



Strategic Plan Progress Report 2009-2010

Dalton State College has completed the first year of its 2009-2012 Strategic Plan. During 2009-2010, the Strategic Planning Committee adopted 15 goals for implementation. Of those, 11 were met. The following summarizes progress reports of goals achieved during 2009-2010.

1. Create an International Education Committee to establish short-term and long-term goals for internationalization at DSC. (VP for Academic Affairs)

Academic Affairs established the International Education Committee, whose mission is the establishment of short-term and long-term goals for campus-wide internationalization efforts. The Committee was comprised of ten members, eight of whom were faculty and staff and two of whom were students.

The Committee's first initiative was to create a new International Certificate Program. A subcommittee was charged with the development of the certificate program. The initial proposal was discussed by the Academic Council at the April meeting, and it will be submitted for final approval at the July Academic Council meeting.

Another initiative taken by the committee was to produce a handbook for DSC faculty contemplating Study Abroad programs. Dr. Baogang Guo, the Committee Chairperson, authored the handbook based on other institutions' Study Abroad literature. The handbook is in the process of final revision.

In March, the International Education Committee also began planning for an International Awareness Month in October 2010. The Committee resolved to coordinate several activities that month, each hosted by a different area and department.

In April 2010, Dr. Guo recommended that the International Education Committee be expanded into a permanent Center for International Education. The Center was approved, with Dr. Guo appointed as Director by DSC President John Schwenn.

The International Education Committee continues to serve as the Advisory Board for the Center and is currently developing goals for the Center.

2. Establish a student newspaper. (Student Activities)

An English faculty member from the School of Liberal Arts volunteered to serve as the faculty advisor of the student newspaper in exchange for a course release. Dalton State College students were more than willing to contribute potential articles, photographs, etc., and *The Dalton Daily Citizen* offered the College free printing in exchange for ad sales. *The Roadrunner* advisor found that Dalton State students lacked the necessary skills to proficiently write newspaper copy, so at the end of spring 2010, he submitted a proposal to the Academic Council to add course work related to newspaper journalism in hopes to enhance the quality of the articles in the student paper. The Academic Council approved Area F electives ENGL 1111: Student Newspaper Practicum and ENGL 2100: New Writings and Reporting. The campus newspaper has effectively engaged the campus in local Dalton State College news.

3. Develop and implement a plan for recruiting and enrolling academically qualified students from diverse populations. (Director of Admissions)

Enrollment Services developed and implemented a Minority Recruitment Plan which identified four under- represented groups that would be targeted for the 2009-10 recruitment season: Hispanic, African American, Appalachian Students (First Generation College) and International Students. The Plan will aid in the College's objective of recruiting, increasing and retaining a culturally and linguistically academically qualified diverse student body. Goals based on the Plan will be set each year and assessed.

4. Develop an International Awareness Month featuring music, lectures, and activities. (Student Activities, Diversity Committee, Residence Life, Library)

The International Awareness Month (Dalton State Strategic Plan I. 2) has been moved from spring 2010 to October 2010. It will be reported on during the 2010-2011 annual report.

5. Use multicultural/global themes and components in the First Year Experience program. (Academic Resources)

First Year Experience sponsored many multicultural events/activities in 2010, including the International Food Festival, the DSC Student Flag Display, three Multicultural Movie nights, and Tolerance.Org Activities in FYES1000. FYE also collaborated with Student Activities during Multicultural Month to host the French Club Event, the Spanish Club Food Fest, and an International Student Panel.

6. Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses. (VP for Academic Affairs, Deans & Chairs)

Faculty in the School of Liberal Arts, faculty in the School of Sciences and Mathematics, economics faculty from the School of Business, and faculty who served on the International Education Committee worked together to review courses in Areas A through E to identify courses that would satisfy the Global Perspectives outcomes of the new core and to expand the multicultural/global components of existing courses. Dalton State's listing of courses was approved by the Academic Council in July 2010. After a series of revisions, the BOR's Council on General Education approved Dalton State's Global Perspectives plan at its February 21, 2011, meeting. This plan will be implemented beginning fall 2012.

7. Create a framework for the development, approval, and adoption of an information security policy. (Director of OCIS)

The IT Governance and Security Committee reviewed best practices and selected an appropriate framework for policy development—the ACUPA policy development framework. The Director of OCIS submitted the proposed framework to the IT Governance and Security Committee for review; the framework was adopted.

8. Establish a risk management planning process. (Director of OCIS, IT Governance and Security Committee)

The IT Governance and Security Committee, which was to review the risk management planning processes of the University System of Georgia Office of Information Security as well as the planning processes of other comparably-sized institutions within the University System of Georgia, was unable to devote sufficient time to this issue this year. The Committee will undertake this issue during the coming year.

DSC will be implementing (per BOR policy) an Enterprise Risk Management (ERM) system during FY12 that will involve not only IT issues but the whole campus. Scott Bailey is currently the ERM coordinator, and fall 2011 he will begin the ERM process.

9. Develop a computer security incident response and reporting plan. (Director of OCIS, IT Governance and Security Committee)

The IT Governance and Security Committee, who was to review Dalton State's current incident response policy and plan, was unable to devote sufficient time to this issue this year. The Committee will undertake this issue during the coming year.

10. Develop a disaster recovery and business continuity plan. (Director of OCIS, IT Governance and Security Committee, EOP Committee)

The IT Governance and Security Committee made plans to review Dalton State's current business practices, processes and systems and compile an inventory of all assets most critical to the day-to-day operation of the College. This inventory would help the College create a disaster recovery and continuity plan which would ensure that Dalton State College can conduct its most critical business processes in the event of a disaster or emergency. However, The IT Governance and Security Committee was unable to devote sufficient time to this issue this year. The Committee will undertake this issue during the coming year.

11. Develop training and adopt practices to increase user awareness of security plan. (Director of OCIS, IT Governance and Security Committee)

The IT Governance and Security Committee along with OCIS personnel and Human Resources developed an IT security training course. The course content is sufficiently comprehensive (phishing scams, viruses, spyware, spam, password security, and protecting sensitive data) to ensure faculty and staff are aware of security risks and how their behavior can affect the confidentiality and integrity of the information technology resources they are entrusted with. The course became part of the faculty and staff annual mandatory online training effective fall 2010.

12. Through the Georgia Work Ready Certificate Program, provide leadership and assistance to the community and state for the evaluation and enhancement of competencies needed for today's work environment. (Dean of Technology)

DSC started the Work Ready program, gaining buy-in from the entire community, including schools and businesses. The Dalton-Whitfield Chamber, along with Georgia Northwestern Technical College, is now operating the program. The program continues to be successful, operating with little additional help needed.

13. Provide students with the opportunity to complete a self-assessment before enrolling in online/hybrid courses. (Director of Academic Resources, Director of Academic Advising Center, Deans & Chairs)

The dean of Liberal Arts reviewed materials relating to student preparation and readiness for enrollment in online and hybrid courses. She compiled a listing of self-assessment questions as well as strategies for success in online and hybrid courses. Dr. John Hutcheson distributed an email to the faculty on December 21, 2009, asking faculty to notify their online and hybrid students of "particular attitudes and behaviors conducive to success in this sort of teaching and learning environment" and forwarding the material prepared by Dr. Nielsen for them to include in their contacts should they so desire. Faculty seemed to find this mandate helpful to their students. This goal helped address faculty and student concerns regarding student preparation and readiness for enrolling in online/hybrid courses.

In addition, the Academic Advising Center staff discussed online and hybrid classes with each student who was considering a distance learning course. The Center also provided students the

opportunity to complete a survey to help them understand such classes and decide if online is right for them.

Since all nursing students are required to take some online courses, all freshman nursing students beginning in the nursing sequence each fall will receive an orientation to DSConnect and GeorgiaVIEW and attend one of the mandatory orientations to Nursing 1112 the first week of the semester.

The School of Technology reported that whereas in the past there were several complaints about expectations in online/hybrid delivery methods, no complaints have been received this year.

14. Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Center for Teaching and Learning and by other campus entities. (VP for Academic Affairs, Deans & Chairs, Director of the Teaching & Learning Center)

Department heads, deans, and the academic vice president continued efforts to publicize all TLC programs through (1) a TLC newsletter, (2) the Quill, (3) flyers in faculty/staff boxes, (4) emails, (5) public announcements, and (6) encouraging and supportive emails. Some sort of faculty development opportunity was available, on average, every two weeks, and many were presented twice, either on a MW or TR basis, to allow greater participation. The TLC's efforts were designed to provide faculty development opportunities in an academic year when most travel money was suspended so that faculty could have ways to achieve their goals for annual reports. The coordinator of the TLC sent either an email or a certificate to attending faculty members for them to use for documentation in their annual reports.

For a variety of reasons—lack of travel budget, increased publicity and support from administrators, and a full schedule of varied activities—faculty participation was very high, particularly among Liberal Arts faculty. Almost two thirds of full-time faculty came to an event, and the coordinator was happy to see many “new faces,” either of new faculty members or veteran faculty who had not previously attended a meeting.

The School of Technology holds its own *Faculty Excellence Workshops* twice a year, and this year all Technology faculty participated.

15. Focus on student achievement of essential learning outcomes for the 21st century: inquiry and analysis, critical and creative thinking, written and oral communication, quantitative and informational literacy, and problem solving. (VP for Academic Affairs, Deans & Chairs)

Faculty in the School of Liberal Arts and the School of Sciences and Mathematics worked together to identify student learning outcomes essential for the 21st century and to identify courses that would satisfy the System's US Perspectives, Global Perspectives, and Critical Thinking mandates. The revised General Education Outcomes and the final listing of courses that might satisfy the three new core mandates were approved by the vice president for academic affairs (Dr. John Hutcheson) and presented to the Academic Council for approval at its July 2010 meeting. The approved listing of courses and the revised General Education Outcomes were also reviewed by the new vice president for academic affairs (Dr. Sandra Stone). These were submitted to the BOR's Council on General Education for its October 2010 meeting, and the General Education Outcomes were approved by the Council on October 26, 2010.

Once Dalton State's plan for satisfying the core mandates has been approved by the Council of Education, these will be incorporated into the College's core, and the US Perspectives, Global Perspectives, and Critical Thinking mandates will become graduation requirements effective fall 2012.

The School of Nursing reported that 30 out of 55 graduating nursing students responding to the Graduating Student Survey overwhelmingly agreed that the ASN 2 year RN degree program provided achievement of the essential learning outcomes for the 21st century.