



# **STRATEGIC PLAN**

**2013 – 2016 (Detailed Version)**



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Dalton State College is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the Associate's and Bachelor's degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Dalton State College.

## Statement of Purpose and Mission

Dalton State College is dedicated to providing broad access to quality higher education for the population of Northwest Georgia, thereby enhancing the region's economic vitality and quality of life. As an institution of the University System of Georgia, Dalton State College offers targeted bachelor's degrees, a full range of associate's degrees and career certificate programs, and a wide variety of public service activities. The College's work is strengthened by partnerships between the College and Northwest Georgia businesses and industries, governments, and schools.

The mission of Dalton State College consists of the following core commitments:

- 1) selection, support, and development of a talented, caring faculty and staff dedicated to scholarship and creating an open, cooperative, technologically enhanced learning environment;
- 2) excellence in a learning environment dedicated to serving a diverse student body, promoting high levels of student achievement, and providing a range of educational and student life opportunities and appropriate academic support services;
- 3) public service through economic development and cultural activities that address the needs and improve the quality of life of the region; and
- 4) continuous improvement in all aspects of its operations through the use of inclusive, participatory planning and meaningful assessment.

In fulfilling its mission, Dalton State College seeks to prepare and inspire its students to be active members within their professions and communities. As Dalton State College looks to the future and its place in a competitive, global society, it seeks to build upon its strengths as one of the most academically respected, student-oriented, and community-centered institutions of its kind.



## University System of Georgia Strategic Plan

August, 2013

### ***Framework of the Strategic Plan and Public Agenda for the University System of Georgia***

Public higher education has changed dramatically in the last ten years. Concerns about affordability are greater than ever, and pressures on quality continue to increase. Questions are raised about the value of getting a bachelor's degree at the same time data show that the jobs of the future will require higher levels of education. Unemployment rates among college graduates remain much lower than those without. But state support has declined and costs of attendance have shifted even more to families and students. Yet other large industrial nations, like China and India, are threatening the long-held U.S. leadership position in higher education and number of college graduates. To compete economically, Georgia must raise the attainment levels of its citizens.

Building upon the Governor's and USG Regents' Complete College Georgia initiative, the Strategic Plan and Public Agenda of the University System of Georgia will accelerate higher education's commitment to educational attainment, accountability, partnerships, performance, value, and global competitiveness. College is increasingly a prerequisite to a middle class life and is a key to economic development and creating strong communities. Our universities and colleges are providing the transfer of research, information, and critical thinking skills that will ensure Georgia's strong future in the knowledge-based economy. This public agenda for USG makes college completion and knowledge transfer a top priority through a series of actions and measures of progress with additional commitments to the Governor's Strategic Goals for Georgia.

Both the Governor's Strategic Goals and this USG Strategic Plan and Public Agenda share the goals of educating Georgia's citizens for success in the global economy with a commitment to preparation for life- long learning and involvement in society. Academic programs, research and services that correspond with job growth and creation will strengthen areas of distinct advantage for Georgia in the global marketplace. Higher education is a central contributor to the educational, economic, social, and cultural future of the state and has a major impact on health and quality of life measures. Through efficient deployment of research, teaching, and service and increased attention to public and private partnerships, the university system will ensure that it is a responsive and transformational enterprise for the citizens of Georgia. Use this website to track the forward progress of our public agenda for academic excellence, economic development, innovation and adaptation.

### **Strategic Imperative 1 - Commitment to Academic Excellence and Degree Completion**

*The future of our state depends on Georgians obtaining meaningful college credentials at a significantly higher rate than today. This commitment to degree completion will target the emerging workforce represented by our youth as well as the existing adult workforce, many of whom have some college but no degree.*

- **Develop Partnerships for College Readiness.**

The USG will develop more intentional partnerships with K-12 education and the Technical College system and better utilize programs and assessments to ensure academic readiness for all students. We will define the success of our partnerships by what benefits our students and the State of Georgia. Collectively, Georgia's educational partners will ensure that more Georgians graduate from high school ready for college and careers and increase the number of students participating in postsecondary education and earning degrees.

- **Reaffirm Commitment to Collegiate Access and Affordability.**

The USG will maintain its longstanding commitment to collegiate access, affordability, and value. Overall costs to students and families must be mitigated by affordable degree options and through continuance of a cost effective, access tier of colleges. Our access tier will accomplish this goal through a rigorous, focused commitment to educating students while minimizing some of the amenities that increasingly define, but also increase the cost of, a college education. Finally, private sector and alumni support is an absolute requirement to support our continued efforts to increase need-based grants and aid.

- **Develop New, Flexible, and Affordable Degree Options.**

The USG is committed to the development of new and flexible general education and degree program pathways that promote affordable and high-quality course and degree completion options to Georgians. Next generation academic program structures and innovations in distance learning, prior learning assessment, and open courses and learning resources provide opportunities for great expansion of the academic enterprise.

- **Ensure Student Support for At-risk Populations.**

The USG will continue the work to ensure student support for at-risk student populations, whether economically challenged or underprepared academically. From influencing aspirations for college to establishing services and support for enrolled students, the USG and its educational partners recognize that postsecondary education is increasingly a prerequisite to a middle class life and is a key to economic development and creating strong communities.

- **Commit to High-Quality Programs, Teaching, and Learning.**

The USG is committed to maintaining and improving the quality and diversity of academic programs, teaching, and learning opportunities. By placing an emphasis on academic program reviews, accreditation standards, faculty development opportunities, and pedagogical improvements, the universities and colleges will ensure the continual improvement of programs, curriculum, learning outcomes, and assessments.

## **Strategic Imperative 2 - Commitment to Economic Development and World Class Research**

*The USG will ensure that Georgia remains a leader in an increasingly competitive and complex global economy by supporting business recruitment and retention, driving business creation, and spurring research and creativity that make the state a center of innovation, discovery, and entrepreneurship.*

*Academic programs, research, and services that correspond with job growth and creation will strengthen areas of distinct advantage for Georgia in the global marketplace. Through efficient deployment of research, teaching, and service and increased attention to public and private partnerships, the university system will ensure that it is a responsive and transformational enterprise for the citizens of Georgia.*

- **Focus on Economic Development.**

The USG will drive the growth of our state's knowledge-based economy and entrepreneurial ecosystem while supporting the economic development efforts of our government, businesses, and communities across the state. The USG will work with partners to identify economic development needs, to enable research and innovation, and to provide a visible gateway to the vast assets of the system. Whether through business and industry relationships, education and training with military partnerships, internship activities, or other direct linkages of academic programs to career opportunities, the system and its campuses will strive for programmatic rigor and relevance as well as strong ties to the state's need for research and services in the knowledge economy.

- **Lead in Community Development Partnerships.**

The USG and its member universities and colleges will reaffirm the commitment to being strong stewards of the public's trust and provide leadership of community development partnerships. Higher education is a central contributor and voice to the educational, economic, social, and cultural future of the state. The system and its campuses are committed to providing timely and direct connections to local businesses, services, and community development.

- **Pursue Excellence in Research and Graduate/Professional Education.**

The USG is committed to positioning Georgia as an international center of research, discovery, innovation, and entrepreneurship. System coordination toward this goal is critical because, collectively, the pooled resources of the USG research universities, key university partners in the public and private sector, and centers of research, graduate education, and innovation on other USG campuses represent a powerful collection of assets. Georgia's top-tier research assets and opportunities must be grown to ensure that the state's full potential is realized in the knowledge economy.

- **Make Commitment to International Education.**

The USG is committed to increasing international education opportunities through student and faculty exchanges and to ensuring that all students in the system graduate as active and aware participants in the global economy and society.

### **Strategic Imperative 3 - Commitment to Accountability & Efficiency and Leadership in Higher Education**

*We will ensure that the research, teaching and service resources and assets in higher education are efficiently and effectively utilized and serve as an investment in the future of Georgia. Partnerships must continue to be developed that include corporate relations, philanthropic organizations, external sponsorship, and increased fundraising.*

*Further, the system and its leadership are committed to a critical exploration of the overall higher education enterprise so that Georgia remains a leading state and system of institutions amid the disruptive innovations in technology, business, and education.*

- **Commit to Measures of Performance and Accountability.**

The USG and its institutions are committed to measuring performance and being accountable for its decisions. In addition to adoption of systemwide completion metrics and a new funding formula driven by outcomes rather than enrollments, the system will eliminate low-enrollment academic programs and limit the approval of new degrees without sufficient data demonstrating need. Data-driven decisions about facilities management and construction, budget allocations, and the need for new programs and facilities will become standard. Institutions will steward their resources and reputations through managing risk, meeting legal and ethical obligations, and by proactively managing operations in a fiscally sound manner.

- **Continue to Seek Operational Efficiencies.**

The USG is committed to pursuing operational efficiencies and being a model steward of resources. Institutional consolidation, reducing administrative costs, closer monitoring of degree programs, and improving and expanding the shared services function all contribute to greater resource management. The USG must manage its current physical space far more effectively, build fewer new buildings, and invest in repurposing current facilities to serve the modern student more efficiently. Facilities funding decisions will be linked to space utilization data and demonstrated need.

- **Embrace Goals of Currency, Relevance, and Innovation.**

The USG is committed to timely and thorough review of programs, services, and policies for currency and relevance. Disruptive innovations within the higher education enterprise require that we think critically about current strategies and position our university and college system for the challenges and opportunities that will come in the next decade. The USG and its institutions must remain proactive to stay abreast of the rapidly changing world of public higher education. As one of the largest and most complex systems in the nation, the USG must remain a leader in finding new ways to serve students at the least cost and highest quality.



# Strategic Plan Goals

## Goal I: Increase Student Success

A primary component of the mission of Dalton State College is to provide broad access to quality education to the residents of Northwest Georgia. The importance of an educated population is being further promoted by Georgia's participation in the Complete College America initiative, with the goal of having at least 60% of the adult population hold some type of post-secondary credential by the year 2020. At the direction of Governor Deal, each institution in the University System of Georgia has prepared a campus specific plan to address the educational needs of the population it serves, with special attention being paid to those sub-populations that have traditionally been underserved and/or that are particularly at risk academically. Dalton State's campus plan is being incorporated into the institution's strategic plan to emphasize its commitment to student success.

## Goal II: Seek and Steward Resources

The College will make effective resource management a top priority by seeking new resources and strategically managing the resources it has to continue to grow and evolve into a premier four-year institution. Realizing that state support is likely to continue decreasing and that what the College has lost in the past five years will not be reinstated, it is imperative that the institution make effective resource management a top priority. As with any complex organization, resources are multi-faceted and include money, real estate, personnel and partnerships. Thus, the institution's plan for the next three years contains elements that address our diverse array of resources.

## Goal III: Enhance/Expand Campus Life Opportunities

In addition to delivering quality academic programs and operating in an efficient and effective manner, the College will enhance and expand programs such as arts, athletics, and various other opportunities that are considered necessary components of a rich campus life for faculty, staff and students to get engaged and feel a sense of connection to the campus and the larger community. Thus the third major goal of the College's strategic plan is to enhance and expand those areas that are considered necessary components of a rich campus life.

## Goal IV: Create a Unique Campus Culture

The College will make a concerted and intentional effort across all divisions to transform the culture of the institution such that all will feel a strong connection and commitment to Dalton State College and feel supportive of its mission, daily operations, and special events. Furthermore, all will be dedicated to the ultimate goal of student success and assume personal responsibility for making that a priority.

# **Goal I: Increase Student Success**

Strategies, Objectives & Metrics

## Strategy 1: Strengthen Partnerships with P-12

Dalton State College will enhance the articulation of common goals, needs and interests with the P-12 academic community in our region with the intended outcomes of more students choosing to attend DSC after they graduate from high school, better alignment of curricula between the core curriculum at DSC and the common core being implemented in the local P-12 high schools, and development of academic skills in students to ensure their readiness for college level work, thus requiring fewer high school graduates to require learning support on entering college.

### **Objective 1**

*Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC:*

- serve on advisory boards
- join in each other's staff development activities as appropriate
- provide speakers for each other's activities and event
- participate in mutual conferencing and staff development efforts
- establish consortia around specific areas of common interest
- visit each other's classrooms to observe and provide feedback
- create DSC faculty awareness of high school culture and instructional practices
- collaborate to align curricula, especially in gateway core courses
- collaborate with the P-12 systems to help them meet state mandates in regard to instruction and teacher preparation
- participate in the Archway Literacy Collaborative with local schools.

### **Metric**

(i) Increase the involvement of DSC faculty and staff in activities with the local school systems and vice versa.

#### Assessment Method:

That will be documented by the various units and/or people involved. Initial efforts will focus on school systems where we have existing relationships, such as Dalton City, Whitfield County, Calhoun City, and Catoosa County.

(ii) Improve the alignment of the high school math and English curricula with that of ENGL 1101 and MATH 1111.

#### Assessment Method:

Math and English faculty assessment of ENGL 1101 and MATH 1111.

### **Objective 2**

*Collaborate with the P-12 systems to improve college enrollment, readiness, and success of high school graduates. DSC is involved in several programs to achieve these goals, and these will be continued and expanded/enhanced as resources allow.*

- Summer Bridge Program – serves students at risk academically and provides targeted instruction during the summer to bring them to the level of performance in basic academic skills required for admission into DSC.
- Near Peer Program – pairs DSC upper division students with high school seniors to provide peer mentoring, tutoring and support services to encourage high school student to attend college and be successful.
- Summer Academy Program – serves high school students who need additional assistance in basic academic skills.

- Dual enrollment – allows more advanced high school students to get a “head start” on college by pairing high school courses with classes in the college core curriculum and allowing students to complete the course at DSC and get credit for both levels. Students may also take Advanced Placement or International Baccalaureate courses in high school, if available, and if they test out of them at a high enough level, they can get college credit.
- Have DSC staff attend middle and high school events to provide information on college and particularly DSC.
- Work with high school counselors to increase opportunities for career exploration in high school.
- Recruit high school students specifically for STEM majors, including the RETP program. STEM graduates are highly sought by local industries.
- Continue offering COMPASS preparation workshops and testing.

### **Metrics**

- (i) Increase the percentage of high school students graduating from our local feeder school systems who choose to attend DSC from 33 % of graduates in fall 2011 to 35 % in fall 2013 and to 37% in 2015.
- (ii) Decrease the percentage of high school graduates entering DSC who need at least one area of learning support by 5% from fall 2011 to fall 2013 and by another 3% from fall 2013 to fall 2015.
- (iii) Increase the number of students participating in dual enrollment from 74 in fall 2011 to 84 in fall 2013 and to 100 in fall 2015.
- (iv) Increase the number of high school students entering as STEM majors and RETP participants by 10% from fall 2011 to fall 2015.

### **Strategy 2: Improving Completion/Access for Students Traditionally Underserved**

The institution goal is to better understand the particular needs of traditionally underserved populations and develop intervention/support services that will increase their likelihood of success. The intended outcomes include better aligning the College’s intervention/support services to meet high risk students’ needs and increase their performance, retention and graduation. Already identified high-risk populations at DSC are part-time students, older (25+) adults, African-Americans, students needing learning support, students for whom English is not their native language, and low income students.

#### **Objective 1**

*Dalton State will assess the needs of identified student populations that appear to need additional targeted intervention/support services, determining any areas that need special assistance. This will be done through a more comprehensive analysis of existing data and/or analysis of data collected from selected groups for this purpose.*

Examples of sources include:

- focus groups
- surveys
- USG data analysis
- NSSE results
- results from the ALFI survey of adult learners
- the FAFSA
- interviews with students who withdraw
- results from participation in ETS assessment of non-cognitive factors that affect persistence and completion;
- data from the national student clearinghouse
- other data collected internally.

## **Metric**

As a result of participation in the CCG initiative, Dalton State has begun to identify and collect data on sub-groups within its student population. Since the institution has not done that before in a systematic way, there is no centralized source of baseline data. Thus, the CCG initiative will allow DSC to establish baseline data from which to measure progress going forward.

### **Objective 2**

*Review relevant policies and procedures that might serve as barriers to student success and change these if needed.*

Examples might include:

- policy on number of course repeats allowed
- policy on number of withdrawals from courses without penalty
- number of times students are allowed to change majors without penalty.

### **Objective 3**

*DSC will engage in targeted marketing efforts to reach traditionally underserved student populations.*

Examples might include:

- marketing to adult students for “Quick Admit” days
- marketing to local businesses and industries for adult students
- marketing to local National Guard Armories for military personnel.

### **Objective 4**

*Based on data from Objective 1, initiate new services and expand/enhance existing ones to better assist high risk students in being successful.*

## **Strategy 3: Shorten Time to Degree**

Students will take no more than 12 hours above the number required to complete the credential they are seeking (certificate, 2-year degree, or 4-year degree), and students will complete their program within 150% of the time required if they were to go full-time. Reasonable adjustments to time to completion will be made for students who are eligible for accommodations under the Americans with Disabilities Act.

### **Objective 1**

*DSC faculty and staff will provide better advising services to ensure consistency and continuity.*

In so doing, the College will:

- Ensure that all faculty/staff advisors and all students are trained in and use DegreeWorks.
- Provide all students with a clearly defined program of study for their declared major.
- Ensure that there is at least a 2-year course schedule posted to assist students in planning their academic program.

## **Metrics**

- (i) Document that all faculty and staff advisors are trained in and use DegreeWorks by the end of spring 2013.
- (ii) Document that students are trained in use of DegreeWorks in Orientation, FYE courses, and during advising.
- (iii) Document that all students are provided with a clearly defined program of study for their major by the end of spring 2013.
- (iv) Document that there is a 2-year course schedule posted by the end of spring 2013.

## **Objective 2**

*DSC administration will consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults.*

These may include:

- Increase accelerated/alternative delivery and or credit options for course completion, including more hybrid/online courses, prior learning assessment, department challenge exams, CLEP testing, and AP and IB credits.
- Offer more split session courses.
- Offer tiered registration to help ensure upper division students get needed courses to keep them on track for graduation.
- Offer an opportunity for students in Learning Support Reading to exit early.
- Offer more Maymester classes.
- Offer a select number of accelerated programs.
- Offer evening and weekend courses.
- Increase the number of hybrid and online courses.

### **Metrics**

- (i) Document changes in course offerings, alternative credit allocation, and alternative scheduling (current baseline data not available – for example, we will need to obtain data for things such as number of students awarded credit through alternative options for 2011-2012 – and other interventions are just now being discussed as possibilities).
- (ii) Increase the number of hybrid classes by 10% from 2011-2012 to 2014-2015.
- (iii) Increase the number of online classes by 10% from 2011-2012 to 2014-2015.

## **Objective 3**

*DSC administration will consider policy revisions that will encourage students to complete their programs in a timely manner.*

These may include:

- Limiting the number of withdrawals allowed per student.
- Limiting the number of times a student can repeat a given class.
- Expanding summer class offerings.
- Developing an incentive for students to take more hours each semester.
- Limiting the number of times a student can change majors.
- Instituting an earlier drop date without penalty.

### **Metrics**

- (i) Document changes in relevant policies and procedures.
- (ii) Decrease the number of students repeating classes, withdrawing from classes, and changing majors. (Baseline data on these items are not currently available, but we will obtain them and set targets.)
- (iii) Decrease the number of students who exceed the requisite number of credit hours for a designated certificate, the 60 credit hour limit for 2-year degrees, and the 120 credit hour limit for 4-year degrees by 6% from spring 2012 to spring 2016.
- (iv) Increase the graduation rate at the 3-year mark for 2-year degrees and the 6-year mark for 4-year degrees by 8% from spring 2012 to spring 2016.
- (v) Increase summer school enrollment by 5% each year from 2012 to 2015.
- (vi) Increase the average number of hours taken by students each semester by 10% from 2012-2013 to 2015-2016.

## **Strategy 4: Restructure Instructional Delivery**

DSC will increase expectations for faculty involvement in professional development activities so as to improve and enhance instructional delivery. The College will also provide faculty development opportunities to equip faculty with new ideas, perspectives, and tools to engage in more effective instructional delivery methods. The intent of both strategies is to increase student engagement and thereby improve student achievement of learning outcomes. A part of this redesign also requires students to assume more responsibility for their own learning.

### **Objective 1**

*Implement an annual individualized instructional assessment for faculty to identify areas for improvement, and develop a plan for addressing those areas. This will result in a continuous improvement effort for each faculty member and improved student outcomes in their courses.*

#### **Metric**

- (i) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.

### **Objective 2**

*Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.*

Chairs and Deans will identify those courses with consistently high D/F/W rates and engage in problem-solving with the faculty to determine the source of the problem and develop a correction plan.

#### **Metric**

- (i) Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.

### **Objective 3**

*Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.*

#### **Metrics**

- (i) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.
- (ii) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.

### **Objective 4**

*Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.*

#### **Metrics**

- (i) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.
- (ii) Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.

**Objective 5**

*Improve first year students' retention and success rates through a redesign of the First Year Experience course and overall program.*

This will include the establishment of a First Year Learning Initiative and criteria for credentialing FYLI courses based on best practices.

**Metric**

- (i) Increase fall-to-spring retention of first year students by 5% from fall 2011 to fall 2015, and increase fall-to-fall retention by 8% from fall 2011 to fall 2015.

**Strategy 5: Transforming Remediation**

DSC will offer alternatives to traditional learning support courses that are designed to assist students in gaining the requisite knowledge and skills in a format that increases the likelihood they will successfully exit learning support on the first attempt and/or otherwise reduces the amount of time required for them to complete their learning support requirements.

**Objective 1**

*Improve student first time pass rates and ensure that the content of the learning support 0090 classes is such that students are prepared to successfully complete the required English and math courses in their respective certificate programs.*

**Metric**

- (i) Increase the number of students who successfully exit learning support English and Math 0090 on the first attempt by 10% from 2011-2012 to 2015-2016.

**Objective 2**

*Improve student first time pass rates in ENGL 0098, Reading 0098, and Math 0098 through implementation of alternative instructional design such that students exit on their first attempt and are prepared to successfully complete English 1101 and their selected course to satisfy the math requirement for Area A in the Core Curriculum.*

Alternative methods that will be implemented in fall 2012 include:

- Pair each section of ENGL 0098 with a section of the First Year Experience course (this is our QEP).
- Make READ 0098 a co-curricular option that students will take along with a selected credit class and if they pass their credit class with a "C" or better, accept that as a "pass" for the learning support class as well.
- Offer computer assisted sections of MATH 0098.
- Offer MATH 0098 as a co-curricular option with the student's choice of college level math in Area A of the Core, beginning fall 2013.
- Establish a new MATH course, 0099, that would be a 6 hour course combining the content of 0096 and 0098 in one semester, beginning fall 2013.

**Metrics**

- (i) Increase the number of students who successfully exit learning support English and Math 0098 on the first attempt by 10% from 2011-2012 to 2015-2016.
- (ii) Analyze success of alternative approaches to learning support compared with traditional classroom methods, using fall 2011 as a baseline, as some changes were being implemented during the 2012-2013 academic year.

# **Goal II: Seek and Steward Resources**

Strategies, Objectives & Metrics

## Strategy 1: Grow and manage existing assets while developing new opportunities to increase resources.

### **Objective 1**

*The Dalton State Foundation will continue to support the work of the institution by providing supplemental resources from private donors in the form of endowments, operating funds, student scholarships, real estate, and special projects.*

1A: The Foundation will continue to conduct an annual giving campaign each year to raise funds to supplement the annual state allocation and revenue from tuition and fees.

#### **Metrics**

- (i) The total amount raised through the annual giving campaign will increase by 5% each year.
- (ii) The number of donors will increase by 3% each year.

1B: The Foundation Director will work with the President, the Foundation Executive Committee and selected community leaders to determine the feasibility of a capital campaign in the near future.

#### **Metric**

- (i) The Foundation Director will provide a progress report on the status of plans for a capital campaign as a part of the institution's annual report.

1C: The Foundation will continue to provide supplemental funding to support special projects that arise that serve the best interests of students, faculty, staff and/or the institution as a whole.

#### **Metric**

The Foundation's annual report will indicate those special projects funded by the Foundation each year.

### **Objective 2**

*Administrators at Dalton State will create an infrastructure to support sponsored operations and encourage faculty and staff to seek public and private external funding opportunities as needs arise and appropriate sources can be identified.*

#### **Metrics**

- (i) The administration will establish and fund a position dedicated to work on sponsored operations within the next three years as funding allows.
- (ii) Training opportunities for grant development, proposal writing, and grant management will be made available for faculty and staff as funding allows, and the institutional annual report will indicate the number of training opportunities faculty and staff participated in, the number of proposals submitted, and the number of proposals funded.
- (iii) Administrators, faculty and staff at Dalton State will seek opportunities to collaborate with other entities as appropriate to secure grant funding for special projects and the institutional annual report will indicate the number of collaborative ventures Dalton State engaged in with other educational and community partners, the nature of such ventures, and their impact.

### **Objective 3**

*Dalton State administrators will seek public/private and community partnerships to assist in securing additional resources for the institution.*

Projects for consideration include but are not limited to large and small capital projects, existing facility expansion/renovation, additional housing, assuming ownership of additional buildings and making them

operational (e.g., Carpet and Rug Institute, other possible facilities), and developing funding streams for special functional units (e.g., Center for Economic Research and Entrepreneurship).

#### **Metrics**

- (i) The institutional annual report will indicate activity in regard to public/private partnerships, including the other parties involved, the extent and nature of their involvement, the expected outcome, and the impact.
- (ii) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY13, and complete project by the end of FY14.
- (iii) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.
- (iv) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.
- (v) Assume ownership of the Carpet and Rug Institute by the end of FY13 and secure operating funds by the end of FY14.
- (vi) Identify and secure at least one funding stream to support the work of the Center for Economic Research and Entrepreneurship by the end of FY14.
- (vii) Secure approval and partnership agreements for use of community athletics facilities as sports become operational during the next three years.

#### **Strategy 2: Update/implement the Sasaki Master Plan and create a framework for campus facility expansion.**

##### **Objective 1**

*The President will engage the services of a consultant to update the Sasaki Master Plan and help determine an implementation strategy, including athletics.*

##### **Metric**

- (i) Consultant will be hired by the end of FY15 if funds allow.

##### **Objective 2**

*Proceed with portions of the Master Plan that are already in progress.*

##### **Metrics**

- (i) Construct the new science building and be ready for move-in by fall 2014.
- (ii) Secure funding for renovation of the Technology Building during FY13 and complete project by the end of FY15.
- (iii) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY14, and complete project by the end of FY15.
- (iv) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.
- (v) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.

##### **Objective 3**

*Revisit the use of land for Wood Valley after pay-off in 2015.*

##### **Metric**

- (i) Have a plan in place for use of land where Wood Valley Apartments now stand by the end of FY15.

##### **Objective 4**

*Collaborate with the facilities staff from the Board of Regents office on the system-wide space utilization plan.*

**Metric**

- (i) Comply with instructions and timelines as directed by the Board of Regents' facilities' staff. Activities will be documented in the institution's Annual Report.

**Strategy 3: Grow and manage human resources to help develop and nurture diverse and mutually beneficial relationships.**

**Objective 1**

*The administration will continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.*

**Metric**

- (i) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year.

**Objective 2**

*The institution will increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity.*

**Metric**

- (i) The institution's annual report will document the demographics of new and existing employees each year.

**Objective 3**

*The administration will implement the recommendations of the recent salary study as resources allow.*

**Metric**

- (i) At a minimum, get all employees to the minimum recommended salary for their job classification as resources allow by the end of FY15.

**Objective 4**

*The Diversity Committee will conduct a campus climate study to identify areas of the institution that need attention and develop an action plan to address those issues.*

**Metric**

- (i) The Diversity Committee will conduct a campus climate study by the end of FY13 and develop an action plan during fall 2013.

**Strategy 4: Implement smart business practices to increase sustainability, reduce risk, ensure compliance with Board of Regents/state/federal regulations, and engage in evidence-based decision-making.**

**Objective 1**

*All DSC employees will be encouraged to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic. (Plant Operations, All employees)*

**Metric**

(i) The annual report of the director of Plant operations will document recycling activity on campus each year.

**Objective 2**

*In an effort to better manage utility costs and be more environmentally friendly, plant operations staff will continue to install low energy lighting throughout campus buildings and install more efficient temperature controls in buildings.*

**Metrics**

- (i) By the end of FY15 all lighting on campus will have been replaced with low energy bulbs if funding allows.
- (ii) Plant operations will need to determine a measure for this item.

**Objective 3**

*Each institution in the University System of Georgia is being required to institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.*

Education of the campus and enforcement of policies/rules/regulations will occur as required in particular in the following areas:

- Title IX
- Title IV
- Title III and Section 504 of the ADA
- Clery Act
- Environmental Risk Management
- Institutional Risk Management
- Emergency Procedures
- Vehicle Use
- Board of Regents' Hotline
- Management of External Groups on Campus
- Contracts, and
- Physical Safety

Dalton State College will comply with all of these risk management efforts.

**Metric**

(i) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.

**Objective 4**

*To the extent possible, all administrative units of DSC will engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.*

**Metric**

- (i) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas:
- Fiscal management
  - Enrollment and student services
  - Academic programming
  - Assessment and institutional effectiveness

**Strategy 5: Determine best practices and implement appropriate methods for increasing efficiency and service excellence in campus processes.****Objective 1**

*Division heads will identify processes utilized in their respective areas and conduct audits to determine where improvements are needed.*

In making revisions to processes, the respective division head and his/her staff will identify professional standards/guidelines for the areas in question and develop plans to meet them.

**Metric**

- (i) Each division head will document the processes identified for audits, the audit results, and consequent changes.

**Objective 2**

*All units of the institution will engage in formal assessment processes and engage in continuous improvement.*

**Metric**

- (i) All institutional units and academic programs will have their respective goals and student learning outcomes entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals, indicate goal achievement, and develop corrective action plans when targets are not met, including action plans for continuous improvement when targets are met.

# **Goal III: Enhance/Expand Campus Life Opportunities**

Strategies, Objectives & Metrics

## **Strategy 1: Increase delivery of activities and programs in evenings and on weekends.**

In an effort to increase student engagement, retention and graduation rates, there will be an intentional push to offer more and a wider variety of activities on campus, including in the evenings and on weekends.

### **Objective 1**

*Provide cultural events on campus and increase program offerings for the campus and the larger community to include both after business hours and weekend activities.*

#### **Metric**

(i) Document the number of cultural events, along with type and level of participation.

### **Objective 2**

*Provide athletic activities after business hours and on weekends beginning fall 2013.*

#### **Metric**

(i) Document the number of athletics activities, along with type and level of participation.

### **Objective 3**

*The Division of Enrollment and Student Services and other areas on campus that offer student programming/resources will provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services.*

#### **Metric**

(i) Document the number of activities, along with type and level of participation.

### **Objective 4**

*Increase participation in residence life and campus programming.*

#### **Metrics**

(i) By 2015, participation rates in both Residential Life and general campus activities programs will increase by at least 3% based on enrollment and housing residents respectively.

### **Objective 5**

*Provide program and activity offerings of the Bandy Heritage Center, including in the evenings and on weekends, many of which will be open to the community as well as the campus.*

#### **Metric**

(i) Provide at least 5 programs or events annually to the campus and community on evenings and weekends.

### **General Metrics for Strategy 1**

(i) By 2015, results of the NSSE and FSSE surveys will indicate at least a 5% increase in engagement.

(ii) By 2015, the overall retention rate will increase 5%.

(iii) By 2015, the Graduating Student Survey will indicate at least a 5% increase in satisfaction related to their involvement in activities outside the classroom.

## Strategy 2: Develop joint service-learning opportunities between academic affairs and student services.

### **Objective 1**

*Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.*

### **Metric**

- (i) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.

### **Objective 2**

*Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.*

### **Metrics**

- (i) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.
- (ii) Students will demonstrate their understanding of social responsibility and stewardship in a one-page reflective essay at the completion of their project.

## Strategy 3: Provide adequate facilities for campus life activities and services.

### **Objective 1**

*Renovate the Bandy Gymnasium and the Pope Student Center to provide adequate and safe recreational space.*

### **Metric**

- (i) By 2015 the Bandy Gymnasium and the Pope Student Center will have been renovated to expand recreational and student space.

### **Objective 2**

*Replace existing housing stock with a new residence hall(s).*

### **Metric**

- (i) By 2015 plans will be in place for replacement housing on campus.

### **Objective 3**

*Renovate the Library to expand/enhance the learning commons.*

### **Metric**

- (i) By 2015 plans will be in place for a renovation project for the Library.

### **Objective 4**

*Establish dedicated space both on and off campus for the Bandy Heritage Center to have a visible presence and sponsor exhibits, programs and other activities.*

### **Metric**

- (i) Identify and secure funding to establish a dedicated space on campus, preferably in the library, for the Bandy Heritage Center to have a more visible presence and be able to house exhibits and conduct educational programs and other activities -- to be completed during the 2014-15 academic year.

- (ii) Identify and secure funding to establish a dedicated space off campus, preferably in the downtown Dalton area, for the Bandy Heritage Center to have a more visible presence and be able to house exhibits and conduct educational programs and other activities -- to be completed during 2014.

**Overall Metric for Strategy 3**

- (i) By spring 2015 85% of student respondents to a campus wide survey will agree or strongly agree that there are adequate facilities for residential life and campus activities.

**Strategy 4: Enhance programming resources and support programs that reflect our diverse population.**

**Objective 1**

*Seek funds to hire a support services professional with expertise in diversity and inclusion who will develop/expand and promote quality of programs and services.*

**Metrics**

- (i) By 2015 we will have a support services professional with expertise in diversity and inclusion on staff.
- (ii) Support services professional will conduct a campus wide needs assessment to determine appropriate programming to address the diverse interests and needs of the DSC student population.
- (iii) Support services professional will implement a process to assess the quality of programs and support services provided and revisions will be made based on results.

**Objective 2**

*Revise Dalton State's website to include online resources that represent and/or address the needs of its diverse population.*

**Metric**

- (i) Document changes in the DSC website to provide evidence of inclusion of more information and resources that represent/address the needs of its diverse population.

**Objective 3**

*Create opportunities for faculty, staff and students to participate in diverse experiences.*

**Metrics**

- (i) Document opportunities on campus for faculty, staff and students to participate in experiences that address issues of diversity.
- (ii) By 2015 student responses on the NSSE survey will indicate an increase of at least 5% on questions related to diversity.
- (iii) Increase the number of international students enrolling in DSC by at least 5% each year.
- (iv) Increase the number of DSC students and faculty who participate in study abroad programs by at least 10% each year.

## Strategy 5: Diversify student leadership and student engagement opportunities on campus.

### **Objective 1**

*Establish Greek organizations on campus.*

### **Metric**

- (i) By 2015 there will be at least 2 Greek organizations for males and 2 for females.

### **Objective 2**

*Increase the number of new leadership and involvement opportunities for campus residential students.*

### **Metric**

- (i) By 2015 Residence Life will have created a Residence Hall Association and a National Residence Hall Honorary, along with the leadership and involvement roles associated with them, while maintaining the Resident Assistant leadership roles as well.

**Goal IV: Create a  
Unique Campus Culture**  
Strategies, Objectives & Metrics

## Strategy 1: Transform the culture of the College.

### **Objective 1**

*Conduct a campus climate assessment to help identify areas for improvement and then develop a plan based on results.*

#### **Metrics**

- (i) Analyze the differences in the results of a campus climate assessment to be conducted in fall 2013 with those of a follow-up assessment to be conducted in spring 2015.
- (ii) Analyze the results from DSC's participation in the American Democracy Project's Civic Health Initiative, scheduled to begin during spring 2013, and develop plan of action based on identified areas to be strengthened.

### **Objective 2**

*Engage in "branding," and identify what makes DSC unique.*

#### **Metric**

- (i) Document efforts to establish a "brand" for DSC.

### **Objective 3**

*Establish campus traditions, including annual events, events associated with athletics, and family oriented events.*

#### **Metric**

- (i) Document establishment of activities and events targeted to become recurring such that they can become traditions of the campus.

### **Objective 4**

*Explore the feasibility of providing/improving campus level support services.*

This might include but not be limited to the following:

- transportation shuttles for residential students
- childcare
- renovation and enlargement of the Pope Student Center
- renovation of the gym and other recreational space
- increased residential life opportunities
- improved food services

#### **Metric**

- (i) Document improvements in campus level support services for faculty, staff and students.

### **Objective 5**

*Incorporate diverse perspectives into courses and co-curricular activities as appropriate.*

#### **Metrics**

- (i) Document the establishment of new courses or major revisions to existing courses to incorporate diverse perspectives.
- (ii) Document the occurrence of co-curricular activities that intentionally incorporate diverse perspectives.

### **Objective 6**

*Encourage all faculty, staff and students to engage in service to the campus and the larger community.*

#### **Metric**

- (i) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.

# **Annual Action Plans**

With Assignments

## Annual Action Plans

### Year 1 (2013 – 2014)

#### I. Increase Student Success

##### **Strengthen partnerships with P-12**

- ✓ Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (*Academic Affairs, School of Education, School of Liberal Arts, School of Science/Technology/Mathematics*)
- ✓ Collaborate with the P-12 systems to improve college enrollment, readiness, and success of high school graduates. (*Enrollment and Student Services, Academic Affairs, School of Liberal Arts, School of Science/Technology/Mathematics*)

##### **Improve completion/access for students traditionally underserved**

- ✓ Assess the needs of identified student populations that appear to need additional targeted intervention/support services, determining any areas that need special assistance. (*Enrollment and Student Services, Academic Resources, Retention Committee, Office of Computing and Information Services, Academic Affairs, Deans, Department Chairs*)
- ✓ Review relevant policies and procedures that might serve as barriers to student success and change these if needed. (*Enrollment and Student Services, Registrar, Academic Affairs, Institutional Research and Planning*)
- ✓ Engage in targeted marketing efforts to reach traditionally underserved student populations. (*Enrollment and Student Services, Academic Affairs [Assistant Vice President], Marketing and Communication*)
- ✓ Initiate new services and expand/enhance existing ones to better assist high risk students in being successful. (*Enrollment and Student Services, Academic Resources, Financial Aid, Academic Affairs, Deans, Department Chairs, Professional and Faculty Advisors, First Year Experience Program, QEP Director, Foundation*)

##### **Shorten time to degree**

- ✓ Provide better advising services to ensure consistency and continuity. (*Enrollment and Student Services, Academic Affairs, Deans, Department Chairs, Professional and Faculty Advisors*)
- ✓ Consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults. (*Academic Affairs [Assistant Vice President], Deans, Department Chairs, Registrar*)
- ✓ Consider policy revisions that will encourage students to complete their programs in a timely manner. (*Enrollment and Student Services, Registrar, Academic Affairs [Assistant Vice President], Deans, Department Chairs, Institutional Research and Planning*)

### **Restructure instructional delivery**

- ✓ Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas. (*Academic Affairs, Deans, Department Chairs, Faculty Evaluation Committee*)
- ✓ Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course. (*Academic Affairs, Deans, Department Chairs, Faculty Evaluation Committee*)
- ✓ Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion. (*Academic Affairs [Assistant Vice President], Deans, Department Chairs, Center for Academic Excellence*)
- ✓ Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time. (*Academic Affairs [Assistant Vice President], Deans, Department Chairs, Distance Education Committee*)
- ✓ Improve first year students' retention and success rates through a redesign of the First Year Experience course and overall program. (*Academic Affairs, First Year Experience Program, Learning Support, School of Science/Technology/Mathematics, School of Liberal Arts*)

### **Transform remediation**

- ✓ Improve student first time pass rates and ensure that the content of the learning support 0090 classes is such that students are prepared to successfully complete the required English and math courses in their respective certificate programs. (*Academic Affairs, Learning Support, School of Science/Technology/Mathematics, School of Liberal Arts*)
- ✓ Improve student-first time pass rates in ENGL 0098, Reading 0098, and Math 0098 through implementation of alternative instructional design such that students exit on their first attempt and are prepared to successfully complete English 1101 and their selected course to satisfy the math requirement for Area A in the Core Curriculum. (*Academic Affairs, QEP Director, Learning Support, School of Science/ Technology/Mathematics [Chair of Technology & Mathematics Department] , School of Liberal Arts [Chair of Humanities Department]*)

## **II. Seek and Steward Resources**

### **Grow and manage existing assets while developing new opportunities to increase resources**

- ✓ Continue to support the work of the institution by providing supplemental resources from private donors in the form of endowments, operating funds, student scholarships, real estate, and special projects. (*Foundation*)
- ✓ Create an infrastructure to support sponsored operations and encourage faculty and staff to seek public and private external funding opportunities as needs arise and appropriate sources are identified. (*President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services*)
- ✓ Seek public/private and community partnerships to assist in securing additional resources for the institution, including determine the feasibility of a capital campaign in the near future. (*President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Foundation, Foundation Board*)

### **Update/implement the Sasaki Master Plan and create a framework for campus facility expansion**

- ✓ Engage the services of a consultant to update the Sasaki Master Plan and help determine an implementation strategy, including athletics. *(President, Fiscal Affairs)*
- ✓ Proceed with portions of the Master Plan that are already in progress. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services)*
- ✓ Collaborate with the facilities staff from the Board of Regents' office on the system-wide space utilization plan. *(Fiscal Affairs, Plant Operations, Enrollment and Student Services, Registrar, Office of Computer and Information Services)*

### **Grow and manage human resources to help develop and nurture diverse and mutually beneficial relationships**

- ✓ Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Deans, Department Chairs, Administrative Directors)*
- ✓ Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Deans, Department Chairs, Administrative Directors, Members of Hiring Search Committees)*
- ✓ Implement the recommendations of the recent salary study as resources allow. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services)*
- ✓ Conduct a campus climate study to identify areas of the institution that need attention and develop an action plan to address those issues. *(Academic Affairs, Diversity Committee, Enrollment and Student Services, Fiscal Affairs)*

### **Implement smart business practices to increase sustainability, reduce risk, ensure compliance with Board of Regents/state/federal regulations, and engage in evidence-based decision-making**

- ✓ Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic. *(Fiscal Affairs, Plant Operations, Academic Affairs, Deans, Department Chairs, Enrollment and Student Services, Administrative Directors)*
- ✓ Continue to install low energy lighting throughout campus buildings and install more efficient temperature controls in buildings. *(Fiscal Affairs, Plant Operations)*
- ✓ Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws. *(Fiscal Affairs, Human Resources, Public Safety, Business Services, Plant Operations, Academic Affairs, Enrollment and Student Services)*
- ✓ Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Institutional Research and Planning)*

## **Determine best practices and implement appropriate methods for increasing efficiency and service excellence in campus processes**

- ✓ Identify processes utilized in various departments and conduct audits to determine where improvements are needed. (*Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Institutional Research and Planning*)
- ✓ Engage in formal assessment processes and continuous improvement. (*President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Institutional Research and Planning, Deans, Department Chairs, Administrative Directors*)

## **III. Enhance/Expand Campus Life Opportunities**

### **Increase delivery of activities and programs in evenings and on weekends**

- ✓ Provide cultural events on campus and increase program offerings for the campus and the larger community to include both after business hours and weekend activities. (*Fine Arts and Lecture Committee, Faculty [Music and Arts], Enrollment and Student Services*)
- ✓ Provide athletic activities after business hours and on weekends beginning fall 2013. (*Athletics*)
- ✓ Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services. (*Enrollment and Student Services, Residential Life, Student Life, Campus Recreation, Career Services, Academic Affairs, First Year Experience Program, Fine Arts and Lecture Committee, Faculty [Music and Arts], Library*)
- ✓ Increase participation in residence life and campus programming. (*Enrollment and Student Services, Residential Life, Student Life, Campus Recreation*)
- ✓ Provide program and activity offerings of the Bandy Heritage Center, including in the evenings and on weekends, many of which will be open to the community as well as the campus. (*Bandy Heritage Center*)

### **Develop joint service-learning opportunities between academic affairs and student services**

- ✓ Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester. (*Academic Affairs, First Year Experience Program, Deans, Department Chairs, Coordinator for Leadership and Civic Engagement, Coordinator for the American Democracy Project*)
- ✓ Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project. (*Academic Affairs*)

### **Provide adequate facilities for campus life activities and services**

- ✓ Renovate the Bandy Gymnasium and the Pope Student Center to provide adequate and safe recreational space. (*Fiscal Affairs, Plant Operations, Enrollment and Student Services*)
- ✓ Replace existing housing stock with a new residence hall(s). (*Fiscal Affairs, Plant Operations, Enrollment and Student Services, Residential Life*)
- ✓ Renovate the Library to expand/enhance the Learning Commons. (*Academic Affairs*)

- ✓ Establish dedicated space both on and off campus for the Bandy Heritage Center to have a visible presence and sponsor exhibits, programs and other activities. *(Bandy Heritage Center)*

#### **Enhance programming resources and support programs that reflect our diverse population**

- ✓ Seek funds to hire a support services professional with expertise in diversity and inclusion who will develop/expand and promote quality of programs and services. *(Academic Affairs, Diversity Committee Enrollment and Student Services)*
- ✓ Revise Dalton State’s website to include online resources that represent and/or address the needs of its diverse population. *(Marketing and Communication, Enrollment and Student Services, Diversity Committee)*
- ✓ Create opportunities for faculty, staff, and students to participate in diverse experiences. *(Academic Affairs, Enrollment and Student Services, Center for International Education)*

#### **Diversify student leadership and student engagement opportunities on campus**

- ✓ Establish Greek organizations on campus. *(Enrollment and Student Services, Student Life)*
- ✓ Increase the number of new leadership and involvement opportunities for campus residential students. *(Enrollment and Student Services, Residence Life)*

### **IV. Create a Unique Campus Culture**

#### **Transform the culture of the College**

- ✓ Conduct a campus climate assessment to help identify areas for improvement and then develop a plan based on results. *(Enrollment and Student Services, Academic Affairs, Diversity Committee, Institutional Research and Planning)*
- ✓ Engage in “branding” and identify what makes Dalton State unique. *(Marketing and Communication)*
- ✓ Establish campus traditions, including annual events, events associated with athletics, and family-oriented events. *(Enrollment and Student Services, Academic Affairs, Athletics)*
- ✓ Explore the feasibility of providing/improving campus-level support services. *(Academic Affairs, Fiscal Affairs, Enrollment and Student Services)*
- ✓ Incorporate diverse perspectives into courses and co-curricular activities as appropriate. *(Academic Affairs, Enrollment and Student Services)*
- ✓ Encourage all faculty, staff, and students to engage in service to the campus and the larger community. *(Academic Affairs, Enrollment and Student Services, Fiscal Affairs, Deans, Department Chairs, Administrative Directors)*

## Year 2 (2014 – 2015)

### I. Increase Student Success

#### Strengthen partnerships with P-12

- ✓ Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (*Academic Affairs, School of Education, School of Liberal Arts, School of Science/Technology/Mathematics*)
- ✓ Collaborate with the P-12 systems to improve college enrollment, readiness, and success of high school graduates. (*Enrollment and Student Services, Academic Affairs, School of Liberal Arts, School of Science/Technology/Mathematics*)

#### Improve completion/access for students traditionally underserved

- ✓ Assess the needs of identified student populations that appear to need additional targeted intervention/support services, determining any areas that need special assistance. (*Enrollment and Student Services, Academic Resources, Retention Committee, Office of Computing and Information Services, Academic Affairs, Deans, Department Chairs*)
- ✓ Review relevant policies and procedures that might serve as barriers to student success and change these if needed. (*Enrollment and Student Services, Registrar, Academic Affairs, Institutional Research and Planning*)
- ✓ Engage in targeted marketing efforts to reach traditionally underserved student populations. (*Enrollment and Student Services, Academic Affairs [Assistant Vice President], Marketing and Communication*)
- ✓ Initiate new services and expand/enhance existing ones to better assist high risk students in being successful. (*Enrollment and Student Services, Academic Resources, Financial Aid, Academic Affairs, Deans, Department Chairs, Professional and Faculty Advisors, First Year Experience Program, QEP Director, Foundation*)

#### Shorten time to degree

- ✓ Provide better advising services to ensure consistency and continuity. (*Enrollment and Student Services, Academic Affairs, Deans, Department Chairs, Professional and Faculty Advisors*)
- ✓ Consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults. (*Academic Affairs [Assistant Vice President], Deans, Department Chairs, Registrar*)
- ✓ Consider policy revisions that will encourage students to complete their programs in a timely manner. (*Enrollment and Student Services, Registrar, Academic Affairs [Assistant Vice President], Deans, Department Chairs, Institutional Research and Planning*)

### **Restructure instructional delivery**

- ✓ Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas. (*Academic Affairs, Deans, Department Chairs, Faculty Evaluation Committee*)
- ✓ Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course. (*Academic Affairs, Deans, Department Chairs, Faculty Evaluation Committee*)
- ✓ Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion. (*Academic Affairs [Assistant Vice President], Deans, Department Chairs, Center for Academic Excellence*)
- ✓ Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time. (*Academic Affairs [Assistant Vice President], Deans, Department Chairs, Distance Education Committee*)
- ✓ Improve first year students' retention and success rates through a redesign of the First Year Experience course and overall program. (*Academic Affairs, First Year Experience Program, Learning Support, School of Science/Technology/Mathematics, School of Liberal Arts*)

### **Transform remediation**

- ✓ Improve student first time pass rates and ensure that the content of the learning support 0090 classes is such that students are prepared to successfully complete the required English and math courses in their respective certificate programs. (*Academic Affairs, Learning Support, School of Science/Technology/Mathematics, School of Liberal Arts*)
- ✓ Improve student-first time pass rates in ENGL 0098, Reading 0098, and Math 0098 through implementation of alternative instructional design such that students exit on their first attempt and are prepared to successfully complete English 1101 and their selected course to satisfy the math requirement for Area A in the Core Curriculum. (*Academic Affairs, QEP Director, Learning Support, School of Science/Technology/Mathematics [Chair of Technology and Mathematics Department], School of Liberal Arts [Chair of Humanities Department]*)

## **II. Seek and Steward Resources**

### **Grow and manage existing assets while developing new opportunities to increase resources**

- ✓ Continue to support the work of the institution by providing supplemental resources from private donors in the form of endowments, operating funds, student scholarships, real estate, and special projects. (*Foundation*)
- ✓ Create an infrastructure to support sponsored operations and encourage faculty and staff to seek public and private external funding opportunities as needs arise and appropriate sources are identified. (*President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services*)
- ✓ Seek public/private and community partnerships to assist in securing additional resources for the institution, including determine the feasibility of a capital campaign in the near future. (*President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Foundation, Foundation Board*)

### **Update/implement the Sasaki Master Plan and create a framework for campus facility expansion**

- ✓ Engage the services of a consultant to update the Sasaki Master Plan and help determine an implementation strategy, including athletics. *(President, Fiscal Affairs)*
- ✓ Proceed with portions of the Master Plan that are already in progress. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services)*
- ✓ Revisit the use of land for Wood Valley after pay-off in 2015. *(President, Foundation, Foundation Board, Academic Affairs, Fiscal Affairs, Enrollment and Student Services)*
- ✓ Collaborate with the facilities staff from the Board of Regents' office on the system-wide space utilization plan. *(Fiscal Affairs, Plant Operations, Enrollment and Student Services, Registrar, Computer and Information Services)*

### **Grow and manage human resources to help develop and nurture diverse and mutually beneficial relationships**

- ✓ Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Deans, Department Chairs, Administrative Directors)*
- ✓ Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Deans, Department Chairs, Administrative Directors, Members of Hiring Search Committees)*
- ✓ Implement the recommendations of the recent salary study as resources allow. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services)*
- ✓ Conduct a campus climate study to identify areas of the institution that need attention and develop an action plan to address those issues. *(Academic Affairs, Diversity Committee, Enrollment and Student Services, Fiscal Affairs)*

### **Implement smart business practices to increase sustainability, reduce risk, ensure compliance with Board of Regents/state/federal regulations, and engage in evidence-based decision-making**

- ✓ Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic. *(Fiscal Affairs, Plant Operations, Academic Affairs, Deans, Department Chairs, Enrollment and Student Services, Administrative Directors)*
- ✓ Continue to install low energy lighting throughout campus buildings and install more efficient temperature controls in buildings. *(Fiscal Affairs, Plant Operations)*
- ✓ Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws. *(Fiscal Affairs, Human Resources, Public Safety, Business Services, Plant Operations, Academic Affairs, Enrollment and Student Services)*

- ✓ Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Institutional Research and Planning)*

**Determine best practices and implement appropriate methods for increasing efficiency and service excellence in campus processes**

- ✓ Identify processes utilized in various departments and conduct audits to determine where improvements are needed. *(Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Institutional Research and Planning)*
- ✓ Engage in formal assessment processes and continuous improvement. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Institutional Research and Planning, Deans, Department Chairs, Administrative Directors)*

**III. Enhance/Expand Campus Life Opportunities**

**Increase delivery of activities and programs in evenings and on weekends**

- ✓ Provide cultural events on campus and increase program offerings for the campus and the larger community to include both after business hours and weekend activities. *(Fine Arts and Lecture Committee, Faculty [Music and Arts], Enrollment and Student Services)*
- ✓ Provide athletic activities after business hours and on weekends beginning fall 2013. *(Athletics)*
- ✓ Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services. *(Enrollment and Student Services, Residential Life, Student Life, Campus Recreation, Career Services, Academic Affairs, First Year Experience Program, Fine Arts and Lecture Committee, Faculty [Music and Arts], Library)*
- ✓ Increase participation in residence life and campus programming. *(Enrollment and Student Services, Residential Life, Student Life, Campus Recreation)*
- ✓ Provide program and activity offerings of the Bandy Heritage Center, including in the evenings and on weekends, many of which will be open to the community as well as the campus. *(Bandy Heritage Center)*

**Develop joint service-learning opportunities between academic affairs and student services**

- ✓ Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester. *(Academic Affairs, First Year Experience Program, Deans, Department Chairs, Coordinator for Leadership and Civic Engagement, Coordinator for the American Democracy Project)*
- ✓ Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project. *(Academic Affairs)*

**Provide adequate facilities for campus life activities and services**

- ✓ Renovate the Bandy Gymnasium and the Pope Student Center to provide adequate and safe recreational space. *(Fiscal Affairs, Plant Operations, Enrollment and Student Services)*
- ✓ Replace existing housing stock with a new residence hall(s). *(Fiscal Affairs, Plant Operations, Enrollment and Student Services, Residential Life)*

- ✓ Renovate the Library to expand/enhance the Learning Commons. (*Academic Affairs*)
- ✓ Establish dedicated space both on and off campus for the Bandy Heritage Center to have a visible presence and sponsor exhibits, programs and other activities. (*Bandy Heritage Center*)

#### **Enhance programming resources and support programs that reflect our diverse population**

- ✓ Seek funds to hire a support services professional with expertise in diversity and inclusion who will develop/expand and promote quality of programs and services. (*Academic Affairs, Diversity Committee Enrollment and Student Services*)
- ✓ Revise Dalton State’s website to include online resources that represent and/or address the needs of its diverse population. (*Marketing and Communication, Enrollment and Student Services, Diversity Committee*)
- ✓ Create opportunities for faculty, staff, and students to participate in diverse experiences. (*Academic Affairs, Enrollment and Student Services, Center for International Education*)

#### **Diversify student leadership and student engagement opportunities on campus**

- ✓ Establish Greek organizations on campus. (*Enrollment and Student Services, Student Life*)
- ✓ Increase the number of new leadership and involvement opportunities for campus residential students. (*Enrollment and Student Services, Residence Life*)

### **IV. Create a Unique Campus Culture**

#### **Transform the culture of the College**

- ✓ Conduct a campus climate assessment to help identify areas for improvement and then develop a plan based on results. (*Enrollment and Student Services, Academic Affairs, Diversity Committee, Institutional Research and Planning*)
- ✓ Engage in “branding” and identify what makes Dalton State unique. (*Marketing and Communication*)
- ✓ Establish campus traditions, including annual events, events associated with athletics, and family-oriented events. (*Enrollment and Student Services, Academic Affairs, Athletics*)
- ✓ Explore the feasibility of providing/improving campus-level support services. (*Academic Affairs, Fiscal Affairs, Enrollment and Student Services*)
- ✓ Incorporate diverse perspectives into courses and co-curricular activities as appropriate. (*Academic Affairs, Enrollment and Student Services*)
- ✓ Encourage all faculty, staff, and students to engage in service to the campus and the larger community. (*Academic Affairs, Enrollment and Student Services, Fiscal Affairs, Deans, Department Chairs, Administrative Directors*)

## Year 3 (2015 – 2016)

### I. Increase Student Success

#### Strengthen partnerships with P-12

- ✓ Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (*Academic Affairs, School of Education, School of Liberal Arts, School of Science/Technology/Mathematics*)
- ✓ Collaborate with the P-12 systems to improve college enrollment, readiness, and success of high school graduates. (*Enrollment and Student Services, Academic Affairs, School of Liberal Arts, School of Science/Technology/Mathematics*)

#### Improve completion/access for students traditionally underserved

- ✓ Assess the needs of identified student populations that appear to need additional targeted intervention/support services, determining any areas that need special assistance. (*Enrollment and Student Services, Academic Resources, Retention Committee, Office of Computing and Information Services, Academic Affairs, Deans, Department Chairs*)
- ✓ Review relevant policies and procedures that might serve as barriers to student success and change these if needed. (*Enrollment and Student Services, Registrar, Academic Affairs, Institutional Research and Planning*)
- ✓ Engage in targeted marketing efforts to reach traditionally underserved student populations. (*Enrollment and Student Services, Academic Affairs [Assistant Vice President], Marketing and Communication*)
- ✓ Initiate new services and expand/enhance existing ones to better assist high risk students in being successful. (*Enrollment and Student Services, Academic Resources, Financial Aid, Academic Affairs, Deans, Department Chairs, Professional and Faculty Advisors, First Year Experience Program, QEP Director, Foundation*)

#### Shorten time to degree

- ✓ Provide better advising services to ensure consistency and continuity. (*Enrollment and Student Services, Academic Affairs, Deans, Department Chairs, Professional and Faculty Advisors*)
- ✓ Consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults. (*Academic Affairs [Assistant Vice President], Deans, Department Chairs, Registrar*)
- ✓ Consider policy revisions that will encourage students to complete their programs in a timely manner. (*Enrollment and Student Services, Registrar, Academic Affairs [Assistant Vice President], Deans, Department Chairs, Institutional Research and Planning*)

#### Restructure instructional delivery

- ✓ Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas. (*Academic Affairs, Deans, Department Chairs, Faculty Evaluation Committee*)

- ✓ Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course. (*Academic Affairs, Deans, Department Chairs, Faculty Evaluation Committee*)
- ✓ Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion. (*Academic Affairs [Assistant Vice President], Deans, Department Chairs, Center for Academic Excellence*)
- ✓ Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time. (*Academic Affairs [Assistant Vice President], Deans, Department Chairs, Distance Education Committee*)
- ✓ Improve first year students' retention and success rates through a redesign of the First Year Experience course and overall program. (*Academic Affairs, First Year Experience Program, Learning Support, School of Science/Technology/Mathematics, School of Liberal Arts*)

### **Transform remediation**

- ✓ Improve student first time pass rates and ensure that the content of the learning support 0090 classes is such that students are prepared to successfully complete the required English and math courses in their respective certificate programs. (*Academic Affairs, Learning Support, School of Science/Technology/Mathematics, School of Liberal Arts*)
- ✓ Improve student-first time pass rates in ENGL 0098, Reading 0098, and Math 0098 through implementation of alternative instructional design such that students exit on their first attempt and are prepared to successfully complete English 1101 and their selected course to satisfy the math requirement for Area A in the Core Curriculum. (*Academic Affairs, QEP Director, Learning Support, School of Science/Technology/Mathematics [Chair of Technology & Mathematics Department], School of Liberal Arts [Chair of Humanities Department]*)

## **II. Seek and Steward Resources**

### **Grow and manage existing assets while developing new opportunities to increase resources**

- ✓ Continue to support the work of the institution by providing supplemental resources from private donors in the form of endowments, operating funds, student scholarships, real estate, and special projects. (*Foundation*)
- ✓ Create an infrastructure to support sponsored operations and encourage faculty and staff to seek public and private external funding opportunities as needs arise and appropriate sources are identified. (*President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services*)
- ✓ Seek public/private and community partnerships to assist in securing additional resources for the institution, including determine the feasibility of a capital campaign in the near future. (*President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Foundation, Foundation Board*)

### **Update/implement the Sasaki Master Plan and create a framework for campus facility expansion**

- ✓ Engage the services of a consultant to update the Sasaki Master Plan and help determine an implementation strategy, including athletics. *(President, Fiscal Affairs)*
- ✓ Proceed with portions of the Master Plan that are already in progress. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services)*
- ✓ Revisit the use of land for Wood Valley after pay-off in 2015. *(President, Foundation, Foundation Board, Academic Affairs, Fiscal Affairs, Enrollment and Student Services)*
- ✓ Collaborate with the facilities staff from the Board of Regents' office on the system-wide space utilization plan. *(Fiscal Affairs, Plant Operations, Enrollment and Student Services, Registrar, Office of Computer and Information Services)*

### **Grow and manage human resources to help develop and nurture diverse and mutually beneficial relationships**

- ✓ Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Deans, Department Chairs, Administrative Directors)*
- ✓ Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Deans, Department Chairs, Administrative Directors, Members of Hiring Search Committees)*
- ✓ Implement the recommendations of the recent salary study as resources allow. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services)*
- ✓ Conduct a campus climate study to identify areas of the institution that need attention and develop an action plan to address those issues. *(Academic Affairs, Diversity Committee, Enrollment and Student Services, Fiscal Affairs)*

### **Implement smart business practices to increase sustainability, reduce risk, ensure compliance with Board of Regents/state/federal regulations, and engage in evidence-based decision-making**

- ✓ Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic. *(Fiscal Affairs, Plant Operations, Academic Affairs, Deans, Department Chairs, Enrollment and Student Services, Administrative Directors)*
- ✓ Continue to install low energy lighting throughout campus buildings and install more efficient temperature controls in buildings. *(Fiscal Affairs, Plant Operations)*
- ✓ Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws. *(Fiscal Affairs, Human Resources, Public Safety, Business Services, Plant Operations, Academic Affairs, Enrollment and Student Services)*

- ✓ Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Institutional Research and Planning)*

#### **Determine best practices and implement appropriate methods for increasing efficiency and service excellence in campus processes**

- ✓ Identify processes utilized in various departments and conduct audits to determine where improvements are needed. *(Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Institutional Research and Planning)*
- ✓ Engage in formal assessment processes and continuous improvement. *(President, Academic Affairs, Fiscal Affairs, Enrollment and Student Services, Institutional Research and Planning, Deans, Department Chairs, Administrative Directors)*

### **III. Enhance/Expand Campus Life Opportunities**

#### **Deliver activities after business hours and on weekends**

- ✓ Provide cultural events on campus and increase program offerings for the campus and the larger community to include both after business hours and weekend activities. *(Fine Arts and Lecture Committee, Faculty [Music and Arts], Enrollment and Student Services)*
- ✓ Provide athletic activities after business hours and on weekends beginning fall 2013. *(Athletics)*
- ✓ Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services. *(Enrollment and Student Services, Residential Life, Student Life, Campus Recreation, Career Services, Academic Affairs, First Year Experience Program, Fine Arts and Lecture Committee, Faculty [Music and Arts], Library)*
- ✓ Increase participation in residence life and campus programming. *(Enrollment and Student Services, Residential Life, Student Life, Campus Recreation)*

#### **Develop joint service-learning opportunities between academic affairs and student services**

- ✓ Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester. *(Academic Affairs, First Year Experience Program, Deans, Department Chairs, Coordinator for Leadership and Civic Engagement, Coordinator for the American Democracy Project)*
- ✓ Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project. *(Academic Affairs)*

#### **Provide adequate facilities for campus life activities and services**

- ✓ Renovate the Bandy Gymnasium and the Pope Student Center to provide adequate and safe recreational space. *(Fiscal Affairs, Plant Operations, Enrollment and Student Services)*
- ✓ Replace existing housing stock with a new residence hall(s). *(Fiscal Affairs, Plant Operations, Enrollment and Student Services, Residential Life)*

- ✓ Renovate the Library to expand/enhance the Learning Commons. (*Academic Affairs*)

#### **Enhance programming resources and support programs that reflect our diverse population**

- ✓ Seek funds to hire a support services professional with expertise in diversity and inclusion who will develop/expand and promote quality of programs and services. (*Academic Affairs, Diversity Committee Enrollment and Student Services*)
- ✓ Revise Dalton State's website to include online resources that represent and/or address the needs of its diverse population. (*Marketing and Communication, Enrollment and Student Services, Diversity Committee*)
- ✓ Create opportunities for faculty, staff, and students to participate in diverse experiences. (*Academic Affairs, Enrollment and Student Services, Center for International Education*)

#### **Diversify student leadership and student engagement opportunities on campus**

- ✓ Establish Greek organizations on campus. (*Enrollment and Student Services, Student Life*)
- ✓ Increase the number of new leadership and involvement opportunities for campus residential students. (*Enrollment and Student Services, Residence Life*)

### **IV. Create a Unique Campus Culture**

#### **Transform the culture of the College**

- ✓ Conduct a campus climate assessment to help identify areas for improvement and then develop a plan based on results. (*Enrollment and Student Services, Academic Affairs, Diversity Committee, Institutional Research and Planning*)
- ✓ Engage in "branding" and identify what makes Dalton State unique. (*Marketing and Communication*)
- ✓ Establish campus traditions, including annual events, events associated with athletics, and family-oriented events. (*Enrollment and Student Services, Academic Affairs, Athletics*)
- ✓ Explore the feasibility of providing/improving campus-level support services. (*Academic Affairs, Fiscal Affairs, Enrollment and Student Services*)
- ✓ Incorporate diverse perspectives into courses and co-curricular activities as appropriate. (*Academic Affairs, Enrollment and Student Services*)
- ✓ Encourage all faculty, staff, and students to engage in service to the campus and the larger community. (*Academic Affairs, Enrollment and Student Services, Fiscal Affairs, Deans, Department Chairs, Administrative Directors*)

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# **Action Plans**

With Assigned Responsibility Heads and  
Accountability Measures

## Academic Affairs (Vice President)

### **Goal 1, Strategy 1, Objective 2:**

Collaborate with the P-12 systems to improve college enrollment, readiness, and success of high school graduates.

#### *Accountability Measures:*

- (1) Increase the percentage of high school students graduating from our local feeder school systems who choose to attend DSC from 33 % of graduates in fall 2011 to 35 % in fall 2013 and to 37% in 2015.*
- (2) Decrease the percentage of high school graduates entering DSC who need at least one area of learning support by 5% from fall 2011 to fall 2013 and by another 3% from fall 2013 to fall 2015.*
- (3) Increase the number of students participating in dual enrollment from 74 in fall 2011 to 84 in fall 2013 and to 100 in fall 2015.*
- (4) Increase the number of high school students entering as STEM majors and RETP participants by 10% from fall 2011 to fall 2015.*

### **Goal 1, Strategy 2, Objective 2:**

Review relevant policies and procedures that might serve as barriers to student success and change these if needed.

#### *Accountability Measure:*

- (1) Document any policy changes along with their impact in terms of reduced credit hours for each degree.*

### **Goal 1, Strategy 3, Objective 3:**

Consider policy revisions that will encourage students to complete their programs in a timely manner

#### *Accountability Measures:*

- (1) Document changes in relevant policies and procedures.*
- (2) Decrease the number of students repeating classes, withdrawing from classes, and changing majors.*
- (3) Set baseline data on above items (#2) and set targets.*
- (4) Decrease the number of students who exceed the requisite number of credit hours for a designated certificate, the 60 credit hour limit for 2-year degrees, and the 120 credit hour limit for 4-year degrees by 6% from spring 2012 to spring 2016.*
- (5) Increase the graduation rate at the 3-year mark for 2-year degrees and the 6-year mark for 4-year degrees by 8% from spring 2012 to spring 2016.*
- (6) Increase summer school enrollment by 5% each year from 2012 to 2015.*
- (7) Increase the average number of hours taken by students each semester by 10% from 2012-2013 to 2015-2016.*

### **Goal 2, Strategy 1, Objective 2:**

Create an infrastructure to support sponsored operations and encourage faculty and staff to seek public and private external funding opportunities as needs arise and appropriate sources are identified.

#### *Accountability Measures:*

- (1) The administration will establish and fund a position dedicated to work on sponsored operations within the next three years as funding allows.*
- (2) Training opportunities for grant development, proposal writing, and grant management will be made available for faculty and staff as funding allows, and the institutional annual report will indicate the number of training opportunities faculty and staff participated in, the number of proposals submitted, and the number of proposals funded.*
- (3) Administrators, faculty and staff at Dalton State will seek opportunities to collaborate with other entities as appropriate to secure grant funding for special projects and the institutional annual report will indicate the number of collaborative ventures Dalton State engaged in with other educational and community partners, the nature of such ventures, and their impact.*

**Goal 2, Strategy 1, Objective 3:**

Seek public/private and community partnerships to assist in securing additional resources for the institution, including determine the feasibility of a capital campaign in the near future.

*Accountability Measures:*

- (1) The institutional annual report will indicate activity in regard to public/private partnerships, including the other parties involved, the extent and nature of their involvement, the expected outcome, and the impact.*
- (2) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY13, and complete project by the end of FY14.*
- (3) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.*
- (4) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.*
- (5) Assume ownership of the Carpet and Rug Institute by the end of FY13 and secure operating funds by the end of FY14.*
- (6) Identify and secure at least one funding stream to support the work of the Center for Economic Research and Entrepreneurship by the end of FY14.*
- (7) Secure approval and partnership agreements for use of community athletics facilities as sports become operational during the next three years.*

**Goal 2, Strategy 2, Objective 2:**

Proceed with portions of the Master Plan that are already in progress.

*Accountability Measure:*

- (1) Construct the new science building and be ready for move-in by fall 2014.*
- (2) Secure funding for renovation of the Technology Building during FY13 and complete project by the end of FY15.*
- (3) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY14, and complete project by the end of FY15.*
- (4) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.*
- (5) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.*

**Goal 2, Strategy 2, Objective 3:**

Revisit the use of land for Wood Valley after pay-off in 2015.

*Accountability Measure:*

- (1) Have a plan in place for use of land where Wood Valley Apartments now stand by the end of FY15.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity.

*Accountability Measure:*

(1) *Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 3, Objective 3:**

Implement the recommendations of the recent salary study as resources allow.

*Accountability Measure:*

(1) *At a minimum, get all employees to the minimum recommended salary for their job classification as resources allow by the end of FY15.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

(1) *Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

(1) *Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

(1) *Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

(1) *Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

(1) *All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 4, Objective 1:**

Seek funds to hire a support services professional with expertise in diversity and inclusion who will develop/expand and promote quality of programs and services.

*Accountability Measures:*

- (1) By 2015 we will have a support services professional with expertise in diversity and inclusion on staff.*
- (2) Student support services professional will conduct a campus wide needs assessment to determine appropriate programming to address the diverse interests and needs of the DSC student population.*
- (3) Student support services professional will implement a process to assess the quality of programs and support services provided and revisions will be made based on results.*

**Goal 3, Strategy 4, Objective 3:**

Create opportunities for faculty, staff, and students to participate in diverse experiences.

*Accountability Measures:*

- (1) Document opportunities on campus for faculty, staff and students to participate in experiences that address issues of diversity.*
- (2) By 2015 student responses on the NSSE survey will indicate an increase of at least 5% on questions related to diversity.*

**Goal 4, Strategy 1, Objective 3:**

Establish campus traditions, including annual events, events associated with athletics, and family-oriented events.

*Accountability Measure:*

- (1) Document establishment of activities and events targeted to become recurring such that they can become traditions of the campus.*

**Goal 4, Strategy 1, Objective 4:**

Explore the feasibility of providing/improving campus-level support services.

*Accountability Measure:*

- (1) Document improvements in campus level support services for faculty, staff and students. (This might include but not be limited to the following: transportation shuttles for residential students, childcare, renovation and enlargement of the Pope Student Center, renovation of the gym and other recreational space, increased residential life opportunities, and improved food services.)*

**Goal 4, Strategy 1, Objective 5:**

Incorporate diverse perspectives into courses and co-curricular activities as appropriate.

*Accountability Measures:*

- (1) Document the establishment of new courses or major revisions to existing courses to incorporate diverse perspectives.*
- (2) Document the occurrence of co-curricular activities that intentionally incorporate diverse perspectives.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

- (1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

**Goal 1, Strategy 2, Objective 3:**

Engage in targeted marketing efforts to reach traditionally underserved student populations.

*Accountability Measures:*

- (1) Increase the number of “Quick Admit” days from 2 to 4 during 2012-2013, then 6 per year after that.*
- (2) Develop brochures for distribution to local businesses and industries for them to give their employees and to National Guard Armories in the NW Georgia region to give to military personnel.*
- (3) Participate in at least 2 job fairs or other large public events to distribute material about DSC.*

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) Hire one additional professional counselor.*
- (4) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (5) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016*

**Goal 1, Strategy 3, Objective 2:**

Consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults.

*Accountability Measures:*

- (1) Document changes in course offerings, alternative credit allocation, and alternative scheduling (current baseline data not available – for example, we will need to obtain data for things such as number of students awarded credit through alternative options for 2011-2012 – and other interventions are just now being discussed as possibilities).*
- (2) Increase the number of hybrid classes by 10% from 2011-2012 to 2014-2015.*
- (3) Increase the number of online classes by 10% from 2011-2012 to 2014-2015.*

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

- (1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*
- (2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

- (1) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*
- (2) Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

- (1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

- (1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## **Academic Resources (Director)**

**Goal 1, Strategy 2, Objective 1:**

Assess the needs of identified student populations that appear to need additional targeted intervention/support services, determining any areas that need special assistance.

*Accountability Measure:*

- (1) Establish baseline data by Fall 2013.*

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high risk students in being successful.

*Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) Hire one additional professional counselor.*
- (4) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (5) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

*(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## Allied Health (Department Chair)

### **Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

#### *Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016*

### **Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

#### *Accountability Measures:*

- (1) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.*

### **Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

#### *Accountability Measure:*

- (1) Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

### **Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

#### *Accountability Measures:*

- (1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*
- (2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

### **Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

#### *Accountability Measures:*

- (1) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

(2) *Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

(1) *Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

(1) *Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

(1) *Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

(1) *Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

(1) *All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

(1) *Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

(1) *Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) *Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

### **American Democracy Project (Coordinator)**

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

(1) *Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

(1) *Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

### **Athletics (Director)**

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

(1) *Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

(1) *Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

*(1) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

*(1) Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 1, Objective 2:**

Provide athletic activities after business hours and on weekends beginning fall 2013.

*Accountability Measure:*

*(1) Document the number of athletics activities, along with type and level of participation.*

**Goal 4, Strategy 1, Objective 3:**

Establish campus traditions, including annual events, events associated with athletics, and family-oriented events.

*Accountability Measure:*

*(1) Document establishment of activities and events targeted to become recurring such that they can become traditions of the campus.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## **Bandy Heritage Center (Director)**

**Goal 3, Strategy 1, Objective 5:**

Provide program and activity offerings of the Bandy Heritage Center, including in the evenings and on weekends, many of which will be open to the community as well as the campus.

*Accountability Measure:*

*(1) Provide at least 5 programs or events annually to the campus and community on evenings and weekends..*

**Goal 3, Strategy 3, Objective 4:**

Establish dedicated space both on and off campus for the Bandy Heritage Center to have a visible presence and sponsor exhibits, programs and other activities.

*Accountability Measures:*

*(1) Identify and secure funding to establish a dedicated space on campus, preferably in the library, for the Bandy Heritage Center to have a more visible presence and be able to house exhibits and conduct educational programs and other activities -- to be completed during the 2014-15 academic year.*

*(2) Identify and secure funding to establish a dedicated space off campus, preferably in the downtown Dalton area, for the Bandy Heritage Center to have a more visible presence and be able to house exhibits and conduct educational programs and other activities -- to be completed during 2014.*

## **Business (School Dean)**

**Goal 1, Strategy 1, Objective 1:**

Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (Initial efforts will focus on school systems where we have existing relationships, such as Dalton City, Whitfield County, Calhoun City, and Catoosa County.)

*Accountability Measures:*

*(1) Documentation of all partnerships, whether presentation, council membership, or other collaboration.*

*(2) Document increase in the number of faculty involved in activities with the local school systems and vice versa.*

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

*(1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*

- (2) *Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) *Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) *Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.*

**Goal 1, Strategy 3, Objective 1:**

DSC faculty and staff will provide better advising services to ensure consistency and continuity.

*Accountability Measures:*

- (1) *Document that all faculty and staff advisors are trained in and use DegreeWorks by the end of spring 2013.*
- (2) *Document that students are trained in use of DegreeWorks in Orientation, FYE courses, and during advising.*
- (3) *Document that all students are provided with a clearly defined program of study for their major by the end of spring 2013.*
- (4) *Document that there is a 2-year course schedule posted by the end of spring 2013.*

**Goal 1, Strategy 3, Objective 2:**

Consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults.

*Accountability Measures:*

- (1) *Document changes in course offerings, alternative credit allocation, and alternative scheduling (current baseline data not available – for example, we will need to obtain data for things such as number of students awarded credit through alternative options for 2011-2012 – and other interventions are just now being discussed as possibilities).*
- (2) *Increase the number of hybrid classes by 10% from 2011-2012 to 2014-2015.*
- (3) *Increase the number of online classes by 10% from 2011-2012 to 2014-2015.*

**Goal 1, Strategy 3, Objective 3:**

Consider policy revisions that will encourage students to complete their programs in a timely manner

*Accountability Measures:*

- (1) *Document changes in relevant policies and procedures.*
- (2) *Decrease the number of students repeating classes, withdrawing from classes, and changing majors.*
- (3) *Set baseline data on above items (#2) and set targets.*
- (4) *Decrease the number of students who exceed the requisite number of credit hours for a designated certificate, the 60 credit hour limit for 2-year degrees, and the 120 credit hour limit for 4-year degrees by 6% from spring 2012 to spring 2016.*
- (5) *Increase the graduation rate at the 3-year mark for 2-year degrees and the 6-year mark for 4-year degrees by 8% from spring 2012 to spring 2016.*
- (6) *Increase summer school enrollment by 5% each year from 2012 to 2015.*
- (7) *Increase the average number of hours taken by students each semester by 10% from 2012-2013 to 2015-2016.*

**Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

*Accountability Measure:*

- (1) *Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.*

**Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

*Accountability Measure:*

(1) *Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

(1) *Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*

(2) *Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

(1) *Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

(2) *Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

(1) *Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

(1) *Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

*(1) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

*(1) Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

*(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

*(1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## **Business Services (Assistant Vice President for Fiscal Affairs)**

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

*(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.

**Campus Recreation (Director)****Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

(1) Each unit's annual report will document the demographics of new and existing employees each year.

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.

**Goal 3, Strategy 1, Objective 3:**

Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services.

*Accountability Measure:*

(1) Document the number of activities, along with type and level of participation.

**Goal 3, Strategy 1, Objective 4:**

Increase participation in residence life and campus programming.

*Accountability Measure:*

(1) By 2015, participation rates in both Residential Life and general campus activities programs will increase by at least 3% based on enrollment and housing residents respectively.

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.

**Career Services (Coordinator)**

**Goal 3, Strategy 1, Objective 3:**

Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services.

*Accountability Measure:*

(1) Document the number of activities, along with type and level of participation.

**Center for Academic Excellence (Assistant Vice President for Academic Affairs)**

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

- (1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.
- (2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.

## **Center for International Education (Director)**

### **Goal 3, Strategy 4, Objective 3:**

Create opportunities for faculty, staff, and students to participate in diverse experiences.

*Accountability Measures:*

- (1) Increase the number of international students enrolling in DSC by at least 5% each year.
- (2) Increase the number of DSC students and faculty who participate in study abroad programs by at least 10% each year.

## **Communication (Department Chair)**

### **Goal 1, Strategy 1, Objective 1:**

Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (Initial efforts will focus on school systems where we have existing relationships, such as Dalton City, Whitfield County, Calhoun City, and Catoosa County.)

*Accountability Measure:*

- (1) Documentation of all partnerships, whether presentation, council membership, or other collaboration.
- (2) Document increase in the number of faculty involved in activities with the local school systems and vice versa.

### **Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.

### **Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

*Accountability Measures:*

- (1) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.

**Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

*Accountability Measure:*

(1) *Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

- (1) *Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*
- (2) *Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

- (1) *Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*
- (2) *Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) *Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

- (1) *Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

(1) *Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

(1) *Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

(1) *All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 1, Objective 1:**

Provide cultural events on campus and increase program offerings for the campus and the larger community to include both after business hours and weekend activities.

*Accountability Measure:*

(1) *Document the number of cultural events, along with type and level of participation.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

(1) *Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

(1) *Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) *Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## Computing and Information Services (Director)

### **Goal 1, Strategy 2, Objective 1:**

Assess the needs of identified student populations that appear to need additional targeted intervention/support services, determining any areas that need special assistance.

*Accountability Measure:*

*(1) Establish baseline data by Fall 2013.*

### **Goal 2, Strategy 2, Objective 4:**

Collaborate with the facilities staff from the Board of Regents' office on the system-wide space utilization plan.

*Accountability Measure:*

*(1) Comply with instructions and timelines as directed by the Board of Regents' facilities' staff. Activities will be documented in the institution's Annual Report*

### **Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

*(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

### **Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity.

*Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

### **Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

### **Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.

### Distance Education Committee (Chair)

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

(1) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.

(2) Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.

### Diversity Committee (Chair)

**Goal 2, Strategy 3, Objective 3:**

Conduct a campus climate study to identify areas of the institution that need attention and develop an action plan to address those issues.

*Accountability Measure:*

(1) The Diversity Committee will conduct a campus climate study by the end of FY13 and develop an action plan during fall 2013.

**Goal 3, Strategy 4, Objective 1:**

Seek funds to hire a support services professional with expertise in diversity and inclusion who will develop/expand and promote quality of programs and services.

*Accountability Measures:*

(1) By 2015 we will have a support services professional with expertise in diversity and inclusion on staff.

(2) Student support services professional will conduct a campus wide needs assessment to determine appropriate programming to address the diverse interests and needs of the DSC student population.

(3) Student support services professional will implement a process to assess the quality of programs and support services provided and revisions will be made based on results.

**Goal 3, Strategy 4, Objective 2:**

Revise Dalton State's website to include online resources that represent and/or address the needs of its diverse population.

*Accountability Measure:*

- (1) Document changes in the DSC website to provide evidence of inclusion of more information and resources that represent/address the needs of our diverse population.

**Goal 4, Strategy 1, Objective 1:**

Conduct a campus climate assessment to help identify areas for improvement and then develop a plan based on results.

*Accountability Measures:*

- (1) Analyze the differences in the results of a campus climate assessment to be conducted in fall 2013 with those of a follow-up assessment to be conducted in spring 2015.
- (2) Analyze the results from DSC's participation in the American Democracy Project's Civic Health Initiative, scheduled to begin during spring 2013, and develop plan of action based on identified areas to be strengthened.

## **Education (School Dean)**

**Goal 1, Strategy 1, Objective 1:**

Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (Initial efforts will focus on school systems where we have existing relationships, such as Dalton City, Whitfield County, Calhoun City, and Catoosa County.)

*Accountability Measure:*

- (1) Documentation of all partnerships, whether presentation, council membership, or other collaboration.
- (2) Document increase in the number of faculty involved in activities with the local school systems and vice versa.

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.

**Goal 1, Strategy 3, Objective 1:**

DSC faculty and staff will provide better advising services to ensure consistency and continuity.

*Accountability Measures:*

- (1) Document that all faculty and staff advisors are trained in and use DegreeWorks by the end of spring 2013.
- (2) Document that students are trained in use of DegreeWorks in Orientation, FYE courses, and during advising.
- (3) Document that all students are provided with a clearly defined program of study for their major by the end of spring 2013.

(4) Document that there is a 2-year course schedule posted by the end of spring 2013.

**Goal 1, Strategy 3, Objective 2:**

Consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults.

*Accountability Measures:*

- (1) Document changes in course offerings, alternative credit allocation, and alternative scheduling (current baseline data not available – for example, we will need to obtain data for things such as number of students awarded credit through alternative options for 2011-2012 – and other interventions are just now being discussed as possibilities).
- (2) Increase the number of hybrid classes by 10% from 2011-2012 to 2014-2015.
- (3) Increase the number of online classes by 10% from 2011-2012 to 2014-2015.

**Goal 1, Strategy 3, Objective 3:**

Consider policy revisions that will encourage students to complete their programs in a timely manner

*Accountability Measures:*

- (1) Document changes in relevant policies and procedures.
- (2) Decrease the number of students repeating classes, withdrawing from classes, and changing majors.
- (3) Set baseline data on above items (#2) and set targets.
- (4) Decrease the number of students who exceed the requisite number of credit hours for a designated certificate, the 60 credit hour limit for 2-year degrees, and the 120 credit hour limit for 4-year degrees by 6% from spring 2012 to spring 2016.
- (5) Increase the graduation rate at the 3-year mark for 2-year degrees and the 6-year mark for 4-year degrees by 8% from spring 2012 to spring 2016.
- (6) Increase summer school enrollment by 5% each year from 2012 to 2015.
- (7) Increase the average number of hours taken by students each semester by 10% from 2012-2013 to 2015-2016.

**Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

*Accountability Measure:*

- (1) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.

**Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

*Accountability Measure:*

- (1) Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

- (1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at

*least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*

- (2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

- (1) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*
- (2) Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

- (1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

- (1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

- (1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

*(1) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

*(1) Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

*(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

*(1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## English (Department Chair)

### **Goal 1, Strategy 1, Objective 1:**

Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (Initial efforts will focus on school systems where we have existing relationships, such as Dalton City, Whitfield County, Calhoun City, and Catoosa County.)

#### *Accountability Measures:*

- (3) Documentation of all partnerships, whether presentation, council membership, or other collaboration.*
- (4) Document increase in the number of faculty and staff involved in activities with the local school systems and vice versa.*
- (5) An annual alignment assessment report by English faculty that document the improvement of the alignment of the high school English curricula with that of ENGL 1101.*
- (6) Decrease the percentage of high school graduates entering DSC who need at least one area of learning support by 5% from fall 2011 to fall 2013 and by another 3% from fall 2013 to fall 2015.*

### **Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

#### *Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.*

### **Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

#### *Accountability Measure:*

- (1) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.*

### **Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

#### *Accountability Measure:*

- (1) Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

### **Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

- (1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*
- (2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

- (1) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*
- (2) Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 1, Strategy 5, Objective 1:**

Improve student first time pass rates and ensure that the content of the learning support 0090 classes is such that students are prepared to successfully complete the required English and math courses in their respective certificate programs.

*Accountability Measure:*

- (1) Increase the number of students who successfully exit learning support English on the first attempt by 10% from 2011-2012 to 2015-2016.*

**Goal 1, Strategy 5, Objective 2:**

Improve student-first time pass rates in ENGL 0098, Reading 0098, and Math 0098 through implementation of alternative instructional design such that students exit on their first attempt and are prepared to successfully complete English 1101 and their selected course to satisfy the math requirement for Area A in the Core Curriculum.

*Accountability Measures:*

- (1) Increase the number of students who successfully exit learning support English on the first attempt by 10% from 2011-2012 to 2015-2016.*
- (2) Analyze success of alternative approaches to learning support compared with traditional classroom methods, using fall 2011 as a baseline, as some changes were being implemented during the 2012-2013 academic year.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

*(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

*(1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

- (1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.

**Enrollment and Student Services (Vice President)****Goal 1, Strategy 1, Objective 2:**

Collaborate with the P-12 systems to improve college enrollment, readiness, and success of high school graduates.

*Accountability Measures:*

- (1) Increase the percentage of high school students graduating from our local feeder school systems who choose to attend DSC from 33 % of graduates in fall 2011 to 35 % in fall 2013 and to 37% in 2015.
- (2) Decrease the percentage of high school graduates entering DSC who need at least one area of learning support by 5% from fall 2011 to fall 2013 and by another 3% from fall 2013 to fall 2015.
- (3) Increase the number of students participating in dual enrollment from 74 in fall 2011 to 84 in fall 2013 and to 100 in fall 2015.
- (4) Increase the number of high school students entering as STEM majors and RETP participants by 10% from fall 2011 to fall 2015.

**Goal 1, Strategy 2, Objective 2:**

Review relevant policies and procedures that might serve as barriers to student success and change these if needed.

*Accountability Measure:*

- (1) Document any policy changes along with their impact in terms of reduced credit hours for each degree.

**Goal 1, Strategy 2, Objective 3:**

Engage in targeted marketing efforts to reach traditionally underserved student populations.

*Accountability Measures:*

- (1) Increase the number of "Quick Admit" days from 2 to 4 during 2012-2013, then 6 per year after that.
- (2) Develop brochures for distribution to local businesses and industries for them to give their employees and to National Guard Armories in the NW Georgia region to give to military personnel.
- (3) Participate in at least 2 job fairs or other large public events to distribute material about DSC.

**Goal 2, Strategy 1, Objective 2:**

Create an infrastructure to support sponsored operations and encourage faculty and staff to seek public and private external funding opportunities as needs arise and appropriate sources are identified.

*Accountability Measures:*

- (1) The administration will establish and fund a position dedicated to work on sponsored operations within the next three years as funding allows.
- (2) Training opportunities for grant development, proposal writing, and grant management will be made available for faculty and staff as funding allows, and the institutional annual report will indicate the number of training opportunities faculty and staff participated in, the number of proposals submitted, and the number of proposals funded.

*(3) Administrators, faculty and staff at Dalton State will seek opportunities to collaborate with other entities as appropriate to secure grant funding for special projects and the institutional annual report will indicate the number of collaborative ventures Dalton State engaged in with other educational and community partners, the nature of such ventures, and their impact.*

**Goal 2, Strategy 1, Objective 3:**

Seek public/private and community partnerships to assist in securing additional resources for the institution, including determine the feasibility of a capital campaign in the near future.

*Accountability Measures:*

- (1) The institutional annual report will indicate activity in regard to public/private partnerships, including the other parties involved, the extent and nature of their involvement, the expected outcome, and the impact.*
- (2) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY13, and complete project by the end of FY14.*
- (3) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.*
- (4) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.*
- (5) Assume ownership of the Carpet and Rug Institute by the end of FY13 and secure operating funds by the end of FY14.*
- (6) Identify and secure at least one funding stream to support the work of the Center for Economic Research and Entrepreneurship by the end of FY14.*
- (7) Secure approval and partnership agreements for use of community athletics facilities as sports become operational during the next three years.*

**Goal 2, Strategy 2, Objective 2:**

Proceed with portions of the Master Plan that are already in progress.

*Accountability Measures:*

- (1) Construct the new science building and be ready for move-in by fall 2014.*
- (2) Secure funding for renovation of the Technology Building during FY13 and complete project by the end of FY15.*
- (3) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY14, and complete project by the end of FY15.*
- (4) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.*
- (5) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.*

**Goal 2, Strategy 2, Objective 3:**

Revisit the use of land for Wood Valley after pay-off in 2015.

*Accountability Measure:*

- (1) Have a plan in place for use of land where Wood Valley Apartments now stand by the end of FY15.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 3, Objective 3:**

Implement the recommendations of the recent salary study as resources allow.

*Accountability Measure:*

*(1) At a minimum, get all employees to the minimum recommended salary for their job classification as resources allow by the end of FY15.*

**Goal 2, Strategy 3, Objective 4:**

Conduct a campus climate study to identify areas of the institution that need attention and develop an action plan to address those issues.

*Accountability Measure:*

*(1) The Diversity Committee will conduct a campus climate study by the end of FY13 and develop an action plan during fall 2013.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

*(1) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

*(1) Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 3, Objective 1:**

Renovate the Bandy Gymnasium and the Pope Student Center to provide adequate and safe recreational space.

*Accountability Measure:*

*(1) By 2015 the Bandy Gymnasium and the Pope Student Center will have been renovated to expand recreational and student space.*

**Goal 3, Strategy 3, Objective 2:**

Replace existing housing stock with a new residence hall(s).

*Accountability Measure:*

*(1) By 2015 plans will be in place for replacement housing on campus.*

**Goal 3, Strategy 4, Objective 1:**

Seek funds to hire a support services professional with expertise in diversity and inclusion who will develop/expand and promote quality of programs and services.

*Accountability Measures:*

- (1) By 2015 we will have a support services professional with expertise in diversity and inclusion on staff.*
- (2) Student support services professional will conduct a campus wide needs assessment to determine appropriate programming to address the diverse interests and needs of the DSC student population.*
- (3) Student support services professional will implement a process to assess the quality of programs and support services provided and revisions will be made based on results.*

**Goal 3, Strategy 4, Objective 2:**

Revise Dalton State's website to include online resources that represent and/or address the needs of its diverse population.

*Accountability Measures:*

*(1) Document changes in the DSC website to provide evidence of inclusion of more information and resources that represent/address the needs of our diverse population.*

**Goal 3, Strategy 4, Objective 3:**

Create opportunities for faculty, staff, and students to participate in diverse experiences.

*Accountability Measures:*

- (1) Document opportunities on campus for faculty, staff and students to participate in experiences that address issues of diversity.*
- (2) By 2015 student responses on the NSSE survey will indicate an increase of at least 5% on questions related to diversity.*

**Goal 4, Strategy 1, Objective 3:**

Establish campus traditions, including annual events, events associated with athletics, and family-oriented events.

*Accountability Measure:*

- (1) Document establishment of activities and events targeted to become recurring such that they can become traditions of the campus.*

**Goal 4, Strategy 1, Objective 4:**

Explore the feasibility of providing/improving campus-level support services.

*Accountability Measure:*

- (1) Document improvements in campus level support services for faculty, staff and students. (This might include but not be limited to the following: transportation shuttles for residential students, childcare, renovation and enlargement of the Pope Student Center, renovation of the gym and other recreational space, increased residential life opportunities, and improved food services.)*

**Goal 4, Strategy 1, Objective 5:**

Incorporate diverse perspectives into courses and co-curricular activities as appropriate.

*Accountability Measures:*

- (1) Document the establishment of new courses or major revisions to existing courses to incorporate diverse perspectives.*
- (2) Document the occurrence of co-curricular activities that intentionally incorporate diverse perspectives.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

- (1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## Faculty Evaluation Committee (Chair)

### **Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

#### *Accountability Measures:*

(1) *Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.*

### **Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

#### *Accountability Measure:*

(1) *Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

## Faculty (Music and Arts)

### **Goal 3, Strategy 1, Objective 1:**

Provide cultural events on campus and increase program offerings for the campus and the larger community to include both after business hours and weekend activities.

#### *Accountability Measure:*

(1) *Document the number of cultural events, along with type and level of participation.*

### **Goal 3, Strategy 1, Objective 3:**

Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services.

#### *Accountability Measure:*

(1) *Document the number of activities, along with type and level of participation.*

## Financial Aid (Director)

### **Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

#### *Accountability Measures:*

- (1) *Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) *Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) *Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) *Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016*

### **Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

*(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## Fine Arts and Lecture Committee (Chair)

### **Goal 3, Strategy 1, Objective 1:**

Provide cultural events on campus and increase program offerings for the campus and the larger community to include both after business hours and weekend activities.

*Accountability Measure:*

(1) *Document the number of cultural events, along with type and level of participation.*

### **Goal 3, Strategy 1, Objective 3:**

Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services.

*Accountability Measure:*

(1) *Document the number of activities, along with type and level of participation.*

## First Year Experience Program (Coordinator)

### **Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) *Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) *Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) *Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) *Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.*

### **Goal 1, Strategy 4, Objective 5:**

Improve first year students' retention and success rates through a redesign of the First Year Experience course and overall program.

*Accountability Measure:*

(1) *Increase fall-to-spring retention of first year students by 5% from fall 2011 to fall 2015, and increase fall-to-fall retention by 8% from fall 2011 to fall 2015.*

### **Goal 3, Strategy 1, Objective 3:**

Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services.

*Accountability Measure:*

(1) *Document the number of activities, along with type and level of participation.*

### **Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

- (1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

- (1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

## **Fiscal Affairs (Vice President)**

**Goal 2, Strategy 1, Objective 2:**

Create an infrastructure to support sponsored operations and encourage faculty and staff to seek public and private external funding opportunities as needs arise and appropriate sources are identified.

*Accountability Measures:*

- (1) The administration will establish and fund a position dedicated to work on sponsored operations within the next three years as funding allows.*
- (2) Training opportunities for grant development, proposal writing, and grant management will be made available for faculty and staff as funding allows, and the institutional annual report will indicate the number of training opportunities faculty and staff participated in, the number of proposals submitted, and the number of proposals funded.*
- (3) Administrators, faculty and staff at Dalton State will seek opportunities to collaborate with other entities as appropriate to secure grant funding for special projects and the institutional annual report will indicate the number of collaborative ventures Dalton State engaged in with other educational and community partners, the nature of such ventures, and their impact.*

**Goal 2, Strategy 1, Objective 3:**

Seek public/private and community partnerships to assist in securing additional resources for the institution, including determine the feasibility of a capital campaign in the near future.

*Accountability Measures:*

- (1) The institutional annual report will indicate activity in regard to public/private partnerships, including the other parties involved, the extent and nature of their involvement, the expected outcome, and the impact.*
- (2) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY13, and complete project by the end of FY14.*
- (3) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.*
- (4) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.*
- (5) Assume ownership of the Carpet and Rug Institute by the end of FY13 and secure operating funds by the end of FY14.*
- (6) Identify and secure at least one funding stream to support the work of the Center for Economic Research and Entrepreneurship by the end of FY14.*
- (7) Secure approval and partnership agreements for use of community athletics facilities as sports become operational during the next three years.*

**Goal 2, Strategy 2, Objective 1:**

Engage the services of a consultant to update the Sasaki Master Plan and help determine an implementation strategy, including athletics.

*Accountability Measure:*

*(1) Consultant will be hired by the end of FY15 if funds allow.*

**Goal 2, Strategy 2, Objective 2:**

Proceed with portions of the Master Plan that are already in progress.

*Accountability Measures:*

*(1) Construct the new science building and be ready for move-in by fall 2014.*

*(2) Secure funding for renovation of the Technology Building during FY13 and complete project by the end of FY15.*

*(3) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY14, and complete project by the end of FY15.*

*(4) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.*

*(5) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.*

**Goal 2, Strategy 2, Objective 3:**

Revisit the use of land for Wood Valley after pay-off in 2015.

*Accountability Measure:*

*(1) Have a plan in place for use of land where Wood Valley Apartments now stand by the end of FY15.*

**Goal 2, Strategy 2, Objective 4:**

Collaborate with the facilities staff from the Board of Regents' office on the system-wide space utilization plan.

*Accountability Measure:*

*(1) Comply with instructions and timelines as directed by the Board of Regents' facilities' staff. Activities will be documented in the institution's Annual Report*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

*(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 3, Objective 3:**

Implement the recommendations of the recent salary study as resources allow.

*Accountability Measure:*

*(1) At a minimum, get all employees to the minimum recommended salary for their job classification as resources allow by the end of FY15.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

*(1) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

*(1) Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 3, Objective 1:**

Renovate the Bandy Gymnasium and the Pope Student Center to provide adequate and safe recreational space.

*Accountability Measure:*

(1) *By 2015 the Bandy Gymnasium and the Pope Student Center will have been renovated to expand recreational and student space.*

**Goal 3, Strategy 3, Objective 2:**

Replace existing housing stock with a new residence hall(s).

*Accountability Measure:*

(1) *By 2015 plans will be in place for replacement housing on campus.*

**Goal 3, Strategy 3, Objective 3:**

Renovate the Library to expand/enhance the Learning Commons.

*Accountability Measure:*

(1) *By 2015 plans will be in place for a renovation project for the Library.*

**Goal 4, Strategy 1, Objective 4:**

Explore the feasibility of providing/improving campus-level support services.

*Accountability Measure:*

(1) *Document improvements in campus level support services for faculty, staff and students. (This might include but not be limited to the following: transportation shuttles for residential students, childcare, renovation and enlargement of the Pope Student Center, renovation of the gym and other recreational space, increased residential life opportunities, and improved food services.)*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) *Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

**Foundation Board (Chair/Director of Institutional Advancement)****Goal 2, Strategy 1, Objective 1:**

Continue to support the work of the institution by providing supplemental resources from private donors in the form of endowments, operating funds, student scholarships, real estate, and special projects.

*Accountability Measures:*

*The Foundation Director will work with the President, the Foundation Executive Committee and selected community leaders to determine the feasibility of a capital campaign in the near future:*

(1) *The Foundation Director will provide a progress report on the status of plans for a capital campaign as a part of the institution's annual report.*

*The Foundation will continue to provide supplemental funding to support special projects that arise that serve the best interests of students, faculty, staff and/or the institution as a whole:*

(2) *The Foundation's annual report will indicate those special projects funded by the Foundation each year.*

**Goal 2, Strategy 1, Objective 3:**

Seek public/private and community partnerships to assist in securing additional resources for the institution, including determine the feasibility of a capital campaign in the near future.

*Accountability Measures:*

- (1) The institutional annual report will indicate activity in regard to public/private partnerships, including the other parties involved, the extent and nature of their involvement, the expected outcome, and the impact.*
- (2) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY13, and complete project by the end of FY14.*
- (3) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.*
- (4) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.*
- (5) Assume ownership of the Carpet and Rug Institute by the end of FY13 and secure operating funds by the end of FY14.*
- (6) Identify and secure at least one funding stream to support the work of the Center for Economic Research and Entrepreneurship by the end of FY14.*
- (7) Secure approval and partnership agreements for use of community athletics facilities as sports become operational during the next three years.*

**Goal 2, Strategy 2, Objective 3:**

Revisit the use of land for Wood Valley after pay-off in 2015.

*Accountability Measure:*

- (1) Have a plan in place for use of land where Wood Valley Apartments now stand by the end of FY15.*

## **Health Professions (School Dean)**

**Goal 1, Strategy 1, Objective 1:**

Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (Initial efforts will focus on school systems where we have existing relationships, such as Dalton City, Whitfield County, Calhoun City, and Catoosa County.)

*Accountability Measure:*

- (1) Documentation of all partnerships, whether presentation, council membership, or other collaboration.*
- (2) Document increase in the number of faculty involved in activities with the local school systems and vice versa.*

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.*

**Goal 1, Strategy 3, Objective 1:**

DSC faculty and staff will provide better advising services to ensure consistency and continuity.

*Accountability Measures:*

- (1) Document that all faculty and staff advisors are trained in and use DegreeWorks by the end of spring 2013.
- (2) Document that students are trained in use of DegreeWorks in Orientation, FYE courses, and during advising.
- (3) Document that all students are provided with a clearly defined program of study for their major by the end of spring 2013.
- (4) Document that there is a 2-year course schedule posted by the end of spring 2013.

**Goal 1, Strategy 3, Objective 2:**

Consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults.

*Accountability Measures:*

- (1) Document changes in course offerings, alternative credit allocation, and alternative scheduling (current baseline data not available – for example, we will need to obtain data for things such as number of students awarded credit through alternative options for 2011-2012 – and other interventions are just now being discussed as possibilities).
- (2) Increase the number of hybrid classes by 10% from 2011-2012 to 2014-2015.
- (3) Increase the number of online classes by 10% from 2011-2012 to 2014-2015.

**Goal 1, Strategy 3, Objective 3:**

Consider policy revisions that will encourage students to complete their programs in a timely manner

*Accountability Measures:*

- (1) Document changes in relevant policies and procedures.
- (2) Decrease the number of students repeating classes, withdrawing from classes, and changing majors.
- (3) Set baseline data on above items (#2) and set targets.
- (4) Decrease the number of students who exceed the requisite number of credit hours for a designated certificate, the 60 credit hour limit for 2-year degrees, and the 120 credit hour limit for 4-year degrees by 6% from spring 2012 to spring 2016.
- (5) Increase the graduation rate at the 3-year mark for 2-year degrees and the 6-year mark for 4-year degrees by 8% from spring 2012 to spring 2016.
- (6) Increase summer school enrollment by 5% each year from 2012 to 2015.
- (7) Increase the average number of hours taken by students each semester by 10% from 2012-2013 to 2015-2016.

**Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

*Accountability Measure:*

- (1) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.

**Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

*Accountability Measure:*

- (1) Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

- (1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.
- (2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

- (1) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.
- (2) Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

- (1) Each unit's annual report will document the demographics of new and existing employees each year.

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

- (1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

*(1) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

*(1) Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

*(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

*(1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

**Human Resources (Director)**

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

*(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year.*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity.

*Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.

**Institutional Advancement (Foundation Director)****Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.

**Goal 2, Strategy 1, Objective 1:**

Continue to support the work of the institution by providing supplemental resources from private donors in the form of endowments, operating funds, student scholarships, real estate, and special projects.

*Accountability Measures:*

The Foundation will continue to conduct an annual giving campaign each year to raise funds to supplement the annual state allocation and revenue from tuition and fees:

- (1) The total amount raised through the annual giving campaign will increase by 5% each year.
- (2) The number of donors will increase by 3% each year.

The Foundation Director will work with the President, the Foundation Executive Committee and selected community leaders to determine the feasibility of a capital campaign in the near future:

- (3) The Foundation Director will provide a progress report on the status of plans for a capital campaign as a part of the institution's annual report.

The Foundation will continue to provide supplemental funding to support special projects that arise that serve the best interests of students, faculty, staff and/or the institution as a whole:

- (4) The Foundation's annual report will indicate those special projects funded by the Foundation each year.

**Goal 2, Strategy 1, Objective 3:**

Seek public/private and community partnerships to assist in securing additional resources for the institution, including determine the feasibility of a capital campaign in the near future.

*Accountability Measures:*

- (1) The institutional annual report will indicate activity in regard to public/private partnerships, including the other parties involved, the extent and nature of their involvement, the expected outcome, and the impact.*
- (2) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY13, and complete project by the end of FY14.*
- (3) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.*
- (4) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.*
- (5) Assume ownership of the Carpet and Rug Institute by the end of FY13 and secure operating funds by the end of FY14.*
- (6) Identify and secure at least one funding stream to support the work of the Center for Economic Research and Entrepreneurship by the end of FY14.*
- (7) Secure approval and partnership agreements for use of community athletics facilities as sports become operational during the next three years.*

**Goal 2, Strategy 2, Objective 3:**

Revisit the use of land for Wood Valley after pay-off in 2015.

*Accountability Measure:*

- (1) Have a plan in place for use of land where Wood Valley Apartments now stand by the end of FY15.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity.

*Accountability Measure:*

- (1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

- (1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

*(1) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

*(1) Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## Institutional Research and Planning (Director)

### **Goal 1, Strategy 2, Objective 1:**

Assess the needs of identified student populations that appear to need additional targeted intervention/support services, determining any areas that need special assistance.

*Accountability Measure:*

(1) *Establish baseline data by Fall 2013.*

### **Goal 1, Strategy 2, Objective 2:**

Review relevant policies and procedures that might serve as barriers to student success and change these if needed.

*Accountability Measure:*

(1) *Document any policy changes along with their impact in terms of reduced credit hours for each degree.*

### **Goal 1, Strategy 3, Objective 3:**

Consider policy revisions that will encourage students to complete their programs in a timely manner

*Accountability Measures:*

(1) *Document changes in relevant policies and procedures.*

(2) *Decrease the number of students repeating classes, withdrawing from classes, and changing majors.*

(3) *Set baseline data on above items (#2) and set targets.*

(4) *Decrease the number of students who exceed the requisite number of credit hours for a designated certificate, the 60 credit hour limit for 2-year degrees, and the 120 credit hour limit for 4-year degrees by 6% from spring 2012 to spring 2016.*

(5) *Increase the graduation rate at the 3-year mark for 2-year degrees and the 6-year mark for 4-year degrees by 8% from spring 2012 to spring 2016.*

(6) *Increase summer school enrollment by 5% each year from 2012 to 2015.*

(7) *Increase the average number of hours taken by students each semester by 10% from 2012-2013 to 2015-2016.*

### **Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

(1) *Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

### **Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

(1) *Each unit's annual report will document the demographics of new and existing employees each year.*

### **Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

(1) *Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

(1) *Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

(1) *Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

(1) *Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

(1) *All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 1 General Metrics Reporting:**

Institutional Research shall report and provide data on the following accountability measures:

*Accountability Measures:*

(1) *By 2015, results of the NSSE and FSSE surveys will indicate at least a 5% increase in engagement.*

(2) *By 2015, the overall retention rate will increase 5%.*

(3) *By 2015, the Graduating Student Survey will indicate at least a 5% increase in satisfaction related to their involvement in activities outside the classroom.*

**Goal 3, Strategy 3 General Metrics Reporting:**

Institutional Research shall report and provide data on the following accountability measures:

*Accountability Measure:*

- (1) *By spring 2015 85% of student respondents to a campus wide survey will agree or strongly agree that there are adequate facilities for residential life and campus activities.*

**Goal 4, Strategy 1, Objective 1:**

Conduct a campus climate assessment to help identify areas for improvement and then develop a plan based on results.

*Accountability Measures:*

- (1) *Analyze the differences in the results of a campus climate assessment to be conducted in fall 2013 with those of a follow-up assessment to be conducted in spring 2015.*
- (2) *Analyze the results from DSC's participation in the American Democracy Project's Civic Health Initiative, scheduled to begin during spring 2013, and develop plan of action based on identified areas to be strengthened.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

- (1) *Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

**Leadership and Civic Engagement (Coordinator)****Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

- (1) *Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

- (1) *Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

## Learning Support (Director)

### **Goal 1, Strategy 5, Objective 1:**

Improve student first time pass rates and ensure that the content of the learning support 0090 classes is such that students are prepared to successfully complete the required English and math courses in their respective certificate programs.

*Accountability Measure:*

*(1) Increase the number of students who successfully exit learning support English and Math 0090 on the first attempt by 10% from 2011-2012 to 2015-2016.*

### **Goal 1, Strategy 5, Objective 2:**

Improve student-first time pass rates in ENGL 0098, Reading 0098, and Math 0098 through implementation of alternative instructional design such that students exit on their first attempt and are prepared to successfully complete English 1101 and their selected course to satisfy the math requirement for Area A in the Core Curriculum.

*Accountability Measures:*

*(1) Increase the number of students who successfully exit learning support English and Math 0098 on the first attempt by 10% from 2011-2012 to 2015-2016.*

*(2) Analyze success of alternative approaches to learning support compared with traditional classroom methods, using fall 2011 as a baseline, as some changes were being implemented during the 2012-2013 academic year.*

### **Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

## Liberal Arts (School Dean)

### **Goal 1, Strategy 1, Objective 1:**

Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (Initial efforts will focus on school systems where we have existing relationships, such as Dalton City, Whitfield County, Calhoun City, and Catoosa County.)

*Accountability Measures:*

*(1) Documentation of all partnerships, whether presentation, council membership, or other collaboration.*

*(2) Document increase in the number of faculty involved in activities with the local school systems and vice versa.*

*(3) An annual alignment assessment report by English faculty that document the improvement of the alignment of the high school English curricula with that of ENGL 1101.*

*(4) Decrease the percentage of high school graduates entering DSC who need at least one area of learning support by 5% from fall 2011 to fall 2013 and by another 3% from fall 2013 to fall 2015.*

**Goal 1, Strategy 1, Objective 2:**

Collaborate with the P-12 systems to improve college enrollment, readiness, and success of high school graduates.

*Accountability Measures:*

- (1) Increase the percentage of high school students graduating from our local feeder school systems who choose to attend DSC from 33 % of graduates in fall 2011 to 35 % in fall 2013 and to 37% in 2015.*
- (2) Decrease the percentage of high school graduates entering DSC who need at least one area of learning support by 5% from fall 2011 to fall 2013 and by another 3% from fall 2013 to fall 2015.*
- (3) Increase the number of students participating in dual enrollment from 74 in fall 2011 to 84 in fall 2013 and to 100 in fall 2015.*
- (4) Increase the number of high school students entering as STEM majors and RETP participants by 10% from fall 2011 to fall 2015.*

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016*

**Goal 1, Strategy 3, Objective 1:**

DSC faculty and staff will provide better advising services to ensure consistency and continuity.

*Accountability Measures:*

- (1) Document that all faculty and staff advisors are trained in and use DegreeWorks by the end of spring 2013.*
- (2) Document that students are trained in use of DegreeWorks in Orientation, FYE courses, and during advising.*
- (3) Document that all students are provided with a clearly defined program of study for their major by the end of spring 2013.*
- (4) Document that there is a 2-year course schedule posted by the end of spring 2013.*

**Goal 1, Strategy 3, Objective 2:**

Consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults.

*Accountability Measures:*

- (1) Document changes in course offerings, alternative credit allocation, and alternative scheduling (current baseline data not available – for example, we will need to obtain data for things such as number of students awarded credit through alternative options for 2011-2012 – and other interventions are just now being discussed as possibilities).*
- (2) Increase the number of hybrid classes by 10% from 2011-2012 to 2014-2015.*
- (3) Increase the number of online classes by 10% from 2011-2012 to 2014-2015.*

**Goal 1, Strategy 3, Objective 3:**

DSC administration will consider policy revisions that will encourage students to complete their programs in a timely manner.

*Accountability Measures:*

- (1) Document changes in relevant policies and procedures.*
- (2) Decrease the number of students repeating classes, withdrawing from classes, and changing majors. Baseline data on these items are not currently available, but we will obtain them and set targets.*
- (3) Decrease the number of students who exceed the requisite number of credit hours for a designated certificate, the 60 credit hour limit for 2-year degrees, and the 120 credit hour limit for 4-year degrees by 6% from spring 2012 to spring 2016. (4) Increase the graduation rate at the 3-year mark for 2-year degrees and the 6-year mark for 4-year degrees by 8% from spring 2012 to spring 2016.*
- (4) Increase summer school enrollment by 5% each year from 2012 to 2015.*
- (5) Increase the average number of hours taken by students each semester by 10% from 2012-2013 to 2015-2016.*

**Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

*Accountability Measure:*

- (1) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.*

**Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

*Accountability Measure:*

- (1) Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

- (1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*
- (2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

- (1) *Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*
- (2) *Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 1, Strategy 5, Objective 1:**

Improve student first time pass rates and ensure that the content of the learning support 0090 classes is such that students are prepared to successfully complete the required English and math courses in their respective certificate programs.

*Accountability Measure:*

- (1) *Increase the number of students who successfully exit learning support English on the first attempt by 10% from 2011-2012 to 2015-2016.*

**Goal 1, Strategy 5, Objective 2:**

Improve student-first time pass rates in ENGL 0098, Reading 0098, and Math 0098 through implementation of alternative instructional design such that students exit on their first attempt and are prepared to successfully complete English 1101 and their selected course to satisfy the math requirement for Area A in the Core Curriculum.

*Accountability Measures:*

- (1) *Increase the number of students who successfully exit learning support English and Math 0098 on the first attempt by 10% from 2011-2012 to 2015-2016.*
- (2) *Analyze success of alternative approaches to learning support compared with traditional classroom methods, using fall 2011 as a baseline, as some changes were being implemented during the 2012-2013 academic year.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) *Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

- (1) *Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

*(1) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

*(1) Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 1, Objective 1:**

Provide cultural events on campus and increase program offerings for the campus and the larger community to include both after business hours and weekend activities.

*Accountability Measure:*

*(1) Document the number of cultural events, along with type and level of participation.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

(1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.

**Library (Director)****Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

(1) Each unit's annual report will document the demographics of new and existing employees each year.

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 1, Objective 3:**

Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services.

*Accountability Measure:*

*(1) Document the number of activities, along with type and level of participation.*

**Goal 3, Strategy 3, Objective 3:**

Renovate the Library to expand/enhance the Learning Commons.

*Accountability Measure:*

*(1) By 2015 plans will be in place for a renovation project for the Library.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## Marketing and Communication (Director)

### **Goal 1, Strategy 2, Objective 3:**

Engage in targeted marketing efforts to reach traditionally underserved student populations.

#### *Accountability Measures:*

- (1) Develop brochures for distribution to local businesses and industries for them to give their employees and to National Guard Armories in the NW Georgia region to give to military personnel.*
- (2) Participate in at least 2 job fairs or other large public events to distribute material about DSC.*

### **Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

#### *Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

### **Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

#### *Accountability Measure:*

- (1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

### **Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

#### *Accountability Measure:*

- (1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

### **Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

#### *Accountability Measure:*

- (1) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

(1) Each division head will document the processes identified for audits, the audit results, and consequent changes.

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.

**Goal 3, Strategy 4, Objective 2:**

Revise Dalton State's website to include online resources that represent and/or address the needs of its diverse population.

*Accountability Measure:*

(1) Document changes in the DSC website to provide evidence of inclusion of more information and resources that represent/address the needs of our diverse population.

**Goal 4, Strategy 1, Objective 2:**

Engage in "branding" and identify what makes Dalton State unique.

*Accountability Measure:*

(1) Document efforts to establish a "brand" for Dalton State.

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.

## **Natural Sciences (Department Chair)**

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.

*(4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016*

**Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

*Accountability Measures:*

*(1) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.*

**Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

*Accountability Measure:*

*(1) Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

*(1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*

*(2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

*(1) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

*(2) Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

*(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

*(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

*(1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## Nursing (Department Chair)

### **Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

#### *Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016*

### **Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

#### *Accountability Measure:*

- (1) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.*

### **Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

#### *Accountability Measure:*

- (1) Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

### **Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

#### *Accountability Measures:*

- (1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*
- (2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

### **Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

#### *Accountability Measures:*

- (1) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

*(2) Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

*(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

*(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

(1) *Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) *Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

**Plant Operations (Director)****Goal 2, Strategy 2, Objective 4:**

Collaborate with the facilities staff from the Board of Regents' office on the system-wide space utilization plan.

*Accountability Measure:*

(1) *Comply with instructions and timelines as directed by the Board of Regents' facilities' staff. Activities will be documented in the institution's Annual Report*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

(1) *Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

(1) *Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 2:**

Continue to install low energy lighting throughout campus buildings and install more efficient temperature controls in buildings.

*Accountability Measure:*

(1) *By the end of FY15 all lighting on campus will have been replaced with low energy bulbs if funding allows.*

(2) *Plant operations will need to determine a measure for this item.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 3, Objective 1:**

Renovate the Bandy Gymnasium and the Pope Student Center to provide adequate and safe recreational space.

*Accountability Measure:*

*(1) By 2015 the Bandy Gymnasium and the Pope Student Center will have been renovated to expand recreational and student space.*

**Goal 3, Strategy 3, Objective 2:**

Replace existing housing stock with a new residence hall(s).

*Accountability Measure:*

*(1) By 2015 plans will be in place for replacement housing on campus.*

**Goal 3, Strategy 3, Objective 3:**

Renovate the Library to expand/enhance the Learning Commons.

*Accountability Measure:*

*(1) By 2015 plans will be in place for a renovation project for the Library.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## President

### **Goal 2, Strategy 1, Objective 1:**

Continue to support the work of the institution by providing supplemental resources from private donors in the form of endowments, operating funds, student scholarships, real estate, and special projects.

#### *Accountability Measure:*

*The Foundation Director will work with the President, the Foundation Executive Committee and selected community leaders to determine the feasibility of a capital campaign in the near future:*

- (1) The Foundation Director will provide a progress report on the status of plans for a capital campaign as a part of the institution's annual report.*

### **Goal 2, Strategy 1, Objective 2:**

Create an infrastructure to support sponsored operations and encourage faculty and staff to seek public and private external funding opportunities as needs arise and appropriate sources are identified.

#### *Accountability Measures:*

- (1) The administration will establish and fund a position dedicated to work on sponsored operations within the next three years as funding allows.*
- (2) Training opportunities for grant development, proposal writing, and grant management will be made available for faculty and staff as funding allows, and the institutional annual report will indicate the number of training opportunities faculty and staff participated in, the number of proposals submitted, and the number of proposals funded.*
- (3) Administrators, faculty and staff at Dalton State will seek opportunities to collaborate with other entities as appropriate to secure grant funding for special projects and the institutional annual report will indicate the number of collaborative ventures Dalton State engaged in with other educational and community partners, the nature of such ventures, and their impact.*

### **Goal 2, Strategy 1, Objective 3:**

Seek public/private and community partnerships to assist in securing additional resources for the institution, including determine the feasibility of a capital campaign in the near future.

#### *Accountability Measures:*

- (1) The institutional annual report will indicate activity in regard to public/private partnerships, including the other parties involved, the extent and nature of their involvement, the expected outcome, and the impact.*
- (2) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY13, and complete project by the end of FY14.*
- (3) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.*
- (4) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.*
- (5) Assume ownership of the Carpet and Rug Institute by the end of FY13 and secure operating funds by the end of FY14.*
- (6) Identify and secure at least one funding stream to support the work of the Center for Economic Research and Entrepreneurship by the end of FY14.*
- (7) Secure approval and partnership agreements for use of community athletics facilities as sports become operational during the next three years.*

**Goal 2, Strategy 2, Objective 1:**

Engage the services of a consultant to update the Sasaki Master Plan and help determine an implementation strategy, including athletics.

*Accountability Measure:*

(1) Consultant will be hired by the end of FY15 if funds allow.

**Goal 2, Strategy 2, Objective 2:**

Proceed with portions of the Master Plan that are already in progress.

*Accountability Measure:*

(1) Construct the new science building and be ready for move-in by fall 2014.

(2) Secure funding for renovation of the Technology Building during FY13 and complete project by the end of FY15.

(3) Secure approval and funding for renovation/expansion of the Pope Student Center by the end of FY14, and complete project by the end of FY15.

(4) Secure approval and funding for renovation of the Bandy Gymnasium by the end of FY13, and complete project by fall 2013.

(5) Secure approval and funding for new student housing by the end of FY14, and complete project by fall 2015.

**Goal 2, Strategy 2, Objective 3:**

Revisit the use of land for Wood Valley after pay-off in 2015.

*Accountability Measure:*

(1) Have a plan in place for use of land where Wood Valley Apartments now stand by the end of FY15.

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

(1) Each unit's annual report will document the demographics of new and existing employees each year.

**Goal 2, Strategy 3, Objective 3:**

Implement the recommendations of the recent salary study as resources allow.

*Accountability Measure:*

(1) At a minimum, get all employees to the minimum recommended salary for their job classification as resources allow by the end of FY15.

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

- (1) *Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

- (1) *All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

- (1) *All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

## **Professional and Faculty Advisors**

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) *Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) *Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) *Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) *Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016*

**Goal 1, Strategy 3, Objective 1:**

DSC faculty and staff will provide better advising services to ensure consistency and continuity.

*Accountability Measures:*

- (1) *Document that all faculty and staff advisors are trained in and use DegreeWorks by the end of spring 2013.*
- (2) *Document that students are trained in use of DegreeWorks in Orientation, FYE courses, and during advising.*
- (3) *Document that all students are provided with a clearly defined program of study for their major by the end of spring 2013.*

(4) Document that there is a 2-year course schedule posted by the end of spring 2013.

## **Public Safety (Director)**

### **Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

#### *Accountability Measure:*

(1) *Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year.*

### **Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

#### *Accountability Measure:*

(1) *Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

### **Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

#### *Accountability Measure:*

(1) *Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

### **Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

#### *Accountability Measure:*

(1) *All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

### **Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

#### *Accountability Measure:*

(1) *Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## Quality Enhancement Plan (QEP Director)

### **Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

#### *Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.*

### **Goal 1, Strategy 5, Objective 2:**

Improve student-first time pass rates in ENGL 0098, Reading 0098, and Math 0098 through implementation of alternative instructional design such that students exit on their first attempt and are prepared to successfully complete English 1101 and their selected course to satisfy the math requirement for Area A in the Core Curriculum.

#### *Accountability Measures:*

- (1) Increase the number of students who successfully exit learning support English and Math 0098 on the first attempt by 10% from 2011-2012 to 2015-2016.*
- (2) Analyze success of alternative approaches to learning support compared with traditional classroom methods, using fall 2011 as a baseline, as some changes were being implemented during the 2012-2013 academic year.*

### **Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

#### *Accountability Measure:*

- (1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

## Registrar

### **Goal 1, Strategy 2, Objective 2:**

Review relevant policies and procedures that might serve as barriers to student success and change these if needed.

#### *Accountability Measure:*

- (1) Document any policy changes along with their impact in terms of reduced credit hours for each degree.*

### **Goal 1, Strategy 3, Objective 2:**

Consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults.

*Measures:*

- (1) Document changes in course offerings, alternative credit allocation, and alternative scheduling (current baseline data not available – for example, we will need to obtain data for things such as number of students awarded credit through alternative options for 2011-2012 – and other interventions are just now being discussed as possibilities).*
- (2) Increase the number of hybrid classes by 10% from 2011-2012 to 2014-2015.*
- (3) Increase the number of online classes by 10% from 2011-2012 to 2014-2015.*

**Goal 1, Strategy 3, Objective 3:**

Consider policy revisions that will encourage students to complete their programs in a timely manner

*Accountability Measures:*

- (1) Document changes in relevant policies and procedures.*
- (2) Decrease the number of students repeating classes, withdrawing from classes, and changing majors.*
- (3) Set baseline data on above items (#2) and set targets.*
- (4) Decrease the number of students who exceed the requisite number of credit hours for a designated certificate, the 60 credit hour limit for 2-year degrees, and the 120 credit hour limit for 4-year degrees by 6% from spring 2012 to spring 2016.*
- (5) Increase the graduation rate at the 3-year mark for 2-year degrees and the 6-year mark for 4-year degrees by 8% from spring 2012 to spring 2016.*
- (6) Increase summer school enrollment by 5% each year from 2012 to 2015.*
- (7) Increase the average number of hours taken by students each semester by 10% from 2012-2013 to 2015-2016.*

**Goal 2, Strategy 2, Objective 4:**

Collaborate with the facilities staff from the Board of Regents' office on the system-wide space utilization plan.

*Accountability Measure:*

- (1) Comply with instructions and timelines as directed by the Board of Regents' facilities' staff. Activities will be documented in the institution's Annual Report*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

- (1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

(1) *Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

(1) *All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) *Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

**Residential Life (Director)****Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

(1) *Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

(1) *Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

(1) *Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 1, Objective 3:**

Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services.

*Accountability Measure:*

*(1) Document the number of activities, along with type and level of participation.*

**Goal 3, Strategy 1, Objective 4:**

Increase participation in residence life and campus programming.

*Accountability Measure:*

*(1) By 2015, participation rates in both Residential Life and general campus activities programs will increase by at least 3% based on enrollment and housing residents respectively.*

**Goal 3, Strategy 3, Objective 2:**

Replace existing housing stock with a new residence hall(s).

*Accountability Measure:*

*(1) By 2015 plans will be in place for replacement housing on campus.*

**Goal 3, Strategy 5, Objective 2:**

Increase the number of new leadership and involvement opportunities for campus residential students.

*Accountability Measure:*

*(1) By 2015 Residence Life will have created a Residence Hall Association and a National Residence Hall Honorary, along with the leadership and involvement roles associated with them, while maintaining the Resident Assistant leadership roles as well.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

- (1) *Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## **Retention Committee (Chair)**

**Goal 1, Strategy 2, Objective 1:**

Assess the needs of identified student populations that appear to need additional targeted intervention/support services, determining any areas that need special assistance.

*Accountability Measure:*

- (1) *Establish baseline data by Fall 2013.*

## **Science, Technology and Mathematics (School Dean)**

**Goal 1, Strategy 1, Objective 1:**

Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (Initial efforts will focus on school systems where we have existing relationships, such as Dalton City, Whitfield County, Calhoun City, and Catoosa County.)

*Accountability Measures:*

- (1) *Documentation of all partnerships, whether presentation, council membership, or other collaboration.*
- (2) *Document increase of the involvement of faculty in activities with the local school systems and vice versa.*
- (3) *An annual alignment assessment report by Math faculty that document the improvement of the alignment of the high school Math curricula with that of MATH 1111.*
- (4) *Decrease the percentage of high school graduates entering DSC who need at least one area of learning support by 5% from fall 2011 to fall 2013 and by another 3% from fall 2013 to fall 2015.*

**Goal 1, Strategy 1, Objective 2:**

Collaborate with the P-12 systems to improve college enrollment, readiness, and success of high school graduates.

*Accountability Measures:*

- (1) *Increase the percentage of high school students graduating from our local feeder school systems who choose to attend DSC from 33 % of graduates in fall 2011 to 35 % in fall 2013 and to 37% in 2015.*
- (2) *Decrease the percentage of high school graduates entering DSC who need at least one area of learning support by 5% from fall 2011 to fall 2013 and by another 3% from fall 2013 to fall 2015.*
- (3) *Increase the number of students participating in dual enrollment from 74 in fall 2011 to 84 in fall 2013 and to 100 in fall 2015.*
- (4) *Increase the number of high school students entering as STEM majors and RETP participants by 10% from fall 2011 to fall 2015.*

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) *Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*

- (2) *Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) *Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) *Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016*

**Goal 1, Strategy 3, Objective 1:**

DSC faculty and staff will provide better advising services to ensure consistency and continuity.

*Accountability Measures:*

- (1) *Document that all faculty and staff advisors are trained in and use DegreeWorks by the end of spring 2013.*
- (2) *Document that students are trained in use of DegreeWorks in Orientation, FYE courses, and during advising.*
- (3) *Document that all students are provided with a clearly defined program of study for their major by the end of spring 2013.*
- (4) *Document that there is a 2-year course schedule posted by the end of spring 2013.*

**Goal 1, Strategy 3, Objective 2:**

Consider alternative course credit allocation, alternative scheduling, and alternative delivery formats to better accommodate working adults.

*Accountability Measures:*

- (1) *Document changes in course offerings, alternative credit allocation, and alternative scheduling (current baseline data not available – for example, we will need to obtain data for things such as number of students awarded credit through alternative options for 2011-2012 – and other interventions are just now being discussed as possibilities).*
- (2) *Increase the number of hybrid classes by 10% from 2011-2012 to 2014-2015.*
- (3) *Increase the number of online classes by 10% from 2011-2012 to 2014-2015.*

**Goal 1, Strategy 3, Objective 3:**

Consider policy revisions that will encourage students to complete their programs in a timely manner

*Accountability Measures:*

- (1) *Document changes in relevant policies and procedures.*
- (2) *Decrease the number of students repeating classes, withdrawing from classes, and changing majors.*
- (3) *Set baseline data on above items (#2) and set targets.*
- (4) *Decrease the number of students who exceed the requisite number of credit hours for a designated certificate, the 60 credit hour limit for 2-year degrees, and the 120 credit hour limit for 4-year degrees by 6% from spring 2012 to spring 2016.*
- (5) *Increase the graduation rate at the 3-year mark for 2-year degrees and the 6-year mark for 4-year degrees by 8% from spring 2012 to spring 2016.*
- (6) *Increase summer school enrollment by 5% each year from 2012 to 2015.*
- (7) *Increase the average number of hours taken by students each semester by 10% from 2012-2013 to 2015-2016.*

**Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

*Accountability Measures:*

- (1) *Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.*

**Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

*Accountability Measure:*

(1) *Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

(1) *Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*

(2) *Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

(1) *Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

(2) *Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 1, Strategy 5, Objective 1:**

Improve student first time pass rates and ensure that the content of the learning support 0090 classes is such that students are prepared to successfully complete the required English and math courses in their respective certificate programs.

*Accountability Measure:*

(1) *Increase the number of students who successfully exit learning support Math 0090 on the first attempt by 10% from 2011-2012 to 2015-2016.*

**Goal 1, Strategy 5, Objective 2:**

Improve student-first time pass rates in ENGL 0098, Reading 0098, and Math 0098 through implementation of alternative instructional design such that students exit on their first attempt and are prepared to successfully complete English 1101 and their selected course to satisfy the math requirement for Area A in the Core Curriculum.

*Accountability Measures:*

(1) *Increase the number of students who successfully exit Math 0098 on the first attempt by 10% from 2011-2012 to 2015-2016.*

(2) *Analyze success of alternative approaches to learning support compared with traditional classroom methods, using fall 2011 as a baseline, as some changes were being implemented during the 2012-2013 academic year.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

*(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 4, Objective 4:**

Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

*Accountability Measure:*

*(1) Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.*

**Goal 2, Strategy 5, Objective 1:**

Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

*Accountability Measure:*

*(1) Each division head will document the processes identified for audits, the audit results, and consequent changes.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

*(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

*(1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

**Search Committees (Chair/Members)**

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

## Social Sciences (Department Chair)

### **Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

#### *Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.*

### **Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

#### *Accountability Measure:*

- (1) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.*

### **Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

#### *Accountability Measure:*

- (1) Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

### **Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

#### *Accountability Measures:*

- (1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*
- (2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

### **Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

- (1) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*
- (2) Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

- (1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

- (1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

- (1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

- (1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

(1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.

## **Social Work (Department Chair)**

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.
- (2) Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).
- (3) Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.
- (4) Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.

**Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

*Accountability Measure:*

(1) Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.

**Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

*Accountability Measure:*

(1) Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

- (1) Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*
- (2) Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

- (1) Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*
- (2) Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

*Accountability Measure:*

- (1) Each unit's annual report will document the demographics of new and existing employees each year.*

**Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

*Accountability Measure:*

- (1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

**Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

*Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

**Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

*Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

*(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

*(1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## Student Life (Director)

### **Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

#### *Accountability Measure:*

*(1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

### **Goal 2, Strategy 3, Objective 2:**

Increase diversity in hiring and retention of faculty and staff to broaden the representation of sub-groups in the population among its employees, to enrich our campus culture, and to ensure equal opportunity and equity

#### *Accountability Measure:*

*(1) Each unit's annual report will document the demographics of new and existing employees each year.*

### **Goal 2, Strategy 4, Objective 1:**

Encourage all DSC employees to promote a more sustainable environment by actively participating in recycling efforts on campus for paper, aluminum, and plastic.

#### *Accountability Measure:*

*(1) Plant operations will be asked to determine a reasonable measure for this item and report to unit heads across campus.*

### **Goal 2, Strategy 4, Objective 3:**

Institute a number of new and/or expanded risk control activities and policies to comply with all state and federal laws.

#### *Accountability Measure:*

*(1) Organizational units assigned primary responsibility for education and enforcement of each area will document educational activities and verification of compliance with Board of Regents' policies and state/federal laws.*

### **Goal 2, Strategy 5, Objective 2:**

Engage in formal assessment processes and continuous improvement.

#### *Accountability Measure:*

*(1) All institutional units and academic programs will have their respective goals entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals/outcomes, indicate goal/outcome achievement, and develop corrective action plans when goals/outcomes are not met.*

### **Goal 3, Strategy 1, Objective 3:**

Provide increased student support services, program offerings, and resources for the entire student body to include both after business hours and weekend services.

#### *Accountability Measure:*

*(1) Document the number of activities, along with type and level of participation.*

**Goal 3, Strategy 1, Objective 4:**

Increase participation in residence life and campus programming.

*Accountability Measure:*

(1) *By 2015, participation rates in both Residential Life and general campus activities programs will increase by at least 3% based on enrollment and housing residents respectively.*

**Goal 3, Strategy 5, Objective 1:**

Establish Greek organizations on campus.

*Accountability Measure:*

(1) *By 2015 there will be at least 2 Greek organizations for males and 2 for females.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

(1) *Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*

## **Technology and Mathematics (Department Chair)**

**Goal 1, Strategy 1, Objective 1:**

Expand the communication and collaboration between Dalton State faculty and staff and the faculty and staff in the P-12 systems that serve as feeders to DSC. (Initial efforts will focus on school systems where we have existing relationships, such as Dalton City, Whitfield County, Calhoun City, and Catoosa County.)

*Accountability Measures:*

- (1) *Documentation of all partnerships, whether presentation, council membership, or other collaboration.*
- (2) *Document increase of the involvement of faculty in activities with the local school systems and vice versa.*
- (3) *An annual alignment assessment report by Math faculty that document the improvement of the alignment of the high school Math curricula with that of MATH 1111.*
- (4) *Decrease the percentage of high school graduates entering DSC who need at least one area of learning support by 5% from fall 2011 to fall 2013 and by another 3% from fall 2013 to fall 2015.*

**Goal 1, Strategy 2, Objective 4:**

Initiate new services and expand/enhance existing ones to better assist high-risk students in being successful.

*Accountability Measures:*

- (1) *Increase retention of all students, but especially those in identified high risk groups—part-time, older (25+) adult, African-American, learning support, and low income students—by 8% from fall 2011 to fall 2015.*
- (2) *Increase the number of students receiving academic and student support services from 2011-12 to 2014-15 by 8%, while maintaining high student satisfaction with these services (measured via satisfaction surveys).*
- (3) *Increase average GPAs of students in identified high-risk groups by a full point from fall 2011 to fall 2015.*
- (4) *Increase graduation rates of all students, but especially those in identified high-risk groups, by 8% from spring 2012 to spring 2016.*

**Goal 1, Strategy 4, Objective 1:**

Implement an annual individualized instructional assessment for faculty to identify areas for improvement and develop a plan for addressing those areas.

*Accountability Measure:*

- (1) *Revise the annual faculty review process for faculty to document individualized instructional assessments and continuous improvement plans.*

**Goal 1, Strategy 4, Objective 2:**

Improve D/F/W rates in all courses that consistently exceed 30% of students enrolled in the course.

*Accountability Measure:*

- (1) *Decrease the percentage of courses with > 30% D/F/W rates by 10% from fall 2011 to 2013.*

**Goal 1, Strategy 4, Objective 3:**

Increase faculty development opportunities and expectations for involvement with an emphasis on implementation of evidence-based pedagogy and effective instructional practices to improve student success and course completion.

*Accountability Measures:*

- (1) *Document the number of faculty development opportunities provided, the number of faculty participating, and the implementation of strategies to improve student success and course completion. The target will be for at least 25% of full-time faculty to implement a change in their instructional practices during the academic year 2012-2013, 33% during 2013-2014, and 50% during 2014-2015.*
- (2) *Analyze data and report on student learning outcomes comparing traditional courses with those same courses where faculty have redesigned instruction. Current baseline data are not available, but an assessment of student learning outcomes is being conducted during fall 2012 for a select number of classes where the instructor is implementing a different method of instruction from the way the class was taught in fall 2011.*

**Goal 1, Strategy 4, Objective 4:**

Expand hybrid and online course offerings, including quality control measures and training for faculty preparing to teach them for the first time.

*Accountability Measures:*

- (1) *Increase the number of hybrid courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*
- (2) *Increase the number of online courses by 10% from 2011-2012 to 2014-2015 and assess their effectiveness in comparison to traditional courses via completion rates.*

**Goal 1, Strategy 5, Objective 1:**

Improve student first time pass rates and ensure that the content of the learning support 0090 classes is such that students are prepared to successfully complete the required English and math courses in their respective certificate programs.

*Accountability Measure:*

- (1) *Increase the number of students who successfully exit Math 0090 on the first attempt by 10% from 2011-2012 to 2015-2016.*

**Goal 1, Strategy 5, Objective 2:**

Improve student-first time pass rates in ENGL 0098, Reading 0098, and Math 0098 through implementation of alternative instructional design such that students exit on their first attempt and are prepared to successfully complete English 1101 and their selected course to satisfy the math requirement for Area A in the Core Curriculum.

*Accountability Measures:*

- (1) Increase the number of students who successfully exit Math 0098 on the first attempt by 10% from 2011-2012 to 2015-2016.*
- (2) Analyze success of alternative approaches to learning support compared with traditional classroom methods, using fall 2011 as a baseline, as some changes were being implemented during the 2012-2013 academic year.*

**Goal 2, Strategy 3, Objective 1:**

Continue to commit resources for professional development for faculty and staff as resources allow, realizing that this is an investment in the overall quality of the institution.

*Accountability Measure:*

- (1) Each unit's annual report will document the number and type of professional development opportunities faculty and staff participated in that year*

**Goal 2, Strategy 3, Objective 2:**

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*Accountability Measure:*

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**Goal 2, Strategy 5, Objective 2:**

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*Accountability Measure:*

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**Goal 3, Strategy 2, Objective 1:**

Implement at least one service learning project by spring 2016 in conjunction with a class for each school each semester.

*Accountability Measure:*

*(1) Document the number, type and level of participation in class-based service learning projects, with a target of at least 5 projects a semester (one per school) by 2016.*

**Goal 3, Strategy 2, Objective 2:**

Strengthen student understanding of social responsibility and stewardship in those students who participate in a service learning project.

*Accountability Measure:*

*(1) Classes with class-based service learning activities will have learning outcomes related to social responsibility and stewardship that students will be required to meet, documented in WEAVE.*

**Goal 4, Strategy 1, Objective 6:**

Encourage all faculty, staff, and students to engage in service to the campus and the larger community.

*Accountability Measure:*

*(1) Document faculty/staff/student participation in service activities from annual reports, activity rosters, and attendance at service-oriented events.*