

I. PRINCIPLES AND PHILOSOPHY OF ACCREDITATION

1.1 Institutional Commitment and Responsibilities in the Accreditation Process

Presentation of Findings

1.1 (1-3 of 12) Self-Study Process

As required by Section 1.1 of the Southern Association of Colleges and Schools Commission on Colleges *1998 Criteria for Accreditation*, Dalton State College (DSC) has conducted a Self-Study that assessed every area of the institution. To begin the organization of the study, the DSC President and Vice President for Academic Affairs selected senior faculty members to serve in the following capacities: a Self-Study Director from the Humanities Division who also served as Steering Committee Chairperson, a General Editor from the Technical Division who also served as Editorial Committee Chairperson, and a Must-Statement Auditor from the Division of Social Sciences. With the aid of this Self-Study Executive Committee, the administrators selected senior faculty members from each division and department to serve as chairs and editors for nine principal committees. Each chairperson of a self-study principal committee served as a member of the Self-Study Steering Committee, and the editor of each principal committee served as a member of the Self-Study Editorial Committee (“Self-Study Plan,” *Dalton State College Self-Study Manual*).

The Self-Study Director surveyed all remaining faculty and staff to obtain volunteer principal committee members, allowing each person an opportunity to indicate three preferences from the list of nine committees. When the survey results were made available, the Director arranged the names by preferences and produced a preliminary list of assignments. The President formed an ad hoc committee consisting of himself, the Vice President of Academic Affairs, the Director of Institutional Research and Planning, the Self-Study Director, the Must-Statement Auditor, and the General Editor. This group met and adjusted the committee membership lists, taking into consideration the talents, skills, and training of the faculty and staff. Of those responding to the survey, most received one of their three choices. Certain chairpersons of the College’s divisions and departments received assignments to a variety of committees, but no administrator responsible for a specific area was assigned to a committee related to that operation or field. The ad hoc committee then updated the list to include other interested individuals from faculty, staff, students, alumni, and members of the Dalton State College Foundation Board of Trustees.

During the Spring 2001 Semester, each principal committee began a campus-wide data gathering campaign. Each principal committee divided its portion of the SACS *Criteria* into smaller sections and assigned the responsibility for these

sections to subcommittees. At the end of the 2001 Spring Semester, each principal committee submitted a progress report to the Self-Study Director. The Self-Study Director reviewed the data and suggested alterations and additional sources of information.

At the beginning of the Fall 2001 Semester, the Self-Study Director compiled a *Self-Study Manual* and distributed copies to the Steering Committee for suggestions and approval. The *Self-Study Manual* included the Self-Study Plan, SACS resources and forms, editorial guidelines, and lists of responsibilities for the principal committees, the Steering Committee, and the Director of Institutional Research and Planning, all of which the Steering Committee approved.

From the end of the Spring 2001 Semester to the end of the Spring 2002 Semester, the principal committees analyzed the data and issued reports of non-compliance, committee concern, or committee proposal. The committees issued these reports to the appropriate division or department chairpersons when a committee determined that a SACS *Criteria must* statement or should statement was not being met, or that a College condition or operation could be improved even though it was in compliance. During this time the principal committees were writing first drafts of the Self-Study Report. Due dates for the completion of the first drafts from the principal committees were staggered from November 2001 to April 2002. The General Editor, Self-Study Director, and Must Statement Auditor reviewed and edited the first drafts as they were completed. After the General Editor, Self-Study Director, and Must Statement Auditor approved the first manuscript drafts, they were sent to the Steering Committee. The Steering Committee then analyzed the drafts for completeness; thoroughness; content errors; format problems; compliance with must and should statements; and the need for Self-Study Report recommendations, suggestions, and proposals. After each draft was approved by the Steering Committee, the General Editor placed it on the DSC Web site for review by all administrators, faculty, and staff. When all sections of the Self-Study were complete, the Self-Study Director, the General Editor, and the Must Statement Auditor made a final review of the completed document and submitted it to the President for approval for publication.

Dalton State College has historically met the requirement to conduct self-studies at appropriate intervals in accordance with the Commission's policy. In 1994, Dalton College obtained a recommendation for reaffirmation of SACS accreditation from the Commission on Colleges (COC) Committee on Criteria and Reports. Dalton College then asked the COC in 1996 for approval of the consolidation/merger of Dalton College and the Dalton School of Health Occupations and received approval. Finally, Dalton State College received approval from the COC for membership at Level II for selected degrees at the baccalaureate level in 2000 (Correspondence from 1994 Reaffirmation Process; Correspondence from 1996 Substantive Change Process; Substantive Change

Criteria for Accreditation Report, September 2000; Final Report and Letter of Substantive Change Committee, December 2000).

Throughout its history, Dalton State College has consistently implemented a self-study process that met the Commission's policies. For the 2003 Self-Study, the College has again developed a self-study plan that uses personnel from all segments of the College and is designed to provide the Commission and the College with a comprehensive analysis of the institution. Just as DSC has always resolved issues that arose from previous self-studies, the plan developed for the 2003 Self-Study contains a plan for resolution of recommendations contained within the new *Self-Study Report* ("Self-Study Plan," *Dalton State College Self Study Manual*).

**1.1 (4 of 12)
Commitment
to the
Commission**

Dalton State College is committed to participation in activities and decisions of the Commission and to adhere to COC policies and procedures (Correspondence from 1994 Reaffirmation Process; Correspondence from 1996 Substantive Change Process; "Self-Study Plan," *Dalton State College Self-Study Manual*; Substantive Change Report, September 2000; Final Report and Letter of Substantive Change Committee, December 2000; letter from the President, dated January 17, 2003, accompanying the 2001-2003 Self-Study Report).

**1.1 (5 of 12)
Pursuit of
Knowledge and
its
Dissemination**

The Dalton State College Statement of Purpose describes the College's commitment to the search for knowledge and its dissemination as indicated by a commitment to outstanding programs, to a teaching/learning environment that sustains instructional excellence, and to scholarship and creative work ("DSC Statement of Purpose," *Dalton State College Statutes*, Article I.B.). DSC serves Northwest Georgia by offering certificate, associate, and targeted baccalaureate programs of study. The College provides a wide variety of public service and continuing education activities and a broad range of technical programs in addition to pre-baccalaureate offerings and the targeted baccalaureate programs designed to meet workforce needs of Northwest Georgia. Through collaboration with neighboring technical colleges and with other colleges and universities on the one hand, and through outreach to and cooperation with local education systems on the other, Dalton State College acts as an educational broker to meet the needs of business and industry and to provide opportunities for all persons within its service area to live self-fulfilling and productive lives ("Statement of Purpose," *Dalton State College 2001-2002 Catalog and Student Handbook*, pp. 11-12; *Dalton State College Statutes*, May 2001, Article V.J, "The Faculty," pp. 13 -16).

Dalton State College continues to be a leader among colleges of its size in international study programs, having excellent faculty participation, both for professional development and as teachers in the University System of Georgia (USG) Study Abroad Programs. In fact, a professor in the Humanities Division

directs the USG Paris Program. Additionally, the DSC Foundation is one of only a small number of college foundations in the University System that offer study-abroad scholarships to students and that subsidize international faculty enrichment. Over a period of 16 years, the DCS Foundation has supported various faculty scholarship and professional development activities with the Faculty Enrichment Award (“Dalton State College Foundation” *Dalton State College Faculty Handbook*; “Faculty Development,” *Dalton State College Faculty Handbook*; Annual Report of Institutional Progress, 2000-2001, p. 3. <www.daltonstate.edu/foundation/found.htm>).

The “DSC Statement of Purpose” demonstrates the Dalton State College commitment to scholarship and to creative work that enhances instructional effectiveness and encourages faculty scholarly pursuits (“Statement of Purpose,” *Dalton State College 2001-2002 Catalog and Student Handbook*, pp. 11-12; Appendix 17 “Pre & Post Tenure Review Policy,” *Dalton State College Faculty Handbook*).

The College strives to maintain cultural, ethnic, racial, and gender diversity in the faculty, staff, and student body, and to support these groups with practices and programs that embody the ideals of an open, democratic, and global society. The *DSC Catalog* contains regulations concerning student conduct, including integrity in academic work, which is clarified by a plagiarism document issued by the Humanities Division (*Dalton State College 2001-2002 Catalog and Student Handbook*, pp. 65-69; “Statement of Plagiarism,” Humanities Division). The College has cooperated with the Latino Council to produce citizenship classes, to provide ESOL classes, and to sponsor International Family Days (Latino Community Advisory Committee Meeting Notice, Thursday, September 6, 2001, Memorandum from the Vice Chancellor for Academic Affairs, 1993). The College has also maintained a minority advisement program for the past 18 years (Dalton State College Minority Advising Program Report, 1999-2000).

Dalton State College faculty members are entitled to academic freedom and are expected to abide by the ethics of the academic profession (*DSC Faculty Handbook*, “Conduct/Discipline” Section; *DSC Faculty Handbook* “Cheating and Plagiarism” Section; *Dalton State College Statutes*, May 2001, Section J. “Conditions of Employment” p. 15).

The Structure of the DCS Self-Study Plan ensures a fair and honest appraisal of the College (“Self-Study Plan,” *Dalton State College Self Study Manual*).

**1.1 (8 of 12)
Access to DSC
Documents
and
Information**

Dalton State College will make the results of its self-study available to the Commission on Colleges through this report. During all previous SACS reviews, DSC supported the work of the visiting committee. And once again, Dalton State College will make available faculty, students, staff, administration, documents files, and all the College’s operation. The following are the goals of the Self-

Study and must be accomplished to fulfill the stated purposes: (1) to examine the institution’s purpose statement to determine its current and planned relationship to

the College's educational role in the service area and to ensure that the statement accurately and completely describes the institution's characteristics and components; (2) to fully explore and evaluate all activities engaged in by the institution and its various components in relation to the institution's purpose, to identify and recommend correction of any action or omission that is irrelevant or contrary to said institutional purpose, and to identify and recommend correction of any failure to comply with the *1998 Criteria for Accreditation* **must** statements ("Self-Study Goals" in the "Self-Study Plan," *Dalton State College Self-Study Manual*; Letter from the President, dated January 17, 2003, accompanying the 2001-2003 Self-Study Report).

**1.1 (9-10 of 12)
DSC
Cooperation**

In the cover letter for the final report of the Commission on Colleges Substantive Change Visiting Committee (December 2000), DSC received thanks for "the outstanding preparation and spirit of cooperation that facilitated the work of the Visiting Committee." The faculty, staff, and students of Dalton State College will again cooperate fully during all aspects of the SACS reaffirmation process (Final Report & Letter of Substantive Change Committee, December 2000; *Dalton State College Self-Study Manual*; See *DSC 2003 Self-Study Report*, Section 1.4 [5 of 54]; Letter from the President, dated January 17, 2003, accompanying the 2001-2003 Self-Study Report).

**1.1 (11 of 12)
Title IV**

Dalton State College agrees to continue to comply with all the terms and conditions required to maintain full compliance with its program responsibilities as reported under Title IV of the 1992 Higher Education Amendment (Program Participation Agreement with the United State Department of Education, July 2001).

See the *Dalton State College 2001-2003 Self-Study Report*, Section 1.4.

Conclusion:

Dalton State College is in compliance with the *SACS Criteria*, Section 1.1.

Recommendations/Suggestions:

None

**Must Statement Compliance Table
1.1 Principles and Philosophy of Accreditation**

Must Statement	Compliance Statement	Supporting Documentation
1.1 (1-3 of 12). An institution is required to conduct a self-study at the interval specified by the Commission and, at the conclusion of the self-study, accept an honest and forthright peer assessment of	Compliance	"Self-Study Plan," <i>Dalton State College Self-Study Manual</i> Correspondence from 1994 Reaffirmation Process

Must Statement	Compliance Statement	Supporting Documentation
<p>institutional strengths and weaknesses.</p> <p>The Commission requires that the self-study assess every aspect of the institution: involve personnel from all segments of the institution, including faculty, staff, students, administration and governing boards; and provide a comprehensive analysis of the institution, identifying strengths and weaknesses. In addition, the Commission requires an adequate institutional follow-up plan to address issues identified in the self-study.</p>		<p>Correspondence from 1996 Substantive Change Process</p> <p>Substantive Change Criteria for Accreditation Report, September 2000</p> <p>Final Report & Letter of Substantive Change Committee, December 2000</p>
<p>1.1 (4 of 12). An institution must be committed to participation in the activities and decisions of the Commission. This commitment includes a willingness to participate in the decision-making processes of the Commission and adherence to all policies and procedures, including those for reporting changes within the institution.</p>	Compliance	<p>Correspondence from 1994 Reaffirmation Process</p> <p>Correspondence from 1996 Substantive Change Process</p> <p>Final Report and Letter of Substantive Change Committee, December 2000</p> <p>Letter from the President, dated 01/17/03, accompanying the 2001-2003 Self-Study Report</p> <p><i>Substantive Change Criteria for Accreditation Report, 09/00</i></p> <p><i>“Self-Study Plan,” Dalton State College Self-Study Manual</i></p>
<p>1.1 (5 of 12). An institution of higher education is committed to the search for knowledge and its dissemination.</p>	Compliance	<p>“Statement of Purpose,” <i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, pp. 11-12</p> <p><i>Dalton State College Statutes</i>, May 2001, Article I.B, pp. 1-2</p>

Must Statement	Compliance Statement	Supporting Documentation
		<p><i>Dalton State College Statutes</i>, May 2001, Article V.J, “The Faculty,” pp. 13 –16</p> <p>“Dalton State College Foundation” <i>Dalton State College Faculty Handbook</i></p> <p>“Faculty Development,” <i>Dalton State College Faculty Handbook</i></p> <p><i>Annual Report of Institutional Progress, 2000-2001</i>, p. 3</p>
<p>1.1 (6-7 of 12). Integrity in the pursuit of knowledge is expected to govern the total environment of an institution. Each member institution is responsible for ensuring integrity in all operations dealing with its constituencies, in its relations with other member institutions, and in its accreditation activities with the Commission on Colleges.</p>	<p>Compliance</p>	<p>“Statement of Purpose,” <i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, pp. 11-12</p> <p><i>Dalton State College Statutes</i>, May 2001, Section J, “Conditions of Employment,” p. 15</p> <p><i>DSC Faculty Handbook</i>, “Conduct/Discipline”</p> <p><i>DSC Faculty Handbook</i>, “Cheating and Plagiarism”</p> <p>“Statement of Plagiarism,” Humanities Division</p> <p><i>DSCollege Faculty Handbook</i> Appendix 17, “Pre & Post Tenure Review Policy,” Latino Community Advisory Committee Meeting Notice, Thursday, 09/06/01</p> <p>Dalton State College Minority Advising Program Report, 1999-2000</p>

Must Statement	Compliance Statement	Supporting Documentation
		<p>“Students’ Rights and Responsibilities,” <i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, p. 65-69</p> <p>“Self-Study Plan,” <i>Dalton State College Self Study Manual</i></p>
<p>1.1 (8 of 12). Each institution must provide the Commission access to all parts of its operation and to complete and accurate information about the institution’s affairs, including reports of other accrediting, licensing and auditing agencies.</p>	Compliance	<p>“Self-Study Plan,” <i>Dalton State College Self Study Manual</i></p> <p>Letter from the President, dated 01/17/03, accompanying the <i>DSC 2003 Self-Study Report</i></p> <p><i>DSC 2003 Self-Study Report</i>, Section 1.4 [5c of 54]</p>
<p>1.1 (9-10 of 12). In the spirit of collegiality, institutions are expected to cooperate fully during all aspects of the process of evaluation: preparations for site visits, the site visit itself, and the follow up to the site visit. Institutions are also expected to provide the Commission or its representatives with information requested and to maintain an atmosphere of openness and cooperation during evaluations, enabling evaluators to perform their duties with maximum efficiency and effectiveness.</p>	Compliance	<p>“Self-Study Plan,” <i>Dalton State College Self-Study Manual</i></p> <p>Final Report & Letter of Substantive Change Committee, December 2000</p> <p>Letter from the President, dated 01/17/03, accompanying the <i>DSC 2003 Self-Study Report</i></p> <p><i>DSC 2003 Self-Study Report</i>, Section 1.4 [5c of 54]</p>
<p>1.1 (11 of 12). Each participating institution must be in compliance with its program responsibilities under Title IV of the 1992 Higher Education Amendment. Failure to comply with Title IV responsibilities will be considered when an institution</p>	Compliance	Correspondence from United States Department of Education, July 2001

Must Statement	Compliance Statement	Supporting Documentation
is reviewed for initial membership or continued accreditation. In reviewing an institution's compliance with these program responsibilities, the Commission will rely on documentation forwarded to it by the Secretary of Education.		
1.1 (12 of 12). Each institution seeking candidacy, membership or reaffirmation with the Commission on Colleges must document its compliance with the Conditions of Eligibility as outlined in Section 1.4.	Compliance	Please refer to Section 1.4 of the <i>DSC 2003 Self-Study Report</i> .

1.2 Application of the Criteria

Presentation of Findings

**1.2 (1 of 4)
Compliance with
Procedures
Regarding
Substantive
Change**

Dalton State College complies with all criteria of the Commission on Colleges concerning the reporting of plans for substantive change and for making such changes as approved. Substantive changes planned and completed since the 1993 SACS reaffirmation visit include assuming responsibility for the Dalton School of Health Occupations (DSC Application for Substantive Change, Commission on Colleges, 1996) and the change in status from a Level I institution to a Level II institution (DSC Application for Substantive Change, Commission on Colleges, 1998).

**1.2 (2-3 of 4)
Reporting
Substantive
Change**

The College has reported all planned activities to the Commission on Colleges and has completed all approved changes in compliance with the *Criteria* as illustrated by the substantive change requests listed in Section 1.2 (1 of 4) above and in accordance with policies of the University System of Georgia Board of Regents and with Dalton State College's own policies (DSC Application for Substantive Change, Commission on Colleges, 1996; DSC Application for Substantive Change, Commission on Colleges, 1998; DSC Application for Substantive Change Update, Commission on Colleges, 2000; *Board of Regents Academic Affairs Handbook*, Section 2.03.02: "New Academic Programs," Item 12: "Accreditation").

**1.2 (4 of 4)
Policies and
Procedures
for
Addressing
Student
Complaints**

Dalton State College has definitive policies and procedures that address written student complaints and appeals in the *Dalton State College Catalog and Student Handbook*, which the College mails to existing students and distributes to new

freshmen at orientation each semester. The *DSC Catalog* is also available on the DSC Web page. (*DSC 2001-2002 Catalog and Student Handbook*, pp. 73 and 84 and www.daltonstate.edu/catalog/01-02/catbeg.pdf, pp. 71 and 80; *Dalton State College Faculty Handbook*, “Grades and Symbols”; “Financial Aid Appeals Form”; “Request for Grade Change Form”).

Conclusion:

Dalton State College is in compliance with the *SACS Criteria*, Section 1.2.

Recommendations/Suggestions:

None

**Must State Compliance Table
1.2 Application of the Criteria**

Must Statement	Compliance Statement	Supporting Documentation
1.2 (1 of 4). An institution must refrain from making a substantive change, defined as a significant modification in the nature or scope of an institution or its programs, except in accordance with the Commission’s “Substantive Change Policy for Accredited Institutions” and its attendant procedures.	Compliance	DSC Application for Substantive Change, Commission on Colleges, 1996 DSC Application for Substantive Change, Commission on Colleges, 1998 DSC Application for Substantive Change Update, Commission on Colleges, 2000
1.2 (2 and 3 of 4). All existing or planned activities must be reported according to the policies, procedures and guidelines of the Commission on Colleges and must be in compliance with the <i>Criteria</i> .	Compliance	DSC Application for Substantive Change, Commission on Colleges, 1996 DSC Application for Substantive Change, Commission on Colleges, 1998 DSC Application for Substantive Change Update, Commission on Colleges, 2000 <i>Board of Regents’ Academic Affairs Handbook</i> , Section 2.03.02: “New Academic Programs,” Item 12

Must Statement	Compliance Statement	Supporting Documentation
1.2 (4 of 4). Each institution must have adequate procedures for addressing written student complaints.	Compliance	<p><i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, pp. 73 and 84</p> <p><i>Dalton State College Faculty Handbook</i>, “Grades and Symbols”</p> <p>Financial Aid Appeals Form</p> <p>Request for Grade Change Form</p> <p>“Rights of Student Defendants” <i>DSC 2000-2001 Catalog and Student Handbook</i>, <www.daltonstate.edu/catalog/01-02/catbeg.pdf>, pp.71 and 80</p>

1.3 Separately Accredited Units

Presentation of Findings

1.3 (1-2 of 2)
Separately
Accredited Units

Dalton State College has no separately accredited units.

Recommendations/Suggestions:

None.

Must Statement Compliance Table 1.3 Separately Accredited Units

Must Statement	Compliance Statement	Supporting Documentation
1.3 (1 of 2). A unit is <i>required</i> to apply for separate accreditation or to maintain separate membership if, in the judgment of the Commission, the unit exercises this level of autonomy.	Not Applicable	
1.3 (2 of 2). If an institution seeks separately accredited status for one of its units, it	Not Applicable	

Must Statement	Compliance Statement	Supporting Documentation
<i>must</i> notify the Executive Director of the Commission on Colleges of its intent and follow procedures established by the Commission.		

1.4 Conditions of Eligibility

Presentation of Findings

1.4 (1, 2, and 3 of 52)
Compliance with 13 Conditions of Eligibility

The *Dalton State College 2003 Self-Study Report* provides evidence and documentation that the College is in compliance with the 13 Conditions of Eligibility specified in Section 1.4 (Letter from the President, dated January 17, 2003, accompanying the *Dalton State College Self-Study Report 2001-2003*).

1.4 (4 of 52)
Compliance with SACS Criteria

Dalton State College intends to comply with all standards and regulations presented in the Commission on Colleges' *1998 Criteria for Accreditation*, as documented throughout this Self-Study (Letter from the President, dated January 17, 2003, accompanying the *Dalton State College Self-Study Report 2001-2003*).

1.4 (5 of 52)
Agreement to Comply

The President's letter, accompanying this report, expresses Dalton State College's agreement to comply with the *1998 Criteria for Accreditation* of the Commission on Colleges, as well as with all Commission requests, directives, decisions, and policies. The College will make a complete, accurate, and honest disclosure of all information the Commission may require to perform its accrediting function. The letter further states that the Commission on Colleges, at its discretion, may make known to any agency or member of the public requiring such information, the nature of any action regarding the College's status with the Commission (Letter from the President, dated January 17, 2003, accompanying the *Dalton State College Self-Study Report 2001-2003*).

1.4 (6 of 52)
Governmental Authority

The Board of Regents of the University System of Georgia (USG), with offices in Atlanta, is the governing board of the University System and has the authority to designate the types of degrees each of the constituent institutions may award (*USG Board of Regents Policy Manual*, Section 308, "Degrees").

The USG Board of Regents chartered Dalton State College as Dalton Junior College in July 1963. In Fall Quarter 1967, Dalton Junior College opened as the 24th institution of the University System of Georgia. In 1976, a joint agreement between the USG and the State Department of Education authorized a Technical Division, adding an array of both technical certificate and associate degree programs to the curriculum. In 1996, the USG Board of Regents authorized the College to assume the responsibility for the Dalton School of Health Occupations, and as a result several health-related programs were added to the curriculum. The

Board of Regents, in September 1998, further authorized the College to begin developing its first bachelor's degrees (*Dalton State College 2001-2002 Catalog and Student Handbook*, p. 10). Dalton State College currently offers degrees at the associate level, as well as six selected programs at the baccalaureate level (*Dalton State College 2001-2002 Catalog and Student Handbook*, pp. 105-186).

**1.4 (7- 23 of 52)
Governing
Board**

As part of the University System of Georgia, Dalton State College has one governing board, the Board of Regents of the University System of Georgia (*The Bylaws of the Board of Regents of the University System of Georgia*, Section 1.2). The Legislature of the State of Georgia created the USG Board of Regents in 1931 as part of a reorganization of Georgia's state government. With this Act of the General Assembly, public higher education in Georgia was unified for the first time under a single governing and management authority. The Governor appoints members to the Board for staggered seven-year terms of service. Appointments are subject to confirmation by the State Senate. Today the Board of Regents is composed of 16 members, five of whom are appointed from the state-at-large, and one from each of the 11 congressional districts (List of Board Members at Board of Regents Web site <<http://www.usg.edu/admin/regents/members.html>>).

The Board of Regents--the policy-making body for the 34 institutions that comprise the University System of Georgia--adopts rules and policies; plans for future needs; oversees programmatic, financial, and physical development; reviews and evaluates instructional, research, and service programs; and monitors the fiscal performance of the 34 colleges and universities. The members of the Board elect the Chair, the Vice Chair, and the other officers of the Board. The Chancellor, who is not a member of the Board, is appointed by the Board and is the chief administrative officer of the University System of Georgia. A complete description of the Board of Regents, its organization, powers, duties, functions, by-laws, publications, and administration, is available at the Board of Regents of the University System of Georgia Web site at <<http://www.usg.edu/admin/regents/>>.

**1.4 (24 and 25
of 52)
Responsibility
of Chief
Executive
Officer**

The executive head of each institution in the University System of Georgia is the president, whose election is recommended by the Chancellor and approved by the Board of Regents. The President of Dalton State College is the chief executive administrator responsible for the entire administration and supervision of the College (*Dalton State College Statutes*, Article II, "The President"). DSC is administratively organized into the Office of the President and four major units, each headed by a vice-president: Academic Affairs, Enrollment Services, Fiscal Affairs, and Student Affairs (*Dalton State College Statutes*, Article I. C.).

**1.4 (26 of
52)
College in
Operation**

The College is presently operating and will be in operation at the time of the Commission on Colleges Committee visit. It has been in continuous operation since it opened in 1967 and has conferred 7,862 degrees and certificates (*Facts and Figures 2001-2002*, p. 87). In the 2001 fall term, 3,647 students were enrolled in courses offered by the College (*Facts and Figures 2001-2002*, p. 11).

1.4 (27- 31 of 52) Degree Programs Offered

The College offers degrees at the associate and baccalaureate levels as described in the *Dalton State College 2001-2002 Catalog and Student Handbook* and as approved by the Board of Regents of the University System of Georgia (*Dalton State College 2001-2002 Catalog and Student Handbook*, pp. 105-186). In the

Fall 2001, the College offered 62 degree programs at the associate level, all of which require a minimum of 60 semester hours to complete, as well as six (6) degree programs at the baccalaureate level, all of which require at least 120 semester hours to complete. The *Dalton State College 2001-2002 Catalog and Student Handbook* describes the requirements of all educational programs (*DSC 2001-2002 Catalog*, pp. 105-186), and characteristics of these programs are further defined in Section IV of this *Self-Study Report*, the “Educational Program.” Section III of this *Self-Study Report*, “Institutional Effectiveness,” provides documentation that the College evaluates all aspects of its educational programs.

1.4 (32 of 52) Defined Published Statement of Purpose

The College has a clearly defined, published Statement of Purpose appropriate to an institution of higher education, which begins by saying,

Dalton State College serves Northwest Georgia by offering associate, certificate, and targeted baccalaureate programs of study and a wide variety of public service and continuing education activities. Located at the center of the greatest concentration of carpet production in the world, the College is a comprehensive institution, one of only two in the University System authorized to offer a full range of technical programs in addition to the traditional pre-baccalaureate curricula and targeted baccalaureate offerings, which meet workforce development needs of the Northwest Georgia area. Through direct and technological collaboration with neighboring technical institutes and other colleges and universities on the one hand, and outreach and cooperation with local preschool, primary and secondary systems on the other, Dalton State College acts as an educational broker to meet the needs of business and industry and to provide opportunities for all persons within its service area to live self-fulfilling and productive lives. (*Dalton State College Statutes*, Section I. B)

Section II of this *Self-Study Report* contains and discusses the complete Statement of Purpose, which guides the College's planning and decision-making policies and procedures (*DSC Self-Study Report*, Section II, “Presentation of Findings, (1 and 2 of 7).

1.4 (33 of 52) Planning and Evaluation Process

The *Dalton State College Strategic Plan 2000-2003* identifies and integrates projected educational, physical, and financial development. The Dalton State College Strategic Planning Committee is a permanent committee charged with the periodic review of the plan, and is comprised of members representing all academic, administrative, and educational support units of the College. In addition, each educational program undergoes periodic review by the USG Board of Regents. Professional programs are nationally accredited and are evaluated by their accrediting organizations. Section III, “Institutional Effectiveness,” of this

Self-Study Report offers complete documentation regarding the College's planning and evaluation process.

**1.4 (34 of 52)
Published
Admission
Policies**

The *DSC Catalog* contains the general admissions policies for Dalton State College, which are consistent with the College's Statement of Purpose (*Dalton State College 2001-2002 Catalog and Student Handbook*, pp. 15-29). Admissions requirements are discussed in detail in this *Self-Study Report* (Section 4.2.1, "Undergraduate Admission").

**1.4 (35-39
of 52)
General
Education
Courses**

All undergraduate degree programs at Dalton State College include a substantial component of general education courses at the collegiate level. In the associate transfer degree programs, as well as in the baccalaureate degree programs, students must complete 42-43 semester hours of general education requirements. These requirements include nine semester hours of essential skills in English composition and mathematics, four hours of institutional options, six hours of humanities and fine arts, eleven to twelve hours of natural sciences and mathematics, and twelve hours of social sciences. In the associate career degree programs, students must complete 21 semester hours of general education courses, including speech, English composition, U.S. history, college algebra, American government, and six hours of social science electives. The Associate of Science in Nursing degree requires 33 semester hours of general education. Programs allow students to select courses from a variety of course offerings to satisfy these requirements (*Dalton State College 2001-2002 Catalog and Student Handbook*, pp. 107-186). The general education courses offered at Dalton State College are designed to ensure breadth of knowledge and are not narrowly focused on those skills, techniques, and procedures peculiar to a particular occupation or profession. General Education requirements are discussed in detail in Section 4.2.2, "Undergraduate Completion Requirements," of this *Self-Study Report*.

**1.4 (40-42
of 52)
Sufficient
Number of
Faculty**

The number of full-time faculty is adequate to provide effective teaching, advising, and scholarly or creative activity. Each major in a degree program has at least one full-time faculty member who is responsible for supervision and coordination of the major. Section IV, "Educational Program," of this *Self-Study Report* describes in more detail the roles and responsibilities of faculty.

**1.4 (43 of 52)
Learning
Resources**

Dalton State College has sufficient learning resources and services to support all courses, programs, and degrees offered. Section V, "Educational Support Services," of this *Self-Study Report* documents and describes the library and other learning resources, instructional support, and technological support provided by the College.

**1.4 (44 -52
of 52)
Financial
Resources**

Dalton State College, a constituent institution of the University System of Georgia, has an adequate financial base to accomplish its purpose at an acceptable level on a continuing basis. The College meets all SACS/COC criteria concerning financial resources, financial statements, and related documents. Section 6.3 of

this *Self-Study Report* details the College's financial resources and its budget and planning process.

Conclusion

Dalton State College is in compliance with the *SACS Criteria*, Section 1.4.

Recommendations/Suggestions

None.

Must Statement Compliance Table 1.4 Conditions of Eligibility

Must Statement	Compliance Statement	Supporting Documentation
<p>1.4 (1-3 of 52). Any institution seeking candidacy must document its compliance with each of the thirteen conditions of Eligibility to be authorized initiation of a self-study, or to be awarded candidacy or candidacy renewal.</p> <p>In addition, the institution must provide evidence that it is capable of complying with all requirements of the Criteria and that it will be in compliance by the end of the period allowed for candidacy. The Conditions of Eligibility are basic qualifications which an institution of higher education must meet to be accredited by the Commission on Colleges.</p>	Compliance	<p><i>Dalton State College 2003 Self-Study Report</i>, Section 1.4 (5-45 of 52)</p> <p>Letter from the President, dated 01/17/03, accompanying the <i>Dalton State College Self-Study Report 2001-2003</i></p>
<p>1.4 (4 of 52). Accredited institutions must also demonstrate compliance with the Criteria for Accreditation which holds institutions to appropriately higher standards of quality.</p>	Compliance	<p><i>Dalton State College 2003 Self-Study Report</i>, Section 1.4 (5-45 of 52)</p>

Must Statement	Compliance Statement	Supporting Documentation
		Letter from the President, dated 01/17/03, accompanying the <i>Dalton State College 2003 Self-Study Report</i>
<p>1.4 (5 of 52). In obtaining or maintaining accreditation with the Commission on Colleges, an institution agrees to the following:</p> <p>1.1. That it will comply with the <i>Criteria for Accreditation</i> of the College Delegate Assembly consistent with the policies and procedures of the Commission on Colleges.</p> <p>1.2. That the Commission on Colleges, at its discretion, may make known to any agency or member of the public requiring such information, the nature of any such action, positive or negative, regarding the institution's status with the Commission.</p> <p>1.3. That it will comply with Commission requests, directives, decision and policies, and will make complete, accurate and honest disclosure. Failure to do so is sufficient reason, in and of itself, for the Commission to impose a sanction, or to deny or revoke candidacy or accreditation.</p>	Compliance	Letter from the President, dated 01/17/03, accompanying the <i>Dalton State College 2003 Self-Study Report</i>
<p>1.4 (6 of 52). The institution must have formal authority from an appropriate government agency or agencies located within the geographic jurisdiction of the Southern Association of</p>	Compliance	<p><i>USG Board of Regents Policy Manual</i>, Section 308, "Degrees"</p> <p><i>DSC 2001-2002 Catalog and Student Handbook</i>, p. 10 and pp. 105-186</p>

Must Statement	Compliance Statement	Supporting Documentation
Colleges and Schools to award degrees, certificates or diplomas.		<i>Dalton State College 2003 Self Study Report, Section 6.1.2</i>
<p>1.4 (7 through 23 of 52). The institution must have a governing board of at least five members, which has the authority and duty to ensure that the mission of the institution is implemented. The governing board is the legal body responsible for the institution.</p> <p>Evidence must be provided that the board is an active policy-making body for the institution. The board is ultimately responsible for ensuring that the financial resources of the institution are used to provide a sound educational program. The board must not be controlled by a minority of board members or by organizations or interests separate from the board. The presiding officer of the board must have no contractual, employment, or personal or familial financial interest in the institution. The majority of other voting members of the board must have no contractual, employment, or personal or familial financial interest in the institution.</p> <p>The bylaws of the board or other legal documents must ensure appropriate continuity in the board membership, usually by staggered terms of adequate length. The bylaws or other legal documents must ensure the independence of the</p>	Compliance	<p><i>Bylaws of the Board of Regents of the University System of Georgia, Section 1.2</i></p> <p>Members list, USG Board of Regents, <http://www.usg.edu/admin/regents/members.html></p> <p>Description of Board's authority, function, organization, administration, by-laws, resources, and publications, Board of Regents of the University System of Georgia <http://www.usg.edu/admin/regents/></p>

Must Statement	Compliance Statement	Supporting Documentation
<p>board. Amendment of the bylaws must occur only by vote of the board after reasonable deliberation. In the case of military institutions authorized and operated by the federal government to award degrees, the Commission recognizes the unusual responsibility of the government and the military for the ultimate legal authority of the institution. If such a military institution is prohibited by the authorizing legislation from having a board with the ultimate legal authority, it must have a public board in which neither the presiding officer nor a majority of the other members are civilian employees of the military or active/retired military. This board, consisting of at least five members, must have broad and significant influence upon the institution’s programs and operations. The military institution must demonstrate that there is appropriate continuity in the board membership and that its board, in policy and practice, is an active policy-making body for the institution. The board must ensure that the financial resources of the institution are used to provide a sound educational program. The board must not be controlled by a minority of board members or by organizations or interests separate from the board except as specified by</p>		

Must Statement	Compliance Statement	Supporting Documentation
<p>the authorizing legislation. The president officer of the board must have no contractual, employment, or personal or familial financial interest in the institution. A majority of the other voting board members must have no contractual, employment, or personal or familial financial interest in the institution.</p>		
<p>1.4 (24 and 25 of 52). The institution must have a chief executive officer whose primary responsibility is to the institution. The chief executive officer must not be the presiding officer of the board.</p>	Compliance	<p><i>Dalton State College Statutes</i>, Article II, “The President”</p> <p><i>Dalton State College Statutes</i>, Section I.C</p> <p><i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, p. 314</p>
<p>1.4 (26 of 52). The institution must be in operation and have students enrolled in degree programs at the time of the committee visit.</p>	Compliance	<p><i>Facts and Figures 2001-2002</i>, p. 87</p> <p><i>Facts and Figures 2001-2002</i>, p. 11</p>
<p>1.4 (27 through 31 of 52). The institution must offer one or more degree programs based on at least two academic years at the associate level, at least four academic years at the baccalaureate level, or at least one academic year at the post-baccalaureate level. The institution may make arrangements for some instruction to be provided by other accredited institutions or entities through contracts or consortia. However, the institution itself must provide instruction for all course work required for at least one degree program at each level at which</p>	Compliance	<p><i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, Programs of Study, pp. 105-186</p> <p><i>Facts and Figures 2001</i>, pp. 60-62</p> <p><i>Dalton State College Self Study Report 2001-2003</i>, Section IV, “Educational Program”</p> <p><i>Dalton State College 2003 Self-Study Report</i>, Section III, “Institutional Effectiveness”</p>

Must Statement	Compliance Statement	Supporting Documentation
<p>it awards degrees. Any alternative approach to meeting this requirement must be approved by the Commission on Colleges. In all cases, the institution must be able to demonstrate that it evaluates all aspects of its educational program. The institution's degree programs must be compatible with its stated purpose and based upon fields of study appropriate to higher education. Institutions may experiment in developing and defining new fields of study, but the Commission cannot evaluate for membership an institution that offers only programs which represent fields of study that are outside of the expertise of the Commission's accredited institutions.</p>		
<p>1.4 (32 of 52). The institution must have a clearly defined, published statement of purpose appropriate to an institution of higher education.</p>	Compliance	<p><i>Dalton State College Statutes, Section I. B</i></p> <p><i>Dalton, State College 2003 Self-Study Report, Section II, "Institutional Purpose"</i></p>
<p>1.4 (33 of 52). The institution must have an appropriate plan, as well as a functioning planning and evaluation process, which identifies and integrates projected educational, physical and financial development, and incorporates procedures for program review and institutional improvement.</p>	Compliance	<p><i>Dalton, State College Strategic Plan 2000-2003</i></p> <p><i>Dalton, State College 2003 Self-Study Report, Section III, "Institutional Effectiveness"</i></p>

Must Statement	Compliance Statement	Supporting Documentation
<p>1.4 (34 of 52). The institution must have published admission policies compatible with its stated purpose.</p>	Compliance	<p><i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, “Admission Requirements,” pp. 15-29</p> <p><i>Dalton, State College 2003 Self-Study Report</i>, Section 4.2.1, “Undergraduate Admission”</p>
<p>1.4 (35 through 39 of 52). All undergraduate degree programs of the institution must include a substantial component of general education courses at the collegiate level. For degree completion in associate programs, the component must constitute a minimum of 15 semester hours or equivalent quarter hours and for baccalaureate programs, a minimum of 30 semester hours or equivalent quarter hours. The credit hours must be drawn from and include at least one course from each of the following areas: humanities/fine arts, social/behavioral sciences, and natural sciences/mathematics. The courses must be designed to ensure breadth of knowledge and must not be narrowly focused on those skills, techniques and procedures peculiar to a particular occupation or profession.</p>	Compliance	<p><i>Dalton, State College 2001-2002 Catalog and Student Handbook</i>: (a) “Transfer Associate Program,” p. 100; (b) “Career Associate Programs,” p. 101; (c) “Baccalaureate Program,” p. 100; (d) individual degrees, pp. 107-186</p> <p><i>Dalton State College 2003 Self-Study Report</i>, Section 4.2.2, “Undergraduate Completion Requirements”</p>
<p>1.4 (40 through 42 of 52). The number of full-time faculty members must be adequate to provide effective</p>	Compliance	<p><i>Dalton, State College 2003 Self-Study Report</i>, Section IV, “Educational Program”</p>

Must Statement	Compliance Statement	Supporting Documentation
<p>teaching, advising and scholarly or creative activity. In each major in a degree program, there must be at least one full-time faculty member with responsibility for supervision and coordination of the major. In those degree programs for which the institution does not identify a major, this requirement applies to a curricular area or concentration.</p>		
<p>1.4 (43 of 52). The institution must have sufficient learning resources or, through formal agreements or appropriate technology, ensure the provision of and ready access to adequate learning resources and services to support the courses, programs and degrees offered.</p>	Compliance	<p><i>Dalton State College 2003 Self-Study Report, Section V, "Educational Support Services"</i></p>
<p>1.4 (44 through 52 of 52). The institution must have an adequate financial base to accomplish its purpose at an acceptable level of quality on a continuing basis. The institution must provide financial statements and related documents (as specified in Section 6.3.6) which accurately and appropriately represent the total operation of the institution. Any institution, whether a part of a system or not, which is seeking initial candidacy for membership, candidacy renewal, or initial membership must include in its application separate institutional audits and management letters for its three most recent fiscal years,</p>	Compliance	<p><i>Dalton State College 2003 Self-Study Report, Section 6.3: Financial Resources</i></p>

Must Statement	Compliance Statement	Supporting Documentation
<p>including that for the fiscal year ending immediately prior to the date of submission of the application. Further, it must have available the audit and management letter for the most recent fiscal year ending immediately prior to any committee visit for candidacy, candidacy renewal, or initial membership. These audits must be conducted by independent certified public accountants or an appropriate governmental auditing agency. An applicant or candidate institution must not show an annual or cumulative operating deficit at any time during the application process or at any time during candidacy. Applicant and candidate military institutions authorized and operated by the federal government to award degrees must provide financial information, as shall be required by the Commission, from appropriate governmental agencies. This information must accurately represent the total operation of the institution and must be sufficient to demonstrate adequate financial support of programs and operations.</p>		

1.5 Initial Membership

Presentation of Findings

1.5 Initial Membership

The Southern Association of Colleges and Schools (SACS) initially accredited Dalton State College (DSC) to award the associate degree in 1969. Accreditation was reaffirmed in 1973, 1984, and 1994. In June 2001, after the review of DSC’s

Level II Substantive Change Report, SACS approved accreditation of Dalton State College to award the baccalaureate degree. The College is seeking decennial reaffirmation at this time.

Conclusion:

Since Dalton State College is not seeking initial membership, *Criteria* Section 1.5 does not apply.

Recommendations/Suggestions

None.

**Must Statement Compliance Table
1.5 Initial Membership**

Must Statement	Compliance Statement	Supporting Documentation
1.5 (1 through 3 of 3). An institution seeking initial membership (accreditation), in addition to fulfilling requirements outlined in the Criteria, must document its compliance with all Conditions of Eligibility and have been in operation - i.e., have, without interruption, enrolled students in degree programs - through at least one complete degree program cycle and have graduated at least one class at the level of the highest degree offered prior to action by the Commission on Colleges.	N/A	None.

1.6 Representation of Status

Presentation of Findings

**1.6 (1 of 4)
Reporting
Relationship**

Dalton State College, in reporting to the public, accurately describes its status and relationship with the Commission on Colleges in external publications, with the exception of one, the *Dalton State College Viewbook*, which contains an incomplete accreditation statement. The *Dalton State College 2001-2002 Catalog and Student Handbook*; the Division of Nursing Brochure; and the Dalton State

College Brochure, “A Great Place to Grow,” contain the complete SACS accreditation statement.

**1.6 (2 of 4)
Reporting
Accreditation
1.6 (3 of 4)
Future
Accreditation
Status**

All catalogs, brochures, and advertisements published by Dalton State College that contain a SACS accreditation statement, with the exception of the *Dalton State College Viewbook*, use the required statement and format to describe its relationship with the Commission on Colleges. The *Viewbook* contains the accreditation statement; however, it does not include the complete address and telephone number of the Commission, nor does it include the phrase "to award the associate and bachelor’s degrees."

Dalton State College does not publish or otherwise communicate statements about possible future accreditation status by the Commission on Colleges.

**1.6 (4 of 4)
Use of
SACS Logo**

The College does not use the logo or seal of the Southern Association of Colleges and Schools.

Conclusion:

With the exception of one publication, the *Dalton State College Viewbook*, the College is in compliance with the *SACS Criteria*. This problem is the subject of a **recommendation** in Section 4.4 (2 of 2) in this report.

**Must Statement Compliance Table
1.6 Representation of Status**

Must Statement	Compliance Statement	Supporting Documentation
<p>1.6 (1 of 4). An institution must be accurate in reporting to the public its status and relationship with the Commission.</p>	<p>Non-Compliance</p> <p>See Section 4.4 (2 of 2) for relevant recommendation.</p>	<p><i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, p. 1.</p> <p><i>The Dalton State College Viewbook</i>, inside back cover.</p>

Must Statement	Compliance Statement	Supporting Documentation
<p>1.6 (2 of 4). In catalogs, brochures and advertisements a member institution must describe its relationship with the Commission only according to the following statement: (Name of institution) is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number 404-679-4501) to award (name specific degree levels).</p>	<p>Non-Compliance</p>	<p><i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, p. 1.</p> <p><i>The Dalton State College Viewbook</i>, inside back cover.</p> <p>Dalton State College Brochure: “A Great Place to Grow,” back cover</p> <p>Division of Nursing Brochure</p>
<p>1.6 (3 of 4). No statement may be made about possible future accreditation status with the Commission on Colleges.</p>	<p>Compliance</p>	<p><i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, p. 1.</p> <p><i>The Dalton State College Viewbook</i>, inside back cover.</p> <p>Dalton State College Brochure: “A Great Place to Grow,” back cover</p> <p>Division of Nursing Brochure</p>
<p>1.6 (4 of 4). The logo or seal of the Southern Association of Colleges and Schools must not be used by the institution.</p>	<p>Compliance</p>	<p><i>Dalton State College 2001-2002 Catalog and Student Handbook</i>, p. 1.</p> <p><i>The Dalton State College Viewbook</i>, inside back cover.</p> <p>Dalton State College Brochure: “A Great Place to Grow,” back cover</p> <p>Division of Nursing Brochure</p>