



DALTON  
STATE<sup>TM</sup>

2009 – 2012  
Strategic Plan

*Seeking excellence in challenging times*

## MESSAGE FROM THE PRESIDENT



John O. Schwenn  
President  
August 2009

Excellence in teaching and scholarly activity, commitment to student learning, dedication to public service, and commitment to continuous improvement are all central to the mission of Dalton State College. As the College continues to transform itself into a comprehensive four-year institution with a variety of new degree programs and residential life opportunities, it is experiencing tremendous growth, rapid change, and economic challenges.

To address this transformation and these challenges, the 2009-2012 Strategic Planning Committee was charged with developing overarching goals that will guide the College as it approaches its 50th anniversary. The Strategic Planning Committee itself reflected a broad spectrum of the campus community, including faculty, staff, students, DSC Foundation members, department chairs and deans, endowed chairs, and Administrative Council members.

Recognizing that the planning process must be deeply rooted in the College's mission and in the College's place within the University System of Georgia, the committee reviewed the College's mission statement, the University System's Strategic Plan, the Dalton State College Environmental Scan Report, and the College's Quality Enhancement Plan. In keeping with the College's mission, the committee sought to make the development of the strategic goals and objectives as participatory and as inclusive as possible. The committee sought contributions from all members of the campus community, and all were invited to an Open Forum to discuss the plan.

The resulting plan consists of five overarching goals that focus on promoting multiculturalism and diversity, creating a rich and secure campus environment, strengthening ties with the community, improving student learning and academic support, and reaffirming excellence in undergraduate education.

The 2009-2012 Strategic Plan: Seeking Excellence in Challenging Times will provide the framework that the College will use in fulfilling its mission of "providing broad access to quality higher education" and building "upon its strengths as one of the most academically respected, student-oriented, and community-centered institutions of its kind."

The plan reflects the efforts, insights, vision, and talents of a broad spectrum of the campus community. It is a shared effort and a shared vision, which will guide us all as we strive for excellence in challenging times.

## 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 and continuing education 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 continuing education, 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.

## Over-Arching Strategic Goals

- I. The College will promote multiculturalism and diversity in all aspects of its operations.  
(Linked to *The University System of Georgia Strategic Plan* Goals 1 and 2)
- II. The College will create a rich and secure campus environment that provides varied student life opportunities.  
(Linked to *The University System of Georgia Strategic Plan* Goals 1, 2, and 6)
- III. The College will strengthen its ties with the community by promoting the arts and humanities, collaborating with area schools, fostering economic development, providing leadership and service, and offering recreational and entertainment opportunities for the general public.  
(Linked to *The University System of Georgia Strategic Plan* Goals 1, 3, and 4)
- IV. The College will improve student learning and academic support to ensure student success, to improve retention, and to improve graduation rates.  
(Linked to *The University System of Georgia Strategic Plan* Goals 1, 2, and 6)
- V. The College will renew excellence in undergraduate education by improving teaching quality and by focusing on student achievement of essential learning outcomes for the 21st century.  
(Linked to *The University System of Georgia Strategic Plan* Goals 1, 2, 3, and 6)

## Planning Objectives

### **I. The College will promote multiculturalism and diversity in all aspects of its operations.**

1. Recruit, increase, and retain a culturally and linguistically diverse student body, faculty, and staff
2. Provide opportunities for students, faculty, and staff to learn about culturally and linguistically diverse local, national, and international populations
3. Increase course offerings that feature multicultural and global studies
4. Create an International Education Committee to establish short-term and long-term goals for internationalization at Dalton State and to assist in the implementation of a multicultural/global general studies requirement for all degree programs
5. Offer more short-term (7-10 days) study abroad programs for our students, including a variety of academic disciplines and perhaps collaborating with other USG institutions
6. Increase faculty participation in study abroad programs by making them more financially feasible

### **II. The College will create a rich and secure campus environment that provides varied student life opportunities.**

1. Establish a student newspaper
2. Establish athletic programs
3. Increase fine arts offerings or develop three fine arts programs
4. Develop a comprehensive information security plan
5. Create a green campus with a focus on energy conservation issues
6. Change impressions and perceptions of Dalton State

III. The College will strengthen its ties with the community by promoting the arts and humanities, collaborating with area schools, fostering economic development, providing leadership and service, and offering recreational and entertainment opportunities for the general public.

1. Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college
2. Facilitate economic development in the region by providing a highly skilled workforce, training through workforce development, and serving as a conduit for college-developed research and technology
3. Develop programs and partnerships with external stakeholders, increase involvement with the College's service area, and engage community leaders in the activities of the College
4. Develop an infrastructure for applying for and managing contracts and grants to increase non-state external funding and to better serve community businesses, agencies, and educational institutions

IV. The College will improve student learning and academic support to ensure student success, to improve retention, and to improve graduation rates.

1. Increase academic and collegial support to students who may not be familiar with college: at-risk students, nontraditional students, displaced and working students/parents, and first-generation college students
2. Improve the academic performance of high risk students through learning support
3. Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus site
4. Schedule classes to maximize the utilization of buildings and faculty
5. Increase need-based and academic scholarships for current and prospective Dalton State students
6. Improve staff support services by providing professional development opportunities

V. The College will renew excellence in undergraduate education by improving teaching quality and by focusing on student achievement of essential learning outcomes for the 21st century

1. Improve excellence in undergraduate education by improving teaching quality
2. Focus on student achievement of essential learning outcomes for the 21st century: inquiry and analysis, critical and creative thinking, written and oral communication, quantitative and informational literacy, and problem solving
3. Add additional targeted four-year degree programs, including psychology, nursing, special education, and performing/fine arts

Dalton State College is an Affirmative Action/Equal Employment Opportunity institution of the University System of Georgia.

Dalton State College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane Decatur, GA 30033-4097; Telephone number 404-679-4501) to award the Associate and Bachelor's degrees.



650 COLLEGE DRIVE  
DALTON, GA 30720

FOR MORE INFORMATION, CONTACT:

OFFICE OF THE PRESIDENT  
706.272.4438  
JSCHWENN@DALTONSTATE.EDU

OR

OFFICE OF INSTITUTIONAL RESEARCH & PLANNING  
706.272.4406  
HCODJOE@DALTONSTATE.EDU

