decision will be made in the Summer 2000 time-frame.

Impact on Unit Performance: Exemplary. The decision of whether to create a new position, redirect existing resources, or outsource will have a major impact on the staffing level of OCIS.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

Impact on Agency Goal Attainment: Exemplary. Necessary to "Consider hiring of a full-time person to assist the faculty and staff in the development of Web based instructional materials and to maintain the Dalton State College home pages."

Effect to be integrated into next planning cycle: Major. The effectiveness of the decision must be evaluated (possibly revisited).

Benefits to agency: Major. The success of the web redesign and WebCT course development are critical to the success of the institution.

### *Goal 0960*

Develop additional multi-media classrooms.

### *Objective 010*

Add instructor workstations and video projectors to existing traditional classrooms.

### *OMAS 01*

OCIS will enhance 5 traditional class rooms with the addition of instructor workstations and video projectors.

### *Evaluation*

OCIS enhanced 8 traditional class rooms with the addition of instructor workstations and video projectors.

Impact on Unit Performance: Adequate. Providing the necessary technology to classrooms is one of the primary services provided by OCIS.

Impact on Agency Goal Attainment: Exemplary. Necessary to "Develop additional multi-media classrooms."

Effect to be integrated into next planning cycle: Major. The utilization of the existing technology will need to be determined. Additions / deletions may be necessary.

Benefits to agency: Major. Faculty have more opportunities to incorporate technology into their curriculums. Students are better equipped. Reputation of academic excellence is at stake.

### *Goal 0970*

Provide training for faculty and staff, including discipline based training programs.

### *Objective 010*

Provide regularly scheduled technology training workshops for faculty and staff.

### *OMAS 01*

OCIS will assess the technology training needs on a term by term basis. Faculty and Staff are asked to identify the areas in which they wish to receive training. Training will also be offered in areas where a significant number of support calls are received.

### *Evaluation*

OCIS did assess the technology training needs on a term by term basis. Faculty and Staff were asked to identify the areas in which they wished to receive training. Training was also offered in areas where a significant number of support calls were received.

Impact on Unit Performance: Adequate. Primary service provided by OCIS.

Impact on Agency Goal Attainment: Exemplary. Regularly scheduled training workshops are the primary component of the training services provided by OCIS.

Effect to be integrated into next planning cycle: Major. Continue to assess the training needs and provide these training opportunities.

Benefits to agency: Major. Faculty and staff become more technologically literate. Dalton State College's reputation for excellent faculty is preserved.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

### OMAS 02

OCIS will determine the appropriate staff (or willing faculty) to teach the workshops, schedule the necessary lab times, and advertise the workshops to all faculty and staff.

#### *Evaluation*

OCIS did determine the appropriate staff (or willing faculty) to teach the workshops, scheduled the necessary lab times, and advertised the workshops to all faculty and staff.

Impact on Unit Performance: Adequate. This is the primary function of the instructional technologist component of OCIS.

Impact on Agency Goal Attainment: Exemplary. Regularly scheduled training workshops are the primary component of the training services offered by OCIS.

Effect to be integrated into next planning cycle: Major. OCIS must continue to assess the training needs of Dalton State College's faculty and staff. Continue to staff, schedule, and advertise these training workshops.

Benefits to agency: Major. Faculty and Staff become more technology literate. Dalton State College's reputation for excellent faculty is preserved.

### *Objective 020*

Provide discipline-specific technology training as requested.

### OMAS 01

OCIS will provide staff or qualified faculty member to teach the requested discipline-specific technology workshops.

#### *Evaluation*

OCIS did provide the staff / qualified faculty member to teach the requested discipline-specific technology workshops.

Impact on Unit Performance: Adequate. Training is a primary service provided by OCIS.

Impact on Agency Goal Attainment: Exemplary. Necessary to "Provide training for faculty and staff, including discipline based training programs."

Effect to be integrated into next planning cycle: Major. Training needs will continue to be evaluated. Requests for training will continue to be honored.

Benefits to agency: Major. Faculty and Staff become more technology literate. Dalton State College's reputation for excellent faculty is preserved.

### *Goal 0980*

Hire additional technical support staff.

### *Objective 010*

Employ additional work/study students.

### OMAS 01

OCIS will recruit work/study students whose program of study is technology related.

#### *Evaluation*

OCIS did and still does recruit work/study students whose program of study is technology related.

Impact on Unit Performance: Exemplary. OCIS could not function without the use of student workers. (Especially given the current level of staffing).

Impact on Agency Goal Attainment: Exemplary. It is the most cost effective means of adding technical support personnel.

Effect to be integrated into next planning cycle: Major. Continue to evaluate the number of technical support personnel and hire student workers as needed to supplement the current staffing level.

Benefits to agency: Major. It is the most cost effective means of adding technical support personnel. Frees up regular technical support staff to address more critical technical support issues. Provides students to gain on-the-job in-field training. Students become more marketable. Dalton State College's reputation for providing excellent education is preserved.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

### OMAS 02

OCIS will provide on-the-job training and certification to ensure all workers achieve at least a base level of competency.

#### *Evaluation*

OCIS did and still does provide on-the-job training and certification to ensure all workers achieve at least a base level of competency.

Impact on Unit Performance: Exemplary. OCIS will empower its student workers so they become better technicians and can better assist OCIS in providing good customer service.

Impact on Agency Goal Attainment: Exemplary. Student workers who are properly trained become valuable to OCIS because they are better able to provide technical support. The more effective OCIS is in preparing its student workers, the less full-time staff that is required.

Effect to be integrated into next planning cycle: Major. Student worker performance should be evaluated and their training changed to meet the need.

Benefits to agency: Major. Students become more marketable. OCIS can provide better customer service. Dalton State College's reputation for providing excellent education is preserved.

### *Objective 020*

Hire additional full-time technical support personnel.

### OMAS 01

OCIS will identify the areas where additional support personnel are needed.

#### *Evaluation*

OCIS did identify the areas where additional support personnel are needed.

The positions identified were: Technical Support Specialist, Instructional Technologist

Impact on Unit Performance: Exemplary. Maintaining the proper staffing level in OCIS is vital to providing good customer service.

Impact on Agency Goal Attainment: Exemplary. The additional staff positions needed had to be identified before they could be hired.

Effect to be integrated into next planning cycle: Major. OCIS staffing levels should be evaluated.

Benefits to agency: Major. OCIS is better able to serve the students, faculty, and staff of Dalton State College.

### *Goal 0990*

Investigate establishing a technology fee for students.

### *Objective 010*

Determine if technology fees will be approved system-wide.

### OMAS 01

OCIS will determine if technology fees will be approved system-wide. The issue is currently under consideration at the Regents Central Office.

#### *Evaluation*

OCIS did determine that technology fees would be approved system-wide. The announcement that technology fees were approved (and become effective Fall 2000) came in the late Spring 2000 time-frame.

Impact on Unit Performance: Adequate. No real impact on OCIS operation.

Impact on Agency Goal Attainment: Exemplary. Dalton State College wanted to determine if Technology Fees would be approved at the Regents Central Office before considering the issue further.

Effect to be integrated into next planning cycle: Minor. May need to see if technology fees need adjusting.

Benefits to agency: Minor. Technology fees may help offset the costs of providing technology to the students.

## OFFICE OF COMPUTING & INFORMATION SERVICES (OCIS) (Director) (Cont'd)

### *Goal 1000*

Assess instructional technology needs by Division.

### *Objective 010*

Meet with each division in an open forum to determine their technology needs.

### *OMAS 01*

OCIS will schedule and host divisional forums to determine their technology needs.

#### *Evaluation*

OCIS did schedule and host divisional forums to determine their technology needs.

Impact on Unit Performance: Exemplary. OCIS must find out what its customers needs are.

Impact on Agency Goal Attainment: Exemplary. Must ask the divisions what they need before being able to meet those needs.

Effect to be integrated into next planning cycle: Major. Must continue to evaluate the divisional technology needs.

Benefits to agency: Major. The divisions of Dalton State College are better able to serve their students.

### *OMAS 02*

OCIS will summarize the results of the divisional technology forums and identify the needs that cross division lines.

#### *Evaluation*

OCIS did summarize the results of the divisional technology forums and identified the needs that cross division lines.

Impact on Unit Performance: Exemplary. OCIS must find out what its customers needs are. Summarizing the results helps identify those needs which are more universal.

Impact on Agency Goal Attainment: Exemplary. OCIS must find out what its customers needs are. Summarizing the results helps identify those needs which are more universal.

Effect to be integrated into next planning cycle: Major. Continue to evaluate divisional technology needs.

Benefits to agency: Major. The divisions of Dalton State College are better able to serve their students.

## **PRESIDENT**

### *Goal 0030*

Develop targeted baccalaureate degrees that meet regional needs.

### *Objective 010*

Under the guidance of the VP for Academic Affairs, three to five preliminary program proposals will be developed which meet documented needs for improving regional economic development and quality of life.

### *OMAS 01*

At least three proposals will be submitted to the University System. The System will invite formal proposals to be submitted for at least two.

### *Evaluation*

During the 1999-2000 year, DSC developed bachelor's degree proposals in Marketing, Social Work, and Secondary Education. In addition, working committees were established to develop proposals in Information Technology and Allied Health. Of these, the Marketing proposal was submitted in July 2000 and the Social Work proposal was submitted in August. Preliminary feedback from the University System was received on the Marketing proposal. The Social Work proposal is being held until the Marketing proposal is decided upon. It was determined that the Education proposal should be held on campus for the time being since a significant infusion of new dollars will be needed to start this program, and since the current budgetary outlook for the System is not overly positive.

Impact on Unit Performance: Adequate. Modest. The College intends to have at least two bachelor's degree programs under review on a continuous basis until the mission statement regarding "targeted bachelor's degrees" is considered satisfied. Adding Marketing and Social Work will be the first steps toward that goal since the College was approved to offer its initial array of bachelor's degrees.

Impact on Agency Goal Attainment: Adequate. Adequate. Meeting the needs of Northwest Georgia is enhanced by the action completed to this point. While actual approvals from the University System will not be forthcoming until the 2000-01 year, the stage is set for growth in the baccalaureate arena.

Effect to be integrated into next planning cycle: Major. Major. The 2000-01 planning cycle for the President clearly stipulates that adding appropriate bachelor's degrees is a priority. When the Marketing and Social Work degrees are in place, follow-up enrollment numbers, budget reallocation, and credit hours generated will be monitored to gauge program start-up costs per student. At the same time, the College will follow up with final preparation of at least two additional degree proposals.

Benefits to agency: Major. Major. Service area perceptions of DSC as a four-year school will be critical in the long term. Actual program array, combined with one and two-year curricula, which shows tangible signs of expansion at the bachelor's degree level will enable the College to grow more quickly than would otherwise be the case. This strategic initiative is directly tied to the College's mission statement and is fundamental to the institution's work.

### *Goal 0040*

Prepare a detailed outline of a SACS self-study report with accountability data analysis to comply with reaccreditation criteria/requirements in order to continue the College's status as an accredited institution of higher education.

### *Objective 010*

Under the guidance of the IRP Director and the VPs, an outline of all necessary self-study components will be identified and agreed upon.

**PRESIDENT** (Cont'd)*OMAS 01*

The IRP Director will prepare a self-study table of contents for approval by the President and VPs.

*Evaluation*

During the 1999-2000 year, preliminary plans for the 2001-2003 self study were made. Self-study materials were received from SACS and the IRP Director developed a must statement audit guide in connection with the September 2000 Substantive Change visit which enabled the College to determine where it stands with respect to the Criteria. The Administrative Council established a preliminary self study timeline and discussed the committee structure. The IRP Director began collecting information for College use, including effectiveness instruments and measures.

Impact on Unit Performance: Adequate. Adequate. The self-study table of contents enabled baseline information to be identified in preparation for the Substantive Change visit and beyond.

Impact on Agency Goal Attainment: Adequate. This activity has enabled the College to better prepare for a smooth beginning to the self study.

Effect to be integrated into next planning cycle: Major. This preparatory effort will be fully integrated into the next planning cycle as the self study kickoff takes place and the research phase begins.

Benefits to agency: Major. The College is prepared well in advance for the initiation of a comprehensive self study which will, in turn, provide valuable information to help chart the institution's future course of action.

*OMAS 02*

The IRP Director will develop a self-study calendar covering the period from 2000 to 2004 for approval by the Prez and VPs.

*Evaluation*

The IRP Director developed a self-study table of contents based upon the Criteria for 1998. This table of contents and related documentation was used by the College to create a criterion audit in connection with the September 2000 Substantive Change visit. Following the visit, it will then be used to guide the self study steering committee during the 2000-01 year.

Impact on Unit Performance: Adequate. Work done during 1999-2000 has helped focus attention on the upcoming self study and the Substantive Change visit, prompting the President's Office to begin coordinating activities in this regard sooner than would otherwise have been the case.

Impact on Agency Goal Attainment: Adequate. Because of the calendar preparation and the Substantive Change visit, the College has begun focusing on the self study earlier than ever before. This kind of planning bodes well for the quality of the 2001-03 self study.

Effect to be integrated into next planning cycle: Major. The planning efforts completed this year will produce a well-designed kickoff year in 2000-01. This is a significant goal in the College's 2000-03 Strategic Plan.

Benefits to agency: Major. The work completed during the 1999-2000 year will result in a smoother, more productive start for the self study process.

*OMAS 03*

The IRP Director will develop an appropriate self-study committee structure as an illustration for the Steering Committee for approval by the Prez and VPs

*Evaluation*

The IRP Director and the VPs discussed the basics of the self study committee structure but did not pursue the development of the structure because of the upcoming Substantive Change visit and because it was thought best to wait until the new SACS liaison staff member arrived to help with the self study kickoff in late 2000 or early 2001.

Impact on Unit Performance: Inadequate. Activity has been deferred until 2000-01

Impact on Agency Goal Attainment: Inadequate. Activity has been deferred until 2000-01

Effect to be integrated into next planning cycle: None. No effect until 2001

Benefits to agency: None. No benefits until 2001

**PRESIDENT** (Cont'd)*Goal 0090*

Pursue Dalton State College Foundation development.

*Objective: 010*

Under the guidance of the Director of Institutional Advancement, the Foundation will raise \$200,000 in its 1999-2000 Annual Fund Drive and will increase Brown Fellowship participants to 100.

*OMAS 01*

At the February 2000 annual meeting of the Foundation, a report on the Annual Fund Drive will be issued.

*Evaluation*

At the February 2000 annual meeting of the Foundation, a report on the Annual Fund Drive, together with a recently completed audit, indicated that the Foundation had collected over \$260,000 during the 1999-2000 period. By June 2000, the number of Brown Fellowship program members had risen to 107.

Impact on Unit Performance: Adequate. The dollar benchmark was met, and new sources of giving were successfully cultivated.

Impact on Agency Goal Attainment: Adequate. The College's goals for the year, through the Foundation, were met. Especially important in the Annual Fund Drive were new endowed scholarships oriented specifically toward juniors and seniors. These are the first of their kind at DSC.

Effect to be integrated into next planning cycle: Major. The College's long-range Foundation development activities will include benchmarks at or above those for 1999-2000. Continued emphasis will be placed on endowed scholarships for upperclassmen.

Benefits to agency: Major. Continued development of private funding for equipment matching opportunities is of importance to the entire campus. Endowed scholarship development is of specific importance to the growth of the bachelors degree programs.

*OMAS 02*

At the February 2000 annual meeting of the Foundation, a report on Brown Fellowship participation will be issued.

*Evaluation*

At the February 2000 annual meeting of the Foundation, it was announced that Brown Fellowship participation had risen to 93. By June 2000 that number stood at 107.

Impact on Unit Performance: Adequate. Annual commitments to the Foundation, through the Brown Program, rose from \$59,000 per year to \$107,000 per year. This is only the second year of the Brown Program.

Impact on Agency Goal Attainment: Adequate. The Brown Fellowship has created a steady, reliable source of income that does not have to be re-cultivated every year. There is a clear connection with the goal statement in terms of pursuing Foundation development.

Effect to be integrated into next planning cycle: Major. Goals for next year will be consistent with 1999-2000 growth.

Benefits to agency: Major. The entire College benefits from the growth of the Brown Fellowship program, since this is the major source of matching funds for instructional equipment from year to year.

*Goal 0100*

Work toward getting the Economic Development Center funded in the Minor Capital List for FY 2001.

*Objective 010*

Working with area legislators and Central Office staff, this project will be included in the FY 2001 budget with at least planning and design funding.

**PRESIDENT** (Cont'd)*OMAS 01*

The project will be included in the University System's budget request to the Governor.

*Evaluation*

The project was included in the University System's budget request to the Governor. However, the Governor's Office did not recommend the project for funding. No support developed from within the General Assembly, so no funding of any kind developed from the legislative session. This project will thus be moved from FY 2001 to FY 2002 in the DSC planning schedule, with an attempt to secure at least planning and design funding.

Impact on Unit Performance: Inadequate. None

Impact on Agency Goal Attainment: Inadequate. None

Effect to be integrated into next planning cycle: Minor. A renewed effort will be undertaken next year. The College will provide funding for a preliminary program design, and will work to get approval for additional planning and design funds from the University System during the FY 02 budget cycle.

Benefits to agency: None. None

*OMAS 02*

The Governor will include funding for at least planning and design money in his recommendations to the General Assembly.

*Evaluation*

The Governor did not recommend funding. A renewed effort will take place for FY 2002.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: None.

Effect to be integrated into next planning cycle: Minor. A renewed effort will be undertaken next year to secure at least planning and design funds.

Benefits to agency: None.

*OMAS 03*

The General Assembly will approve the Governor's funding recommendation.

*Evaluation*

The General Assembly did not support the project. A renewed effort will be forthcoming in FY 2002.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: None.

Effect to be integrated into next planning cycle: Minor. A renewed effort will be undertaken next year to secure at least planning and design funds.

Benefits to agency: None.

*Goal 0110*

Establish an alumni office and increase alumni development.

*Objective 010*

Under the guidance of the Director of Institutional Advancement, an alumni council will be established and at least one alumni activity will be scheduled.

*OMAS 01*

A report documenting the membership of the alumni council and a copy of the group's bylaws will be submitted.

*Evaluation*

A DSC Foundation Alumni Committee was established to organize the Alumni Council. For the first time in the school's history, a homecoming event was planned and implemented in December 1999. Approximately 300 individuals participated. The group has met several times since then, but as yet no bylaws have actually been created. That particular activity will be completed during 2000-01.

**PRESIDENT** (Cont'd)

Impact on Unit Performance: Adequate. A functioning Alumni Council, with direct ties to the Foundation, has been created. Adequate.

Impact on Agency Goal Attainment: Adequate. The work undertaken to date sets a framework in place for the re-activation of the Alumni Council after a hiatus of several years. Activity is expected to grow each year hereafter.

Effect to be integrated into next planning cycle: Minor. Next phase will involve establishing a formal set of bylaws, solidifying the membership of the Council, and planning at least one major activity. Multiple opportunities for Council visibility will assist with developing a stronger following.

Benefits to agency: Minor. Developing an active Alumni Council will enhance institutional visibility, student recruitment, and alumni support through the Foundation.

*OMAS 02*

A report of alumni council activities will be submitted. Evaluation:

The Director of Institutional Advancement has developed a report of alumni council activities as a part of her 1999-2000 annual report.

Impact on Unit Performance: Adequate. This will be a long-term effort, but the groundwork done during 1999-2000 will generate increased levels of activity in future years.

Impact on Agency Goal Attainment: Adequate. An Alumni Council has been established and alumni development activities have begun.

Effect to be integrated into next planning cycle: Minor. Establish benchmark levels of activity for each of the next three years based on Alumni Council projections.

Benefits to agency: Over time, significant alumni activity in a variety of areas will improve the College's visibility.

*Goal 0360*

Complete the strategic planning process.

*Objective 010*

The three-year cycle of planning and implementation from 1997 to 2000 will be successfully completed.

*OMAS 01*

Third-year implementation plan reports, together with a cumulative three year progress report, will be disseminated in summer 2000.

*Evaluation*

Third-year implementation plan reports, together with a cumulative three year progress report, were disseminated in fall 2000.

Impact on Unit Performance: Adequate. The process of developing unit implementation plans and progress reports based on the Strategic Plan has now completed a full three-year cycle and is embedded into the College's reporting process.

Impact on Agency Goal Attainment: Adequate. The completion of a three-year plan for 1997-2000 means that the College has now experienced the full process embedded in the planning effort. Annual progress reports, together with a cumulative report card, will provide evidence that the process works as designed and that measurable results are part of the process.

Effect to be integrated into next planning cycle: Major. Building from this experience, the new 2000-03 planning cycle will embed more effectiveness measures and will more closely relate planning with budgeting.

Benefits to agency: Major. The Strategic Plan embodies a common vision of where the institution needs to go. The annual implementation plans and progress reports provide regular evidence of accomplishment. Planning is now a college-wide effort, and all aspects of the organization see how their work fits into the larger mission.

**PRESIDENT** (Cont'd)*OMAS 02*

A new strategic plan for 2000-2003 will be developed and disseminated in summer 2000.

*Evaluation*

A new strategic plan for 2000-2003 was developed during the 1999-2000 year and was disseminated during fall 2000.

Impact on Unit Performance: Adequate. The 2000-03 Strategic Plan was developed during the 1999-2000 year and approved by the faculty.

Impact on Agency Goal Attainment: Adequate. Adequate. The 1997-2000 Strategic Plan has been completed and the 2000-03 Strategic Plan has been developed.

Effect to be integrated into next planning cycle: Major. Embedded within the 2000-01 implementation plans will be a larger number of effectiveness measures and a more direct relationship between planning and budgeting. The process will become more sophisticated and responsive over time.

Benefits to agency: Major. Planning will be more closely related to effectiveness over time. The College's stakeholders will be able to see achievement and improvement over time to a greater degree than at present.

*Goal 0370*

Develop ways to link more formally the process of budgeting and planning.

*Objective 010*

Utilizing Plan Builder software, together with budget redirection documentation and new budget allocations, specific linkages will be created in the 2000-2003 Strategic Plan.

*OMAS 01*

The 2000-2003 strategic plan will contain specific budget documentation.

*Evaluation*

The 2000-2003 strategic plan contains a direct linkage between the Strategic Planning Committee's decisions and the Administrative Council's budget allocation process, both in the original budget and in mid-year allocations. The actual dollar figures will be reflected in the annual implementation plans.

Impact on Unit Performance: Adequate. Adequate. The 2000-03 plan contains a design that links the plan directly to the budgeting process.

Impact on Agency Goal Attainment: Adequate. Adequate. The planning-budgeting linkage is now more directly tied together. The previous design included an intermediate step that has now been eliminated. Thus the link runs directly from the Strategic Plan, through the annual implementation plans, to the Administrative Council.

Effect to be integrated into next planning cycle: Major. Major. Each objective in the implementation plans will have documented budgetary information. The process of keeping track of this linkage will be made easier through the Plan Builder software.

Benefits to agency: Major. A more tangible linkage will be evident between planning priorities and resource allocations.

*OMAS 02*

The 2000-2003 first year implementation plan will contain specific budget documentation.

*Evaluation*

The 2000-2003 first year implementation plan will contain specific budget documentation.

Impact on Unit Performance: Adequate. Annual implementation plans will include budget information.

Impact on Agency Goal Attainment: Adequate. The process will be clearer and more concrete.

Effect to be integrated into next planning cycle: Major. Experience with 2000-01 implementation plans will dictate adjustments and revisions.

Benefits to agency: Major. The linkage between planning priorities and resource allocation will be more obvious.

**PRESIDENT** (Cont'd)*Goal 0890*

Investigate a "sister college" program (Dilbeek).

*Objective 010*

The president will determine whether a post-secondary institution exists in Dilbeek, and if so, will establish contact to determine potential interest.

*OMAS 01*

Documentation on the matter will be developed and maintained in the president's office.

*Evaluation*

Upon investigation, it was determined that there is a postsecondary institution in Dilbeek but that it is the functional equivalent of a technical college. The president made the decision not to pursue the matter further.

Impact on Unit Performance: Inadequate. None. The sister college matter was not pursued.

Impact on Agency Goal Attainment: Inadequate. None. The sister college matter was not pursued.

Effect to be integrated into next planning cycle: None. If this is a matter of importance to the College at some point in the future, the subject will be reexamined. In the meantime, there will likely be no effect to be integrated into the next planning cycle.

Benefits to agency: None.

*Goal 0930*

Enhance the relationship with the Creative Arts Guild.

*Objective 010*

The president will meet with the director of the Creative Arts Guild to develop a list of potential new collaborative activities.

*OMAS 01*

At least one new activity or program will be implemented.

*Evaluation*

During the 1999-2000 year, continuing collaboration with the CAG revolved around arts in education programming in connection with the College's continuing education division. Particularly in the summer, when DSC has its "Kids' College" activities, joint educational programs with the CAG have continued to grow. Also during the year, the College hosted a CAG activity in Memorial Auditorium, providing the space at no charge.

Perhaps most significant was a long-range planning retreat held between the CAG's board of directors and personnel from the College and the Foundation. During that retreat additional ideas for collaboration were identified, including the ultimate goal of having a formal agreement between the two entities that will enable more CAG programming to take place on the campus and for CAG faculty to serve as part-time instructors at the College to teach applied arts courses.

The relationship continues to grow each year.

Impact on Unit Performance: Adequate. New activities were instituted and the potential for additional collaboration is great.

Impact on Agency Goal Attainment: Adequate. Adequate. The long-range planning meeting provides an agenda for considerable expansion of activities between the College and CAG.

Effect to be integrated into next planning cycle: Minor. Continued focus on Arts Guild and Kids' College activities will be incorporated into 2000-01 implementation plan.

Benefits to agency: Minor. Potential exists to provide some elements of an applied arts program as part of the College's curriculum at very low cost to the College. Additionally, the summer camp programs of both entities, held on campus, will get more prospective students in contact with DSC.

**PRESIDENT** (Cont'd)*Goal 1160*

Investigate expanding the number of programs offered and institutions with which we collaborate.

*Objective 010*

The president will make contact with the Medical College of Georgia and with Georgia Tech to determine potential interest.

*OMAS 01*

Documentation of findings will be filed in the president's office.

*Evaluation*

The Medical College will begin an online cycle of the BS in Medical Technology fall 2000 as a part of its ongoing efforts to meet the health professions education needs of the state. This follows two previous cycles in the same major offered in Dalton by means of interactive audio-video.

Discussions with Georgia Tech have led to an interest in 1) collaborating by housing a Textile Engineering faculty member at DSC part-time to help serve the carpet industry, and 2) collaborating by having DSC join the Regents' Transfer Engineering Program at Georgia Tech, by which students who finish the two year program with us are guaranteed admission to Tech.

Impact on Unit Performance: Adequate. Successful contacts have been made with two institutions willing to provide programming outside DSC's mission.

Impact on Agency Goal Attainment: Adequate. The Med Tech program and the Textile Engineering program are in significant demand in Northwest Georgia. Full implementation is expected within the next two years.

Effect to be integrated into next planning cycle: Minor. DSC will pursue the Georgia Tech possibilities and will also contact Kennesaw State and the Univ. of Tennessee, Chattanooga, regarding potential partnerships for delivery of local programming.

Benefits to agency: Minor. Benefits could become major, but not this year. In general, the more programming offered on the DSC campus, even if by other institutions, the more DSC can fulfill its mission as a "broker of educational services" to meet the needs of the region.

*Goal 1180*

Investigate joint funding/grant possibilities with outside agencies.

*Objective 010*

The president and vice presidents will develop a list of needs, and the IRP Director will determine potential external funding sources.

*OMAS 01*

The top 3 to 5 recommendations will be formally investigated and documentation will be filed in the president's office.

*Evaluation*

A survey of possibilities produced two major areas to pursue: 1) federal grants, especially the TRIO programs related to preparing K-12 students for college, and 2) corporate grants, also a priority of the DSC Foundation. The top priority in each category will be the subject of attention in the following year.

Impact on Unit Performance: Adequate. The Talent Search TRIO program fits nicely with current institutional priorities. Companies like 3M, Dow, Amoco, and others which have a presence in Dalton will be pursued.

Impact on Agency Goal Attainment: Adequate. Adequate The proof will be in results.

Effect to be integrated into next planning cycle: Minor. Top 2 priorities will be pursued. Federal TRIO program and one of the corporate entities such as 3M are the most likely candidates.

Benefits to agency: Minor. Potential benefits include much stronger P-16 outreach program and significant additions of instructional equipment from corporate sponsorships.

## **PUBLIC RELATIONS (DIRECTOR)**

### *Goal 0080*

Increase public visibility via media outlets in the college's ten-county service area to publicize and promote the College's programs, services, and events in order to attract potential students and benefactors in fulfillment of the College's mission.

### *Objective 010*

Send to Chattanooga and local cable outlet television stations advertisements promoting Dalton State College programs, services, and events.

### *OMAS 01*

One commercial will be produced and used in the Chattanooga and local markets.

### *Evaluation*

Six television commercial spots were produced and shown on a rotating basis in 10 network and cable markets.

Impact on Unit Performance: Exemplary. The development of the television spots occupied a greater of work time than was anticipated. This was partially due to the fact that the number of individual commercials was increased from one to six.

Impact on Agency Goal Attainment: Exemplary. The goal was achieved.

Effect to be integrated into next planning cycle: Major. We will study the effectiveness of television marketing prior to the next major advertising cycle.

Benefits to agency: Major. The amount of exposure of DSC and its programs was increased significantly over past years.

### *Objective 020*

Investigate increasing the number of print ads in service area papers.

### *OMAS 01*

The President will approve an increase in the number of print ads by 10 - 20 percent.

### *Evaluation*

The President approved an increase in the number of print ads by 100 percent. In academic year 1999-2000, the Public Relations department placed approximately \$25,000 in print ads in 16 area newspapers.

Impact on Unit Performance: Exemplary. We exceeded the goal of increasing the number of print ads by more than 100% over the previous year.

Impact on Agency Goal Attainment: Exemplary. This increase helped us become more visible to the surrounding region, which is a goal of the College.

Effect to be integrated into next planning cycle: Major. We will investigate whether to increase or maintain the current print ad coverage during the next major advertising cycle.

Benefits to agency: Major. This increase in print ads helps to make the College and its programs more visible.

### *Objective 030*

Change the look of the print ads to reflect the College's new family look of publications.

### *OMAS 01*

At least 70 percent of respondents to a survey will indicate that the new design better reflects the College's new family look.

### *Evaluation*

We did not complete the survey during the planning period because of the time involved with other projects. During the upcoming planning period, we intend to create a survey to ascertain the success of the College's new family look of publications.

Impact on Unit Performance: None at this time.

Impact on Agency Goal Attainment: None at this time.

Effect to be integrated into next planning cycle: Major. We plan to establish a survey during the next cycle in order to determine whether the new family look for DSC publications is effective in recruiting students.

Benefits to agency: Major. When collected, this data would provide us with useful information about future College publications and design strategies.

## **SOCIAL SCIENCES DIVISION (CHAIR)**

### *Goal 0620*

Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development.

### *Objective 010*

A division meeting will be called during fall semester 1999 with an agenda item to discuss ways to utilize grants and other sources of funding to enhance instruction, research, publications, and other professional development.

### *OMAS 01*

At least 75% of the Division's faculty will indicate that they have explored ways to utilize grants and other sources of funding to enhance instruction, research, publications, and other professional development.

### *Evaluation*

At a Division meeting held on 22 October 1999, 100% of the Division's faculty indicated that they have explored ways to utilize grants and other sources of funding to enhance instruction, research, publications, and other professional development.

Impact on Unit Performance: Adequate. Division faculty developed a heightened awareness of funding opportunities available both within the College and outside it.

Impact on Agency Goal Attainment: Adequate. Two members of the Division's faculty received outside financial assistance for foreign travel.

Effect to be integrated into next planning cycle: Minor. Faculty will be made cognizant by the Division chair of appropriate funding opportunities.

Benefits to agency: Minor. Teaching by those engaged in foreign travel should be enhanced by their experiences.

### *Goal 0630*

Explore the need for programs and activities to enhance the quality of life for faculty and staff.

### *Objective 010*

A division meeting will be called with an agenda item to discuss the results of the survey which was administered to explore the need for programs and activities that will enhance the quality of life for faculty and staff in the Social Sciences Division.

### *OMAS 01*

At least four recommendations will be made by the faculty/staff regarding specific activities and/or programs to enhance the quality of life for faculty and staff in the Social Sciences Division.

### *Evaluation*

At a Division meeting held on 22 October 1999 this item was discussed. The Chair agreed to pursue recommendations emerging from data in the recent Quality of Life survey. A recommendation was made that classrooms be equipped with secure storage facilities for frequently used teaching materials. There were also discussions of reduction of teaching loads, the establishment of a Faculty Senate, and more parking.

Impact on Unit Performance: Inadequate. These proposals have not been sufficiently advanced to enable proper benchmarking to take place.

Impact on Agency Goal Attainment: Inadequate. See above.

Effect to be integrated into next planning cycle: Minor. The proposals will continue to be discussed formally and informally.

Benefits to agency: Minor. Quality-of-Life issues will remain a concern for the foreseeable future.

**SOCIAL SCIENCES DIVISION (CHAIR)** (Cont'd)*Goal 0820*

Complete the physical relocation of college programs, services, and personnel upon occupancy of the new Humanities building as outlined in the "Fire Drill" document.

*Objective 010*

Coordinate activities to insure that faculty, staff, and all necessary infrastructure are moved to their new locations within the established time frame announced by the President.

*OMAS 01*

The President and/or the Vice President for Academic Affairs will indicate in a memo, meeting, or announcement satisfaction with the relocation activities coordinated by the Division Chair.

*Evaluation*

The President and/or the Vice President for Academic Affairs indicated in a memo his satisfaction with the relocation activities coordinated by the Division Chair.

## STUDENT ACTIVITIES (DIRECTOR)

### *Goal 0120*

Develop cultural enrichment programs designed to bring the community on campus.

### *Objective 010*

Organize International Week on campus for student, faculty and staff.

### *OMAS 01*

70% of students, faculty and staff will report on a short survey that they are satisfied with the International Week Program.

### *Evaluation*

Due to other activities scheduled we were not able to schedule an official International Week. We did complete an International cuisine tasting and participated in the set-up of Family International Day.

Impact on Unit Performance: Inadequate. No impact was felt in the Student Activities Office due to the numerous other events we scheduled in place of International Week.

Impact on Agency Goal Attainment: Inadequate. The Student Activities Office did not fulfill our goal of planning an International Week. We did however participate in the International cuisine tasting and International Family Day.

Effect to be integrated into next planning cycle: Minor. The Student Activities Office will plan an International panel discussion with the International Club, continue the cuisine tasting and sponsor a "Taste of Dalton" during the week of the Chattanooga Symphony performance.

Benefits to agency: Major. The International activities are vital to the college because it allows students to see and understand cultures other than their own.

### *Objective 020*

Support Continuing Education Department in the planning of Family Latino Day.

### *OMAS 01*

The Chair of the Continuing Education Department will express support in a memo or conversation that he was satisfied with the support provided by Student Activities.

### *Evaluation*

The Chair of the Continuing Education Department expressed support in a conversation that he was satisfied with the support provided by Student Activities.

Impact on Unit Performance: Adequate. The Student Activities Office (SAO) was able to help with the set-up only for Family International Day because of other scheduled activities.

Impact on Agency Goal Attainment: Adequate. The S.A.O. met our goal of satisfactory compliance with the Continuing Education Department.

Effect to be integrated into next planning cycle: Minor. The S.A.O. will establish an International panel with the help of the International Club,

continue the cuisine tasting, and implement a "Taste of Dalton" the week of the Chattanooga Symphony performance.

Benefits to agency: Major. This is an important area for the S.A.O. because it allows the general public to see the activities of the college and allows them to come to our campus.

### *Goal 0670*

Develop additional service learning opportunities.

### *Objective 010*

Speak to a variety of classes about Community Service opportunities.

**STUDENT ACTIVITIES (DIRECTOR)** (Cont'd)*OMAS 01*

At least 10 classes will be addressed by the Student Activities Staff.

*Evaluation*

The Student Activities class spoke on Community Service opportunities in 12 classes and participated in SIFE service opportunities, habitat projects, and led the Alternative Break program.

Impact on Unit Performance: Exemplary. By speaking to classes we are able to alert the students of happenings both on and off campus.

Impact on Agency Goal Attainment: Exemplary. We attained our goal of speaking to classes to let the students know what is going on outside of the classroom.

Effect to be integrated into next planning cycle: Major. The S.A.O. will continue to speak to class about activities and service opportunities.

Benefits to agency: Major. By providing Service-Learning activities our students are able to get into the community and have the hands-on experience they will need when they leave the college. These activities also allow community members to see the type of student DSC is producing.

*Goal 0710*

Establish a leadership development program.

*Objective 010*

Take students who sign-up for the Leadership Development Program to Outdoor Adventure Rafting on the Ocoee River to learn teamwork, communication and problem solving skills.

*OMAS 01*

At least 21 students of the 28 allowed will participate in the Leadership Adventure Program.

*Evaluation*

We did not have enough students sign-up for the Leadership Retreat on the Ocoee River for fall semester, but we did take 6 students in the spring .

Impact on Unit Performance: Adequate. The Student Activities Office (SAO) did not meet the original goal of a fall leadership retreat, but we did provide other leadership opportunities.

Impact on Agency Goal Attainment: Adequate. The S.A.O. provide numerous outdoor leadership opportunities for students. We helped with the Whitfield Co. Staff Development Retreat.

Effect to be integrated into next planning cycle: Major. The S.A.O. will continue to provide leadership opportunities for our students, faculty, and staff. Examples to complete this goal are: ropes courses, rafting, intramurals, club opportunities, and other various outdoor activities.

Benefits to agency: Major. Leadership opportunities allow students to take the leadership role and use skills they will need after they leave our campus.

*OMAS 02*

70% of the participating students will express in a satisfaction survey that they were satisfied with the workshops on teamwork, communication and problem solving skills.

*Evaluation*

This objective was not met due to the lack of student participation.

Impact on Unit Performance: Adequate. The Student Activities Office (SAO) did not complete any written surveys on student satisfaction with the leadership opportunities. Students did however seem to be pleased with the opportunities we provided them.

Impact on Agency Goal Attainment: Adequate. The S.A.O. contributed to the goal attainment by providing a variety of leadership opportunities.

**STUDENT ACTIVITIES (DIRECTOR)** (Cont'd)

Effect to be integrated into next planning cycle: Major. The S.A.O. will continue to provide leadership opportunities to our students.

Benefits to agency: Major. The leadership opportunities we provide will benefit the students in future endeavors.

*Goal 0940*

Investigate sponsoring an international "flea market" at the College.

*Objective 010*

Organize an International Student Panel to inform students about cross cultural activities.

*OMAS 01*

At least 5 International students with experiences in different countries and cultures will participate on the panel.

*Evaluation*

Due to other scheduled activities, this program was not performed. We would like to work with the International Club this year to have this program take place.

Impact on Unit Performance: Inadequate. The Student Activities Office (SAO) was unable to provide this forum for discussion due to previously scheduled activities.

Impact on Agency Goal Attainment: Inadequate. Due to previously scheduled activities students were not given the opportunity to discuss their cultures in an open forum.

Effect to be integrated into next planning cycle: Major. The S.A.O. will work with the International Club to develop a student panel so students can discuss their culture in an open forum.

Benefits to agency: Major. This allows DSC students to learn about cultures and countries they have not visited and be a more well rounded student.

## TECHNICAL EDUCATION DIVISION (CHAIR)

### *Goal 0410*

Investigate offering Physical Therapy Assistant and Occupational Therapy Assistant degrees.

### *Objective 010*

Examine costs and procedures for startup of both programs.

### *OMAS 01*

Decision on start up of programs will be recommended to President.

### *Evaluation*

Costs and procedures for start up of both programs were determined to be excessive. Therefore, it was not recommended to start up these programs.

Impact on Unit Performance: Inadequate.

Impact on Agency Goal Attainment: Inadequate.

Effect to be integrated into next planning cycle: None. Unless funding for the program can be located, no further plans will be made.

Benefits to agency: None.

### *Goal 0420*

Investigate offering a construction trades program.

### *Objective 010*

Examine feasibility and impact on start up of new program.

### *OMAS 01*

Decision on start up of program will be recommended to the president.

### *Evaluation*

Feasibility of program revealed that space for start up of program would not be possible unless space could be made available other than the technical division building.

Impact on Unit Performance: Same as previous.

Impact on Agency Goal Attainment: Same as previous.

Effect to be integrated into next planning cycle: Same as previous.

Benefits to agency: Same as previous.

### *Goal 0450*

Develop a marketing plan to publicize new four-year degree programs.

### *Objective 010*

Visit local high schools during career fairs and publicize programs to students.

### *OMAS 01*

At least the Technical Division will visit 4 area high schools to publicize programs for prospective students.

### *Evaluation*

Technical Division faculty visited 4 area high schools to publicize programs for prospective students.

Impact on Unit Performance: Exemplary. Improved relationship with area high schools.

Impact on Agency Goal Attainment: Adequate. Gained insight into marketing plan development.

Effect to be integrated into next planning cycle: Major. Continue with development of marketing plan.

Benefits to agency: Increased enrollment of recent high school graduates.

**TECHNICAL EDUCATION DIVISION (CHAIR) (Cont'd)***Objective 020*

Continue working through Tech-Prep Consortia to further publicize new degree programs.

*OMAS 01*

There will be 4 meetings with the Tech-Prep consortia to help with publicizing new degree programs.

*Evaluation*

There were 4 meetings with the Tech-Prep consortia to help with publicizing new degree programs.

Impact on Unit Performance: Exemplary. Technical Division have increased interaction with Tech Prep consortia members.

Impact on Agency Goal Attainment: Exemplary. Marketing plan will coordinate efforts of DSC faculty and staff.

Effect to be integrated into next planning cycle: Major. Complete and implement plan.

Benefits to agency: Major. Increased enrollment of recent high school graduates.

*Objective 030*

Explore the possibility of establishing a new 4-year degree program in Allied Health Management.

*OMAS 01*

A preliminary survey will be conducted to find out about interest in a degree program in Allied Health Management.

*Evaluation*

A survey is under development to find out about interest in a degree program in Allied Health Management but has not been conducted during this planning period.

Impact on Unit Performance: Inadequate. No impact on this objective.

Impact on Agency Goal Attainment: Inadequate. None

Effect to be integrated into next planning cycle: Major. Further exploration is planned.

Benefits to agency: Major. If implemented the program will augment existing four year programs.

*Goal 0510*

Conduct periodic needs assessments.

*Objective 010*

Explore development of a needs assessment methodology with director of institutional effectiveness.

*OMAS 01*

A methodology for developing a needs assessment survey will be recommended to the technical division chair.

*Evaluation*

A methodology for developing a needs assessment survey was recommended to the technical division chair. As a result, the technical division conducted a needs assessment survey to determine the need for a hospitality industry program. Space and funding would not permit DSC to start a new program but we will continue to seek resources to start program.

Impact on Unit Performance: Exemplary. A need for a new program was determined for the division.

Impact on Agency Goal Attainment: Exemplary. Positive.

Effect to be integrated into next planning cycle: Major. More needs assessments will be conducted.

Benefits to agency: Major. Additional programs for DSC students and potential increased enrollment.

**TECHNICAL EDUCATION DIVISION (CHAIR) (Cont'd)***Goal 0530*

Become more involved in economic development activities.

*Objective 010*

Develop a plan to get the division and the college involved with economic development.

*OMAS 01*

A draft of the plan will be developed for approval by the president.

*Evaluation*

A draft of the plan was not developed for approval by the president but preliminarily discussions with the continuing education division is ongoing.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: Inadequate. Goal not obtained.

Effect to be integrated into next planning cycle: Major. The Technical Division needs to plan a active role in economic development in conjunction the continuing education division.

Benefits to agency: Major. Economic development will improve the economic vitality and stability of region.

*Goal 0540*

Investigate expanding the adult literacy program by developing and implementing a family literacy program in Whitfield County.

*Objective 010*

Survey family literacy programs in Whitfield County to determine the need for adult literacy classes.

*OMAS 01*

50% of the programs surveyed will indicate the need for adult literacy services.

*Evaluation*

80% of the programs surveyed indicated the need for adult literacy services.

Impact on Unit Performance: Exemplary. Increased student enrollment for the Adult Literacy program.

Impact on Agency Goal Attainment: Exemplary. Expansion of the adult literacy program in Whitfield County.

Effect to be integrated into next planning cycle: Major. The department of Adult Literacy will investigate the need for an evening program.

Benefits to agency: Creating community partnerships with educational agencies and childcare providers.

*Goal 0550*

Expand the adult literacy computer lab in order to provide computer-assisted learning to more students.

*Objective 010*

Review budget and facilities to determine the viability of a computer lab.

*OMAS 01*

After budget and facilities review, a decision will be made to expand the adult literacy lab.

*Evaluation*

A decision was made to expand the adult literacy lab from 10 computers to 15. All computers were also replaced or upgraded and networked. The cost for these expenditures was about \$26,000.

## TECHNICAL EDUCATION DIVISION (CHAIR) (Cont'd)

Impact on Unit Performance: Adequate. More students now have access to computer instruction.

Impact on Agency Goal Attainment: Exemplary. Quality computer-instruction for students.

Effect to be integrated into next planning cycle: Major. There will a need for further expansion subject to budget and facility availability.

Benefits to agency: Major. More students now have access to quality computer instruction as part of their adult literacy training.

### *Goal 0560*

Develop and implement strategies to increase adult program visibility within the adult literacy service delivery area.

### *Objective 010*

Revise Adult Literacy marketing plan to promote positive awareness about the program in Whitfield and Murray counties.

### *OMAS 01*

Produce a revised marketing plan to promote adult literacy programs in the counties.

### *Evaluation*

A revised marketing plan was prepared to promote adult literacy programs in the counties.

Impact on Unit Performance: Adequate. Improved marketing strategies to assist with recruitment.

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. Marketing and promotion plans will be ongoing.

Benefits to agency: Major. Increased enrollment for the adult literacy program and community awareness.

### *Goal 0570*

Expand professional development activities for adult literacy staff.

### *Objective 010*

Promote state-sponsored staff development activities to adult literacy staff.

### *OMAS 01*

90% of staff will participate in state-sponsored staff development activities.

### *Evaluation*

70% of staff participated in state-sponsored staff development activities.

Impact on Unit Performance: Adequate. Enhanced staff job performance and satisfaction.

Impact on Agency Goal Attainment: Adequate. Increased staff development participation.

Effect to be integrated into next planning cycle: Major. Link staff development activities and participation to staff evaluations that identify strengths and weaknesses.

Benefits to agency: Major. Students gain in classroom by the increased knowledge of staff.

### *Goal 0580*

Enhance efforts to provide information to the adult literacy service delivery area about GED Tests changes in the year 2001.

### *Objective 010*

Revise marketing plan to include information about changes to the GED tests.

## TECHNICAL EDUCATION DIVISION (CHAIR) (Cont'd)

### OMAS 01

Produce a revised marketing plan to include information about changes to GED tests.

#### *Evaluation*

A revised marketing plan to include information changes to GED tests was prepared.

However, the changes to the test are ongoing and further information about these changes will be made in the revised marketing plan.

Impact on Unit Performance: Adequate. Increased examinees completing the GED tests.

Impact on Agency Goal Attainment: Adequate. Current information on GED testing provided.

Effect to be integrated into next planning cycle: Minor. This is an ongoing activity.

Benefits to agency: Major. More students passing GED tests.

### Goal 0620

Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development.

#### *Objective 010*

A Division meeting will be called in late fall 1999 semester with an agenda item to discuss ways to utilize grants and other sources of funding to enhance instruction, publications and other professional development.

### OMAS 01

At least a third of the Division's faculty will indicate that they have explored ways to utilize grants and other sources of funding to enhance instruction, publications and other professional development. A Divisional meeting will be held to discuss the results of these explorations.

#### *Evaluation*

One-third of the Division's faculty indicated that they have explored ways to utilize grants and other sources of funding to enhance instruction, publications and other professional development. Funds from a matching grant from DTAE were located and utilized to fund a computer networking lab.

Impact on Unit Performance: Exemplary. A matching grant fund was utilized to purchase a computer networking lab for the division's new CISCO program.

Impact on Agency Goal Attainment: Exemplary. Funds were identified and utilized.

Effect to be integrated into next planning cycle: Major. Continued efforts to locate funding resources will be planned.

Benefits to agency: Major. A new program and equipment benefited the division and the college.

### Goal 0630

Explore the need for programs and activities to enhance the quality of life for faculty and staff.

#### *Objective 010*

A Division meeting will be called with an agenda item to discuss the results of the survey which was administered to explore the need for programs and activities that will enhance the quality of life for faculty and staff in the Technical Division.

### OMAS 01

At least four recommendations will be made by the faculty and staff regarding specific activities and/or programs to enhance the quality of life for faculty and staff in the Technical Division.

#### *Evaluation*

Five recommendations were made by the faculty and staff regarding specific activities and/or programs to enhance the quality of life for faculty and staff in the Technical Division. For example, recommendations to add additional faculty parking spaces in the rear of the technical building were made.

## **TECHNICAL EDUCATION DIVISION (CHAIR) (Cont'd)**

Impact on Unit Performance: Adequate. Suggestions for improvement within the division have had a positive effect on morale.

Impact on Agency Goal Attainment: Adequate. Some changes have already been implemented.

Effect to be integrated into next planning cycle: Major. The division will continue to make improvements.

Benefits to agency: Major. Increased productivity of faculty and staff in the technical division.

### *Goal 0820*

Complete the physical relocation of college programs, services, and personnel upon occupancy of the new Humanities building as outlined in the "Fire Drill" document.

### *Objective 010*

Coordinate any activities to ensure that faculty, staff and all necessary infrastructure are moved to their new locations within the established time frame announced by the President.

### *OMAS 01*

The President and/or the Vice President for Academic Affairs will indicate in a memo, meeting, or announcement satisfaction with the relocation activities coordinated by the Division Chair.

### *Evaluation*

The President and/or the Vice President for Academic Affairs indicated that the Technical Division was not involved in the relocation activities.

Impact on Unit Performance: Inadequate. The division was not impacted by the movements.

Impact on Agency Goal Attainment: Inadequate. None

Effect to be integrated into next planning cycle: None. None

Benefits to agency: Major. Movement into the new building created additional classroom, laboratory and office for the college.

### *Goal 0830*

Develop a plan to implement additional recommendations from the 1997-98 master facilities planning effort.

### *Objective 010*

Review master facilities to determine input needed from the Technical Division.

### *OMAS 01*

The division will make recommendations for the Master Plan.

### *Evaluation*

The division made recommendations to support the construction of a continuing education building.

Impact on Unit Performance: Exemplary. The division was helpful in making recommendations for a future building.

Impact on Agency Goal Attainment: Exemplary. A continuing education building will enhance the technical division's community outreach efforts.

Effect to be integrated into next planning cycle: Major. The division will continue to support the construction of the continuing education building.

Benefits to agency: Major. The college will greatly benefit through enhanced outreach efforts with the community and area business and industry,

## **TECHNICAL EDUCATION DIVISION (CHAIR) (Cont'd)**

### *Goal 1020*

Explore the creation of a foundational levels skill course.

### *Objective 010*

Experiment with learning resource course in math, reading and English.

### *OMAS 01*

Enroll at least 15 technical division students in learning resource courses.

### *Evaluation*

More than 20 technical division students enrolled in learning resource courses. It was determine that additional credit hours needed to be added to these courses.

Impact on Unit Performance: Exemplary. Students will improve the academic preparation for more success in technical education.

Impact on Agency Goal Attainment: Exemplary. Increased retention of technical education students.

Effect to be integrated into next planning cycle: Major. Will continue to review and modify course work as needed.

Benefits to agency: Major. Increased retention of students will lead to increased enrollment and graduation of students.

### *Goal 1140*

Enhance discipline-based collaboration with K-12 faculty.

### *Objective 010*

A meeting will be called to determine which faculty in the Technical Division is interested in visiting area public schools to explore collaborative efforts.

### *OMAS 01*

At least half of the Technical Division faculty will visit area public schools upon invitation.

### *Evaluation*

12 of the Technical Division faculty visited area public schools upon invitation of counselors and faculty.

Impact on Unit Performance: Exemplary. Interaction of technical division faculty with area secondary school faculty has been significant.

Impact on Agency Goal Attainment: Exemplary. Improve relationships with high schools will lead to improve recruitment and articulation efforts.

Effect to be integrated into next planning cycle: Major. Will continue to promote interaction.

Benefits to agency: Major. Increased enrollment of area high school graduates at the college.

### *Goal 1190*

Explore the development of visiting communities to educate area businesses regarding the skills and competencies that our programs of study provide.

### *Objective 010*

Discuss visiting area businesses and industries with program advisory committees.

**TECHNICAL EDUCATION DIVISION (CHAIR)** (Cont'd)*OMAS 01*

Advisory committees will make recommendations for visiting area businesses and industries.

*Evaluation*

One Advisory committee made recommendations for visiting area businesses and industries. It was recommended that small businesses who employ approximately 60% of the workers in the area should be visited.

Impact on Unit Performance: Adequate. More attention will be given to small business needs in the community.

Impact on Agency Goal Attainment: Adequate. Additional information is needed.

Effect to be integrated into next planning cycle: Major. Increased planning in this area will be promoted.

Benefits to agency: Major. Graduates of the college will be well prepared to work in their respective fields and will become future ambassadors for the college.