



Strategic Plan 2000-2003

**First Annual Progress Report
2000-2001**

Prepared by
The Office of Institutional Research and Planning
September 2001

Dalton State College *Strategic Plan, 2000-2003*

First Annual Progress Report 2000-2001

September 2001

For more information contact:

Office of the President
Dalton State College
213 North College Drive
Dalton, GA 30720-3797
Telephone: (706) 272-4438
Fax: (706) 272-2550

OR

Office of Institutional Research & Planning
Dalton State College
213 North College Drive
Dalton, GA 30720-3797
Telephone: (706) 272-4406
Fax: (706) 272-2556
E-mail: hcodjoe@daltonstate.edu

This Annual Progress Report of Dalton State College's Strategic Plan is available on the Institutional Research web page:

<http://www.daltonstate.edu/irp/stratplan.htm>

Preface

A new three-year strategic planning cycle was completed and implemented effective July 1, 2000 for the period 2000-2003. The *Dalton State College Strategic Plan, 2000-2003* was the work of many people, representing the best thinking within the college community. The effort began with in-depth research into the strengths, weaknesses, and future prospects of the institution, and evolved into the creation of planning priorities, goals, and implementation plans for every functional area on campus. During this process, many individuals lent energy, creativity, and expertise to the common enterprise, thus producing a genuinely collaborative sense of direction. At the end of its deliberations in the spring of 2000, the Strategic Planning Committee and the College community adopted 39 strategic initiatives and 102 goals for implementation during the 2000-2003 planning period. The strategic initiatives and goals were organized around the College's 10 core purposes.

During the 2000-2001 year, the College community adopted 68 goals (with their associated strategic initiatives) for implementation during the first year (2000-2001) of the three-year planning period. Responsibilities for the first year implementation plan goals were assigned to the respective divisions and departments or planning units. In the first year of implementation, 184 objectives or action plans were adopted. After the first year of implementation, 153 or 88% of the adopted action plans have been fully or partially completed. The uncompleted and partially completed action plans have been integrated into the next planning cycle.

The following is a summary of the significant progress achieved by the various College divisions and departments during the first cycle (2000-2001) of the College's *2000-2003 Strategic Plan*.

- There is a more concrete linkage between planning and budgeting. In linking planning to budgeting, the College administration establishes planning priorities flowing from its strategic plan and allocates or redirects funds to meet those priorities. Embedded within the 2000-2001 implementation plans were a large number of effectiveness measures and a more direct relationship between the planning and budgeting process on campus.
- Effective July 1, 2000, the Offices of Admissions, Student Records, and Financial Aid were combined into an Enrollment Services Division.
- The Office of Fiscal Affairs began a multi-year implementation process of the *PeopleSoft* financial system, which will eventually include accounting and business operations, payroll, and personnel.
- The new "family" of DSC slick publications was completed. In addition, new fact sheets for all of the College's programs of study were completed, each with the same look and content elements to provide consistency.
- Faculty were trained to submit grades electronically through Banner Web. The process is faster than the paper method and has less data entry errors. At the end of the spring semester over 60% of the faculty had adopted this new method.
- Transfer students' credits are now being evaluated within their first term of enrollment and the Banner Transfer Articulation Module has been implemented. The backlog of transfer evaluations has been cleared.

- A list of potential donors has been developed in connection with a 4th Endowed Chair.
- Weekend classes are now offered on the DSC campus and aside from the new in-plant course offerings at Mohawk Industries, the College now provides organized off-campus programming in Chatsworth, Ft. Oglethorpe, Calhoun, and Jasper.
- A Writing Lab has been established to help students with their writing and reading skills, complementing the Math Lab which has existed for several years.
- An interactive library home page was created to offer students, faculty, and community users a variety of virtual library resources. These include electronic citation guides, an orientation tutorial, interlibrary loan and off-campus material request forms, an “Ask-a-Librarian” service, and journal holdings lists.
- During Spring Semester of 2001, the Library Committee conducted a thorough evaluation of the Periodical Collection. All faculty participated and as a result, 35 subscriptions were cancelled and 17 new subscriptions were placed. Since then, following accreditation review for two degree programs, other new journal titles have been added at faculty request.
- Orientation for new students was improved through developing a team of Student Orientation Leaders who were key players in orchestrating all orientation sessions. There was considerable collaboration across campus to provide one-day service for orientation, advisement, and registration.
- A majority of faculty developed web pages that contained syllabi, expanded course descriptions, instructor and course information to provide resources and quick access of information to students.
- The number of public programs offered by the Center for Continuing Education grew by 20% over the preceding year as a result of the increased number of online courses from approximately 35 courses to 75 courses per month. These online courses enabled the Center to reach new clients.
- A Marketing Plan was developed by a College Marketing Committee to implement recommendations proposed by the 1999 Stamats Consultants’ report as a means of increasing student enrollment in College programs.

Following is a summary report of the progress achieved by divisions and departments during the first cycle (2000-2001) of the College’s three-year (2000-2003) strategic plan.

Annual Reports by Divisions, Departments, and Units

BUSINESS & TECHNOLOGY DIVISION

Goal 090

Conduct more aggressive faculty recruitment and searches through the use of a more rigorous screening process to develop and to sustain a faculty of the highest quality and excellence in teaching.

Objective 010

The Vice President of Academic Affairs will advertise in discipline specific media to achieve targeted dissemination of the availability of faculty positions. More qualified people will become aware of faculty openings at the college.

Outcome Measurement & Assessment Strategy (OMAS) 01

When requested by Division Chairs, the VPAA will advertise in discipline specific media Division Chair files and will show a 10 percent increase in applications.

Condition: Provided that there is sufficient time to advertise before the position must be filled.

Evaluation

There was one search for the position of assistant professor of economics advertised in the Chronicle of Higher Education. The unexpected resignation of Dr. Neal McKenzie made it impractical to use "discipline specific media." Twelve people applied and five were placed on the "short list" and four were brought on campus for visits. The search was successfully filled with Dr. Aref Hervani who started fall 2001.

Impact on Unit Performance: Adequate. Immediate positive impact through the hiring of Dr. Aref Hervani. In addition, faculty within the Division of Business and Technology became familiar with more aggressive recruitment strategies.

Impact on Agency Goal Attainment: Adequate. Positive impact for the organization through the example set by Business and Technology.

Effect to be integrated into next planning cycle: Major. Need for continued refinement of the recruiting process with particular emphasis on beginning the recruiting process early and making better use of electronic advertising and recruiting media.

Benefits to agency: Major. Recruiting of superior faculty is crucial to the health and vitality of Dalton State College and the Northwest Region of Georgia.

Objective 020

The Division chairs will research 3 comparable institutions to ascertain successful recruitment strategies. Budgetary support must be adequate. Benefits from the knowledge and experience of other institutions.

OMAS 01

All Division Chairs will contact 3 comparable institutions through phone calls, emails, and letters.

Evaluation

Job announcements were sent to 200 schools throughout Georgia and across the country. In addition, the job posting was listed with the University System of Georgia applicant clearing house.

Impact on Unit Performance: Exemplary. Every indication is that Dr. Aref Hervani will be an excellent colleague.

Impact on Agency Goal Attainment: Exemplary. Recruiting of quality faculty members is among the most fundamental administrative activities we engage in.

Effect to be integrated into next planning cycle: Major.

BUSINESS & TECHNOLOGY DIVISION (Cont'd)

Benefits to agency: Major. In addition to making better use of electronic recruiting tools we need to begin doing more networking through personal contacts and participation in appropriate professional organizations. Maintaining and developing a Faculty that motivates students to achieve academically and professionally is the College's core competence.

Goal 0150

Expand the number of courses with an international focus in the baccalaureate programs to strengthen students' international perspective and to make them more competitive in the job market.

Objective 010

The Division Chair will request faculty to develop courses that will have an international focus to broaden the course offerings. Faculty release time for course development.

OMAS 01

All faculty will be asked to develop courses that have an international focus. Minutes of Division meeting will record approval for courses to be submitted to the Academic Council Condition: Faculty release time is granted to develop the course(s).

Evaluation

There were course proposals submitted and informal curriculum reviews were conducted primarily to assess compliance with AACSB guidelines.

Impact on Unit Performance: Adequate. International issues will become more important as the Marketing and other less technical majors grow in prominence. Analytical and technical skills are the areas that make the 10MG and MGIS majors competitive.

Impact on Agency Goal Attainment: Adequate. Because of these activities the Faculty of the Business and Technology division are persuaded of the need to develop courses with more international content and have activity considered how and where such courses will fit into the curriculum.

Effect to be integrated into next planning cycle: Minor. There will be steady progress and courses will be added as the curriculum evolves and faculty are added.

Benefits to agency: Major. Increased international content will be required to attain AACSB accreditation an important objective for the Division of Business and Technology.

Goal 0300

Improve graduation rates and/or student goal attainment rates to meet College benchmark and University System standards.

Objective 010

Division Chairs will recommend to the head of Institutional Research to ascertain appropriate benchmarks for graduation rates and/or student goal attainment rates. College will meet institutional and USG

OMAS 01

A set of USG benchmarks from the IRP office will be compiled and distributed to the Division Chairs via hard copy reports.

Condition: Availability of System data.

Evaluation

A set of USG benchmarks from the IRP office was compiled and distributed to the Division Chairs via hard copy reports and will be used to reevaluate curriculum and programs in the Division.

BUSINESS & TECHNOLOGY DIVISION (Cont'd)

Impact on Unit Performance: Inadequate. Attrition rates are too high and we do not have measurement systems in place to determine their causes.

Impact on Agency Goal Attainment: Adequate. Establishing the benchmarks is a good and necessary place to start. The next step is to increase awareness of the relevant statistics and begin to develop procedures to improve them.

Effect to be integrated into next planning cycle: Major. There needs to be a succinct report available to all members of the Division that clearly indicates where we are relative to the benchmarks and indicates activities that can lead to improvements.

Benefits to agency: Major. Beyond the implication that higher retention will lead to higher enrollments and graduation rates, it is safe to assume that many of the students who do not complete are most in need of education.

Goal 0330

Investigate the possibility of establishing a Technical Writing degree program at DSC.

Objective 010

The Division Chairs of Business and Technology and Humanities will conduct a needs assessment study to judge the demand for a Technical Writing degree program. Subject to funding and approval by USG.

OMAS 01

A report by IRP will be submitted to the Division Chairs of Business and Technology and Humanities based on the results of a needs assessment survey for such a degree.

Evaluation

No report was submitted by IRP to the Division Chairs of Business and Technology and Humanities because environmental factors made introducing this degree impractical at this time.

Impact on Unit Performance: Inadequate.

Impact on Agency Goal Attainment: None. The goal has been abandoned.

Effect to be integrated into next planning cycle: None. There are no plans to integrate this goal in the next planning cycle.

Benefits to agency: None.

Goal 0440

Establish a business service outreach program to provide a direct linkage between the College's programs and area businesses as a means of preparing DSC students for the workplace.

Objective 010

The Division Chair will instruct the Chaired professor to set up a Center which will establish an outreach linkage to provide service to the business community.

OMAS 01

A new Center for business service outreach will be established. Approval for establishment will be granted by the President.

Evaluation

The Center for Applied Business Studies was established and execution of its mission of "improvement of business processes and practices through education and research" was commenced. Dr. Marilyn Helms was appointed director.

BUSINESS & TECHNOLOGY DIVISION (Cont'd)

Impact on Unit Performance: Adequate. Expanding the scope of College outreach activities is a priority and establishing the Center has played its part in raising awareness.

Impact on Agency Goal Attainment: Adequate. Establishing the Center is a first step and is appropriate progress toward the goal.

Effect to be integrated into next planning cycle: Major. For the Endowed Chair, the challenge is to develop activities that take advantage of and enhance the capabilities of the College

Benefits to agency: Major. The Center is the most visible outreach activity currently sponsored by the College and should be crucial to expanding the types of services provided by Dalton State College to Northwest Georgia.

Goal 0490

Improve graduates' job placement rates in the Divisions of Nursing, Technical, and Business & Technology as a measure of institutional effectiveness.

Objective 010

The Director of Institutional Research will provide job placement rate information to the Chair of Business and Technology for a benchmark to be used to improve placement rates.

OMAS 01

A report by IRP's Director on job placement rates for Division graduates will be provided to the Chair of the Division to be used as a benchmark for future assessment. A memo from the IRP Director with the report will be sent.

Evaluation

A report by IRP's Director on job placement rates for Division graduates was provided to the Chair of the Division and will be used as a benchmark for future assessment. Summary results are included in the 2000-2001 Annual Report of the Division of Business and Technology.

Impact on Unit Performance: Adequate. Establishing the benchmarks was an appropriate first step and can play its part in increasing awareness.

Impact on Agency Goal Attainment: Inadequate. Benchmarks are only useful in that they can indicate areas that need improvement.

Effect to be integrated into next planning cycle: Major. The benchmark data needs to be presented in a succinct format and made available to the faculty. This will generate improvements to the curriculum and policies.

Benefits to agency: Major. Accurate performance information has to guide the development of new programs and policies.

Goal 0520

Increase the number of faculty and staff who take advantage of the tuition reimbursement program to obtain terminal and advanced degrees.

Objective 010

Division Chairs will survey the faculty to determine the needs and desires for use of the tuition reimbursement program. More faculty can afford to gain advanced/terminal degrees.

BUSINESS & TECHNOLOGY DIVISION (Cont'd)

OMAS 01

One hundred percent of the Division faculty will be notified of the System policy on tuition reimbursement program and encouraged to take advantage of this program to gain advanced/terminal degrees or professional development. Minutes of a faculty meeting will reflect the notification.

Evaluation

Although not a formal agenda item during faculty meetings, there was informal notification of appropriate personnel. Knowledge of this program is generally available. Specific, formal, notification will occur during the next planning period.

Impact on Unit Performance: Adequate. Confidence that the College and the University System is supportive of professional development among the faculty and staff is good for morale while setting a good example for the students.

Impact on Agency Goal Attainment: Adequate. The faculty and staff are cognizant of the changing expectations of the College and that professional development is a key element in the process.

Effect to be integrated into next planning cycle: Minor. Faculty and staff in the Division will be formally informed and work will begin on establishing guidelines and protocols for people taking advantage of the program.

Benefits to agency: Major. Ongoing professional development not only is good for morale, it increases productivity and will lead to new and effective programs.

Goal 0830

Develop a Web page for each faculty that will contain syllabi, expanded course description, instructor and course information to provide resource and quick access of information to students.

Objective 010

The division faculty will develop web pages for their courses will contain syllabi, expanded course description, instructor and course information to provide resource and quick access of information to students. Provide training to faculty.

OMAS 01

All faculty will have a web page for their courses in order for students to obtain information about the faculty member's courses. The faculty's course syllabus will give information about the web site.

Evaluation

Twenty percent of the faculty have web pages for their courses and none of the faculty member's course syllabuses reference the site.

Impact on Unit Performance: Adequate. Established faculty web pages have increased awareness on how technology can be used to improve the quality of the service we provide.

Impact on Agency Goal Attainment: Adequate. Faculty web pages are an appropriate starting point for increasing the use of technology in our activities and fulfilling this goal is an important step.

Effect to be integrated into next planning cycle: Minor. Completion of this goal is easy enough. The more interesting activity is motivating faculty and staff to assimilate the use of the website and other technology into their activities.

Benefits to agency: Major. I do not see the establishment of web sites as a particularly significant accomplishment. However, it is a very visible expression of our commitment to developing and using technology civilization's driving force since man first harnessed fire.

BUSINESS & TECHNOLOGY DIVISION (Cont'd)

Goal 0840

Review interactive technology systems to support instruction and enhance student learning.

Objective 010

The division chair will encourage faculty to develop methods to teach in an interactive mode.

OMAS 01

All faculty members will be asked to report progress on using interactive technology in their annual reports to the Division Chair.

Evaluation

Throughout the year many faculty used an assortment of technology in their teaching and examples are cited in their annual reports to the Division Chair.

Impact on Unit Performance: Adequate. Learning has been enhanced through the use of an assortment of interactive teaching tools. There has been good use of computer labs and tutorials as well as class work requiring the use of the Web. In addition, the Division has consistently provided courses through GSAMS, reaching students in Jasper Georgia who would not have been able to participate in a 4-year program.

Impact on Agency Goal Attainment: Adequate. The Division of Business and Technology has been a leader in the use of interactive and other types of technology in the execution of its teaching and outreach mission.

Effect to be integrated into next planning cycle: Minor. Development and incorporation of technology into our activities needs to be an ongoing effort. Beyond expanding the GSAMS offering by one course there will be substantial progress toward delivering a BAS bridge course online. In addition, I would like to establish specific training activities for Division faculty in the use of tools such as web-authoring and WebCt.

Benefits to agency: Major. There could be profound implications associated with the interactive technology. It can improve the quality of instruction in existing classes and can allow us to reach different groups of students that are intellectually or geographically removed from the College. Developing these capabilities can also act as a deterrent to other groups who might try to use interactive technology to capture some of our traditional markets.

Goal 0870

Integrate technology skills across the curriculum to equip students with technology skills they will need when they leave DSC.

Objective 010

The division faculty will introduce new or revise current curriculum that deals with computer technology skills which will better equip business administration students with computer skills.

OMAS 01

All faculty members will be asked to report new or changes in curriculum that enhances student technological skills in their annual reports to the Division Chair.

Evaluation

Many faculty incorporated changes in curriculum that enhanced student technological skills and reported examples in their annual reports to the Division Chair.

Impact on Unit Performance: Adequate. Student proficiency with technology has been crucial to the success that has been enjoyed by the 4-year graduates.

BUSINESS & TECHNOLOGY DIVISION (Cont'd)

Impact on Agency Goal Attainment: Adequate. Business and Technology programs have been some of the most technology intensive on the campus. We have developed and taught courses that instruct in and incorporate a wide range of software and hardware designed to accomplish a broad spectrum of tasks.

Effect to be integrated into next planning cycle: Major. Enhancing student competencies with technology is a very high priority with particular emphasis on developing advanced information technology skills.

Benefits to agency: Major. Graduating students who are proficient using technology to solve business problems to increase productivity and profitability is one of our core strengths. Teaching these skills as a means of enhancing academics is an opportunity to differentiate our programs from those that focus on academics without technology or those that emphasize technology over academics.

Goal 0900

Develop innovative e-commerce courses to provide customized training and industry-specific courses for the community.

Objective 010

The division faculty will develop one course that will be WEB based to enhance student knowledge and learning.

OMAS 01

One faculty member in MIS will develop a WEB based course that will be approved by the Academic Council.

Evaluation

MGIS 4358: Web-based MIS was developed, approved by Academic Council, and taught during the 2001-2002 academic year.

Impact on Unit Performance: Adequate. The web-based class has been popular with the students and has enhanced the Business and Technology programs.

Impact on Agency Goal Attainment: Adequate The advanced course fulfills this goal.

Effect to be integrated into next planning cycle: Minor. Effect to be integrated into next planning cycle. The challenge for the next planning cycle is to increase the level of the course by having the students create web applications using commercial database products.

Benefits to agency: Minor. Instilling a "web perspective" in all of the Business and Technology graduates can be an important competitive advantage.

Goal 0950

Develop additional credit courses to meet the growing economic and human resource needs of local business and industry.

Objective 010

The faculty will develop new courses to meet the needs of the business community and to promote the capabilities of the division.

BUSINESS & TECHNOLOGY DIVISION (Cont'd)

OMAS 01

Two new courses or programs in business related subjects will be developed as requested by members of the business community and included in the College's schedule of programs/courses.

Evaluation

10MG 3254: Computer Integrated Manufacturing and IOMG 4256: Advanced Application Development were developed, approved, and taught in response to the needs of the local business community.

Impact on Unit Performance: Adequate. These courses have been well received and provide students with skills that are of use to businesses in general and local business in particular. In addition, the level of academic rigor is consistent with the standards of Dalton State College.

Impact on Agency Goal Attainment: Adequate. These courses have spoken directly to the goal of developing courses that meet the needs of the local economy.

Effect to be integrated into next planning cycle: Minor. The "pilot" nature of these courses has helped specify where changes need to be made in the IOMG and MGIS programs.

Benefits to agency: Minor. These courses have played an important role in developing curriculum that meets the needs of local industry.

COMPUTING & INFORMATION SERVICES

Goal 0750

Publish on the College's Web site information regarding technology classes, statewide seminars, and links to outside sources to equip faculty and staff with the technological knowledge and skills they need to be more effective in their job performance.

Objective 010

Useful technology web sites will be identified to equip faculty and staff with the technological knowledge they need to be more effective in their job performance.

OMAS 01

At least 20 web site links will be identified and posted to assist faculty and staff with the technological knowledge they need to be more effective in their job performance. Assessment Strategy: Links will be posted on the OCIS website.

Evaluation

Twenty-seven web site links were identified and posted to assist faculty and staff with the technological knowledge they need to be more effective in their job performance.

Impact on Unit Performance: Adequate. Minimal impact on the department.

Impact on Agency Goal Attainment: Exemplary. The Goal was attained by publishing on the College's Web site information regarding technology classes, statewide seminars, and links to outside sources to equip faculty and staff with the technological knowledge and skills they need to be more effective in their job performance.

Effect to be integrated into next planning cycle: Minor. Beneficial web sites will continue to be identified and made available to the faculty and staff.

Benefits to agency: Minor. Faculty and Staff are better informed of technology classes, statewide seminars, and links to outside sources via the web.

Goal 0770

Provide faculty seminars and workshops to equip them with the technology skills for developing and providing online learning to students.

Objective 010

Feedback from the faculty will be solicited to determine which seminars and workshops are beneficial.

OMAS 01

All faculty and staff will receive notices from OCIS regarding what seminars and workshops should be offered via email.

Evaluation

All faculty and staff received notices from OCIS regarding what seminars and workshops should be offered via email. These notices asked for suggestions regarding what classes should be offered and suggested times. These notices also solicited assistance from faculty and staff for leading training sessions. Based on the response, OCIS produced a semester training calendar for faculty and staff to use to select appropriate training sessions.

Impact on Unit Performance: Adequate. Faculty/Staff training is part of what OCIS is. Soliciting input on which seminars and workshops to offer is a routine function and poses no undue burden on the department.

COMPUTING & INFORMATION SERVICES (Cont'd)

Impact on Agency Goal Attainment: Exemplary. Necessary in order that the appropriate seminars and workshops are offered.

Effect to be integrated into next planning cycle: Major. This will be an ongoing need and will be integrated into the next planning cycle.

Benefits to agency: Major. The needs of the faculty and staff are being met.

Objective 020

Workshops and seminars will be scheduled in sufficient numbers to ensure adequate participation.

OMAS: 01

About 60 workshops and seminars will be offered for faculty and staff on a wide variety of subjects and varying dates via a training calendar which is published by OCIS and posted on the web.

Evaluation

Eighty workshops and seminars were offered for faculty and staff on a wide variety of subjects. About 60 workshops and seminars will be offered for faculty and staff on a wide variety of subjects and varying dates via a training calendar which is published by OCIS and posted on the web.

Impact on Unit Performance: Adequate. This training is a routine function of OCIS. The number of training workshops offered no undue burden on the department.

Impact on Agency Goal Attainment: Adequate. By providing an adequate number of classes offered on a variety of dates, faculty and staff are able to attend the training classes.

Effect to be integrated into next planning cycle: Major. The number of training classes offered was good. We will be offering the same number next year.

Benefits to agency: Major. By making sure that an adequate number of training sessions are offered, more faculty and staff are able to participate.

Goal 0820

Connect Internet services to the Catoosa Center to centralize all College computer operations.

Objective 010

Internet services will be connected to the Catoosa Center to centralize all College computer operations.

OMAS 01

Internet connectivity at the Catoosa Center will be provided as part of the College's centralized computer system by contracting this service to a local service provider. A record of the contract for service provided is maintained by OCIS and Fiscal Affairs.

Evaluation

Internet connectivity at the Catoosa Center was provided as part of the College's centralized computer system by contracting this service with NexLec.

Impact on Unit Performance: Adequate. Impact was minimal because the service was outsourced.

Impact on Agency Goal Attainment: Adequate. Extending the College's computing operations to the Catoosa Center was achieved by providing this connection.

COMPUTING & INFORMATION SERVICES (Cont'd)

Effect to be integrated into next planning cycle: Major. This project was completed during this planning cycle and will not be forwarded to the next planning cycle.

Benefits to agency: Major. Allowed the college to extend its outreach into this area and insure that the level of service provided to these off-campus students is on par with those offered on the main campus.

Goal 0840

Review interactive technology systems to support instruction and enhance student learning.

Objective 010

Training in WebCT will be offered to all faculty to support instruction and enhance student learning.

OMAS 01

Five WebCT workshops will be offered to faculty to support instruction and enhance student learning. Assessment Strategy: Class participation records will be kept by OCIS.

Evaluation

Eight WebCT workshops were offered to faculty to support instruction and enhance student learning. Based on class participation and attendance in Fall 2000, OCIS determined that, beginning Spring 2001, overview classes of the WebCT product would be offered and creation of the actual online course would be individualized with the instructor.

Impact on Unit Performance: Adequate. WebCT training is part of who OCIS is. This is part of our regular training schedule. This poses no undue burden to the department.

Impact on Agency Goal Attainment: Exemplary. Allowed faculty to use WebCT to support their instruction and enhance the student learning experience.

Effect to be integrated into next planning cycle: Minor. This will be an ongoing need and will be continued next year.

Benefits to agency: Minor. Faculty are able to enhance classroom instruction by providing online support for their classes.

Goal 0860

Expand student access to campus computing to promote widespread use and acquisition of computer technology skills by DSC students.

Objective 010

Banner Web for Students will be deployed to increase the use of technology in performing administrative tasks.

OMAS 01

Ten students will participate in an experimental online registration and fee payment. Assessment Strategy: The vice president for Enrollment Services recruited students to participate in the experiment.

COMPUTING & INFORMATION SERVICES (Cont'd)

Evaluation

Five of the ten students participated in an experimental online registration and fee payment. Even though only half of the students participated, the objective of the experiment, which was to test the online registration and fee payment process, was successful. Beginning Fall 2001, students who meet certain criteria (e.g. satisfied CPC requirements, attained a set amount of credit hours) as established by enrollment services.

Impact on Unit Performance: Adequate. Required much preparation and development time in order to ensure that the software would function as needed.

Impact on Agency Goal Attainment: Exemplary. Testing the system by these 10 students demonstrated what possible problems could be encountered and that the system would be ready when the rest of the student body is given access to Banner Web.

Effect to be integrated into next planning cycle: Major. OCIS will need to evaluate the amount of student training sessions to offer. We will also need to look at how well the system performs when the student body as a whole begins using the system.

Benefits to agency: Major. Provides better customer service to the students by allowing them to have control over their information. Reduces administrative paperwork.

Goal 1030

Implement PeopleSoft financial software system in compliance with new system-wide accounting procedures.

Objective 010

OCIS personnel will be identified to participate in the successful implementation of PeopleSoft.

Benefit: OCIS expertise will be necessary for a successful implementation.

OMAS 01

One OCIS staff member will be identified as the main support person for the implementation of PeopleSoft. Assessment Strategy: OCIS director will assign proper personnel.

Evaluation

One OCIS staff member was assigned as the main support person for the implementation of PeopleSoft. The next phase of OCIS support for this project will be identified in the next planning cycle.

Impact on Unit Performance: Adequate. The week long training sessions that the support person was required to attend did at times place a burden on the department. Overall the impact to the department has not been prohibitive.

Impact on Agency Goal Attainment: Exemplary. Having a technical support person on board during this implementation has insured its success.

Effect to be integrated into next planning cycle: Minor. Level of technical support required will continue to be evaluated.

Benefits to agency: Major. Insures a successful implementation of the Peoplesoft system.

Objective 020

OCIS personnel will install the PeopleSoft software on the designated file server and desktops.

Benefit: Proper server and desktop setup will ensure successful implementation of the PeopleSoft project.

COMPUTING & INFORMATION SERVICES (Cont'd)

OMAS 01

A successful installation of the Peoplesoft software will be loaded on the campus server as well as user desktops.

Assessment Strategy: The business office personnel verified the server and desktop installations were successful.

Evaluation

A successful installation of the Peoplesoft software was loaded on the campus server as well as user desktops.

Impact on Unit Performance: Adequate. Software installation has not placed an undue burden on the department.

Impact on Agency Goal Attainment: Exemplary. A successful installation of the software was necessary for a successful implementation of the system.

Effect to be integrated into next planning cycle: Major. The software installation will continue to be upgraded and enhanced.

Benefits to agency: Major. Allows the College to utilize the Peoplesoft system.

Goal 7000

OCIS will respond to requests for service in four hours or less.

Objective 010

The response time for service requests will not exceed four hours. Condition: Personnel availability and emergency situations which may take priority.

Benefit: Better customer service.

OMAS 01

Thirty percent of faculty and staff will indicate that OCIS responded to their requests for assistance in one hour or less as measured by an OCIS Satisfaction Survey.

Evaluation

Thirty-three percent of faculty and staff indicated that OCIS responded to their requests for assistance in one hour or less as measured by an OCIS Satisfaction Survey.

Impact on Unit Performance: Adequate. OCIS is more aware of the time to respond to requests. This does not impose any undue burden on the department.

Impact on Agency Goal Attainment: Adequate. Thirty-three percent of faculty and staff indicated that OCIS responded to their requests for assistance in one hour or less as measured by an OCIS Satisfaction Survey.

Effect to be integrated into next planning cycle: Minor. OCIS will continue to evaluate its response time to service requests.

Benefits to agency: Major. Improved customer service relations and reduced downtime from the reported problems.

Goal 7030

Users will be satisfied with OCIS services.

Objective 010

The Dalton State College community will be satisfied with OCIS services.

Benefit: Better customer service.

COMPUTING & INFORMATION SERVICES (Cont'd)

OMAS 01

Seventy-five percent of faculty and staff will be satisfied with services provided by OCIS as measured by an OCIS Satisfaction Survey.

Evaluation

Eighty percent of faculty and staff indicated that they were very satisfied or satisfied with services provided by OCIS as measured by an OCIS Satisfaction Survey.

Impact on Unit Performance: Exemplary. Improved moral and efficiency within the department. Improved OCIS's relationship to the campus community.

Impact on Agency Goal Attainment: Exemplary. Eighty percent of faculty and staff indicated that they were very satisfied or satisfied with services provided by OCIS as measured by an OCIS Satisfaction Survey.

Effect to be integrated into next planning cycle: Major. How satisfied the campus is with the service that OCIS provides will continue to be evaluated.

Benefits to agency: Major. Dalton State College community receives better technical support.

CONTINUING EDUCATION

Goal 0010

Conduct targeted surveys of agencies, organizations, community groups (e.g., Hispanic population), and business organizations to determine the need and scope of programs that should be added to the College's offerings.

Objective 010

Community and business organizations will be surveyed to indicate various course topics that they think should be added to Continuing Education's overall programs.

OMAS 01

At least 25 companies and organizations will respond to the survey and at least 20 will indicate areas that they need training.

Evaluation

22 companies and organizations responded to the survey. The survey was used to gauge the interests of local businesses in taking the many on-line courses provided by Continuing Education. 20 companies indicated areas that they need training. The majority of companies indicated interest in Microsoft Powerpoint, Excel, Word and Basic Supervision. 7 companies expressed areas of interest that are not currently available on-line, such as Safety (OSHA), Microsoft Project, Drug Free Workplace, ISO9000, Leadership Skills, and Banking & Finance. In 1999-2000 employees from about 10 companies took on-line classes compared with about 35 in 2000-2001.

Impact on Unit Performance: Exemplary. The needs assessment survey sent to businesses and organizations focused on Continuing Education's on-line class offerings. This survey was done to coincide with a previous needs assessment survey to businesses regarding their professional development needs that could be met through CE's public offerings and contract training.

Impact on Agency Goal Attainment: Adequate. A survey of agencies, organizations, community groups (e.g., Hispanic population), and business organizations, to determine the need and scope of programs that should be added to the CE's on-line offerings, was administered. The results of the on-line survey are significant because it demonstrates the growing need for a various delivery methods of CE programs, including on-line. Through on-line classes CE is able to offer programs previously unable to provide.

Effect to be integrated into next planning cycle: Minor. It has yet to be determined if another survey will be administered to the community and businesses regarding the scope of CE's offerings.

Benefits to agency: Major. From the response to the survey and the increase in participation from businesses and organizations in CE's on-line programs CE is looking for other on-line program opportunities.

Goal 0410

Increase the number of continuing education classes taught in Spanish.

Objective 010

Programs taught in Spanish will be offered in order to better serve the multi-cultural community and bring community awareness to the Center's programs. Subject to instructor availability.

CONTINUING EDUCATION (Cont'd)

OMAS 01

At least five programs taught in Spanish will be offered and or added to the course listing to better serve the needs of DSC's multi-cultural community. Subject to Instructor and material availability.

Evaluation

Three new programs taught in Spanish were added to the course listing in order to better serve the needs of DSC's multi-cultural community. These courses were Introduction to Computers, How to Start a Business and Defensive Driving. ESL courses were also taught in English to a diverse group of participants from many countries.

Impact on Unit Performance: Adequate. Three new courses were offered in Spanish. Two of these classes made and one cancelled due to lack of enrollments. The greater impact to CE was not the classes taught in Spanish, which were a minor success, but the English as A Second Language (ESL) course. This class not only meets the needs of the Hispanic Community but people of other cultural backgrounds.

Impact on Agency Goal Attainment: Exemplary. The Continuing Education division offered three new classes taught in Spanish in addition to the ESL classes that were available for credit or non-credit.

Effect to be integrated into next planning cycle: Major. ESL will continue to be offered as well as classes taught on-line in Spanish.

Benefits to agency: Major. The ESL class allows the College to reach people in the community from various cultural backgrounds and where English is not their native language. The on-line offerings will allow CE to reach participants outside our immediate DSC community as well as offer a greater variety of classes taught in Spanish. With the on-line classes CE will not have to make any investment.

Goal 0420

Expand the foreign language offerings in languages (other than French and Spanish) offered through Continuing Education.

Objective 010

Foreign language classes will be added to the course offerings to provide a greater variety of programs and attract new clientele. Subject to instructor availability.

OMAS 01

3 foreign language classes will be added to the continuing education program and be publicized in the Compass, a quarterly publication of the Center. Subject to availability of instructors.

Evaluation

Two foreign language classes, other than French and Spanish, were offered as part of the continuing education program and were publicized in the Compass, a quarterly publication of the Center. The courses offered were Russian and Japanese.

Impact on Unit Performance: Adequate. The Russian and Japanese classes were held with minimal enrollments. The French class did not have enough participants enrolled to hold the class. The coordinator planned to offer a German class but was unable to secure an instructor. Although a variety of foreign language classes have been offered to the public Spanish continued to be the most popular and have the greatest number of participants.

CONTINUING EDUCATION (Cont'd)

Impact on Agency Goal Attainment: Adequate. CE contributed the College's growing number of foreign language programs.

Effect to be integrated into next planning cycle: Minor. Continuing Education will continue to offer foreign language classes other than Spanish.

Benefits to agency: Major. It contributed the growing number of foreign language programs offered by the College. The enrollment growth potential as a result of these additional foreign language offerings will be positive in the long run. Some of the additional foreign language offerings were added as a result of comments made on student evaluations, for possible future courses.

Goal 0740

Expand cultural activities that enrich and value diversity in the College and community.

Objective 010

Cultural activities and programs will be added to Continuing Education's programs in order to enhance the understanding of the culturally diverse market that DSC serves.

OMAS 01

At least 3 programs such as Communication Across Cultures and Spanish for Health Care Providers will be offered to promote our culturally diverse community and better provide services for our growing international population in Northwest Georgia.

Evaluation

3 cultural awareness programs were offered through Continuing Education. Communication Across Cultures, Spanish for Health Care Providers and Caring for Patients from Different Cultures were offered to the public. These programs were designed to promote awareness of our culturally diverse community and better provide services for our growing international population in Northwest Georgia. Continuing Education also participated in the Dalton State Family Day. The goal of Family Day was to bring the culturally diverse community on campus to showcase the scope of the College's programs. Community organizations were also represented to help make the community aware of the various services available. One of the objectives of Family Day is to expose people of various cultures to Dalton State College.

Impact on Unit Performance: Exemplary. Two of the three cultural awareness programs were not held due to lack of participation. The program, Caring for Patients of Different Cultures had a very good response with 45 participants. DSC Family Day drew people of varying cultural backgrounds to the campus. From the success of these programs it is evident that support organizations in the community feel an impact from the changing cultural make-up of the community. Continuing Education will continue to offer programs to better serve the multi-cultural community.

Impact on Agency Goal Attainment: Exemplary. Continuing Education assisted the College efforts to expand the cultural activities. CE offered 3 programs in order to address the needs of the multi-cultural community. Also DSC held Family Day designed to enrich and value diversity in the College and community.

Effect to be integrated into next planning cycle: Minor. Continuing Education will again offer cultural diversity classes as well as add a Spanish writing course.

Benefits to agency: Major. The goal to expand cultural activities that enrich and value diversity in the College and community was met through various programs offered. Also Continuing Education worked in conjunction with the Blue Ridge Area Health Education Center (AHEC) to offer the program Caring for Patients from Different Cultures.

CONTINUING EDUCATION (Cont'd)

Goal 0900

Develop innovative e-commerce courses to provide customized training and industry-specific courses for the community.

Objective 010

E-commerce courses to provide customized training and industry-specific courses will be added to the current availability of programs. Subject to instructor availability.

OMAS 01

50% growth of e-commerce classes will be offered to enhance the e-commerce courses currently available as well as to allow businesses to keep up in this technological age.

Evaluation

An e-commerce class was added to the course listing in Fall 2000. In addition e-commerce courses are now offered on-line. Web page design classes are available are available on-line as well as through CE's public courses. These courses are designed to assist participants in using new technology to promote or conduct e-business.

Impact on Unit Performance: Adequate. Although E-commerce courses to provide customized training and industry-specific courses were not added to the current availability of programs CE did offer a general e-commerce course and other courses that do impact e-commerce, such as web page design.

Impact on Agency Goal Attainment: Inadequate. Continuing Education did not develop innovative e-commerce courses to provide customized training and industry-specific courses for the community.

Effect to be integrated into next planning cycle: Major. Continuing Education will partner with third party vendors to provide IT training. The industry within the DSC market has indicated an inadequate supply of IT professionals.

Benefits to agency: Major. Continuing Education began looking at various ways to provide E-commerce courses which are industry-specific.

Goal 7010

The College community will be satisfied with the programs and services provided by Continuing Education as measured by survey administered by the Institutional Research Office.

Objective 010

College staff will express satisfaction with the programs and services offered by Continuing Education.

OMAS 01

65% of staff will express satisfaction with the programs and services offered by Continuing Education.

Evaluation

77% of staff expressed satisfaction with the programs and services offered by Continuing Education.

Impact on Unit Performance: Exemplary. The College staff expressed satisfaction with the programs and services offered by Continuing Education. CE anticipated a lower satisfaction rate of around 65%. The survey results indicated that DSC staff had a 77% satisfaction rate with the programs and services offered through CE.

CONTINUING EDUCATION (Cont'd)

Impact on Agency Goal Attainment: Exemplary. The survey which was administered by the Institutional Research Office indicated that DSC staff are satisfied with the programs and services provided through CE. This indicator measures part of the College community and their level of satisfaction.

Effect to be integrated into next planning cycle: Minor. Continuing Education will continue to expand its programs and services. CE will look at various ways to improve its current offerings in order to increase the level of satisfaction from the DSC staff. CE may also survey staff for suggestions for improvement. CE will also encourage staff to take courses. One way this will be done is through the staff development committee. CE believes that through program participation staff members will have a better understanding of CE's services and therefore a higher satisfaction rate.

Benefits to agency: Major. The results of the survey indicates that the College staff is satisfied with the overall programs and services offered by Continuing Education. CE will use these results to strive for satisfaction of all college staff members.

Objective 020

College faculty will express satisfaction with the programs and services offered by Continuing Education.

OMAS 01

80% of faculty will express satisfaction with the programs and services offered by Continuing Education.

Evaluation

93% of faculty expressed satisfaction with the programs and services offered by Continuing Education.

Impact on Unit Performance: Exemplary. 93% of the College faculty did express satisfaction with the programs and services offered by Continuing Education. The satisfaction rate was higher than anticipated.

Impact on Agency Goal Attainment: Exemplary. The college faculty satisfaction rate with CE's services did assist the college in the attainment of the goal that the college community will be satisfied with the programs and services offered through CE.

Effect to be integrated into next planning cycle: Continuing Education will continue to improve the programs and services offered in order to increase the satisfaction rate of college faculty. With the overwhelming rate of faculty satisfaction with CE programs and services CE hopes to continue to involve more and more faculty in CE programs. CE believes this is the best way for faculty to understand the programs and services available.

Benefits to agency: Major. The survey indicated an overwhelming percentage of College faculty satisfaction with the programs and services offered by Continuing Education.

Goal 7020

The number of programs and services will increase.

Objective 010

The number of contract services provided to business and industry will increase.

OMAS 01

The number of contract training provided to business and industry will increase by 10%.

Evaluation

The number of contract training provided to business and industry increased from 48 in 1999-2000 to 53 in 2000-2001. Contract training was provided to 13 different businesses. A variety of courses and seminars were conducted: 35 - Supervisory and. management development, 3 - computer training, 7- Spanish languages, 4 - ergonomic, and 4 certification review courses.

CONTINUING EDUCATION (Cont'd)

Impact on Unit Performance: Exemplary. The number of contract services provided to business and industry did increase over the past year from 48 to 53. The greater impact was not as much how contract training services were provided but the variety of businesses and organization that requested contract training from CE.

Impact on Agency Goal Attainment: Exemplary. CE contributed to the College's goal, to increase the number of programs and services, through contract training efforts.

Effect to be integrated into next planning cycle: Major. CE will continue to network and develop relationships with various businesses and organization. CE will also develop new and innovative programs to be offered through the contract training area.

Benefits to agency: Major. Through the continued growth of contract training CE is able to expose a greater number of businesses and organizations as well as their employees to the services and programs available through Continuing Education.

Objective 020

The type of courses offered through Elderhostel will increase.

OMAS 01

The type of courses offered through Elderhostel will increase by 25%.

Evaluation

Elderhostel headquarter staff prefer for the sites to offer programs that pertain to their geographic region. The DSC Elderhostel will continue to offer programs about the Civil War, the Cherokee Indian, and the Appalachian Mountains. Although these programs are usually a good draw the coordinator is aware that there must be a good variety of programs in order to draw new participants as well as past participants back to the Dalton State College program. Examples of topics added in 2000 - 2001 to the Elderhostel program repertoire are: Jane Austen, Romantics and Realists, Humor: Southern Fried, Murder and Moonshine, Bravo Broadway, and the Presidents; Jefferson, Roosevelt, and Carter. These new courses represent a 25% increase in the Elderhostel topics previously offered.

Impact on Unit Performance: Exemplary. The Elderhostel coordinator was pleased with the positive response the new programs received. These responses reiterated the importance of continually assessing the program topics and the addition of new subjects.

Impact on Agency Goal Attainment: Exemplary. The Elderhostel program contributed to the College's goal to increase the number of programs and services.

Effect to be integrated into next planning cycle: Major. The Elderhostel coordinator will continue to look for new topics to offer.

Benefits to agency: Major. Through the Elderhostel program the College is exposed to people across the nation.

Objective 030

The variety of public programs (eg. Kids College, On-line courses, computer training, professional development, personal growth, and licensure) will grow.

OMAS 01

There will be a 20% increase in the variety of public programs offered by Continuing Education.

Evaluation

Impact on Unit Performance: Exemplary. The variety of public programs (eg. Kids College, On-line courses, computer training, professional development, personal growth, and licensure) had a tremendous growth in 2000-2001. The public program offering grew by 20% over the last year. The greatest impact was seen through the on-line offerings growth from approximately 35

CONTINUING EDUCATION (Cont'd)

courses available on-line each month to 75 per month. These on-line and new public programs enabled CE to reach new clients.

Impact on Agency Goal Attainment: Exemplary. The increase in CE's public and on-line courses contribute to the College's goal to number of programs and services.

Effect to be integrated into next planning cycle: Major. Continuing Education staff will continue to assess the programs that are offered.

Benefits to agency: Major. Continuing Education determined that the variety of public programs (eg. Kids College, On-line courses, computer training, professional development, personal growth, and licensure) is more important than just the number of programs offered. Continuing Education also realized the importance of delivering programs in various manners and formats to meet the needs of the DSC community.

DERRELL C. ROBERTS LIBRARY

Goal 0590

Complete library expansion and remodeling to enhance the teaching and scholarly mission of the College.

Objective 010

The Library Director will oversee planning and budget projections for shifting library collections and furniture to the new addition in late 2001. Communicate planning to Plant Director, VPFA, and Purchasing Director.

OMAS 01

The Director will report projected timeline and cost assessments to relevant colleagues and coordinate moving plans with the contractor.

Evaluation

Library staff worked with campus units to surplus obsolete items and those to be replaced in Spring 2002. Other USG library directors were contacted for past moving experiences and suggested vendors. The Purchasing Director was consulted and joined the Library Director in meeting with vendors of furniture, library stack moving equipment, and traditional office moves. Library staff was polled for preferences in office furnishings and arrangements-both temporary and more permanent. Project meetings every two weeks kept the Plant Director and contractor informed. The VPFA has been given a report on anticipated costs and scheduling of moves and for purchases of furnishings.

Impact on Unit Performance: Adequate. As the first move to temporary quarters approaches in late Fall 2001, the Library is on track and prepared for placement of collections and services in the west wing. Even in reduced square footage, staff expect to meet the teaching and scholarly missions of the College.

Impact on Agency Goal Attainment: Exemplary. Construction is five months ahead of the contracted schedule.

Effect to be integrated into next planning cycle: Major. The Library will continue to plan for a second move to completed space in Spring 2002 and to bid and purchase furniture/equipment for the expanded and remodeled space.

Benefits to agency: Major. After delays due to fire codes and budget overruns in the design, the expansion is halfway completed. When constructed, the addition will approximately double library space.

Goal 0600

Evaluate library holdings on a regular basis to guide ongoing and future growth.

Objective 010

Librarians will weed and update Nursing holdings to achieve and maintain currency in materials.

OMAS 01

Publication dates of books and videos will fall within a five-year window. The Roberts Library Weeding Policy will guide librarians in removal of older materials. Older materials dealing with historical treatment of a subject may be retained. Nursing faculty will suggest new additions to circulating, reference, and media materials.

DERRELL C. ROBERTS LIBRARY (Cont'd)

Evaluation

Three librarians weeded materials in accord with the Nursing Division's policy specifications; 657 items were withdrawn; 205 new books and 38 new media items were added. In addition, an online nursing journal index and full-text article database (ProQuest Nursing) was licensed for use on or off-campus, and 46 students asked for the remote access password to it between February and June 30, 2001. During those months, usage included 1,148 total searches with 273 of those from off-campus.

Impact on Unit Performance: Exemplary. Nursing holdings are stronger and more used after pruning; 285 nursing books circulated this year. The new ProQuest Nursing online journal database is also being used on and off campus.

Impact on Agency Goal Attainment: Exemplary. Currency and support for all health programs were greatly enhanced.

Effect to be integrated into next planning cycle: Minor. The Library will continue to collaborate with Nursing faculty for curricular resources.

Benefits to agency: Major. Collection development suggestions from faculty subject specialists enrich the Library's holdings.

Objective 020

The Library Director and Radiologic Technology Program faculty will collaborate to add journal subscriptions and circulating materials to support Rad. Tech. students.

OMAS 01

Maintain currency and follow the program's accrediting standards.

Evaluation

At the request of Rad. Tech. faculty, 4 journal subscriptions, 23 media items, and 9 books were purchased, to add to 43 existing books and existing online resources. Accrediting visitors were supplied with documentation, and the site visit was a success.

Impact on Unit Performance: Adequate. Radiologic Technology holdings are stronger and more used after updating.

Impact on Agency Goal Attainment: Adequate. Currency of resources, as well as support for the Rad. Tech. program, was enhanced.

Effect to be integrated into next planning cycle: Minor. The Library will continue to collaborate with Rad. Tech. faculty for curricular resources.

Benefits to agency: Minor. Collection development suggestions from faculty subject specialists enrich the Library's holdings.

Objective 030

Librarians will weed and update print Reference holdings to achieve and maintain currency in materials. Some items may be shifted from the Reference to the Circulating Collection.

OMAS 01

The Weeding and Collection Development Policies will guide decision-making. Publication dates should fall within a five-year window. Older materials with historical treatment of a subject may be maintained.

Evaluation

All persons who serve as reference librarians met twice and divided up sections for review and weeding. Purchases of new materials were made collectively. Cataloging records were updated to reflect relocation or withdrawal of materials.

DERRELL C. ROBERTS LIBRARY (Cont'd)

Impact on Unit Performance: Exemplary. The Library withdrew 511 Reference volumes and added 564 new volumes. This area benefited from an internal budget allocation of \$21,975 for print reference materials following the weeding project, in addition to ongoing standing orders for reference serials.

Impact on Agency Goal Attainment: Exemplary. Library Reference currency and support for all programs improved.

Effect to be integrated into next planning cycle: Major. Reference will continue to be evaluated to assess curricular support for all areas.

Benefits to agency: Major. Library holdings include a strong, balanced reference collection.

Goal 0610

Strengthen all collections and add resources to support new academic programs.

Objective 010

Materials will be added to support the new 4-year program in Social Work.

OMAS 01

ETACT funds of \$80,000 will be split over two years to provide new BSW resources.

Evaluation

In 2000-01, ETACT funds of \$40,000 were spent to provide new BSW resources. The Library Director and staff worked on new acquisitions, and the program consultant gathered donated materials to add to holdings.

Impact on Unit Performance: Exemplary. With 00-01 ETACT funds, the Library added 336 netLibrary electronic books, 420 print books, 16 videotapes, and 11 new journal subscriptions. Donated materials selected for cataloging were also processed and added to the collections.

Impact on Agency Goal Attainment: Exemplary. The Library is well prepared to support BSW students entering Fall 2001.

Effect to be integrated into next planning cycle: Major. Faculty and librarians will continue cooperative development of BSW resources.

Benefits to agency: Major. Funds allocated to library acquisitions in Social Work directly support the curriculum.

Goal 0850

Strengthen the library's bibliographic instruction program to increase faculty knowledge and use of electronic resources.

Objective 010

The Library Director will publicize and conduct faculty workshops on new electronic resources. Student assignments will reflect increased use of GALILEO and locally-leased e-resources. Use of these databases off-campus will also rise.

OMAS 01

Librarians will offer 6 workshops for faculty; follow-up surveys will measure faculty satisfaction.

DERRELL C. ROBERTS LIBRARY (Cont'd)

Evaluation

Librarians offered 6 workshops for faculty; follow-up surveys measured faculty satisfaction. Thirty-five faculty participated in 6 workshops. The GALILEO password for off-campus/home use was requested by 55 faculty. Surveys following faculty training sessions rated the classes highly: 75% gave an overall ranking of "excellent" and 25% gave them an "outstanding." Extended campus site students requested the GALILEO password from the campus library 18 times, indicating faculty promotion of e-resources. The Ask-a-Librarian service for off-campus reference help also received 10 student questions via e-mail. Sessions were offered in conjunction with GALILEO's birthday celebration in September, during a division faculty meeting, and in a computer lab.

Impact on Unit Performance: Adequate. Between the workshops and frequent e-mail updates from the Library, faculty are more familiar with virtual resources. Faculty are themselves using and assigning student use of the Library's e-resources.

Impact on Agency Goal Attainment: Adequate. Faculty comfort levels with online resources increased thus contributing to overall computer literacy.

Effect to be integrated into next planning cycle: Major. Librarians will continue to promote and train faculty in the effective use of e-resources.

Benefits to agency: Major. The whole University System of Georgia is heavily invested in online library resources, so an informed faculty has a direct trickle-down effect to students.

Goal 0890

Strengthen the library's bibliographic instruction program to increase student knowledge and use of electronic resources.

Objective 010

Librarians will produce PowerPoint tutorials and hands-on exercises for students using GALILEO and other online resources. Student proficiency in using these resources will improve.

OMAS 01

Students in at least four English and DSCS classes will successfully complete a hands-on exercise after a library orientation session. Faculty and/or librarians will grade the exercises and report completion rates to the Library Director.

Evaluation

Students in four English and DSCS classes successfully completed a hands-on exercise after a library orientation session. Answers were 95% correct. Data indicates increased student knowledge and use of virtual library resources on campus and from their homes.

Impact on Unit Performance: Exemplary. Statistics show a huge jump in the Library's issuance of passwords to e-resources for home use by students: GALILEO 1,194 times (up 537% over 99-00), and the newly licensed GaleNet 50 times, ProQuest Nursing 46 times, and Education Full-Text 23 times. GIL does not yet track the number of times passwords are authenticated through the online library catalog, so the latter numbers could be even higher. Similarly, not all GALILEO databases could supply usage statistics this year, but at least 34,850 searches were performed in the 176 e-resources provided centrally and by DSC's Library.

Impact on Agency Goal Attainment: Exemplary. The Library can claim partial credit in the 2001 Graduating Student Survey statistic that 93% of respondents agreed or strongly agreed that their DSC education resulted in their learning to gather data for research purposes from various sources including the computer and the Internet.

DERRELL C. ROBERTS LIBRARY (Cont'd)

Effect to be integrated into next planning cycle: Major. The Library will continue to demonstrate and teach online searching skills. Student learning will be impacted more directly once the hands-on training space becomes available in the new addition, Summer 2002.

Benefits to agency: Major. Students and faculty using virtual library resources on campus or remotely will increase their computer literacy and enhance information retrieval.

Goal 7000

Faculty and students will have 24/7 access to library resources.

Objective 010

More faculty and students will use the off campus passwords to access virtual library resources from home and from extended campus sites.

OMAS 01

Data will indicate a 30% increase in the number of times the passwords were distributed this year compared to 1999-2000.

Evaluation

Data indicated a 537% increase in the number of times the GALILEO password was distributed this year compared to 1999-2000. Furthermore, an online nursing journal index and full-text article database (ProQuest Nursing) was licensed for use on or off-campus, and 46 students asked for the remote access password to it between February and June 30, 2001. During those months, usage included 1,148 total searches with 273 of those from off-campus. Students on campus also asked for remote passwords to other locally licensed resources: GaleNet 50 times and the WilsonWeb Education database 23 times since those were acquired in early 2001. Extended campus site students requested the GALILEO password from the campus library 18 times, indicating faculty promotion of e-resources. The Ask-a-Librarian service for off campus reference help also received 10 student questions via e-mail.

Impact on Unit Performance: Exemplary. Data shows an increased campus awareness of virtual library resources.

Impact on Agency Goal Attainment: Exemplary. Student and faculty comfort with electronic resources is growing.

Effect to be integrated into next planning cycle: Minor. The Library will continue to monitor e-resource usage as one of its annual statistics.

Benefits to agency: Major. Increased information literacy benefits the whole campus and community.

Goal 7010

Student learning will be assessed following library orientation sessions.

Objective 010

Librarians will cooperate with targeted faculty (DSCS, Humanities) to present at least 2 orientation classes each year with a pre-test and a post-test to assess student learning of library skills.

OMAS 01

Students will answer 90% of the questions correctly on the post-test.

DERRELL C. ROBERTS LIBRARY (Cont'd)

Evaluation

Students answered 95% of the questions correctly on the post-test.

Impact on Unit Performance: Adequate. Students answered post-test questions correctly 95% of the time. Also, survey responses showed that 83% of student respondents felt they learned something new; and 86% said that the instructor's approach to the subject stimulated a high degree of interest.

Impact on Agency Goal Attainment: Adequate. Student learning is being assessed and will continue to be in this area.

Effect to be integrated into next planning cycle: Major. Library skills instruction will be more effective with a hands-on training room, planned for the Roberts Library addition, to be available in Spring 2002.

Benefits to agency: Major. Students can demonstrate information literacy.

Goal 7020

Faculty will be satisfied with library orientation sessions.

Objective 010

Survey results will reflect that 90% of faculty are satisfied with the library orientation sessions given to their classes.

OMAS 01

Post-orientation surveys will show that at least 85% of faculty surveyed indicated that they were satisfied with the orientation classes, thought their students learned something new, and that the instructor's explanations were always clear.

Evaluation

Post-orientation surveys showed that 92% of faculty surveyed indicated that they were satisfied with the orientation classes, thought their students learned something new, and that the instructor's explanations were always clear.

Impact on Unit Performance: Adequate. Faculty are more familiar with what librarians teach their students about library resources.

Impact on Agency Goal Attainment: Adequate. Faculty information retrieval skills can keep pace with students' as technology rapidly changes research.

Effect to be integrated into next planning cycle: Major. The Library will continue to monitor faculty feedback from orientations of their class groups and to assess their familiarity with electronic resources.

Benefits to agency: Major. Faculty will be familiar with all types of library resources and contribute to students' information literacy by incorporating library resources into class assignments.

FISCAL AFFAIRS

Goal 0560

Develop more direct linkages between planning and budgeting in order to achieve the goal of incorporating strategic planning into the daily operations of every level of the College.

Objective 010

VP - Fiscal Affairs work with President to coordinate division and department needs as related to the 2000-2003 Strategic Plan.

OMAS 01

Information about the direct linkage between planning and budgeting will be clearer in the 2000-2003 Strategic Plan. There will be a new section on Linkage between planning and budgeting in the Strategic Plan.

Evaluation

Information about the direct linkage between planning and budgeting was made clearer and incorporated in the 2000-2003 Strategic Plan (see section 1, page 13). The FY'02 original budget included communication from divisions and departments for budget preparation (see FY '02 original budget working papers). This linkage will continue in subsequent college strategic plans and budget preparation.

Impact on Unit Performance: Exemplary. Goal was achieved.

Impact on Agency Goal Attainment: Exemplary. Strategic planning has been incorporated into the daily operations of every level of the college.

Effect to be integrated into next planning cycle: Major. This is an ongoing process from fiscal year to fiscal year.

Benefits to agency: Major. This completes the budget cycle/strategic planning process from top management to departments/divisions.

OMAS 02

All divisions and departments budgetary needs will be provided in the Strategic Plan. Condition: Subject to available funding.

Evaluation

All divisions and departments budgetary requests were reviewed through the Strategic Planning process and implemented where funding was appropriated for FY '02 for their respective plan goals.

Impact on Unit Performance: Exemplary. Establishes communication of budgetary funding to divisions and departments.

Impact on Agency Goal Attainment: Exemplary. All divisions and departments budgetary needs are provided.

Effect to be integrated into next planning cycle: Major. This is an ongoing process from fiscal year to fiscal year.

Benefits to agency: Major. Each division and departments needs are met according to their respective plan goals.

Goal 0590

Complete library expansion and remodeling to enhance the teaching and scholarly mission of the College.

Objective 010

VP - Fiscal Affairs will oversee the construction and renovation in conjunction with architect, GSFIC, and Library Director to complete Library expansion and remodeling.

FISCAL AFFAIRS (Cont'd)

OMAS 01

An expanded and renovated Library will begin construction by February 2001. Architects will submit a progress report to VP - Fiscal Affairs.

Evaluation

An expanded and renovated Library began construction in December 2000. Architects will continue to submit a progress report to VP - Fiscal Affairs until the project is completed by spring semester 2002. The construction for the new addition is ahead of schedule and once completed (early calendar year 2002) renovation of existing Library will begin.

Impact on Unit Performance: Exemplary. The Library project is ahead of schedule and will be completed by Spring Semester 2002.

Impact on Agency Goal Attainment: Exemplary. This project will provide additional resources to students, faculty, and staff.

Effect to be integrated into next planning cycle: Major. VP - Fiscal Affairs will continue to monitor progress on the Library addition. Upon completion, renovation of existing Library will commence.

Benefits to agency: Major. The completion of the Library project will enhance the teaching and scholarly missions of the college.

Goal 0670

Upgrade the Catoosa Center's physical environment (e.g., parking, lighting, signage) to make it a safer environment for student learning.

Objective 010

VP - Fiscal Affairs will coordinate with Director of Evening and Extended Campus to erect signage and interior lighting at the Catoosa Center.

OMAS 01

A new signage and interior lighting at the Catoosa Center will be constructed before June 30, 2001.

Director of Plant Operations will provide a report to VP - Fiscal Affairs on project completion.

Evaluation

The new signage and interior lighting at the Catoosa Center was not completed before June 30, 2001. Signage will be installed during September 2001. The college will continue to monitor and address the leased Catoosa Center building lighting. Director of Plant Operations will continue to provide a report to VP - Fiscal Affairs on project completion.

Impact on Unit Performance: Inadequate. A new signage will be installed during September 2001.

Impact on Agency Goal Attainment: Adequate. Upon completion, the new signage will provide an attractive upgrade to Catoosa Center's physical environment.

Effect to be integrated into next planning cycle: Major. The college will continue to monitor and address off campus environment and safety issues.

Benefits to agency: Major. Upgrading physical environments of off campus facilities provide students a safer learning experience.

Goal 0680

Renovate Memorial Hall to make it more functional and attractive for College and community events.

FISCAL AFFAIRS (Cont'd)

Objective 010

VP - Fiscal Affairs will select architect and begin renovation of Memorial Hall to make it more functional and attractive.

OMAS 01

A renovated Memorial Hall will be completed by Fall 2001. Architect report to VP - Fiscal Affairs.

Evaluation

A renovated Memorial Hall was completed August 2001 within the budget.

Impact on Unit Performance: Exemplary. Major undertaking for the division.

Impact on Agency Goal Attainment: Exemplary. The goal was attained.

Effect to be integrated into next planning cycle: Major. The project completed within budget. No additional major plans for further renovations.

Benefits to agency: Major. The college acquired a more functional and attractive auditorium for college and community events.

Goal 0690

Provide additional space for student organizations to improve quality of campus life.

Objective 010

VP - Fiscal Affairs will coordinate with the President and Director of Student Activities to determine the feasibility of additional space requirements.

OMAS 01

A decision by the President and Director of Student Activities will be made regarding space needs/renovations. The President will inform VP -Fiscal Affairs about decision and any implications for funding.

Evaluation

A decision by the President and Director of Student Activities was made regarding space needs/renovations. The original faculty lounge and Student Activities office were exchanged and renovated during Spring Semester 2001 with minimal expenses.

Impact on Unit Performance: Exemplary. This goal was achieved by internal space management on campus.

Impact on Agency Goal Attainment: Exemplary. Space needs were met with minimal expenses.

Effect to be integrated into next planning cycle: Major. VP - Fiscal Affairs will continue to address space needs on campus.

Benefits to agency: Major. This achievement improves the quality of campus life.

Goal 0700

Update Master Facilities Plan to guide the growth and improvements of the College's facilities.

Objective 010

VP - Fiscal Affairs will update and include Library expansion as part of the Master Facilities Plan.

OMAS 01

An updated Master Facilities Plan will include information about Library expansion and be reported as part of the 2000-2003 Strategic Plan.

FISCAL AFFAIRS (Cont'd)

Evaluation

The original Master Facilities Plan included information about the Library expansion and was reported as part of the 2000-2003 Strategic Plan. Efforts with the Regents Central Office during September 2001 to update the current Physical Master Facilities Plan are underway and a contract will be issued during Fall Semester 2001 as related to the 2000-2003 Strategic Plan. The updated Physical Master Facilities Plan will include information on the Library expansion and renovation completion and other projects. It is expected that the updated Physical Master Facilities Plan will be completed by June 2002.

Impact on Unit Performance: Adequate. Discussion related the update of the Physical Master Facilities Plan are underway.

Impact on Agency Goal Attainment: Exemplary. This will enhance the campus both internally and externally.

Effect to be integrated into next planning cycle: Major. A contract will be issued during Fall Semester 2001 as related to the 2000-2003 Strategic Plan.

Benefits to agency: Major. This will allow us to accommodate enrollment and program growth.

Objective 020

VP - Fiscal Affairs will assist with the completion of the new Physical Plant Storage facility to increase storage area for the college.

OMAS 01

A new Physical Plant Storage facility will be completed by December 2000 and be reported in the Annual Report of the Director of Plant Operations to the VP - Fiscal Affairs.

Evaluation

A new Physical Plant Storage facility was completed July 2000 as part of the Physical Master Facilities Plan.

Impact on Unit Performance: Exemplary. Storage needs were met with construction of new storage facility.

Impact on Agency Goal Attainment: Exemplary. This goal was achieved.

Effect to be integrated into next planning cycle: Major. The new Physical Plant Storage facility is completed.

Benefits to agency: Major. This facility increased storage area for the campus.

Objective 030

VP - Fiscal Affairs will oversee the renovation of Memorial Hall.

OMAS 01

A renovated Memorial Hall will be completed by Fall 2001 as evidenced by architect reports.

Evaluation

A renovated Memorial Hall was completed August 2001 within budget.

Impact on Unit Performance: Exemplary. This goal was achieved within budget.

Impact on Agency Goal Attainment: Exemplary. This renovation provides a more attractive campus facility and was completed within budget.

Effect to be integrated into next planning cycle: Major. The project is complete.

Benefits to agency: Major. Renovation provided and upgraded, attractive auditorium for students, faculty, and staff.

FISCAL AFFAIRS (Cont'd)

Goal 0710

Conduct periodic campus safety reviews to ensure compliance with ADA requirements and to assess and improve student satisfaction concerning student safety.

Objective 010

VP - Fiscal Affairs will work with Public Safety and Plant Operations to construct additional handicapped parking on campus.

OMAS 01

Additional handicapped parking will be constructed on campus. Director of Plant Operations will report project completion to VP- Fiscal Affairs.

Evaluation

Additional handicapped parking was constructed in front of the new Liberal Arts building.

Impact on Unit Performance: Adequate. There will still be some pressure on the division to provide more parking spaces, especially in light of growing student enrollment and to accommodate more students with disabilities.

Impact on Agency Goal Attainment: Adequate. The provision of adequate parking space to comply with ADA requirements will contribute to the attainment of this goal.

Effect to be integrated into next planning cycle: None. This goal is complete.

Benefits to agency: Major. Additional handicap parking improves student safety and campus environment and ensures ADA compliance.

Objective 020

VP - Fiscal Affairs will approve the purchase of furniture for specialized instruction for students with special needs.

OMAS 01

Special furniture and equipment for special needs students will be purchased. Invoices on purchases will be on record.

Evaluation

Special furniture and equipment for special needs students were purchased for the Memorial, Sequoya, Library, Student Center, Westcott, and Technical buildings. Invoices on purchases are on record at the Purchasing Department.

Impact on Unit Performance: Exemplary.

Impact on Agency Goal Attainment: Exemplary. The goal was achieved minimal costs with the purchase of special furniture and equipment for special needs students.

Effect to be integrated into next planning cycle: Major. This will be ongoing as required.

Benefits to agency: Major. Compliance with ADA requirements and provision of special furniture to accommodate disabled students on campus.

HEALTH, PHYSICAL EDUCATION & RECREATION

Goal 0090

Conduct more aggressive faculty recruitment and searches through the use of a more rigorous screening process to develop and to sustain a faculty of the highest quality and excellence in teaching.

Objective 010

The Vice President of Academic Affairs will advertise in discipline-specific media to achieve targeted dissemination of the availability of faculty positions.

Benefit: More qualified people will become aware of faculty openings at the College.

OMAS 01

When requested by the Division Chairs, the Vice President of Academic Affairs will advertise in discipline-specific media. Division Chair files will show a 10% increase in applications.

Condition: Provided that there is a reasonable time to advertise before the position must be filled.

Evaluation

No position advertised during 2000-2001.

Impact on Unit Performance: Not Applicable.

Impact on Agency Goal Attainment: Not Applicable.

Effect to be integrated into next planning cycle: Major. When positions are advertised the plan will be implemented.

Benefits to agency: Qualified people will be aware of faculty openings and willingly apply.

OMAS 02

All Division Chairs will contact three comparable institutions through phone calls, emails, and letters.

Evaluation

No position advertised during 2000-2001.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: None.

Effect to be integrated into next planning cycle: When needed, procedure described in OMAS 01 will be implemented.

Benefits to agency: Probably will get a greater response using more personal means than through national "blanket" advertising.

Goal 0300

Improve graduation rates and/or student goal attainment rates to meet College benchmark and University System standards.

Objective 010

Division Chairs will recommend to Institutional Research to ascertain appropriate benchmarks for graduation rates and/or student goal attainment rates.

Benefit: College will meet institutional and USG standards.

OMAS 01

A set of USG benchmarks from the IRP office will be compiled and distributed to the Division Chairs via hard copy reports.

Condition: Availability of system data.

HEALTH, PHYSICAL EDUCATION & RECREATION (Cont'd)

Evaluation

Received college and USG benchmarks on April 12, 2001

Impact on Unit Performance: Yet to be determined. Received too late.

Impact on Agency Goal Attainment: Yet to be determined.

Effect to be integrated into next planning cycle: Major. Faculty will review at faculty meeting to make action plans.

Benefits to agency: Major. Allows us to look college-wide at possible causes of low graduation rate and attrition and to take measures to improve retention.

Goal 0520

Increase the number of faculty and staff who take advantage of the tuition reimbursement program to obtain terminal and advanced degrees.

Objective 010

Division Chairs will survey the faculty to determine the needs and desires for use of the tuition reimbursement program. Interest of faculty.

Benefit: More faculty can afford to gain advanced/terminal degrees.

OMAS 01

100% of interested faculty will receive tuition reimbursement as indicated by the results of faculty survey.

Condition: Continuation of system policy.

Evaluation

Tuition reimbursement program discussed with all faculty members. No one interested in taking advantage of it.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: None.

Effect to be integrated into next planning cycle: Remind faculty again in Fall of availability.

Benefits to agency: Not applicable.

HUMANITIES DIVISION

Goal 0090

Conduct more aggressive faculty recruitment and searches through the use of a more rigorous screening process to develop and to sustain a faculty of the highest quality and excellence in teaching.

Objective 010

The Vice President of Academic Affairs will advertise in discipline-specific media to achieve targeted dissemination of the availability of faculty positions.

Benefit: More qualified people will become aware of faculty openings at the College.

OMAS 01

When requested by the Division Chairs, the Vice President of Academic Affairs will advertise in discipline-specific media. Division Chair files will show a 10% increase in applications.

Condition: Provided that there is a reasonable time to advertise before the position must be filled.

Evaluation

As requested by the Division Chairs, the Vice President of Academic Affairs advertised in discipline-specific media. The avenues of advertisement were as follows: Chronicle of Higher Education--10 applicants; MLA Job List --5 applicants; Dalton State College Web Site--3 applicants; usual Dalton State College mail-out targets--0; University System of Georgia Applicant Clearing House--0; and there were 10 applicants who did not indicate their sources.

Division Chair files show a 18% increase in applications from the new advertisement places--the MLA Job List and the DSC Web Site (which cannot be considered discipline-specific).

Condition: Provided that there is a reasonable time to advertise before the position must be filled.

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

All Division Chairs will contact three comparable institutions through phone calls, emails, and letters.

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 0120

Publicize and enhance visibility of Study Abroad programs to increase student participation.

Objective 010

The Study Abroad programs will be publicized to inform the college community about the programs.

OMAS 01

Make at least 20 classroom presentations about study abroad opportunities to publicize Study Abroad programs on campus and in the community through having at least three articles about Study Abroad published in local papers; post flyers on hall bulletin boards; keep records of the classroom visits made; and keep records of how many students actually study abroad in each academic year.

HUMANITIES DIVISION (Cont'd)

Evaluation

Faculty members made 26 classroom presentations about Study Abroad opportunities, often using videos made of the programs in England and France to publicize Study Abroad programs on campus (Dr. Beth Biron--15 presentations; Dr. Frank Beesley-4 presentations, Dr. Rebecca Butler--2; Dr. Jack Waskey--5). In the community, there were two articles about Study Abroad published in the Dalton Daily Citizen-News, and a student-written article in the DSC student newspaper explained the Study Abroad program. Flyers were posted on bulletin boards across campus, and large laminated posters with photographs from the countries to be visited were displayed in the Liberal Arts Building. While 21 students went to the office of the International Coordinator to pick up application forms for the various programs, only four actually applied. All four were accepted into the programs for which they applied.

Impact on Unit Performance: Exemplary. Since these objectives are established to include all Divisions of the College, the Unit shall be considered as the entire campus community or agency.

Impact on Agency Goal Attainment: Exemplary. Twenty-one students were interested enough in the programs to come by to pick up applications and discuss the programs with the International Coordinator. Over 100 flyers were picked up in classes and on display tables. The publicity goal was clearly met.

Effect to be integrated into next planning cycle: Major. The same efforts to publicize the programs will be made next year, but there will be more effort to involve other faculty members in promoting the programs.

Benefits to agency: Major. Both students and community members are becoming more aware of the Study Abroad programs offered. Not only have there been calls and comments about the program from community members, but, in response to one of the newspaper articles, one citizen sent a large check to the DSC foundation to be used to help fund the cost for Study Abroad students.

Objective 020

Faculty members will be made aware of the opportunities for students to study abroad.

OMAS 01

Make informative announcements at two faculty meetings to increase awareness of faculty members of the opportunities for students to study abroad. Distribute flyers and information to faculty members through campus mail, check minutes of faculty meetings to make sure announcements about study abroad programs were made, and document the numbers of flyers and memoranda that were distributed to faculty members through campus mail.

Evaluation

Informative announcements were made at two faculty meetings to increase awareness of faculty members of the opportunities for students to study abroad. Ten flyers and two brochures were distributed to faculty members who expressed interest in promoting the programs. Ten flyers were left in each classroom in which specific presentations were made. Flyers were not distributed to all faculty members because there were only a limited number available; instead, several e-mail messages were sent to the entire faculty urging them to talk to students about Study Abroad opportunities. Mrs. Carol Treble made a presentation about Study Abroad opportunities at several freshman orientation sessions. Other information was sent to faculty members through campus mail. Minutes of the faculty meetings were checked to make sure announcements about Study Abroad programs were made. The numbers of flyers and memoranda were documented and distributed to faculty members through the campus mail.

HUMANITIES DIVISION (Cont'd)

Impact on Unit Performance: Adequate. Since these objectives are established to include all Divisions of the College, the Unit shall be considered as the entire campus community or agency.

Impact on Agency Goal Attainment: Exemplary. All faculty members have heard about the Study Abroad programs. Some (not all) actively encouraged students to apply for the program. Information from student questionnaires administered in previous years have shown that discussions with individual faculty members who encouraged students to apply were the most effective recruiting strategies.

Effect to be integrated into next planning cycle: Major. The International Coordinator will continue to encourage faculty members to talk to their students about studying abroad and will ask them to allow brief presentations in their classes.

Benefits to agency: Major. Faculty members were made aware of the opportunities for students to the Study Abroad programs in order to increase student participation.

Objective 030

Faculty members will be recruited to volunteer to teach in the Study Abroad programs so that they will have strong motivation to recruit students.

OMAS 01

Schedule two seminar-type meetings to explain to faculty members the structure of study abroad programs and to encourage them to apply to participate. Engage faculty members in personal conversations to encourage them to participate in existing study abroad programs or to propose new international projects. Document the names of faculty members attending informational/motivational seminars.

Evaluation

The International Coordinator invited all faculty members to attend a seminar-type meeting on applying to teach in Study Abroad programs. Four faculty members attended that meeting; two others were unable to attend, but they asked for information and scheduled appointments to discuss the application process. The International Coordinator worked with faculty members interested in applying to teach in England, France, and Italy. She also sent e-mail messages encouraging other faculty members to apply and to keep interested professors apprised of pertinent deadlines. Faculty members were engaged in personal conversations to encourage them to participate in existing Study Abroad programs or to propose new international projects. Only one faculty member, Dr. Baogang Guo, actually turned in an application. He has applied to teach political science courses in France in 2002. Names of faculty members who attended the informational/motivational seminar were documented for future contact. The Coordinator sent e-mail messages to faculty members about various other international projects available to them. New international projects: Dr. Tom Mullen, having participated in a faculty program in Cuba, scheduled a presentation on his analysis of the political situation in Cuba. Dr. Kent Harrelson applied for and received a Fulbright grant to teach in England.

Impact on Unit Performance: Exemplary. Since these objectives are established to include all Divisions of the College, the Unit shall be considered as the entire campus community or agency.

Impact on Agency Goal Attainment: Exemplary. Interest was stimulated in faculty members who had never taught abroad before

Effect to be integrated into next planning cycle: Major. It is hoped that interested faculty will apply next year.

Benefits to agency: Major. More faculty members than previously became aware of opportunities to teach abroad. Others were encouraged to apply for a variety of international programs.

HUMANITIES DIVISION (Cont'd)

OMAS 02

At least two faculty members will teach in the study abroad program each year. Records of faculty who teach in the study abroad programs will be kept.

Evaluation

Two faculty members were scheduled to participate in Study Abroad programs in summer 2001. Dr. Jack Waskey was to teach philosophy in a program in Greece, and Dr. Beth Biron was to direct the European Council's program in France. Dr. Biron will indeed direct the program in France, but Dr. Waskey's courses were cancelled for lack of enrollment.

Impact on Unit Performance: Exemplary. Since these objectives are established to include all Divisions of the College, the Unit shall be considered as the entire campus community or agency.

Impact on Agency Goal Attainment: Exemplary. Having a director for the program in France keeps Dalton State College in a leadership role in System-Wide programs. It also means that students wishing to participate in the programs have direct access to a knowledgeable participant.

Effect to be integrated into next planning cycle: Major. Dr. Biron will continue to direct the program in France during the next year. Other faculty members will be encouraged to apply to teach abroad.

Benefits to agency: Major. Dalton State College maintains a vital role in international education across the State of Georgia.

Objective 040

Senior Administration will support faculty participation in collaborative study abroad programs and University System organizations related to study abroad.

OMAS 01

Establish a campus committee on International Education, giving the chairperson released time for planning and travel money to attend state-wide meetings related to study abroad. Annual reports and personnel records will be checked to verify that travel expenses and released time were provided for a campus representative to participate in Study Abroad promotion and planning.

Evaluation

A campus committee was established on International Education which meets regularly. The membership includes the College President, the Vice-President for Academic Affairs, the Vice-President for Fiscal Affairs, the chair of Humanities, the chair of Social Sciences, and one faculty member. The committee chair person is given released time for planning and travel money to attend state-wide meetings related to Study Abroad and other international projects. Annual reports and personnel records were checked to verify that travel expenses and released time were provided for a campus representative to participate in study abroad promotion and planning.

Impact on Unit Performance: Exemplary. Since these objectives are established to include all Divisions of the College, the Unit shall be considered as the entire campus community or agency.

Impact on Agency Goal Attainment: Exemplary. Having a designated committee and committee chair to handle and promote international projects gives those projects emphasis on campus.

Effect to be integrated into next planning cycle: Major. The committee will continue to monitor existing projects and consider new ones.

Benefits to agency: Major. Dalton State College will steadily increase its efforts at "internationalization" of the campus community.

Objective 050

Students wishing to study abroad will be offered local scholarships to supplement scholarships offered by the Board of Regents.

HUMANITIES DIVISION (Cont'd)

OMAS 01

10% of students will receive scholarships for the Study Abroad program through the Dalton State College Foundation and the campus Financial Aid office. Condition: The Dalton State College Foundation and the campus Financial Aid office will set up additional scholarships for study abroad. This service will be verified through Foundation minutes and records that funds allocated for study abroad scholarships were increased, and Financial Aid Office records will show many students received scholarships for Study Abroad.

Evaluation

100% of students who applied to Study Abroad programs received scholarships through the Dalton State College Foundation and the campus Financial Aid office. Condition: The Dalton State College Foundation and the campus Financial Aid office set up additional scholarships for study abroad. DSC Foundation minutes and records verify that funds allocated for Study Abroad scholarships were increased; records in the Financial Aid Office document that three students received scholarships for Study Abroad programs. All four students accepted as participants in the Study Abroad programs for Summer, 2001, have received scholarships. Three students received \$1000 each, from a combination of funds from the Board of Regents (\$750) and the DSC Foundation (\$2250). The fourth student was chosen to receive a private scholarship donated by a Foundation member for the entire cost of participating in the program in France. (\$3,660.00)

Impact on Unit Performance: Exemplary. Since these objectives are established to include all Divisions of the College, the Unit shall be considered as the entire campus community or agency.

Impact on Agency Goal Attainment: Adequate. As more students receive scholarships, more students who fear they cannot afford to Study Abroad will be encouraged to apply.

Effect to be integrated into next planning cycle: Major. Dalton State College will continue to provide (and perhaps increase) the amount of funds used to supplement Regents' Scholarships.

Benefits to agency: Major. As more students receive scholarships, more students will be empowered to Study Abroad.

Objective 060

Enrollments in the number of students who study abroad will be increased each year.

OMAS 01

At least 1 % of students at Dalton State College will participate in a study abroad program during their enrollment at the college. Keep records of how many Dalton State College students participate in Study Abroad programs each year.

Evaluation

1 % of the students at Dalton State College did not participate in a Study Abroad program during their enrollment at the college. The International Coordinator kept records of how many Dalton State College students participated in Study Abroad programs each year. With only four students participating in Study Abroad programs in 2001, Dalton State College fails to meet the goal of 1 % of students who enrolled and participated in such a program.

Impact on Unit Performance: Adequate. Since these adjectives are established to include all Divisions of the College, the Unit shall be considered as the entire campus community or Agency.

Impact on Agency Goal Attainment: Adequate. While the enthusiasm of returning students can generate interest in other students who hear about the programs, much needs to be done to find out ways to increase the number of students studying abroad.

Effect to be integrated into next planning cycle: Major. Returning students will be asked to help recruit other students for next year's Study Abroad programs and recruiting efforts will continue.

HUMANITIES DIVISION (Cont'd)

Benefits to agency: Minor. It is hoped that Dalton State College can increase the percentage of its students to study abroad.

Goal 0300

Improve graduation rates and/or student goal attainment rates to meet College benchmark and University System standards.

Objective 010

Division Chairs will recommend that the Institutional Research office ascertain appropriate benchmarks for graduation rates and/or student goal attainment rates.

Benefit: College will meet institutional and USG standards.

OMAS 01

A set of USG benchmarks from the IRP office will be compiled and distributed to the Division Chairs via hard copy reports. Condition: Availability of system data.

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 0520

Increase the number of faculty and staff who take advantage of the tuition reimbursement program to obtain terminal and advanced degrees.

Objective 010

Division Chairs will survey the faculty to determine the needs and desires for use of the tuition reimbursement program. Condition: Interest of faculty.

Benefit: More faculty can afford to gain advanced/terminal degrees.

OMAS 01

At least five members of faculty will indicate their desire to use the tuition reimbursement program as indicated in the results a survey.

Evaluation

One faculty member indicated his desire for use of the tuition reimbursement program as indicated in the results survey.

Impact on Unit Performance: Adequate. The Humanities Division was not greatly impacted because many division members already have an appropriate degree or are at a point where pursuing more classes is not feasible.

Impact on Agency Goal Attainment: Exemplary. The goal was thoroughly discussed during a division meeting during Fall Semester, 2000. Division members had ample opportunity to receive information.

Effect to be integrated into next planning cycle: Major. During the next planning cycle, information about the tuition remission program will be presented again at a division meeting, and the chair will continue to encourage participation in the program.

Benefits to agency: Major. One member of the division currently utilizes the tuition remission plan; a second member will probably begin utilizing the plan in Summer, 2001.

HUMANITIES DIVISION (Cont'd)

Goal 0830

Develop Web page for each faculty which will contain syllabi, expanded course descriptions, instructor, and course information to provide a resource and deliver quick access of information to students.

Objective 010

Each faculty member will develop a Web Page that will contain syllabi, expanded course descriptions, instructor, and course information. Benefit: This material will provide resource and quick access of information to students.

OMAS 01

All faculty members will develop a Web Page that will contain information about the courses taught. Faculty members will indicate in their annual reports to the Division Chair their progress in the development of the Web Pages.

Evaluation

Most faculty members developed a Web presence that contained information about the courses taught. Faculty members indicated in their annual reports to the Division Chair about the development of the Web Pages.

Impact on Unit Performance: Adequate. Most faculty members have developed a Web Page that contain syllabi, expanded course descriptions, instructor, and course information.

Impact on Agency Goal Attainment: Adequate. Students, faculty, and the community can now gain access to course materials.

Effect to be integrated into next planning cycle: Minor. As more faculty utilize their Web Pages in the classroom, more resources will become available.

Benefits to agency: Minor. The ultimate goal will be more student learning that can be applied after graduation.

Goal 0980

Provide opportunities for secondary school faculty and administration to exchange ideas and information with DSC faculty and staff to prepare students for higher education in the College's service area.

Objective 010

The Dalton State College Division of Humanities will host a conference for secondary language arts faculty members to discuss ideas and teaching practices and to exchange information on how to better offer a "seamless transition" for our students. All service-area high school and middle school teachers will be invited. Seminars will be offered by both high school and college instructors in all humanities areas.

OMAS 01

A conference for secondary language arts faculty members will be hosted by the division to discuss ideas and teaching practices and to exchange information on how to better offer a "seamless transition" for our students. Letters to thank panel participants and evaluation reports will indicate the conference tools placed.

HUMANITIES DIVISION (Cont'd)

Evaluation

A conference for secondary language arts faculty members was hosted October 27, 2000, by the division to discuss ideas and teaching practices and to exchange information on how to better offer a "seamless transition" for our students. Letters to thank panel participants and evaluation reports indicated the conference was hosted.

Impact on Unit Performance: Exemplary. Because of their great involvement, the Humanities Division was significantly impacted. There were 67 people in attendance with 13 of the Division's full-time faculty members and one part-time faculty member leading seminars. An evaluative instrument was administered, and most respondents ranked the conference 4 or 5, the highest rankings available. Moreover, the rankings written summary of comments on the conference's content was very positive. In fact, such comments as "More time in sessions needed" and "Only one hour for lunch would be better" suggest conference participants actually wanted more instructional/interactive time in the subjects being addressed in the sessions. 18 of 20 Humanities Division members attended the conference (90%).

Impact on Agency Goal Attainment: Exemplary. The goal was thoroughly discussed at several division meetings Fall Semester, 2000. In addition, all Humanities faculty members received brochures with information regarding the conference.

Effect to be integrated into next planning cycle: Major. The results obtained from the evaluative instrument will be used to plan even more successful conferences in the future. The bonds that were formed between secondary and post-secondary teachers will be used in the planning stages for the next conference.

Benefits to agency: Major. The conference provided opportunities for secondary school faculty and administration to exchange ideas and information with Dalton State College faculty and staff to prepare students for higher education in the College's service area. As a result of the conference, it is hoped that students will be better prepared for English courses when they enter Dalton State College.

INSTITUTIONAL ADVANCEMENT

Goal 0060

Expand the alumni database significantly each year to assist with fundraising activities and other College special events that will advance the College's image and position in the community.

Objective 010

The DSC Alumni Association will add a minimum of 200 names each year to the database.

OMAS 01

By 200 names annually, the DSC Alumni Association database will grow through graduate records, web site responses, and other forms of communication. The records will be monitored in the database by class year to verify growth. This growth will occur provided there is some assistance given to the Director of Institutional Advancement via a student worker or other assistant.

Evaluation

550 names were added to the alumni database in 2000.

Impact on Unit Performance: Adequate. Achieved goal for 2000-2001.

Impact on Agency Goal Attainment: Adequate. Achieved goal for 2000-2001.

Effect to be integrated into next planning cycle: Major.

Benefits to agency: Major.

Goal 0070

Establish a regular alumni newsletter to communicate College events in order to increase knowledge of and interest in Dalton State College.

Objective 010

The DSC Alumni Association will publish the Roadrunner Express biannually to encourage alumni participation in special events and to increase knowledge of and interest in DSC.

OMAS 01

Biannually, in the fall and spring semesters, the Roadrunner Express alumni newsletter will be published and mailed to alumni and other key constituents. Records will be kept on the number of newsletters mailed each semester and on event attendance via an alumni sign-up sheet at campus events. The Alumni Committee of the Board of Trustees and the Alumni Council will play an integral role in the promotion and success of campus events.

Evaluation

The Roadrunner Express was published and distributed in fall 2000 and in spring 2001.

Impact on Unit Performance: Adequate. Achieved goal.

Impact on Agency Goal Attainment: Adequate. Achieved goal.

Effect to be integrated into next planning cycle: Major.

Benefits to agency: Major.

Goal 0290

Increase the amount of private foundation scholarships to attract and retain academically talented students.

INSTITUTIONAL ADVANCEMENT (Cont'd)

Objective 010

The Director of Institutional Advancement will work with the President and Trustees of the DSC Foundation to secure 3-5 new endowed scholarships for new and returning students.

OMAS 01

Three to five endowed scholarships will be developed in an amount equal to or greater than \$25,000 to encourage outstanding students to attend DSC. The Director of Institutional Advancement and the Board of Trustees of the Foundation will monitor dollars raised. The Board of Trustees, along with the Director of Institutional Advancement, will be charged with raising endowed scholarships from individuals and companies in the community.

Evaluation

Three new endowed scholarships totaling \$395,000 were established between July 1, 2000 and June 30, 2001.

Impact on Unit Performance: Exemplary. Met goal of three endowed scholarships with gifts of \$250,000, \$95,000, and \$50,000.

Impact on Agency Goal Attainment: Exemplary. builds endowment with establishment of scholarship funds to attract the best and brightest students to DSC.

Effect to be integrated into next planning cycle: Minor.

Benefits to agency: Major.

Goal 0050

Increase percent of alumni who are active donors to support faculty and student scholarship and program activities.

Objective 010

The DSC Alumni Association will adopt a set of bylaws and will develop an Alumni Association Board of Directors to formalize a process for increasing alumni financial support and involvement.

OMAS 01

Criteria: In 2001

Subject: the DSC Alumni Association and its Board of Directors

Action/Outcome: will establish a funding initiative to raise money from alumni to support DSC.

Assessment Strategy: The project's monetary goal, time frame established for the drive, and percent of alumni donating to the project will serve as a means to assess the project's effectiveness.

Conditions: Active participation by the Alumni Association Board of Directors, along with the Director of Institutional Advancement, will play a key role in the fundraising success with alumni.

Evaluation

N/A

Goal 0060

Expand the alumni database significantly each year to assist with fundraising activities and other College special events that will advance the College's image and position in the community.

Objective 010

The DSC Alumni Association will add a minimum of 200 names each year to the database.

INSTITUTIONAL ADVANCEMENT (Cont'd)

OMAS 01

Criteria: By 200 names annually

Subject: the DSC Alumni Association database

Action/Outcome: will grow through graduate records, web site responses, and other forms of communication.

Assessment Strategy: The records will be monitored in the database by class year to verify growth.

Conditions: This growth will occur provided there is some assistance given to the Director of Institutional Advancement via a student worker or other assistant.

Evaluation

N/A

INSTITUTIONAL RESEARCH & PLANNING

Goal 0450

Implement COMPASS and coordinate with CAAP tests to assess student attainment of learning outcomes in Math, Reading, and Writing.

Objective 010

Students' COMPASS aggregate test results in Math, Reading, and Writing (for the 2000-2001 academic year) will be compiled and link with CAAP tests in Math and Reading to provide documentation that will allow DSC to analyze the gains in achievement for students who tested with COMPASS on entry and with CAAP upon completion. Benefit: Provide assessment documentation for General Education learning outcomes. Note: The College began administering the COMPASS tests for the first time with the Fall 2000 freshmen/new students. The tests were administered by Enrollment Services and Developmental Studies divisions. Test results will be provided to the Institutional Research office for assessment documentation and analysis.

OMAS 01

A report summarizing aggregate COMPASS test scores for Math and Reading will be completed using an EXCEL-produced database developed by Developmental Studies.

Evaluation

A report summarizing aggregate COMPASS test scores for Math and Reading was completed using an EXCEL-produced database developed by Developmental Studies. The results will be disseminated to the College community, including posting on the Institutional Research office website on Institutional Effectiveness. Further analysis linking the COMPASS test scores with graduates CAAP test scores will be undertaken and reported in the Annual Report Card in subsequent years.

Impact on Unit Performance: Exemplary. Although the primary responsibility for administering the COMPASS tests rested with Admissions and Developmental Studies, the Institutional Research office still maintains responsibility in gathering the test scores and reporting as the College's institutional effectiveness efforts, especially in light of its linkage with the CAAP tests, which has been administered by the Institutional Research office. (Responsibility for administering the CAAP tests will be handed over to a new Testing Coordinator hired by the College to administer all tests on campus. Still, the Institutional Research office will receive test scores and report to the College community.) The monitoring and reporting of institutional effectiveness-related testing has and will continue to a major part of the activities of the unit - having a greater impact on the office's activities. Students' COMPASS aggregate test results in Math, Reading, and Writing (for the 2000-2001 academic year) will be compiled and link with CAAP tests in Math and Reading to provide documentation that will allow DSC to analyze the gains in achievement for students who tested with COMPASS on entry and with CAAP upon completion.

Benefit: Provide assessment documentation for General Education learning outcomes. Note: The College began administering the COMPASS tests for the first time with the Fall 2000 freshmen/new students. The tests were administered by Enrollment Services and Developmental Studies divisions. Test results will be provided to the Institutional Research office for assessment documentation and analysis.

Impact on Agency Goal Attainment: Exemplary. Coordinating COMPASS test scores with CAAP tests to assess student attainment of learning outcomes in Math, Reading, and Writing is a major College goal and the successful implementation of this activity will continue to have a greater impact on organization goal attainment.

INSTITUTIONAL RESEARCH & PLANNING (Cont'd)

Effect to be integrated into next planning cycle: Major. Information gathered from the COMPASS and CAAP test scores will continue to be used in reporting on the College's Key Performance Indicators via the annual Accountability Report Card. Issues, problems and gaps regarding student achievement will be reported and channeled to the appropriate units for goal development and plan implementation.

Benefits to agency: Major. Students' COMPASS aggregate test results in Math, Reading, and Writing - compiled and linked with CAAP tests in Math and Reading will provide documentation that will allow DSC to analyze the gains in achievement for students who tested with COMPASS on entry and with CAAP upon completion. This will provide assessment documentation for General Education learning outcomes, a key component of the College's institutional research efforts. Note: The College began administering the COMPASS tests for the first time with the Fall 2000 freshmen/new students. The tests were administered by Enrollment Services and Developmental Studies divisions. Test results will be provided to the Institutional Research office for assessment documentation and analysis.

Goal 0480

Implement an institution-wide Institutional Effectiveness Plan by which the College measures improvement and holds itself accountable to its major stakeholders.

Objective 010

A general education outcomes assessment plan, including outcome assessment plans for individual courses in the Divisions of Humanities, Social Sciences, and Math & Natural Sciences as well as major area outcomes assessment plans for programs in the Divisions of Business, Nursing, and Technical will be developed and documented in the College's 2000-2003 Strategic Plan and in a DSC Institutional Effectiveness Handbook as part of a multi-faceted institutional effectiveness program at DSC.

Benefit: Data to assess institutional effectiveness is routinely compiled and used to evaluate academic programs.

OMAS 01

All College divisions will produce Assessment Record Books detailing their learning outcomes assessment plans for the 2000-2001 academic year using assessment forms produced by the Institutional Research office.

Evaluation

The Nursing, Humanities and Social Sciences divisions have produced Assessment Record Books detailing their learning outcomes assessment plans. The divisions of Technical, Physical Education, Business & Technology, and Natural Sciences & Math continue to work on their outcomes assessment plan and will be ready during the 2001-2002 academic year. In May, 2001, the Vice President for Academic Affairs sent out a memo to all division chairs following a meeting with the President and the Director of Institutional Research. The memo communicated decisions taken to make faculty's assessment planning more efficient and less cumbersome. Key among them were a modified and simplified "Academic Outcomes Assessment Plan and Summary Report" to become the standard reporting format for all faculty to use, and classroom course assessment reporting activities shall be on a January - December calendar year and be formally reported every three years. The Institutional Research office is completing a Handbook of Institutional Effectiveness that will include all assessment activities, including all course learning outcomes.

INSTITUTIONAL RESEARCH & PLANNING (Cont'd)

Impact on Unit Performance: Exemplary. Implementing an institution-wide Institutional Effectiveness Plan by which the College measures improvement and holds itself accountable to its major stakeholders is a major undertaking by the Institutional Research office. The sheer magnitude of the project became apparent during the course of implementation. There was so much data to gather and analyze - not forgetting coordination with all units, departments and divisions of the College. This will be an activity that will continue in the foreseeable future - having a greater and positive impact on the activities of the Institutional Research office.

Impact on Agency Goal Attainment: Exemplary. The impact on organization goal attainment is major. A general education outcomes assessment plan is a key College goal and essential part of DSC's Institutional Effectiveness.

Effect to be integrated into next planning cycle: Major. There is still work to be done to provide a comprehensive general education outcomes assessment plan for the College. The unit will continue to work with Divisions to develop comprehensive assessment plans and be documented in a DSC Institutional Effectiveness Handbook.

Benefits to agency: Major. An ongoing and successful implementation of an institution-wide Institutional Effectiveness Plan will provide means by which the College can measure the progress of its planning and assessment activities and hold itself accountable to its major stakeholders.

Objective 020

A DSC "Handbook of Assessment and Institutional Effectiveness" will be prepared to assist with coordinating and documenting all assessment activities on campus. Benefit: The Handbook will provide a "one-stop" documentation and accessibility for all the College's assessment activities.

OMAS 01

A new handbook of assessment and institutional effectiveness will be completed for campus-wide adoption and use for assessment activities. The usefulness of document will be evaluated on a survey.

Evaluation

A new handbook of assessment and institutional effectiveness was started during the 2000-2001 year and because of the comprehensiveness of the document, the project will be completed for campus-wide adoption and use for assessment activities during the 2001-2002 planning year. The usefulness of document will be later evaluated on a survey of IRP functions and activities.

Impact on Unit Performance: Exemplary. Again, this is a major undertaking and its impact on unit performance is greater.

Impact on Agency Goal Attainment: Exemplary. The impact on College goal attainment is also major, as implementing an institution-wide Institutional Effectiveness Plan by which the College measures improvement and holds itself accountable is and will continue to be a significant goal. A DSC "Handbook of Assessment and Institutional Effectiveness" will be prepared to assist with coordinating and documenting all assessment activities on campus. Benefit: The Handbook will provide a "one-stop" documentation and accessibility for all the College's assessment activities.

Effect to be integrated into next planning cycle: Major. The new handbook of assessment and institutional effectiveness which was started during the 2000-2001 year and because of its comprehensiveness could not be completed, will be carried forward and completed for campus-wide adoption and use for assessment activities during the 2001-2002 planning year.

Benefits to agency: Major. The Handbook will provide a "one-stop" documentation and accessibility for all the College's assessment activities.

INSTITUTIONAL RESEARCH & PLANNING (Cont'd)

Goal 0500

Develop benchmarks for the College's Key Performance Indicators to establish accountability measures to assess the various phases and steps in the College's strategic plan as well as measure overall institutional effectiveness.

Objective 010

Quantitative and qualitative performance measures will be developed with the assistance of the Institutional Effectiveness Committee to evaluate the College's institutional effectiveness program, i.e., provide documentation of whether DSC meeting is meeting its accountability goals. Benefit: The College is participating in the University System's benchmarking and management review study that wil identify appropriate national peer and aspirational comparator institutions and measure DSC's performance with that of these peer institutions against appropriate strategic performance indicators. The USG's identified strategic indicators closely matches DSC's key performance indicators; these two sets of standards will serve as baseline for subsequent studies by the USG and the College.

OMAS 01

About 40 quantitative and qualitative performance measures (benchmarks) will be completed and recommended for approval by the President and Strategic Planning Committee. Minutes of the Institutional Effectiveness Committee will record proceedings.

Evaluation

More than 200 quantitative and qualitative performance measures (benchmarks) were developed, completed and recommended for approval by the President and Strategic Planning Committee. At a meeting on March 13, 2001, the Director of Institutional Research and members of the Institutional Effectiveness Sub-Committee of the Strategic Planning Committee developed benchmarks for each of the 247 key performance indicators for the 2000-2003 planning period. Each key performance indicator was reviewed and a benchmark was determined. The benchmarks were then presented and approved at a meeting of the Strategic Planning Committee on April 25, 2001. Meeting minutes of the Strategic Planning Committee and the Institutional Effectiveness Sub-Committee recorded proceedings of this activity.

Impact on Unit Performance: Exemplary. DSC's accountability and institutional effectiveness project is a major responsibility of the Institutional Research unit. It is a project with a continuing major impact on the unit. Indeed, the development of the KPIs and the subsequent development of benchmarks for the 247 key performance indicators with the assistance of the Institutional Effectiveness Committee was a major project involving many on campus. Its impact on the unit's performance will continue to be greater as these key performance indicators are used to present an Annual Accountability Report Card for the College.

Impact on Agency Goal Attainment: Exemplary. Developing benchmarks for the College's Key Performance Indicators to establish accountability measures was a major College goal; thus the development of benchmarks for these key performance indicators was a major goal attainment.

Effect to be integrated into next planning cycle: Major. Now that benchmarks have been developed for the College's Key Performance Indicators, the coming planning cycles for the Institutional Research office will document the production of the annual DSC Accountability Report Card. This will continue to be a key planning objective.

INSTITUTIONAL RESEARCH & PLANNING (Cont'd)

Benefits to agency: Major. The College's Key Performance Indicators enables the institution to establish accountability measures to assess the various phases and steps in the College's strategic plan as well as measure overall institutional effectiveness. As well, with DSC participating in the University System's benchmarking and management review study that will identify appropriate national peer and aspirational comparator institutions, the key performance indicators will permit the College to measure its performance with that of these peer institutions against appropriate strategic performance indicators. Indeed, the University System's identified strategic indicators closely matches the College's key performance indicators; these two sets of standards will thus serve as baseline for subsequent studies by the USG and the College.

Objective 020

An annual "Institutional Effectiveness Report Card" will be produced starting 2001-2002 academic year to gauge how well the College is doing with respect to its institutional effectiveness as well as identifying potential strengths and weaknesses relative to its national peers. Benefit: The Report Card will become the College's key document on assessment and institutional effectiveness.

OMAS 01

A new accountability report on the College's institutional effectiveness program will start production and be completed during the 2001-2002 academic year. Condition: Other activities might preclude the development of the Report Card during the 2000-2001 planning year, and moved to the 2001-2002 planning period.

Evaluation

Other projects precluded the development of the Annual Report Card during the 2000-2001 planning year. However, benchmarks were developed for the key performance indicators and will be used as the basis for producing the DSC Annual Accountability Report Card during the 2001-2002 planning period.

Impact on Unit Performance: Inadequate. Impact was minor as project was began but not completed during the 2000-2001 planning cycle.

Impact on Agency Goal Attainment: Inadequate. Again, impact was minor as project not completed.

Effect to be integrated into next planning cycle: Major. Because other projects precluded the development of the Annual Report Card during the 2000-2001 planning year, the project is being carried forward and will lead to the first production of the DSC Annual Accountability Report Card during the 2001-2002 planning period. The Report Card will be produced every year.

Benefits to agency: Major. The College can continue to assess the various phases and steps in the College's strategic plan as well as measure overall institutional effectiveness. It will also use the results to make improvements where necessary. As well, the College will have the means to be accountable to its various stakeholders.

Goal 0570

Conduct longitudinal studies to establish accountability measures and benchmarks for performance in such areas as student retention and graduation rates, and student, alumni and employer satisfaction rates.

INSTITUTIONAL RESEARCH & PLANNING (Cont'd)

Objective 010

A database report writer software (Crystal Reports) will be installed (with appropriate data elements developed by OCIS) on PC as a first step in conducting longitudinal studies for accountability.

OMAS 01

An efficient database management program will be in effect to assist with longitudinal accountability projects. A datawarehousing project initiated and completed by OCIS.

Evaluation

A datawarehousing project using Crystal Reports was initiated and completed by OCIS and presented to the Director of Institutional Research for implementation. However, other pressing projects precluded the director from going further with implementation. This is an important project for the IRP office and will be an ongoing activity for the next couple of years.

Impact on Unit Performance: Inadequate. Minor. No major activity took place because of other pressing projects.

Impact on Agency Goal Attainment: Inadequate. Conduct longitudinal studies to establish accountability measures and benchmarks for performance in such areas as student retention and graduation rates, and student, alumni and employer satisfaction rates. Minor. Goal was not completed.

Effect to be integrated into next planning cycle: Major. OCIS installed the Crystal Reports software with the appropriate data elements. However, other projects precluded the director from going further with implementation. This is an important project for the IRP office and will be an ongoing activity for the next couple of years. There are still major data warehousing activities to be identified and developed for critical projects like Academic Program Review and Key Performance Indicators.

Benefits to agency: Major. Project will assist in establishing accountability measures and benchmarks for performance in such areas as student retention and graduation rates, and student, alumni and employer satisfaction rates. A data warehousing plan using Crystal Reports will provide many benefits to the College in pursuit of this goal and objective.

Goal 7000

Assist the campus SACS Self-Study Steering Committees to plan and coordinate activities and reports to begin the College's accreditation reaffirmation in 2003.

Objective 010

SACS committee memberships, in consultation with the Self-Study Director, will be proposed and recommended to the President to oversee the self study process, which will begin on February 1-2 with a "kickoff" visit from DSC's SACS liaison staff member.

OMAS 01

A fully functioning steering committees of faculty and staff will be in place by early January 2001 to oversee self-study process. Meetings and surveys inviting faculty and staff participation.

Evaluation

On November 22, 2000 the President sent an e-mail message to the College community announcing the formation of a steering committee and those occupying positions for the upcoming SACS self-study. This group of faculty and staff will oversee the self-study process, and began with a 'kick-off' visit from DSC's SACS liaison, Dr. Don Crump, on February 1-2, 2001. The Director of Institutional Research was appointed as the main resource person for the

INSTITUTIONAL RESEARCH & PLANNING (Cont'd)

steering committees with his responsibilities outlined in the DSC Self-Study Manual. The director will also be responsible for maintaining a website for DSC's Self-Study activities.

Impact on Unit Performance: Exemplary. Significant. The Self-Study project is a critical aspect of the College's reaffirmation process. The Institutional Research office has a major role to play with respect to data gathering and analysis, not to mention maintaining a DSC Self-Study Web site.

Impact on Agency Goal Attainment: Exemplary. Although this is a "local" goal, it contributes to an overall College goal of successfully meeting its reaccreditation and reaffirmation obligations.

Effect to be integrated into next planning cycle: Major. As a key resource person for the SACS Steering Committees as well as the responsibility for maintaining a website for DSC's Self-Study activities, the Institutional Research office will continue to play a major role in the College's reaffirmation process in the next planning cycle.

Benefits to agency: Major. Accreditation by SACS is essential to the continued operation of the College. Colleges that are not accredited are not eligible to receive most federal and state funds. Furthermore, it is difficult, if not impossible, to transfer credits received at a non-accredited institution.

Objective 020

A Self-Study preparation and information guide/resource regarding the Criteria for accreditation will be prepared for steering committees to assist with the self-study process.

OMAS 01

A report to guide the self-study process will be produced to assist steering committees with planning and developing activities and documents. Minutes of steering committee meetings will record proceedings.

Evaluation

Under the supervision of the Self-Study director, a report to guide the self-study process was produced to assist steering committees with planning and developing activities and documents. These were contained in the DSC Self-Study Manual 2003. The Director of Institutional Research continues to serve as a key resource person for the Self-Study project and works and coordinates activities with the Self-Study director.

Impact on Unit Performance: Exemplary. Significant. The Self-Study project is a critical aspect of the College's reaffirmation process. The Institutional Research office has a major role to play with respect to data gathering and analysis, not to mention maintaining a DSC Self-Study Web site.

Impact on Agency Goal Attainment: Exemplary. Although this is a "local" goal, it contributes to an overall College goal of successfully meeting its reaccreditation and reaffirmation obligations.

Effect to be integrated into next planning cycle: Major. As a key resource person for the SACS Steering Committees as well as the responsibility for maintaining a website for DSC's Self-Study activities, the Institutional Research office will continue to play a major role in the College's reaffirmation process in the next planning cycle.

Benefits to agency: Major. Accreditation by SACS is essential to the continued operation of the College. Colleges that are not accredited are not eligible to receive most federal and state funds. Furthermore, it is difficult, if not impossible, to transfer credits received at a non-accredited institution.

NATURAL SCIENCES & MATH DIVISION

Goal 0090

Conduct more aggressive faculty recruitment and searches through the use of a more rigorous screening process to develop and to sustain a faculty of the highest quality and excellence in teaching.

Objective 010

The Vice President of Academic Affairs will advertise in discipline-specific media to achieve targeted dissemination of the availability of faculty positions.

OMAS 01

When requested by the Division Chairs, the Vice President of Academic Affairs will advertise in discipline-specific media. Division Chair files will show a 10% increase in applications.

Condition: Provided that there is a reasonable time to advertise before the position must be filled.

Evaluation

There were 18 applications for the Assistant Professor of Mathematics position filled during Summer 2001. The application deadline was set for June which seemed to hinder the search because of its lateness. The information to determine if this was an increase was not readily available to this Division Chair.

Impact on Unit Performance: Adequate. Due to the lateness of the application deadline and other factors, few individuals met all the potential candidates. This seemingly affected the cohesiveness of the unit in this.

Impact on Agency Goal Attainment: Adequate. The 18 candidates were screened rigorously and the candidate offered the position is well qualified.

Effect to be integrated into next planning cycle: Major. Earlier advertisement of a vacant position and an earlier deadline for application submission will be incorporated into the next planning cycle.

Benefits to agency: Major. A more aggressive faculty recruitment and more rigorous screening procedure will enable the College to sustain the high quality of faculty it now has.

OMAS 02

All Division Chairs will contact three comparable institutions through phone calls, emails, and letters

Evaluation

Vacancy notices were sent to all regional institutions having similar programs.

Impact on Unit Performance: Exemplary. Vacancy notices were sent to all regional institutions having similar programs.

Impact on Agency Goal Attainment: Exemplary. The successful candidate came from an institution with a similar program.

Effect to be integrated into next planning cycle: Major. Similar strategies will be used in future searches.

Benefits to agency: Major. An ideal candidate was identified and employed.

Goal 0300

Improve graduation rates and/or student goal attainment rates to meet College benchmark and University System standards.

Objective 010

Division Chairs will recommend to Institutional Research to ascertain appropriate benchmarks for graduation rates and/or student goal attainment rates.

Benefit: College will meet institutional and USG standards.

NATURAL SCIENCES & MATH DIVISION (Cont'd)

OMAS 01

A set of USG benchmarks from the IRP office will be compiled and distributed to the Division Chairs via hard copy reports. Condition: Availability of system data.

Evaluation

Impact on Unit Performance: Yet to be determined. Received too late.

Impact on Agency Goal Attainment: Yet to be determined.

Effect to be integrated into next planning cycle: None. Natural Sciences & Math faculty will at Fall Semester 2001 division meetings to make action plans.

Benefits to agency: None. Allows us to look college-wide at possible causes of low graduation rate and attrition and to take measures to improve retention.

Goal 0520

Increase the number of faculty and staff who take advantage of the tuition reimbursement program to obtain terminal and advanced degrees.

Objective 010

Division Chairs will survey the faculty to determine the needs and desires for use of the tuition reimbursement program. Interest of faculty.

Benefit: More faculty can afford to gain advanced/terminal degrees.

OMAS 01

100% of interested faculty will receive tuition reimbursement as indicated by the results of faculty survey. Condition: Continuation of system policy.

Evaluation

One faculty member in the Division has taken advantage of tuition reimbursement. No other faculty member expressed an interest.

Impact on Unit Performance: Adequate. Currently, there has been very little measurable impact on the unit. When coursework is completed the impact will be realized.

Impact on Agency Goal Attainment: Adequate. Faculty can take advantage of this opportunity if they want to do so.

Effect to be integrated into next planning cycle: Major. The faculty member taking these courses will complete the necessary coursework for qualification to teach computer science courses.

Benefits to agency: Major. Once the coursework is complete, this faculty member will have the qualifications to teach computer science. This addresses a noncompliance concern in the SACS Self-Study.

Goal 7000

The Natural Sciences and Mathematics Division offers mathematics, science and computer science courses to serve the needs of students in the various Divisions of the College. The Division is committed to offering high quality general education programs that support the mission of the College.

Objective 010

Students will articulate understandings of course materials acquired through listening, reading, graphics, experiments, computations, and electronic media.

NATURAL SCIENCES & MATH DIVISION (Cont'd)

OMAS 01

70% of students completing all course requirements in a math course will earn a passing grade.

Evaluation

When evaluating the data collected for the Developmental Mathematics courses the general description and purpose of courses should be taken into account. During Fall 2000, there were 7 sections of Math 0096, in only one section did 70% or more of the students pass the course requirements. In Math 0098 of the same semester, in 5 of the 7 classes 70% or more of the students passed the course requirements. In Math 0099, in 3 of the 6 sections taught 70% or more of the students passed the course requirements. Included in the total number of each of these classes were student earning A, B, C, D, F, or IP in the class. During Spring 2001, in 3 of 6 Math 0096 sections 70% or more of the students passed the course requirements. In Math 0098, in 6 of the 7 sections 70% or more of the students passed the course requirements. During Fall 2000, for Math 1111, in 14 of the 19 sections 70% or more of the students passed the course requirements. In Math 1113, in 2 of the 3 sections 70% or more of the students passed the course requirements. In all classes of 2181, 2200, 2201, 2253 and 3502 (a total of 8 classes) 70% or more of the students passed the course requirements. In the 1 section of Math 2255 taught 69.2% of the students passed the course requirements. During Spring 2000, for Math 1111, in 9 of the 12 sections 70% or more of the students passed the course requirements. For Math 1113, 1 of the sections met the evaluation requirements; in the second section, 69.2% of the students passed the course requirements. In all of the Math 1102, 1104, 2181, 2200, 2201, 2253, 2254, and 2256 classes (a total of 13 classes) 70% or more of the students passed the course requirements.

Impact on Unit Performance: Exemplary. In most courses, this objective is being met. The Developmental Study Math classes should really be considered apart from the other Math courses. It is obvious, though, that the students in the Math 0098 do better than students in the "earlier" courses.

Impact on Agency Goal Attainment: Exemplary. Students completing the Math Courses are learning the material as determined by passing grades in the courses.

Effect to be integrated into next planning cycle: Major. Faculty will continue to improve teaching techniques, analyze texts and support materials to continue enhancing student learning.

Benefits to agency: Major. The ability of students to work mathematical problems in subsequent class and in work force situations will reflect positively on the College.

OMAS 02

70% of students completing Chemistry 1121 or 1212 will successfully complete the course with a grade of 70% or better.

Evaluation

During Fall 2000, in all 3 of the Chemistry 1211 sections, 70% of the students completed the course with a grade of 70% or higher. During Spring 2001, 70% of the students completed the only Chemistry 1211 section taught with a grade of 70% or higher. In the both of the two Chemistry 1212 sections 70% of the students completed the course with a grade of 70% or higher.

Impact on Unit Performance: Exemplary. 100% of the chemistry classes met the objective.

Impact on Agency Goal Attainment: Exemplary. The results of this evaluation suggests that the chemistry students are indeed learning the material and are prepared for subsequent coursework.

Effect to be integrated into next planning cycle: Major. The next planning cycle includes a continuation of this evaluation.

Benefits to agency: Major. Students are prepared for coursework at the other institutions to which they transfer and for work in various areas that utilize the information learned in these classes. This reflects well on the College.

NATURAL SCIENCES & MATH DIVISION (Cont'd)

OMAS 03

65% of students that pass each biology course will demonstrate their understanding of biological terms and processes by earning a grade of 60% on a final exam.

Evaluation

During Fall 2000, of the 15 sections of Biology 1107 taught, 11 sections are reported because 2 of these classes are double sections. Of these 11 Biology 1107 sections, all of them met the requirement the 65% of students that pass the course earn a grade of 60% or better on the final exam. In all of the Biology 1108, 1105, 2212, and 2213 sections 65% of students that passed the course earned a grade of 60% or better on the final exam. In Biology 2215, 60% of the students that passed the course earned a grade of 60% or better on the final exam. During Spring 2001, 7 sections of the Biology 1107 are reported as 5 because 2 classes were double sections. In 4 of the 5 sections 65% of students that passed the course earned a grade of 60% or better on the final exam. The section of Biology 1107 that did not meet the requirement was a double section and should therefore be considered as 2 of 7 not meeting the requirement rather than 1 of 5. In Biology 1105, 2212, and 2213, 65% of students that passed the course earned a grade of 60% or better on the final exam.

Impact on Unit Performance: Exemplary. In most of the Biology classes taught the objective was met.

Impact on Agency Goal Attainment: Exemplary. The results of this evaluation suggests that the biology students are indeed learning the material and are prepared for subsequent coursework.

Effect to be integrated into next planning cycle: Major. The next planning cycle includes a continuation of this evaluation.

Benefits to agency: Major. Students are prepared for coursework at the other institutions to which they transfer and for work in various areas that utilize the information learned in these classes. This reflects well on the College.

OMAS 04

80% of students completing Physics 1127 or 1128 will pass the course with a grade of C or better.

Evaluation

During Fall 2000, 72.7% of students completing Physics 1111 passed the course with a C or better. This did not meet the stated objective. 100% of students completing Physics 2211 passed the course with a C or better. This exceeds the stated objective. During Spring 2001, all of the students in Physics 1112 passed the course with a C or better. 80% of the students completing Physics 2212 passed the course with a C or better which met the stated objective.

Impact on Unit Performance: Adequate. For Fall semester the goal was not met. For Spring semester the goal was met. The students that continued to Physics 1112 from Physics 1111 were able to improve their grades. There were 22 students in Physics 1111 and 9 in Physics 1112. The objective was met in Physics 2211 & 2212.

Impact on Agency Goal Attainment: Inadequate. The results fall short of the goal for the Physics 1111 course, but not the 1112 course. The students are indeed learning the material and are prepared for subsequent coursework. This may have affected the number of students that continued in Physics 1112 slightly.

Effect to be integrated into next planning cycle: Major. The next planning cycle includes a continuation of this evaluation and an attempt to determine the effect that grades of B or higher influence students continuing in the Physics sequence. It may be that the students plan to take only one Physics course.

Benefits to agency: Major. Students are prepared for coursework at the other institutions to which they transfer and for work in various areas that utilize the information learned in these classes when they are more successful. This reflects well on the College.

NATURAL SCIENCES & MATH DIVISION (Cont'd)

OMAS 05

Graduates completing the Collegiate Assessment of Academic Proficiency (CAAP) post-test will score on average at the 50th percentile of the national norm for scientific reasoning.

Evaluation

According to the Dalton State College CAAP mean scores by subject for graduates in Spring 2001, the score for Science reasoning was 61.5; the national score was 61.0.

Impact on Unit Performance: Adequate. The mean scores on CAAP for Dalton State College graduates was comparable to the National Mean Score.

Impact on Agency Goal Attainment: Adequate. The goal of scoring greater than 50% of National norm for scientific reasoning was met.

Effect to be integrated into next planning cycle: Major. For the next planning cycle, the department will continue quality teaching in order to at least maintain this goal, and attempt to improve scores.

Benefits to agency: Major. By at least meeting and potentially exceeding the National Norm Scores the results of CAAP scores reflect positively on the College.

Objective 020

Students will utilize appropriate models and concepts such as the "scientific method" to solve problems.

OMAS 01

80% of students completing a chemistry course will successfully perform laboratory exercises and data analysis and achieve a 70% or better evaluation on the reports.

Evaluation

During Fall 2000, in all of the Chemistry 1211 sections and the Chemistry 2211 class more than 80% of the students completing each course performed laboratory exercises and data analysis and achieved better than 70% on the reports. During Spring 2001, in the Chemistry 1211, Chemistry 2212, and both of the Chemistry 1212 sections, more than 80% of the students completing each course performed laboratory exercises and data analysis and achieved better than 70% on the reports.

Impact on Unit Performance: Exemplary 2000 - 2001:

More than 80% of students completing chemistry classes achieved a grade of C or higher on laboratory exercises and data analysis.

Impact on Agency Goal Attainment: Exemplary. The evaluation results indicate that chemistry students are able to perform laboratory exercises and analyze data.

Effect to be integrated into next planning cycle: Major. The next planning cycle includes a continuation of this evaluation process.

Benefits to agency: Major. Students are prepared for the coursework at other institutions to which they transfer and for work in various areas that utilize information learned in these classes. This reflects well on the College.

OMAS 02

Each question in a biology course relating to the scientific method on a final exam will be correctly answered by 80% of the students that pass the course.

Evaluation

In all of the Biology 1107 classes three multiple choice questions (common to all sections) are on the final. The results are collected and reported for all the Biology 1107 sections. These results represent the answers given by students with a passing grade for the course. For Fall 2000, 85.6% of the students answered the first question correctly; 70.7% answered the second question correctly; and 99.6% answered the third question correctly. For Spring 2001, 78.1 % of the

NATURAL SCIENCES & MATH DIVISION (Cont'd)

students answered the first question correctly; 82.8% answered the second question correctly; and 98.8% answered the third question correctly.

Impact on Unit Performance: Adequate. With one exception each term this goal was met.

Impact on Agency Goal Attainment: Exemplary. Students are learning a very important part of science that is, scientific method.

Effect to be integrated into next planning cycle: Major. The questions asked for this purpose are not necessarily the best way to approach measuring a working knowledge of scientific method. A new series of questions for evaluation will be implemented for the next planning cycle.

Benefits to agency: Major. Students will have a working knowledge of scientific method, which reflects well on the College.

OMAS 03

80% of students completing Physics 1127 or 1128 will pass the course with a grade of C or better.

Evaluation

During Fall 2000, 72.7% of the students completing Physics 1111 passed the course with a grade of C or better. 100% of the students completing Physics 2211 passed the course with a grade of C or better. This exceeded the stated objective. During Spring 2001, 100 of the students completing Physics 1112 passed the course with a grade of C or better. 80% of the students completing Physics 2212 passed the course with a grade of C or better which met the stated objective.

Impact on Unit Performance: Adequate. For Fall semester the goal was not met. For Spring semester the goal was met. The students that continued to Physics 1112 from Physics 1111 were able to improve their grades. There were 22 students in Physics and 9 in Physics 1112. The objective was met in Physics 2211 & 2212.

Impact on Agency Goal Attainment: Inadequate. The results fall short of the goal for the Physics 1111 course, but not the 1112 course. The students are indeed learning the material and are prepared for subsequent coursework. This may have affected the number of students that continued in Physics 1112 slightly.

Effect to be integrated into next planning cycle: Major. The next planning cycle includes a continuation of this evaluation and an attempt to determine the effect that grades of B or higher influence students continuing in the Physics sequence. It may be that the students plan to take only one Physics course.

Benefits to agency: Major. Students are prepared for coursework at the other institutions to which they transfer and for work in various areas that utilize the information learned in these classes when they are more successful. This reflects well on the College.

OMAS 04

Students' test scores will show improvement in correlated COMPASS (entrance assessment) to CAAP (exit assessment) in science reasoning.

Evaluation

CAAP mean scores reported for Dalton State College in 1999 for scientific reasoning, critical thinking, and mathematics, respectively, were 57.8, 60.4, and 54.2. These scores reported for the same areas, respectively, in 2001 were 61.5, 63.3, and 57.3.

Impact on Unit Performance: Adequate. The objective were met.

Impact on Agency Goal Attainment: Adequate. The mean CAAP scores for Dalton State College improved in 2000, the areas for scientific reasoning, critic) thinking, and mathematics, as compared to 1999. This demonstrates a positive learning experience.

Effect to be integrated into next planning cycle: Major. Programs designed to increase learning were continue.

Benefits to agency: Major. Improved scores reflect well on the College.

NATURAL SCIENCES & MATH DIVISION (Cont'd)

OMAS 05

In an annual survey, 80% of graduates will agree or strongly agree with the statement that, "As a result of my education at Dalton State College I learned to apply my knowledge of science to solve problems."

Evaluation

In the annual survey, 100% of graduates agreed with the statement "As a result of my education of Dalton State College I learned to apply my knowledge of science to solve problems.

Impact on Unit Performance: Exemplary. This objective was met.

Impact on Agency Goal Attainment: Exemplary. Graduates were satisfied with their perceived ability to use scientific knowledge.

Effect to be integrated into next planning cycle: Major. The next planning, cycle includes a continuation of this evaluation.

Benefits to agency: Major. The ability of students to utilize what they have learned reflects well on the college.

Objective 030

Students will perform basic mathematical operations.

OMAS 01

80% of students completing Physics 1127 or 1128 will pass the course with a grade of C or better.

Evaluation

During Fall 2000, 72.7% of the students completing Physics 1111 passed the course with a grade of C or better. 100% of the students completing Physics 2211 passed the course with a grade of C or better. This exceeded the stated objective. During Spring 2001, 100 of the students completing Physics 1112 passed the course with a grade of C or better. 80% of the students completing Physics 2212 passed the course with a grade of C or better which met the stated objective.

Impact on Unit Performance: Adequate

During Fall semester the goal was not met. For Spring semester the goal was met. The students that continued to Physics 1112 from Physics 1111 were able to improve their grades. There were 22 students in Physics 1111 and 9 in Physics 1112. The objective was met in Physics 2211 & 2212.

Impact on Agency Goal Attainment: Inadequate. The results fall short of the goal for the Physics 1111 course, but not the 1112 course. The students are indeed learning the material and are prepared for subsequent coursework. This may have affected the number of students that continued in Physics 1112 slightly.

Effect to be integrated into next planning cycle: Major. The next planning cycle includes a continuation of this evaluation and an attempt to determine the effect that grades of B or higher influence students continuing in the Physics sequence. It may be that the students plan to take only one Physics course.

Benefits to agency: Major. Students are prepared for coursework at the other institutions to which they transfer and for work in various areas that utilize the information learned in these classes when they are more successful. This reflects well on the College.

OMAS 02

Graduates' Mathematics scores on the CAAP exit assessment test will show improvement over their scores on the COMPASS entrance assessment test, with appropriate correlation.

Evaluation

In Mathematics, the mean CAAP scores by subject for 1999 freshmen vs. 2001 graduates was 54.2 vs. 57.3.

NATURAL SCIENCES & MATH DIVISION (Cont'd)

Impact on Unit Performance: Adequate. The mean CAAP scores in Mathematics increased 3.1 points.

Impact on Agency Goal Attainment: Adequate. These scores indicate a positive learning experience for Dalton State College graduates.

Effect to be integrated into next planning cycle: Major. This evaluation process will continue into the next planning cycle.

Benefits to agency: Major. Improved CAAP scores for Dalton State College reflect well on the College.

OMAS 03

Graduates will score near the national average on the nationally normed CAPP test in Mathematics.

Evaluation

In Mathematics, the mean CAAP scores for Spring 2001 graduates was 57.3. The national average was 58.4.

Impact on Unit Performance: Inadequate. This objective was not met.

Impact on Agency Goal Attainment: Adequate. National Score was 1.1 points higher than the mathematics score for Dalton State College.

Effect to be integrated into next planning cycle: Major. Re-evaluation of measurement of department objectives will be incorporated into next years planning cycle.

Benefits to agency: Major. Improved scores on CAAP will reflect well on the College.

OMAS 04

In an annual survey, 80% of graduates will agree or strongly agree with the statement that, "As a result of my education at Dalton State College I learned to perform basic mathematical operations."

Evaluation

100% of the graduates agree with the statement "As a result of my education at Dalton State College I learned to perform basic mathematical operations."

Impact on Unit Performance: Exemplary. This objective was met.

Impact on Agency Goal Attainment: Exemplary. Students expressed a satisfaction with the mathematical knowledge learned at Dalton State College.

Effect to be integrated into next planning cycle: Major. This evaluation process will continue.

Benefits to agency: Major. 100% satisfaction reflects well on the College.

OMAS 05

In an Employer Satisfaction survey, 75% of employers will rate Dalton State College graduates above average in mathematical/computational skills.

Evaluation

In an Employer Satisfaction survey, 85.7% of the employers rate Dalton State College graduates above average (good or excellent) in mathematical/computational skills.

Impact on Unit Performance: Exemplary. The performance evaluation of students mathematical/computation skills exceeded the objective.

Impact on Agency Goal Attainment: Exemplary. Employers indicate that they are very satisfied with Dalton State College students performance as it relates to mathematical/computational skills.

Effect to be integrated into next planning cycle: Major. This evaluation process will continue into the next planning cycle.

Benefits to agency: Major. Positive employer satisfaction has a beneficial impact on Dalton State College.

NURSING DIVISION

Goal 0090

Conduct more aggressive faculty recruitment and searches through the use of a more rigorous screening process to develop and to sustain a faculty of the highest quality and excellence in teaching.

Objective 010

The Vice President of Academic Affairs will advertise in discipline-specific media to achieve targeted dissemination of the availability of faculty positions.

Benefit: More qualified people will become aware of faculty openings at the College.

OMAS 01

When requested by the Division Chairs, the Vice President of Academic Affairs will advertise in discipline-specific media. Division Chair files will show a 10% increase in applications.

Condition: Provided that there is a reasonable time to advertise before the position must be filled.

Evaluation

No positions advertised during 2000-2001.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: None.

Effect to be integrated into next planning cycle: None. When positions are advertised the plan will be implemented.

Benefits to agency: None. Qualified people will be aware of faculty openings and willingly apply.

OMAS 02

All Division Chairs will contact three comparable institutions through phone calls, emails, and letters.

Evaluation

Informal conversations at Regents Subcommittee meeting revealed that advertising locally and through the clearinghouse seemed to be more productive than national advertisements.

Impact on Unit Performance: None at this point.

Impact on Agency Goal Attainment: None.

Effect to be integrated into next planning cycle: None. When needed, procedure described in OMAS 01 will be implemented.

Benefits to agency: None. Verified my guess that local advertisement is best for our field of study.

Goal 0300

Improve graduation rates and/or student goal attainment rates to meet College benchmark and University System standards.

Objective 010

Division Chairs will recommend to Institutional Research to ascertain appropriate benchmarks for graduation rates and/or student goal attainment rates.

Benefit: College will meet institutional and USG standards.

OMAS 01

A set of USG benchmarks from the IRP office will be compiled and distributed to the Division Chairs via hard copy reports.

Condition: Availability of system data.

NURSING DIVISION (Cont'd)

Evaluation

Received College and USG benchmarks on April 12, 2001.

Impact on Unit Performance: Yet to be determined. Received too late.

Impact on Agency Goal Attainment: Yet to be determined.

Effect to be integrated into next planning cycle: None. Nursing faculty will review at first faculty meeting of 2001 to make action plans.

Benefits to agency: None. Allows us to look college-wide at possible causes of low graduation rate and attrition and to take measures to improve retention.

Goal 0520

Increase the number of faculty and staff who take advantage of the tuition reimbursement program to obtain terminal and advanced degrees.

Objective 010

Division Chairs will survey the faculty to determine the needs and desires for use of the tuition reimbursement program.

Benefit: More faculty can afford to gain advanced/terminal degrees.

OMAS 01

100% of interested faculty will receive tuition reimbursement as indicated by the results of faculty survey.

Condition: Continuation of system policy and interest of faculty. Evaluation:

Tuition reimbursement program discussed with all faculty members. No one was interested in taking advantage of it.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: None.

Effect to be integrated into next planning cycle: None. Remind faculty again in fall of availability.

Benefits to agency: None.

Goal 7000

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.

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 88.89%. The national pass rate was 83.84% and the state average was 82.61 %.

NURSING DIVISION (Cont'd)

Impact on Unit Performance: Exemplary. Since the scores were 5% above the national average and 6% above the state 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 team workers and consumers.

Benefits to agency: Major. The positive publicity of scoring well above the national and state average encourages qualified students to choose Dalton State College as their college of choice to become an RN.

OMAS 02

After one year of employment, 80% of graduates will express satisfaction with their educational preparation at Dalton State College.

Evaluation

After one year of employment, the majority of 1999 graduates expressed satisfaction with their educational preparation at Dalton State College. Once again only a small number, 15, of graduates responded to the survey. 100% responded that their career preparation was excellent or good. 40% responded that their preparation was excellent, while 60% ranked their preparation as good. There were no poor responses.

Impact on Unit Performance: Exemplary

The impact is that positive feedback from alumni improves nursing faculty job satisfaction. It is rewarding 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: Major. The respondents rated gerontological, medical, obstetrical, and psychiatric nursing preparation as excellent or good by the highest percentage of graduates (91%, 100%, 94%, 94%). This is the second successive year that medical preparation received a rating of 100%. Surgical nursing scored lower at 74% responding excellent or good. This score is up 10% since the previous year. Pediatric scored the lowest with only 66% ranking this area as excellent or good. This score is up 18% since the previous year. All respondents stated that they would select this program if they had to do it again. We will again look at the surgical and pediatric rotations. It appears the strategies employed last year were better, but still needing improvements.

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.

OMAS 03

Eighty percent 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.

NURSING DIVISION (Cont'd)

Evaluation

Eighteen employers of Dalton State College nursing graduates responded to a survey ranking the 1999 graduates in several areas such as 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 still lower than desired. This year the faculty decided to hand deliver the surveys with a self-addressed envelope. This did not improve return. New strategies will need to be developed.

Benefits to agency: Major. The benefit to the organization is that the survey which was formatted a new way last year still 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, 75% of Dalton State College graduates will be employed.

Evaluation

Of the fifteen 1999 graduates who responded to the graduate questionnaire, 88% are employed full-time and 12% are employed part-time.

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. and that they all got jobs. 87% of the graduates are employed in the hospital setting. The second largest employer was physician's office/clinic. Of the graduates employed by hospitals, 34% are working general duty, 7% operating room, 34% emergency room, and the remaining 19% are in other areas. Those 34% who are working general duty floors are mostly on med-surg units. Most are staff nurses. One graduate is an employee health nurse as well as patient educator and one is a general surgery coordinator. The majority are employed on the day shift and make between \$13.01 - \$16.00 dollars per hour with benefits. Forty percent of the graduates received \$16.01 - \$19.00 dollars per hour with benefits. Only one graduate reported a salary between \$19.01 - \$21.00 per hour, but this figure did not include benefits.

Effect to be integrated into next planning cycle: Major. The clinical facilities will remain predominately in hospitals and mid management skills will continue to be employed.

Benefits to agency: Major. Any career program where the job market is open and graduates can get jobs is desirable for students to pursue as a career. Enrollment has increased considerably for Fall 2001 partially as a result of an open job market.

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%.

NURSING DIVISION (Cont'd)

Evaluation

The attrition rate of students failing to progress in the program due to academic failure in Nursing was 6% in Nursing 1101, 5% in Nursing 1102, 11% in Nursing 1103, 4% in Nursing 1104, and 5% in Nursing 2201 for Fall Semester 2000. For Spring Semester 2001, the attrition rate of students failing to progress in the program due to academic failure in Nursing was 8% in Nursing 1105, 0% in Nursing 1106, 0% in Nursing 2202 and 0% in Nursing 2203.

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 work force is an important goal. In all areas, but especially in the health care field, the words "safe and effective" have special significance. With 11 % failing to continue in Nursing 1103, we will look at this 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 evaluation/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 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, 80% 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/inservices
3. participation in a professional organization
4. continuation of formal education

Evaluation

After one year of employment most respondents participated in more than one type of professional growth activity.

1. Regular reading - 67%
2. Workshops - 94%
3. Organizations - 7%
4. Formal education - 13%

Impact on Unit Performance: Exemplary. The figures in the 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.

NURSING DIVISION (Cont'd)

OMAS 07

Each faculty member will attend at least five continuing education programs per year.

Evaluation

One hundred percent (100%) of the faculty submitted an annual report and a faculty qualification form which indicated that participation was from 7 to 40+ in the number of programs attended.

Impact on Unit Performance: Exemplary. Faculty who keep current in professional activities and expand their discipline-specific knowledge base are student's 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.

OMAS 08

The physical facilities, supplies and instructional materials used by the division will adequately support instruction.

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.

OMAS 09

The learning resources including library and instructional materials are comprehensive, current and available.

Evaluation

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.

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.

NURSING DIVISION (Cont'd)

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.

OMAS 10

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 the program outcomes.

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 WAS 1-6 reflects the attainment of the college's overall mission and core purposes.

Effect to be integrated into next planning cycle: Major. Some of the benchmarks for the 2000-2001 year allow for more accurate measurement. These changes will occur 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.

PRESIDENT

Goal 0080

Create additional endowed chair positions to attract and to retain outstanding faculty to support the expansion and quality of the College's academic programs.

Objective 010

The College will receive funding for the second endowed chair position in the FY 2002 budget cycle, with the position, designated for MIS, to be filled effective fall 2002.

OMAS 01

The College's FY 2002 budget allocation from the Board of Regents will reflect the addition of \$500,000 for the second endowed chair position. The position vacancy announcement will be posted during fall 2001.

Evaluation

Funding for DSC's second endowed chair was included in the University System's FY 2002 budget allocation, and the funds were received in July 2001.

Impact on Unit Performance: N/A

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. With the 2nd Endowed Chair funded for FY 2002, the next planning cycle can begin concentrating on securing funding for the 3rd chair.

Benefits to agency: Major. The 2nd Endowed Chair is targeted for Management Information Systems (MIS). The position will be advertised and filled during the 2001-02 year to become effective fall semester 2002. This position will bring leadership to the MIS program and will heighten the visibility of the program, thus encouraging additional enrollment. The total number of MIS faculty will increase to three. The institution will be increasingly perceived as a 4-year school.

Objective 020

The president will work with Foundation officials to secure the private matching portion for a fourth endowed chair during the 2001 calendar year.

OMAS 01

The Foundation Executive Committee will have developed a list of potential donors by June 30, 2001.

Evaluation

A list of potential donors has been developed in connection with the 4th endowed chair. The leading prospect has been approached and is considering the matter. The current state of the economy has proven to be an inhibiting factor for the short term, but long term the possibilities appear promising.

Impact on Unit Performance: N/A

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. A donor will be secured during the 2002 calendar year and the match will be submitted to the University System for subsequent funding.

Benefits to agency: None at this point.

Goal 0270

Improve student satisfaction levels regarding administrative support services.

PRESIDENT (Cont'd)

Objective 010

A variety of new, web-based enrollment services functions will become operational during FY 2001 and will be followed in FY 2002 by additional functions, all designed to improve responsiveness and user-friendliness.

OMAS 01

The VP for Enrollment Services will document new function implementation as of June 30, 2001 together with plans for follow-up implementation during 2001-02.

Evaluation

During the 2000-2001 year, Enrollment Services and Fiscal Affairs developed several new web-based functions designed to maximize student convenience and eliminate or reduce lines.

Examples include but are not limited to: extended payment deadlines for advance registration, application for admission/readmission, change of address, change of major, and a pilot web-based registration process.

Impact on Unit Performance: N/A.

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. The pilot web-based registration process will be rolled out to the majority of DSC students during 2001-02, while other new processes, such as grade reporting, will also be implemented.

Benefits to agency: Minor. The improvements made during 2000-01 have established a foundation for more significant activity in 2001-02. Student satisfaction levels have not yet been impacted.

OMAS 02

Students participating in new web-based functions will respond favorably to the changes by means of an opinion survey conducted by the IRP Director.

Evaluation

Early indications are that students using web-based registration have responded enthusiastically.

Impact on Unit Performance: N/A.

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. The pilot effects of 2000-01 will become widely operational during 2000-02 and new functionality will be added. This will be reflected in the 2000-02 Enrollment Services implementation plan.

Benefits to agency: Major. Early acceptance of web-based registration and other online processes and procedures will generate significant benefit during 2001-02. These developments represent the leading edge of a transformation in student enrollment and other support services that will revolutionize the manner in which business is conducted.

Goal 0340

Propose two new baccalaureate degree programs for review at all times by the University System to meet the changing needs of the Northwest Georgia region.

Objective 010

Two new baccalaureate program proposals have been submitted for consideration. Two others are in preparation.

PRESIDENT (Cont'd)

OMAS 01

At least one new program will be approved by the Board of Regents by June 30, 2001.

Evaluation

Two new bachelor's degrees were approved by the Board of Regents during the 2000-2001 year.

Impact on Unit Performance: Adequate.

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. With 5 bachelor's degrees in hand, building enrollment for fall 2002 will be critical, especially among the original 3 programs. New program proposals for additional degrees will need to be developed during 2001-02.

Benefits to agency: Major. The College will now be able to meet regional needs on two new fronts: Social Work and Marketing Systems. The addition of the new programs enables the College to take another step forward in realizing a key strategic goal.

OMAS 02

At least two new program proposals will be under consideration by the Board of Regents as of fall 2001.

Evaluation

This objective has been partially met. One new program proposal was in the hands of the Board of Regents as of Fall 2001, while a second is being developed.

Impact on Unit Performance: N/A

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. It is expected that one new baccalaureate program will be approved during 2001-02. Accordingly, new program proposals will be developed to follow in at least two areas of study.

Benefits to agency: None at this point.

Goal 0350

Secure funding for a facility to house the Center for Continuing Education and other possible community-based outreach programs to serve the non-credit education needs of the community.

Objective 010

Complete a preliminary design concept that can be used as part of a presentation to potential naming donors.

OMAS 01

Design concept drawings and a color rendering will be in hand by December 31, 2000.

Evaluation

The preliminary concept design was completed in early 2001. A color rendering that can be "personalized" for prospective donor presentations through digitized photography was also developed.

Impact on Unit Performance: Adequate.

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. Strategies will need to be developed to enable this project to appear on the University System's capital construction priority list. The strategy will in all likelihood require a commitment of private funding in the \$1 million range.

Benefits to agency: None at this point.

PRESIDENT (Cont'd)

Objective 020

Secure a naming donor for the new facility during the 2001 calendar year.

OMAS 01

The Foundation Executive Committee will have developed a list of potential donors by June 30, 2001.

Evaluation

This objective has not been met. A list of potential naming donors has been developed, but the opportunity for discussion with the leading prospect has not materialized.

Impact on Unit Performance: Adequate.

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. A naming donor, or alternatively a group of smaller donors, must provide a commitment totaling \$1 million by June 1, 2002.

Benefits to agency: None at this point.

Goal 0480

Implement an institution-wide Institutional Effectiveness Plan by which the College measures improvement and holds itself accountable to its major stakeholders.

Objective 010

The structure of the effectiveness plan will be approved by the Strategic Planning Committee and implementation will begin during 2000-01.

OMAS 01

The Director of IRP will be able to document implementation of the Institutional Effectiveness Plan in his FY 2001 annual report.

student entry and exit assessment, administrative program assessment, academic program assessment, and establishment and tracking of Key Performance Indicators for an annual report card.

Impact on Unit Performance: Adequate.

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. Now that the revised system has been designed and implemented, tracking data over time is being produced which in turn provides areas where improvement strategies can be targeted. These improvement strategies are being disseminated and results measured.

Benefits to agency: Major. The comprehensive Institutional Effectiveness Plan is producing documentation in which improvements can be tracked.

Goal 0540

Improve administrative efficiency through precise targets and benchmarks for measuring and improving organizational procedures (e.g., drop/add, purchase requisition, refunds, financial aid).

Objective 010

Identifying areas of concern will take place during the fall 2000 faculty retreat and through analysis of the graduating student survey. The vice presidents will formulate action plans for improvement.

PRESIDENT (Cont'd)

OMAS 01

Action plans for improving efficiency among the highest priority administrative procedure areas will have been prepared by June 30, 2001 and will be presented at the fall 2001 faculty retreat.

Evaluation

This objective has been addressed only minimally. Some improvements have been achieved in certain administrative process areas, particularly within the areas of enrollment services and registration, assessment documentation requirements and annual reporting requirements, but progress is uneven.

Impact on Unit Performance: Adequate.

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. A continuing effort to capitalize on the progress achieved during 2000-01 will be evident during 2001-02. Particular areas of activity will be enrollment services and registration functions, class schedule developments, web-based activities, and the faculty evaluation and promotion and tenure process.

Benefits to agency: Minor. Not enough progress has yet been realized to claim major achievements in improving administrative efficiency.

Goal 0550

Reorganize the admissions, registrar and financial aid offices into an office of Enrollment Services to create an improved and comprehensive service center for students.

Objective 010

Organizational restructuring will be approved by the Board of Regents and implemented during 2000-01.

OMAS 01

The VP for Enrollment Services will have developed an action plan for internal operations improvement by June 30, 2001.

Evaluation

This objective has been addressed in significant ways and a number of benefits have already resulted.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: Major.

Effect to be integrated into next planning cycle: Major. It is expected that additional centralized functions and services will follow those already developed. These include relocating all of the front-line staff to Westcott and all of the back room staff to the Student Center. Additional effects will include rolling out student-initiated web based registration and easier access to transfer credit data. Faster and more effective financial aid processing will also be a priority.

Benefits to agency: Major. During 2000-01, much of the "one-stop" implementation was achieved, including the development of a limited financial aid presence in the Admissions office. Better counseling services for incoming students was also effected.

Objective 020

Physical combination of offices will take place during 2001-02, with planning completed during 2000-01.

PRESIDENT (Cont'd)

OMAS 01

The VP for Enrollment Services will have developed an action plan and timeline for physical combination of offices by June 30, 2001.

Evaluation

While an action plan for physical combination of the Admissions, Records, and Financial Aid offices has been developed, a timeline for execution of this plan has been rendered impossible since the physical combination of offices is dependent upon securing funding for the new Continuing Education building.

Impact on Unit Performance: None.

Impact on Agency Goal Attainment: None.

Effect to be integrated into next planning cycle: Minor. Dependent upon funding for the Continuing Education Building.

Benefits to agency: None.

Goal 0580

Develop a SACS self-study plan of action to comply with reaccreditation criteria and requirements in order to continue the College's status as an accredited institution of higher learning.

Objective 010

A self-study steering committee will design the plan of action during 2000-01 for implementation during 2001-2002.

OMAS 01

Documentation regarding the self-study schedule, criteria committee membership, the budget, and critical benchmark dates will have been circulated to the faculty and staff by February 1, 2001.

Evaluation

All processes, committee assignments, schedules, budgetary requirements, and program of work assignments have been completed. The self-study was well underway by the end of the 2000-01 year.

Impact on Unit Performance: Adequate.

Impact on Agency Goal Attainment: Adequate.

Effect to be integrated into next planning cycle: Major. The self-study will be substantially complete by the end of the 2001-02 year.

Benefits to agency: Major. The self-study process has been well-orchestrated and has proceeded smoothly. The committees are diligent in their efforts and a good result is anticipated.

PUBLIC RELATIONS

Goal 0030

Expand advertising and publication materials of the College and its programs through television, radio, video, billboards, movies, Internet, and Web media to reach all service areas as a means of increasing student enrollment.

Objective 010

Advertising will be planned by the Marketing Committee to increase exposure of the College and its programs.

Benefit: More community awareness of the College's activities.

OMAS 01

A written plan detailing advertising strategies will be developed by the Marketing Committee.

Meeting agendas and minutes will record the procedure for developing the plan.

Evaluation

A written plan detailing advertising strategies was developed by the Marketing Committee. The Marketing Plan included approximate costs for producing and distributing print ads, radio and television spots, billboard advertising, an EBSCO magazine advertising project, the Connections, the Nursing Division brochure and miscellaneous small publications. A written plan detailing advertising strategies will be developed by the Marketing Committee. Meeting agendas and minutes will record the procedure for developing the plan.

Impact on Unit Performance: Exemplary. The amount of advertising produced this cycle was slightly above the amount that was produced in 1999-2000. However, new advertising avenues were explored, including billboard advertising and advertising via magazine "covers" in area high schools. In addition, the Public Relations Office worked with a new vendor to produce higher quality television and radio spots. All advertising goals were met by the Public Relations department in a timely manner.

Impact on Agency Goal Attainment: Exemplary. The advertising planned by the Marketing Committee and produced by the Public Relations department greatly increased the visibility of Dalton State College to potential students in the Northwest Georgia region. One measure of the impact of increased visibility may be realized by the increase in enrollment for fall semester 2001, an increase which is more than 10% higher than the previous fall semester.

Effect to be integrated into next planning cycle: Major. The same level of advertising will be incorporated into the next planning cycle, but because of budgetary considerations, the amount of money spent on advertising is not likely to increase during the next year.

Benefits to agency: Major. Dalton State College will continue to benefit from the increase in advertising as greater numbers of people will be made aware of DSC's expanding programs and mission.

Goal 0040

Develop a revised marketing plan for the College based on the 1999 Stamats Consultants' report as a means of increasing student enrollment in College programs.

Objective 010

Marketing Plan will be developed that will reflect the Stamats recommendations regarding publications and marketing materials. Condition: Subject to budget appropriations.

PUBLIC RELATIONS (Cont'd)

OMAS 01

A written plan will be developed by the Marketing Committee that will implement the recommendations proposed by Stamats. Meeting agendas and minutes will record the progress.

Evaluation

A Marketing Plan was developed that incorporated six of the recommendations made by Stamats regarding publications and marketing materials. Those recommendations included:

- 1) Choose vivid descriptors for DSC - "A Leader in Academic Quality."
- 2) Make claims about being a leader in technical education, health occupations, nursing, and adult literacy.
- 3) Create separate publications for individual divisions.
- 4) Create departmental fact sheets for all programs.
- 5) Create letter to be sent by Chairperson of the Division to welcome new students.
- 6) Market to non-traditional students.

Most of these recommendations have been achieved this year, although not all of the divisional brochures have been completed.

Impact on Unit Performance: Adequate. Several goals were undertaken this year, and the majority of those were met. The Public Relations Office incorporated six of the Stamats recommendations into the overall Marketing plan. Our greatest success was in restructuring the tag line to be "A Leader in Academic Quality," a slogan that was used in billboard, print, radio and television advertising, as well as in "in-house" publications.

Impact on Agency Goal Attainment: Adequate. The College is known for having a solid reputation as an academic leader in the region. The new tag line is one way that we can keep that concept in front of the public. Also, our attempts to target our markets with publications that are more specialized has also been a plus for the institution.

Effect to be integrated into next planning cycle: Major. The Public Relations Office will continue to work on divisional brochures this fall and will be monitoring the effectiveness of the Departmental Fact Sheets.

Benefits to agency: As DSC expands its mission to add more programs, including bachelor's degree offerings, targeted marketing will become more necessary to the success of the organization.

Goal 1

Expand advertising and publication materials of the College and its programs through print ads, television, radio, billboards and other mediums to reach all service areas as a means of increasing student enrollment.

Plans for the recruiting season 2001-2002 include:

A. Print Advertising

1. Print ads will be placed in 14 newspapers, including: The Daily Citizen News, Chatsworth Times, Calhoun Times, Catoosa News, Fort Oglethorpe Press, Fort Oglethorpe Busy Shopper, Dade Sentinel, Summerville News, The News Observer, Ellijay Times-Courier, Pickens County Progress, El Tiempo, La Voz, and the Chattanooga Times-Free Press (North Georgia zone).
2. Total number of ads: About 100
3. Ads will be larger in size, but fewer will be produced.
4. Ads will be in color when pricing allows.
5. Ads will emphasize talking points recommended by Stamats:
 - a. expected student outcomes
 - b. testimonials

PUBLIC RELATIONS (Cont'd)

B. Television

1. Between two and four commercials will be produced as television ads that will run from late May until mid-July.
2. Television stations that will be included on this run include Channels 3, 9, and 12 of Chattanooga, Channel 10 of Dalton, and several Charter Communication (TBS, ESPN, Lifetime, MTV) channels.

Ad format: 30-seconds

3. Dalton State College is sponsoring "Only a Teacher," a PBS documentary to be aired in April on Channel 45 of Chattanooga.

C. Radio

1. Radio ads will be produced in May and will be played on regional radio stations during the months of May - July.

2. Radio advertising will be played on stations: WBLJ, U104.5, GA 99, Z1430 (Spanish), WDOD, KZ106, US101.

Ad format: 30-second spots

Total number of ads: 1500

D.Billboard advertising

1. In March 2001, six billboards were placed in locations in Whitfield, Catoosa and Walker counties. The boards contained the "vivid descriptor" A Leader in Academic Quality as proposed by Stamats.

2. The billboard campaign will run through August 2001.

3. Murray and Whitfield Counties may be added to the billboard campaign.

E. Magazine advertising project

1. DSC will be featured in magazine holders that will be distributed in four area high school libraries.
2. This will be a one-year contract.

F. Publications

1. Connections: approximately 60,000 copies to be released with The Daily Citizen News, Chatsworth Times, Calhoun Times, Catoosa News, Walker Messenger, Fort Oglethorpe Press, and the Chattanooga Times-Free Press in mid-July (with an additional 2,000 copies to be distributed locally).

2. Informational flyers to be produced as needed.

Goal 2.

Develop a revised marketing plan for the College based on the 1999 Stamats Consultants' report as a means of increasing student enrollment in College programs.

A. Stamats Recommendation:

Choose vivid descriptors for DSC.

1. All marketing materials will emphasize the College's position as A Leader in Academic Quality. This slogan will be used in many of the marketing materials.
2. Other vivid descriptors that will be used in DSC publications are such concepts as Accessible, Convenient, Affordable, Personal, Comprehensive, etc.

B. Stamats Recommendation:

Make claims about being a leader in technical education, health occupations, nursing and adult literacy initiatives.

1. This claim has been included in the new Nursing brochure.

2. Plans are underway to include these claims in other departmental brochures.

PUBLIC RELATIONS (Cont'd)

C. Stamats Recommendation:

Create separate publications for individual divisions.

1. A brochure for the Division of Nursing has been developed.
2. A Social Work brochure will be developed.
3. Current plans are to produce four Technical division brochures indicating the four primary sections: Services, Health, Technology and Business.
4. After the Technical brochures are produced, plans are to develop divisional brochures for Business and Technology, Humanities, Natural Sciences and Mathematics, and Social Sciences.

D. Stamats Recommendation:

Create departmental fact sheets for all programs.

1. Program fact sheets have been created and will soon be ready for dissemination.
2. Fact sheets will be organized, reproduced and disseminated by the Admissions Office.
3. New program fact sheets will be developed as needed.

E. Stamats Recommendation:

Create letter to be sent from Chairperson of the division along with fact sheets.

1. Letters have been generated.
2. Letters from division chairs will be organized, reproduced and disseminated through the Admissions Office.

F. Stamats Recommendation:

Market to non-traditional students

1. Newspaper ads will focus more specifically on non-traditional students.
2. A non-traditional brochure or marketing piece will be developed.

SOCIAL SCIENCES DIVISION

Goal 0090

Conduct more aggressive faculty recruitment and searches through the use of a more rigorous screening process to develop and to sustain a faculty of the highest quality and excellence in teaching.

Objective 010

The Vice President of Academic Affairs will advertise in discipline-specific media to achieve targeted dissemination of the availability of faculty positions.

Benefit: More qualified people will become aware of faculty openings at the College.

OMAS 01

When requested by the Division Chairs, the Vice President of Academic Affairs will advertise in discipline-specific media. Division Chair files will show a 10% increase in applications.

Condition: Provided that there is a reasonable time to advertise before the position must be filled.

Evaluation

A vacancy for the new position of Director of Studies in Social Work was advertised in media targeted toward social work professionals.

Impact on Unit Performance: Exemplary. A satisfactory candidate was identified and hired.

Impact on Agency Goal Attainment: exemplary. The Director is ideally qualified to build the new social work program.

Effect to be integrated into next planning cycle: Major. Similar strategies will be used to hire additional faculty in social work and other fields.

Benefits to agency: Major. The Division's faculty will be strengthened.

OMAS 02

All Division Chairs will contact three comparable institutions through phone calls, emails, and letters.

Evaluation

Vacancy notices were sent to all regional institutions having similar programs.

Impact on Unit Performance: Exemplary. Vacancy notices were sent to all regional institutions having similar programs.

Impact on Agency Goal Attainment: Exemplary. The successful candidate came from an institution with a similar program.

Effect to be integrated into next planning cycle: Major. Similar strategies will be used in future searches.

Benefits to agency: Major. An ideal candidate was identified and employed.

Goal 0300

Improve graduation rates and/or student goal attainment rates to meet College benchmark and University System standards.

Objective 010

Division Chairs will recommend to Institutional Research to ascertain appropriate benchmarks for graduation rates and/or student goal attainment rates.

Benefit: College will meet institutional and USG standards.

OMAS 01

A set of USG benchmarks from the IRP office will be compiled and distributed to the Division Chairs via hard copy reports.

Condition: Availability of system data.

SOCIAL SCIENCES DIVISION (Cont'd)

Evaluation

Received college and USG benchmarks.

Impact on Unit Performance: Adequate. Division meets all benchmarks for 2000-2001.

Impact on Agency Goal Attainment: Adequate. Division meets all benchmarks for 2000-2001.

Effect to be integrated into next planning cycle: Major. Current performance levels will be sustained.

Benefits to agency: Major. Opportunities to exceed benchmarks will be identified.

Goal 0520

Increase the number of faculty and staff who take advantage of the tuition reimbursement program to obtain terminal and advanced degrees.

Objective 010

Division Chairs will survey the faculty to determine the needs and desires for use of the tuition reimbursement program.

Benefit: More faculty can afford to gain advanced/terminal degrees.

OMAS 01

100% of interested faculty will receive tuition reimbursement as indicated by the results of the faculty survey.

Condition: Continuation of system policy and interest of faculty.

Evaluation

Tuition reimbursement programs was publicized to division faculty.

Impact on Unit Performance: Adequate. One faculty member used program to support post-doctoral course work.

Impact on Agency Goal Attainment: Adequate. Participating faculty member will enhance knowledge base.

Effect to be integrated into next planning cycle: Major. Faculty will again be reminded of program availability.

Benefits to agency: Major. Enhanced knowledge and skills for division faculty.

TECHNICAL EDUCATION DIVISION

Goal 0090

Conduct more aggressive faculty recruitment and searches through the use of a more rigorous screening process to develop and to sustain a faculty of the highest quality and excellence in teaching.

Objective 010

Faculty will be recruited for new and expanding programs. Condition: contingent on adequate funding.

Benefits: enrollment increase.

OMAS 01

Eight new faculty will be hired to teach in new and expanding programs. Assessment: Review technical division faculty roster for new hires. Condition: There may be difficulty in hiring certified computer networking faculty.

Evaluation

Seven new faculty were hired to teach in new and expanding programs. Assessment: Review technical division faculty roster for new hires. Condition: There may be difficulty in hiring certified computer networking faculty. A computer networking faculty position is unfilled. We continue our search.

Impact on Unit Performance: Exemplary. The Technical Education Division has gained several quality part-time faculty who deliver quality instruction both on campus and at business and industry sites. Also, quality replacement full-time faculty have been hired and one new full-time computer networking faculty has been hired.

Impact on Agency Goal Attainment: Exemplary.

Technical Education Division student enrollments have increased by more than 15%.

Effect to be integrated into next planning cycle: Major. The division will continue to recruit quality part-time and will seek ways to fund full-time faculty to support two new programs in Surgical Technology and Industrial Maintenance Mechanic Technology.

Benefits to agency: Major. The Technical Education Division continues to be a valuable part of the DSC team and a significant contributor to the mission of the college.

Objective 020

The Vice President of Academic Affairs will advertise in discipline - specific media to achieve targeted dissemination of the availability of faculty positions.

Benefit: More qualified people will become aware of faculty openings at the College.

OMAS 01

When requested by the Division Chairs, the Vice-President of Academic Affairs will advertise in division-specific media.

Assessment Strategy: Division chair files will show a 10% increase in applications.

Condition: Provided that there is a reasonable time to advertise before the position must be filled.

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

TECHNICAL EDUCATION DIVISION (Cont'd)

OMAS 02

All Division Chairs will contact three comparable institutions through phone calls, emails, and letters.

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 0220

Improve the College's retention rate by conducting a student needs assessment survey that will identify essential support services to help with admission and retention.

Objective 010

Program reviews will be conducted to determine why students are not completing programs and make modifications for improvements. Condition: Modifications to programs may take considerable time to show effects on retention rates.

OMAS 01

Three program (health, business, technology) reviews will be conducted to find out why students are dropping classes and dropping out of programs using the DSC withdrawal form.

Evaluation

As a result of the PAR review, six program (Electronics, Welding, Marketing/Management, Machine Tool, Radiologic Technology, and Industrial Maintenance) reviews were conducted in April, 2001. As a component of the review measures were assessed to find factors which contribute as to why students are dropping classes and dropping out of programs.

Impact on Unit Performance: Adequate. Six programs were reviewed during April, 2001. Several curriculum changes and scheduling modifications were recommended through the program review process.

Impact on Agency Goal Attainment: Adequate. We should realize some long term effects on retention.

Effect to be integrated into next planning cycle: This should be a continuous process. The Performance Accountability System (PAS) measures retention data on an annual basis and 3-year trends are compiled.

Benefits to agency: Major. Retention of students through the graduation level will significantly improve the effectiveness of the college.

Goal 0320

Investigate additional programs of study in associate degree and certificate programs to meet the needs of the service area.

Objective 010

The Division will interact with business and industry to develop new programs.

OMAS 01

Two new programs will be developed. Needs assessments will indicate demand for the new programs. Condition: Wage/staff/facility constraints.

TECHNICAL EDUCATION DIVISION (Cont'd)

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 0390

Increase participation of students in adult literacy programs.

Objective 010

Marketing strategies will be developed and implemented in Whitfield and Murray counties in a timely and consistent manner. Conditions: Funds are available for marketing.

OMAS 01

Two marketing strategies in Whitfield and Murray counties will be implemented. Assessment will include an informal review of marketing strategies and an increase in adult literacy student from both Whiff ield and Murray counties. Condition: Adequate space is available for increase in adult literacy students.

Evaluation

Two marketing strategies have been implemented and adult literacy student participation has increased. A full account will be made through the Adult Literacy Annual Report.Two marketing strategies in Whiff ield and Murray counties will be implemented. Assessment will include an informal review of marketing strategies and an increase in adult literacy student from both Whitfield and Murray counties. Condition: Adequate space is available for increase in adult literacy students.

Impact on Unit Performance: Exemplary. The Adult Literacy Program of DSC is an exemplary program which continues to get better each year. Increases in student participation will be calculated in June and we anticipate that we will surpass our goals.

Impact on Agency Goal Attainment: Adequate. An effective adult literacy program creates good will in the community which has a positive impact on the college.

Effect to be integrated into next planning cycle: Minor. The Adult Literacy program will undergo some changes next year due to changes in GED testing. Plans will have to be made to increase our instructional efforts.

Benefits to agency: Major. The Adult Literacy Program continues to provide a very positive image for the college within the Murray and Whitfield county areas.

Goal 0490

Improve graduates' job placement rates in the Divisions of Nursing, Technical, and Business & Technology as a measure of institutional effectiveness.

Objective 010

Graduate placement will increase in program areas where placement is below 100%. Condition: Employment market must be viable.

OMAS:01

100% placement of graduates in field or a related field. Assessment strategy: Job placement reports for DTAE i.e., Annual report by program.

TECHNICAL EDUCATION DIVISION (Cont'd)

Evaluation

90 of 114 graduates available for employment in FY2001 (79%) were employed in field or related field. Assessment strategy: Job placement reports for DTAE ie Annual report. These reports did not adequately report placement of program graduates. We will attempt to develop a more adequate strategy for determining graduate job placement.

Impact on Unit Performance: Adequate. Positive graduate placement rates contribute to the overall effectiveness of the division.

Impact on Agency Goal Attainment: Adequate. A major goal for the Technical Education Division is to place graduates in their chosen career field.

Effect to be integrated into next planning cycle: Minor. This must be a continuous process to achieve a 100% placement of graduates.

Benefits to agency: Major. Positive placement of graduates in the community contributes greatly to the effectiveness of the college and to the college's image in the community.

Goal 0520

Increase the number of faculty and staff who take advantage of the tuition reimbursement program to obtain terminal and advanced degrees.

Objective 010

Faculty are encouraged to further their education and or seek professional certifications in the field.
Condition: Appropriate graduate programs are available for technical education faculty.

OMAS 01 Increase faculty participation in appropriate graduate programs or professional certification programs to obtain degree or acquire certification. Review graduate programs and or professional certification programs with participating faculty. Appropriate programs must be available.

Evaluation

All technical faculty have acquired and maintain certifications as required by their respective instructional programs.

Impact on Unit Performance: Adequate. One faculty member is working on a doctorate and two faculty are completing additional certifications.

Impact on Agency Goal Attainment: Adequate. All faculty requiring certifications will achieve and maintain their appropriate levels of certifications.

Effect to be integrated into next planning cycle: Minor. Existing and new faculty will be encouraged and supported while acquiring certifications and advanced academic degrees.

Benefits to agency: Qualified faculty greatly increase the quality of instructional programs.

Objective 020

Division Chairs will survey the faculty to determine the needs and desires for use of the tuition reimbursement program.

Benefit: More faculty can afford to gain advanced/terminal degrees.

OMAS 01

100% of interested faculty will receive tuition reimbursement as indicated by the results of a division faculty survey.

Condition: Continuation of system policy and interest of faculty. Evaluation:

TECHNICAL EDUCATION DIVISION (Cont'd)

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 0830

Develop Web page for each faculty which will contain syllabi, expanded course description, instructor and course information to provide resource and quick access of information to students.

Objective 010

WEB pages will be developed for all programs offered by the technical division. Conditions: Faculty teaching loads must be favorable for development.

OMAS 01

100% of the faculty members will indicate in their annual reports to their division chairperson their progress in the development of a web page.

Evaluation

30% of faculty have a web link with information pertinent to their office hours, program curriculum and course syllabi. Faculty was notified at the August 2001 faculty meeting that this project would continue to be a high priority goal for FY 2002. Faculty will attend Frontpage workshops in the fall of 2001 to prepare them for their web-page development.

Impact on Unit Performance: Inadequate. Full participation in faculty web-page development is needed for exemplary unit performance. In this way students and faculty will realize more accessibility and thus enhance a more communicative experience.

Impact on Agency Goal Attainment: Inadequate. As a recruiting tool, the presence of faculty web pages will better acquaint prospective students to resources at Dalton State College. As a classroom tool, presence of faculty web pages will enhance communication between instructor and student.

Effect to be integrated into next planning cycle: Major. At the August 2001 opening faculty meeting, it was emphasized that this was a high priority project for the upcoming academic year.

Benefits to agency: Major. Development of Technical Division faculty web pages will add value to the campus as a whole.

Objective 020

By the end of May 2002, each faculty member will develop and maintain a web page that will contain syllabi, expanded course description, instructor and course information to provide resource and quick access of information to students.

Benefit: Better informed students.

OMAS 01

100% of the faculty members will indicate in their annual reports to their division chairpersons their progress in the development of a web page.

Condition: All faculty members must be trained to develop their own web page.

TECHNICAL EDUCATION DIVISION (Cont'd)

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

Faculty members will report in their annual reports to their division chairpersons their frequency of web page upgrade.

Condition: All faculty members must be trained to develop their own web page.

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 0840

Review interactive technology systems to support instruction and enhance student learning.

Objective 010

Each division will review at least three interactive technology systems to support instruction and enhance student learning.

Benefit: Student learning will be enhanced. Current instruction will be facilitated.

OMAS 01

At least one new interactive technology system will be presented to the divisional faculty for consideration by May 2002. Condition: Cost; hardware availability.

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 0870

Integrate technology skills across the curriculum to equip students with technology skills they will need when they leave DSC.

Objective 010

All students who graduate from DSC will be able to demonstrate basic computer competency.

Benefit: Graduates from DSC will have technology skills they need.

OMAS 01

100% of graduating students after 2003 will have taken at least one of the identified computer competency courses or have passed an exemption test demonstrating computer competence.

TECHNICAL EDUCATION DIVISION (Cont'd)

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

75% of 2002 graduates of DSC will indicate on a graduate survey that they have acquired basic computer skills.

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

60% of alumni of DSC who graduated 1998 - 2001 will indicate on an alumni survey that they have acquired basic computer skills.

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 0900

Develop innovative e-commerce courses to provide customized training and industry-specific courses for the community.

Objective 010

Online e-commerce courses will be developed and offered to the public to enhance accessibility and enrollment. Condition: Cost to implement.

OMAS 01

A 5% increase in the number of e-commerce online courses will be developed. Needs assessments indicate demand for new courses.

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 0970

Prepare a plan to support the Tech Prep concept to improve coordination and communication between DSC and secondary school faculty concerning student preparation for post secondary education.

TECHNICAL EDUCATION DIVISION (Cont'd)

Objective 010

Technical Education Division and secondary education faculty will collaborate and develop Tech Prep agreements that promote the seamless transition of secondary students into technical programs at DSC.

Conditions: Time must be made available for post-secondary and secondary faculty to develop Tech Prep agreements.

OMAS 01

One Tech Prep articulated agreement will be developed before June 30, 2001. Assessment strategy: Signed agreements will be activated.

Conditions: The GBOE and the GDTAE will agree to local Tech Prep agreements.

Evaluation

Tech Prep agreements were developed during the first week of June 2001 by more than 24 area high school and Dalton State College Technical Division faculty. Articulation agreements with Dalton City, Whitfield County and Murray County secondary schools were updated and new course articulation was developed. It is expected that these agreements will be officially adopted during fall, 2001.

Impact on Unit Performance: Adequate. Interaction between postsecondary and secondary faculty continues have positive impacts on the performance of the Technical Education Division.

Impact on Agency Goal Attainment: Adequate. Enrollments of secondary tech prep students before and after graduation from high school has increased.

Effect to be integrated into next planning cycle: Major. The development and updating of tech prep agreements with secondary systems should be a continuous process.

Benefits to agency: Major. Increase enrollments of tech prep students entering DSC will be positive for the institution.

OMAS 02

One Tech Prep articulated agreement will be developed before June 30, 2002. Assessment strategy: Signed agreements will be activated.

Conditions: The GBOE and the GDTAE will agree to local Tech Prep agreements.

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 0980

Provide opportunities for middle and secondary school faculty and administration to exchange ideas and information with DSC faculty and staff to prepare students for higher education in the College's service area.

Objective 010

Each division will provide at least one opportunity for middle and secondary school faculty and administration to exchange ideas and information with DSC faculty and staff to prepare students for higher education in the College's service area.

Benefit: Increased interest in post-secondary education for traditional students. Better prepared students for the rigors of post-secondary college courses.

TECHNICAL EDUCATION DIVISION (Cont'd)*OMAS 01*

The number of traditional students from area high schools will increase by 5% over the previous year.

Condition: Support of area systems for faculty to participate in collaborative efforts.

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