



Seeking Excellence in Challenging Times

**STRATEGIC PLAN
2009-2012**

October 2009

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

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Message from the Chair

The Dalton State College Strategic Planning Committee is pleased to present the *2009-2012 Strategic Plan: Seeking Excellence in Challenging Times*. This plan will serve as a framework for the College as it strives to fulfill its mission of “providing broad access to quality higher education” and seeks to find “its place in a competitive, global society” and “build upon its strengths as one of the most academically respected, student-oriented, and community-centered institutions of its kind.”

The 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 Strategic Planning Committee itself reflects a broad spectrum of the campus community. It includes representatives from the faculty, the staff, the student body, the DSC Foundation, the department chairs and deans, the endowed chairs, and the Administrative Council.

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, at its first meeting in November 2008, the committee reviewed the College’s mission statement, the University System’s *Strategic Plan*, the *DSC Environmental Scan Report*, the College’s Quality Enhancement Plan, and an article on the current economic situation as it affects planning and choices.

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 the student body and from all faculty and staff members. Requests for suggestions were sent to the campus community via email in mid-November, in early December, and in mid-January. Over 60 suggestions were received, and the committee used these suggestions to determine the five overarching goals and objectives that were ultimately selected. The campus community was invited to an Open Forum to discuss the plan, and this event resulted in further modifications and in the inclusion of additional objectives. The plan was presented to the president, and after additional modifications, it was presented to the deans, vice presidents, and key stake-holders, who were involved in fine-tuning and revising the strategic initiatives and in establishing priorities, action plans, key performance indicators, and timetables.

The resulting plan represents the efforts, insight, vision, and talents of many individuals. The campus community is deserving of our thanks for its commitment to the College and the planning process as are the committee members themselves: Mr. Scott Bailey, Dr. David Boyle, Mr. Bob Buchanan, Ms. Malisa Cawood, Dr. Henry Codjoe, Dr. Richard Collison, Dr. John Hutcheson, Ms. Jodi Johnson, Dr. Larry Johnson, Ms. Brenda McMurray, Ms. Sara Pierce, Ms. Robin Roe, Dr. John Schwenn, Dr. Lourdes Soto, Ms. Susan West, and Ms. Linda Wheeler.

Mary T. Nielsen
Dean of the [School of Liberal Arts](#)
Chair

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-Archiving 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 DSC 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 DSC 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 sites.
4. Schedule classes to maximize the utilization of buildings and faculty.
5. Increase need-based and academic scholarships for current and prospective DSC 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.

Action Plans

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

1. Develop and implement a plan for recruiting and enrolling academically qualified students from diverse populations.
2. With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.
3. Develop an International Awareness Month featuring music, lectures, and activities.
4. Use multicultural/global themes and components in the First-Year Experience program.
5. Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.
6. Create an International Education Committee to establish short-term and long-term goals for internationalization at DSC.
7. Institute a multicultural/global general studies requirement for all degree programs.
8. Create an International Certificate (IC).

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

1. Create a music program (with opportunities for students to participate in a chorus, choral group, or band).
2. Create a theatre program and offer theatrical productions.
3. Create a visual arts program (scheduling lectures on art off campus at the Creative Arts Guild to coincide with an impressive gallery artist's show or with the indoor festival entries).
4. Create a framework for the development, approval, and adoption of an information security policy.
5. Establish a risk management planning process.

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

1. Develop a computer security incident response and reporting plan.
2. Develop a disaster recovery and business continuity plan.
3. Develop training and adopt practices to increase user awareness of the security plan.
4. Revitalize DSC's Environmental Affairs Committee to focus on green areas (leaving the trees and track area green); improve recycling efforts; conduct a campus energy audit and develop a plan for energy conservation; and participate in the National Wildlife Federation's Campus Ecology Program.
5. Enhance community awareness of DSC's growth as a comprehensive four-year institution with residence halls, a fitness center, and student life opportunities.
6. Investigate the potential of a Content Management System to manage workflow, enforce quality control, and empower the various end-user groups and departments of the College to develop and maintain desired content for the Dalton State website and portal.
7. Transition to a more traditional college atmosphere by providing additional evening events or by holding annual open house events to showcase DSC's offerings.

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. Develop new bachelor's degree programs in sustainable or green technology in the [School of Technology](#).
2. Through the Georgia Work Ready Certificate Program, provide leadership and assistance to the community and state for the evaluation and enhancement of competencies needed for today's work environment.
3. Hire a grant writer and develop an infrastructure for applying for and managing contracts and grants.

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

1. Provide students with the opportunity to complete a self-assessment before enrolling in online/hybrid courses.
2. Explore ways to improve learning support success rates.
3. Reduce learning support class sizes.

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. Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the [Teaching and Learning Center](#) and by other campus entities.
2. Increase professional development opportunities for faculty.

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.
 - Develop and implement a plan for recruiting and enrolling academically qualified students from diverse populations.
 - With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.
2. Provide opportunities for students, faculty, and staff to learn about culturally and linguistically diverse local, national, and international populations.
 - Develop an International Awareness Month featuring music, lectures, and activities.
3. Increase course offerings that feature multicultural and global studies.
 - Use multicultural/global themes and components in the First-Year Experience program.
 - Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.
4. Create an International Education Committee to establish short-term and long-term goals for internationalization at DSC and to assist in the implementation of a multicultural/global general studies requirement for all degree programs. (Students would be required to take one course that emphasizes multiculturalism, diversity, or global studies. The International Education Committee would also assist in implementing the newly adopted USG Principles of International Education.)
 - Create an International Education Committee to establish short-term and long-term goals for internationalization at DSC.
 - Institute a multicultural/global general studies requirement for all degree programs.
 - Create an International Certificate (IC).

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

5. Offer more short-term (7-10 days) study abroad programs for DSC 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.
 - Create a music program (with opportunities for students to participate in a chorus, choral group, or band).
 - Create a theatre program and offer theatrical productions.
 - Create a visual arts program (scheduling lectures on art off campus at the Creative Arts Guild to coincide with an impressive gallery artist's show or with the indoor festival entries).
4. Develop a comprehensive information security plan.
 - Create a framework for the development, approval, and adoption of an information security policy.
 - Establish a risk management planning process.
 - Develop a computer security incident response and reporting plan.
 - Develop a disaster recovery and business continuity plan.
 - Develop training and adopt practices to increase user awareness of the security plan.

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

5. Create a green campus with a focus on energy conservation issues.
 - Revitalize DSC's Environmental Affairs Committee
 - To focus on green areas (leaving the trees and track area green).
 - To improve recycling efforts.
 - To conduct a campus energy audit and develop a plan for energy conservation.
 - To participate in the National Wildlife Federation's Campus Ecology Program.
6. Change impressions and perceptions of Dalton State.
 - Enhance community awareness of DSC's growth as a comprehensive four-year institution with residence halls, a fitness center, and student life opportunities.
 - Investigate the potential of a Content Management System to manage workflow, enforce quality control, and empower the various end-user groups and departments of the College to develop and maintain desired content for the Dalton State website and portal.
 - Transition to a more traditional college atmosphere by providing additional evening events or by holding annual open house events to showcase DSC's offerings.

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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.
 - Develop new bachelor's degree programs in sustainable or green technology in the School of Technology.
 - Through the Georgia Work Ready Certificate Program, provide leadership and assistance to the community and state for the evaluation and enhancement of competencies needed for today's work environment.

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.

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.
 - Hire a grant writer and develop an infrastructure for applying for and managing contracts and grants.

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.
 - Provide students with the opportunity to complete a self-assessment before enrolling in online/hybrid courses.
2. Improve the academic performance of high risk students through learning support.
 - Explore ways to improve learning support success rates.
 - Reduce learning support class sizes.
3. Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites.
4. Schedule classes to maximize the utilization of buildings and faculty.
5. Increase need-based and academic scholarships for current and prospective DSC 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.
 - Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Teaching and Learning Center and by other campus entities.
 - Increase professional development opportunities for faculty.
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.

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

Objective 1

Recruit, increase, and retain a culturally and linguistically diverse student body, faculty, and staff.

Assessment Strategy and Action Plan

1. Develop and implement a plan for recruiting and enrolling academically qualified students from diverse populations.

Recruiting Academically Qualified Latino Students

- Continue working closely with students and high school counselors in Whitfield, Murray, and Gordon Counties (Dalton and Calhoun City schools included).
- Establish target enrollment figures within the overall recruitment plan for the number of Latino students to be enrolled during the fall 2010-2011 school year from Atlanta area schools.
- Reestablish the Latino Mentor's Club on the Dalton State campus. Work closely with this club to develop new ideas and strategies to attract the Latino population.
- Work with the Hispanic Scholarship Fund to co-host information sessions at each of the high schools in the previously defined target area.
- Continue working with and fostering the positive relationships already experienced with Dalton and Calhoun Latino organizations.
- Attend the two national Latino college fairs that are held in Atlanta each year.
- Continue cosponsoring off campus Enrollment Events with the School of Sciences and Mathematics that target Latino students and parents at area high schools that are interested in science and math.
- Recruit, train and involve Dalton State faculty members who have expressed an interest in assisting with Latino student recruitment.

Recruiting Academically Qualified African American Students

- Develop an intensive Atlanta-area recruitment plan and hire an Atlanta-based recruiter to implement planned action.

- Plan focus group sessions with Dalton State’s Black Student Alliance to discuss the recruitment of African American students.
- Develop an intensive Hamilton County recruitment plan and target high schools with substantial African American populations.
- Continue community outreach efforts in our local areas.
- Both Atlanta and Hamilton County recruitment plans will feature creative new recruitment strategies to inform high school counselors about Dalton State (example: Hosting Dalton State “lunch” counselor information sessions).

Recruiting Academically Qualified Appalachian Students

- Continue working closely with students and counselors at surrounding high schools.
- Increase the number of Dalton State Open House events in order to give the parents of these students more opportunities to receive information about higher education enrollment.
- Continue assisting Dalton State’s Financial Aid Office with both the advertisement and running of its College Goal Sunday event.
- If financially feasible, increase mailing campaigns to parents and potential students.

Recruiting Academically Qualified International Students

- Research international student programs to aid in the recruitment of international students for DSC.

Responsibility

- Office of Admission/Enrollment Services

Key Performance Indicators

- Recruitment plans developed and implemented.
- Targets:
 - Fall 2009 enrollment: new student enrollment will increase by 7% from fall 2008 figures; total fall enrollment will increase by 5% from fall 2008.
 - Fall 2009 enrollment of the four minority target groups:
 - (a) Hispanic/Latino – 15% increase from fall 2008
 - (b) African American – 10% increase from fall 2008
 - (c) Appalachian/First Generation – 24% increase from fall 2008
 - (d) International students – 0.3% increase from fall 2008.

2. With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.
 - The vice president for academic affairs will hire a consultant to assist in the development of a plan for recruiting and hiring additional talented faculty and staff from diverse populations. This plan will be implemented by Spring 2011.

Responsibility

- Vice President for Academic Affairs
- Deans

Key Performance Indicators

- Consultant hired.
 - Recruitment plan developed and implemented.
 - Increased number of underrepresented faculty and staff.
-

Objective 2

Provide opportunities for students, faculty, and staff to learn about culturally and linguistically diverse local, national, and international populations.

Assessment Strategy and Action Plan

Develop an International Awareness Month featuring music, lectures, and activities.

- The Campus Activities Board will work closely with the new International Education Committee, the Diversity Committee, the Study Abroad coordinator, interested students, the Library, the Residence Life coordinator, and the FYE coordinator and instructors to put together a full month of diverse lectures, musical performances, and activities that reflect many different cultures. Official student organizations (e.g., the Spanish Club, the Social Work Club) and foreign language classes will be invited to participate.

Responsibility

- Student Activities
- Diversity Committee
- Residence Life
- Roberts Library

Key Performance Indicators

- Increased faculty, staff, and student participation in College-wide diversity activities and programs (10%).
-

Objective 3

Increase course offerings that feature multicultural and global studies.

Assessment Strategy and Action Plan

1. Use multicultural/global themes and components in the First Year Experience Program.
 - The First-Year Experience Committee will incorporate additional multicultural themes and components into the program. These components will include an additional chapter on diversity added to the textbook; assistance with a Cultural Awareness Week with food, music, study abroad presentations, and various media available; art shows that will cover local and cultural artists among students and the community; multicultural presentations that will cover a variety of topics including race, gender, and cultural stereotypes; and international flags that will be hung in the Pope Student Center that will inform the DSC community of the different international groups represented in the student body.

Responsibility

- Academic Resources

Key Performance Indicators

- Diversity chapter added to FYE textbook.
 - Increased student attendance in Cultural Awareness Week.
 - Art show held.
 - Increased student attendance in multicultural presentations offered on campus.
 - Increased number of international flags displayed in the Pope Student Center.
2. Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.
 - The vice president for academic affairs will establish a campus-wide committee to undertake a review of the core curricula and to develop a report listing courses with multicultural/global components.

Responsibility

- Vice President for Academic Affairs
- Deans

Key Performance Indicators

- Number of core curricular offerings with multicultural/global components.
- Number of upper-level courses with multicultural/global components.

Objective 4

Create an International Education Committee to establish short-term and long-term goals for internationalization at DSC and to assist in the implementation of a multicultural/global general studies requirement for all degree programs. (Students would be required to take one course that emphasizes multiculturalism, diversity, or global studies. The International Education Committee would also assist in implementing the newly adopted USG Principles of International Education.)

Assessment Strategy and Action Plan

1. Create an International Education Committee to establish short-term and long-term goals for internationalization at DSC.
 - The vice president for academic affairs will establish a college-wide International Education Committee to establish short-term and long-term goals for internationalization at DSC.

Responsibility

- Vice President for Academic Affairs

Key Performance Indicators

- Committee implementation report for internationalization the DSC curriculum.
2. Institute a multicultural/global general studies requirement for all degree programs.
 - A college-wide committee will develop the Global Perspectives requirements in alignment with the System's new core curriculum policy. The requirements will be presented to the Academic Council and implemented by Fall 2010.

Responsibility

- Vice President for Academic Affairs
- Deans

Key Performance Indicators

- Existence of a multicultural/global general studies requirement for all degree programs at DSC.

3. Create an International Certificate (IC).

- The DSC International Education Committee will design a program that specifies the requirements for an International Certificate. The program will be submitted to the Academic Council and implemented by Fall 2011.

Responsibility

- Vice President for Academic Affairs
- DSC International Education Committee

Key Performance Indicators

- List of courses that will constitute an International Certificate program.
 - Existence of an International Certificate program at DSC.
-

Objective 5

Offer more short-term (7-10 days) study abroad programs for DSC students including a variety of academic disciplines and perhaps collaborating with other USG institutions.

Assessment Strategy and Action Plan

Develop a short-term study abroad program for DSC students.

- The International Education Committee and the Study Abroad Coordinator will designate courses that could include study abroad components. Interested faculty will design study abroad components, and DSC students will have the opportunity to participate in these new programs.

Responsibility

- Vice President for Academic Affairs
- Study Abroad Coordinator
- DSC International Education Committee

Key Performance Indicators

- List of courses and that will form components of a short-term study abroad program.
 - Existence of short-term study abroad programs for DSC students.
-

Objective 6

Increase faculty participation in study abroad programs by making them more financially feasible.

Assessment Strategy and Action Plan

Increase faculty participation in study abroad programs by making them more financially feasible.

- The College and the director of institutional advancement will seek funding to support faculty participation in USG study abroad programs.

Responsibility

- Vice President for Academic Affairs
- Director of Institutional Advancement

Key Performance Indicators

- Increased and diversified funding for study abroad programs.
- Increased faculty participation (5%).

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

Objective 1

Establish a student newspaper.

Assessment Strategy and Action Plan

Establish a student newspaper.

- A faculty advisor (who will receive course released time or an equivalent supplement) will be found to assist with the production of a student newspaper. The advisor will work closely with the Office of Student Activities, the Public Relations Office, and the *Daily Citizen* to have a student newspaper in full production by October 2009.

Responsibility

- Student Activities

Key Performance Indicators

- Faculty advisor recruited (and given released time).
 - Existence of a student-run newspaper at DSC.
-

Objective 2

Establish athletic programs and return the student field (now a parking area) for use for recreation.

Assessment Strategy and Action Plan

Establish athletic programs.

- A committee will be established to explore the feasibility of implementing athletic programs and to determine the breadth and scope of these programs as well as implementation dates (pending budget constraints and student fee limitations).

Responsibility

- VP for Enrollment and Student Services
- President

Key Performance Indicators

- Committee report and recommendations for implementing athletic programs at DSC.
 - Student field converted from a parking area to student recreation.
-

Objective 3

Increase fine arts offerings or develop three fine arts programs.

Assessment Strategy and Action Plan

1. Create a music program (with opportunities for students to participate in a chorus, choral group, or band).
 - The School of Liberal Arts will hire a full-time music faculty member who will be given released time to develop a performing ensemble.

Responsibility

- Vice President for Academic Affairs
- Dean of Liberal Arts
- Chair of Humanities

Key Performance Indicators

- Full-time faculty member hired.
- Performing ensemble established and performances offered.

2. Create a theatre program and offer theatrical productions.

- The full-time theatre faculty member will be given released time to present student performances.

Responsibility

- Vice President for Academic Affairs
- Dean of Liberal Arts
- Chair of Humanities

Key Performance Indicators

- Faculty with released time develops a number of theatrical productions.

3. Create a visual arts program (scheduling lectures on art off campus at the Creative Arts Guild to coincide with an impressive gallery artist's show or with the indoor festival entries).

- The School of Liberal Arts will hire a full-time art faculty member who will be given released time to present lectures and/or exhibits.

Responsibility

- Vice President for Academic Affairs
- Dean of Liberal Arts

- Chair of Humanities

Key Performance Indicators

- Full-time art faculty member hired.
 - Number of art courses created and offered.
 - Number of lectures or exhibits created.
-

Objective 4

Develop a comprehensive information security plan.

Assessment Strategy and Action Plan

1. Create a framework for the development, approval, and adoption of an information security policy.
 - The director of OCIS will confirm the identity of the IT Governance and Security body; review FISMA-2003, FIPS 199/200, ISO 27001, and ACUPA; and adopt an appropriate policy development model).

Responsibility

- Director of OCIS

Key Performance Indicators

- Formation of an IT Governance and Security body.
- Existence of a DSC information security plan.

2. Establish a risk management planning process.

- The director of OCIS and the IT Governance and Security Committee will review and select an appropriate compliance framework; evaluate different assessment approaches and select the appropriate model based on budget constraints, level of risks, etc. (self-assessment vs. consultant contract vs. partner arrangement with another institution); and complete a Document Risk Management Plan.

Responsibility

- Director of OCIS
- IT Governance and Security Committee

Key Performance Indicators

- Appropriate compliance framework adopted.
- Appropriate risk assessment methodology selected.
- Documented Risk Management Plan completed.

3. Develop a computer security incident response and reporting plan.

- The director of OCIS and the IT Governance and Security Committee will review best practices and incident response plans from other institutions, select methodologies and best practices compatible with Dalton State College's environment and capabilities, and complete a document incident response plan.

Responsibility

Director of OCIS

IT Governance and Security Committee

Key Performance Indicators

- Documented Computer Security Incident Response and Reporting Plan completed.

4. Develop a disaster recovery and business continuity plan.

- The director of OCIS, the IT Governance and Security Committee, and the EOP Committee will determine the scope of the Continuity of Operations Program based on criticality of systems and budget limitations, develop a Disaster Recovery Plan, and develop a Business Continuity Plan.

Responsibility

- Director of OCIS
- IT Governance and Security Committee
- EOP Committee

Key Performance Indicators

- Documented disaster recovery and business continuity plan completed.

5. Develop and implement an ongoing college-wide security awareness and training program.

- The director of OCIS and the IT Governance and Security Committee will develop and distribute security awareness material and implement mandatory security awareness training and evaluation for all students, faculty, and staff.

Responsibility

- Director of OCIS
- IT Governance and Security Committee

Key Performance Indicators

- Security awareness material developed and distributed.
- Mandatory security awareness training completed and evaluated by students, faculty,

and staff.

Objective 5

Create a green campus with a focus on energy conservation issues.

Assessment Strategy and Action Plan

Revitalize DSC's Environmental Committee to

- focus on green areas (leaving the trees and the track area green)
- improve recycling efforts
- conduct a campus energy audit and develop a plan for energy conservation
- participate in the National Wildlife Federation's Campus Ecology Program.

- The College, pending budget constraints, will purchase more recycling containers, develop a campus education program advertising recycling, and implement the USG's conservation program, which is currently being developed and will include guidelines for energy usage and recommended conservation measures. Once sufficient parking is secured either on-campus (another parking deck) or off-campus via shuttle transport, the gravel parking area will once again become a green space. The College will also form a committee of staff and students concerning the participation in the National Wildlife Federation Campus Ecology Program.

Responsibility

- Vice President for Fiscal Affairs
- Director of Plant Operations
- Environmental Club

Key Performance Indicators

- Campus education program advertising recycling implemented.
- Volume/weight of recycled items increased.
- USG's energy usage and conservations measures implemented (pending budget constraints).
- Gravel parking area returned to green space once sufficient parking secured.
- Committee formed to explore participation in the National Wildlife Federation's Campus Ecology program.

Objective 6

Change impressions and perceptions of Dalton State.

Assessment Strategy and Action Plan

1. Enhance community awareness of DSC's growth as a comprehensive four-year institution with residence halls, a fitness center, and student life opportunities.
 - Ads and marketing materials will be created to enhance awareness of the changing landscape of the College, focusing on bachelor's degree programs and campus life.

Responsibility

- Director of Public Relations
- Vice President for Enrollment and Student Services
- Director of Campus Recreation
- Director of Student Life

Key Performance Indicators

- Ads and marketing materials created and distributed.
 - Increased community awareness of DSC as a comprehensive four-year institution.
2. Investigate the potential of a Content Management System to manage workflow, enforce quality control, and empower the various end-user groups and departments of the College to develop and maintain desired content for the Dalton State website and portal.
 - The director of OCIS and the Web Committee will conduct an inventory of desired features and capabilities, identify potential Content Management Systems to be evaluated, conduct interactive/hands on demonstrations of the systems being evaluated, conduct and analyze end-user surveys, perform a "best fit" analysis, and produce a summary report with conclusions.

Responsibility

- Director of OCIS
- Web Committee

Key Performance Indicators

- Inventory of desired features and capabilities of a Content Management System developed.
- User-end surveys completed and analyzed.
- Best fit analysis report completed.

3. Transition to a more traditional college atmosphere by providing additional evening events or by holding annual open house events to showcase DSC's offerings.

- A survey will be administered to determine what types of evening programming is desired by students, and an Open House will be held annually for prospective students.

Responsibility

- Director of Admissions
- Director of Public Relations
- Roberts Library Director

Key Performance Indicators

- Increased number of evening and open house events at DSC.
-

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.

Objective 1

Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

Assessment Strategy and Action Plan

Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

- The vice president for academic affairs will appoint an exploratory committee that will prepare a report suggesting ways to increase collaboration between area high schools and the College to improve student preparedness. The College will implement feasible recommendations.

Responsibility

- Vice President for Academic Affairs
- Deans
- Chairs
- Director of Academic Resources
- Director of Admissions

Key Performance Indicators

- Committee report and recommendations on plan to create collaboration between DSC and local the high schools.
- Increased collaboration between DSC and local the high schools.

Objective 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.

Assessment Strategy and Action Plan

1. Develop new bachelor's degree programs in sustainable or green technology.

- The dean of the School of Technology will utilize input from a curriculum committee and research on similar programs to develop the curriculum for a new bachelor's degree in sustainable or green technology, do a nationwide search to hire appropriate faculty for this program, design appropriate facilities for delivery

of the program, and vigorously market the program.

Responsibility

- Dean of Technology

Key Performance Indicators

- Curriculum developed and approved by Academic Council.
- Existence of bachelor's degree programs in sustainable or green technology.
- Highly qualified faculty hired.
- Number of students enrolled in new degree programs.

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

- The School of Technology will work with the community to determine competency assessment and remediation needs, work with the state to obtain all materials for the assessment and remediation process, hire a Work Ready Assessment Coordinator, develop an assessment and remediation strategy, identify and prepare facilities for assessment, and develop a marketing plan.

Responsibility

- Dean of Technology

Key Performance Indicators

- Work Ready Assessment Coordinator hired.
- Assessment and remediation system implemented and marketed.

Objective 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.

Assessment Strategy and Action Plan

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.

- The vice president for academic affairs will encourage advisory committees, endowed chairs, and college personnel to continue to seek opportunities to engage in interactions with stakeholders in the service area and to publicize these interactions.

Responsibility

- Vice President for Academic Affairs
- Deans
- Chairs
- Endowed Chairs
- Director of Continuing Education
- Fine Arts/Series Committee
- Director of Public Relations
- Director of Campus Recreation

Key Performance Indicators

- Number of programs and external stakeholder partnerships.
 - Appropriate activities listed in annual reports.
 - Increased publicity and awareness of external stakeholder activities and programs.
-

Objective 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.

Assessment Strategy and Action Plan

Hire a grant writer and develop an infrastructure for applying for and managing contracts and grants.

- The College will hire a grant writer and develop an infrastructure for applying for and managing contracts and grants.

Responsibility

- Vice President for Academic Affairs
- Vice President for Enrollment Services
- Vice President for Fiscal Affairs
- President

Key Performance Indicators

- Grant writer hired.
- Report on necessary infrastructure for grant management completed.

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

Objective 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 students.

Assessment Strategy and Action Plan

Provide students with the opportunity to complete a self-assessment before enrolling in online/hybrid courses.

- The director of Academic Resources will develop a survey to inform students of the requirements for successfully completing online and hybrid courses. This survey may be administered by advisors in the Academic Advising Center on an as-needed basis. In addition, information concerning online and hybrid course requirements will be included in the *Catalog*. Finally, faculty who teach online and hybrid courses will be asked to contact students before the first day of classes to alert them of the requirements for successfully completing online and hybrid courses.

Responsibility

- Director of Academic Resources
- Director of the Academic Advising Center
- Deans
- Chairs

Key Performance Indicators

- Survey and *Catalog* material developed.
- Surveys administered in Academic Advising Center and contact made before the first day of online and hybrid classes.
- Online/hybrid success information included in the *Catalog*.

Objective 2

Improve the academic performance of high risk students through learning support.

Assessment Strategy and Action Plan

1. Explore ways to improve learning support success rates.
 - Faculty from the School of Liberal Arts and the School of Sciences and Mathematics, together with the director of learning support and the director of Academic Resources, will explore and implement strategies to improve learning

support success rates.

Responsibility

- Dean of Liberal Arts
- Dean of Sciences & Mathematics
- Chair of Humanities
- Chair of Mathematics
- Director of Learning Support
- Director of Academic Resources
- Assistant to the Vice President for Academic Affairs

Key Performance Indicators

- Increased success rates in learning support courses.

2. Reduce learning support class sizes.

- The School of Liberal Arts and the School of Sciences and Mathematics will hire additional full-time faculty to reduce learning support class sizes.

Responsibility

- Vice President for Academic Affairs
- Dean of Liberal Arts
- Dean of Sciences & Mathematics
- Chair of Humanities
- Chair of Mathematics

Key Performance Indicators

- Increased number of faculty in the School of Liberal Arts and the School of Sciences and Mathematics.
- Reduced class sizes in learning support courses.

Objective 3

Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites.

Assessment Strategy and Action Plan

Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites.

- The vice president for academic affairs will appoint a committee to explore means of expanding access to quality educational opportunities. The committee will

prepare a report that details effective means to enhance access.

Responsibility

- Vice President for Academic Affairs
- Deans
- Chairs

Key Performance Indicators

- Increased number of online and hybrid courses.
 - Increased number of course and program offerings at off-campus sites.
-

Objective 4

Schedule classes to maximize the utilization of buildings and faculty. [Better scheduling could help improve retention and graduation rates.]

Assessment Strategy and Action Plan

Schedule classes to maximize the utilization of buildings and faculty.

- Deans and chairs will schedule classes to make better use of college buildings, including increased afternoon and Friday offerings.

Responsibility

- Vice President for Academic Affairs
- Assistant Registrar
- Deans
- Chairs

Key Performance Indicators

- Improved utilization of DSC classrooms.
 - Student satisfaction with the availability of courses offered at DSC.
-

Objective 5

Increase need-based and academic scholarships for current and prospective DSC students.

Assessment Strategy and Action Plan

Increase need-based and academic scholarships for DSC students and for high school students who plan to attend DSC.

- The director of Institutional Advancement will increase solicitation for scholarship endowments and awards and increase spending for scholarships from the unrestricted and scholarship endowments provided that endowment earnings are positive and meet or exceed the Foundation's 5% spending policy.

Responsibility

- Director of Institutional Advancement

Key Performance Indicators

- Increased dollar amount of scholarships awarded.
 - Increased number of scholarships awarded.
 - Additional scholarship endowments and awards sought.
-

Objective 6

Improve staff support services by providing professional development opportunities.

Assessment Strategy and Action Plan

Improve staff support services by providing professional development opportunities.

- The director of Human Resources will survey staff to determine the types of professional development opportunities that they would like the College to offer. Once these are determined, she will work with other departments across campus (e.g., the Library, OCIS, Counseling and Career Services) to offer workshops and training opportunities.

Responsibility

- Director of Human Resources

Key Performance Indicators

- Increased number of workshops/training sessions offered.
- Increased number of staff participating in professional development activities.

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.

Objective 1

Improve excellence in undergraduate education by improving teaching quality.

Assessment Strategy and Action Plan

1. Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Teaching and Learning Center and by other campus entities.
 - The director of the Teaching and Learning Center will create and publicize a schedule of faculty development activities. Deans and department chairs will encourage faculty participation at these events.

Responsibility

- Vice President for Academic Affairs
- Deans
- Chairs
- Director of the Teaching and Learning Center

Key Performance Indicators

- Increased faculty participation in Teaching and Learning Center events and activities.
-
2. Increase professional development opportunities for faculty.
 - The College will explore alternative funding sources and professional development opportunities for faculty.

Responsibility

- Vice President for Academic Affairs Academic Affairs
- Deans
- Chairs
- Director Institutional Advancement

Key Performance Indicators

- Alternative funding sources and opportunities identified.
- Increased faculty participation in professional development activities.

Objective 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.

Assessment Strategy and Action Plan

Identify or design a set of core courses that focus on student achievement of essential learning outcomes for the 21st century, including the mandates within the new USG core curriculum.

- The vice president for academic affairs will establish a committee to align the College's core curriculum with the new core. This committee will prepare a plan for implementing the System's new US perspectives and Critical Thinking requirements.

Responsibility

- Vice President for Academic Affairs
- Deans
- Chairs

Key Performance Indicators

- Integration of essential learning outcomes for the 21st century in the set of core courses for all undergraduate students.
 - Alignment of DSC's core curriculum with the new USG core.
 - Student and course learning outcomes revised/modified to reflect new USG core and essential learning outcomes for the 21st century.
-

Objective 3

Add additional targeted four-year degree programs, including liberal arts, psychology, nursing, special education, and performing/fine arts.

Assessment Strategy and Action Plan

Add additional targeted four-year degree programs, including liberal arts, psychology, nursing, special education, and performing/fine arts.

- Schools will prepare and submit letters of intent and proposals for targeted degree programs.

Responsibility

- Vice President for Academic Affairs
- Deans
- Chairs

Key Performance Indicators

- Letters of intent submitted.
- Proposals developed and approved by the Academic Council and submitted to the USG for approval.
- Existence of at least one or more additional four-year degree programs in psychology, nursing, special education, or performing/fine arts.

Action Plan Assignments

Academic Advising Center

Goal 4, Objective 1, Action Plan:

- Require students to complete a self-assessment before enrolling in online/hybrid courses.

Academic Affairs

Goal 1, Objective 1, Action Plan:

- With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.

Goal 1, Objective 3, Action Plan:

- Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.

Goal 1, Objective 4, Action Plan:

- Create an International Education Committee to establish short-term and long-term goals for internationalization at DSC.

Goal 1, Objective 4, Action Plan:

- Institute a multicultural/global general studies requirement for all degree programs.

Goal 1, Objective 4, Action Plan:

- Create an International Certificate (IC).

Goal 1, Objective 5, Action Plan:

- Offer more short-term (7-10 days) study abroad programs for DSC students, including a variety of academic disciplines and perhaps collaborating with other USG institutions.

Goal 1, Objective 6, Action Plan:

- Increase faculty participation in USG study abroad programs by making them more financially feasible.

Goal 2, Objective 3, Action Plan:

- Create a music program (with opportunities for students to participate in a chorus, choral group, or band).

Goal 2, Objective 3, Action Plan:

- Create a theatre program and offer theatrical productions.

Goal 2, Objective 3, Action Plan:

- Create a visual arts program (scheduling lectures on art off campus at the Creative Arts Guild

to coincide with an impressive gallery artist's show or with the indoor festival entries).

Academic Affairs

Goal 3, Objective 1, Action Plan:

- Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

Goal 3, Objective 3, Action Plan:

- 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.

Goal 3, Objective 4, Action Plan:

- Hire a grant writer and develop an infrastructure for applying for and managing contracts and grants.

Goal 4, Objective 2, Action Plan:

- Explore ways to improve learning support success rates. (Assistant VPAA)

Goal 4, Objective 2, Action Plan:

- Reduce learning support class sizes.

Goal 4, Objective 3, Action Plan:

- Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites.

Goal 4, Objective 4, Action Plan:

- Schedule classes to maximize the utilization of buildings and faculty.

Goal 5, Objective 1, Action Plan:

- Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Teaching and Learning Center and by other campus entities.

Goal 5, Objective 1, Action Plan:

Increase professional development opportunities for faculty.

Goal 5, Objective 2, Action Plan:

- 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.

Goal 5, Objective 3, Action Plan:

- Add additional targeted four-year degree programs, including psychology, nursing, special education, and performing/fine arts.

Academic Resources

Goal 1, Objective 3, Action Plan:

- Use multicultural/global themes and components in the First-Year Experience program.

Goal 3, Objective 1, Action Plan:

- Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

Goal 4, Objective 1, Action Plan:

- Require students to complete a self-assessment before enrolling in online/hybrid courses.

Goal 4, Objective 2, Action Plan:

- Explore ways to improve learning support success rates.

Admissions

Goal 1, Objective 1, Action Plan:

- Develop and implement a plan for recruiting and enrolling academically qualified students from diverse populations.

Goal 2, Objective 6, Action Plan:

- Transition to a more traditional college atmosphere by providing additional evening events or by holding annual open house events to showcase DSC's offerings.

Goal 3, Objective 1, Action Plan:

- Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

Business Administration

Goal 1, Objective 1, Action Plan:

- With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.

Goal 1, Objective 3, Action Plan:

- Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.

Goal 1, Objective 4, Action Plan:

- Institute a multicultural/global general studies requirement for all degree programs.

Goal 3, Objective 1, Action Plan:

- Create greater collaboration between the high schools and the College in order to work

together to improve student preparedness for college.

Business Administration

Goal 3, Objective 3, Action Plan:

- 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.

Goal 4, Objective 1, Action Plan:

- Require students to complete a self-assessment before enrolling in online/hybrid courses.

Goal 4, Objective 3, Action Plan:

- Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites.

Goal 4, Objective 4, Action Plan:

- Schedule classes to maximize the utilization of buildings and faculty.

Goal 5, Objective 1, Action Plan:

- Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Teaching and Learning Center and by other campus entities.

Goal 5, Objective 1, Action Plan:

- Increase professional development opportunities for faculty.

Goal 5, Objective 2, Action Plan:

- 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.

Goal 5, Objective 3, Action Plan:

- Add additional targeted four-year degree programs, including psychology, nursing, special education, and performing/fine arts.

Campus Recreation Director

Goal 2, Objective 6, Action Plan:

- Enhance community awareness of DSC's growth as a comprehensive four-year institution with residence halls, a fitness center, and student life opportunities.

Goal 3, Objective 3, Action Plan:

- 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.

Computing and Information Services

Goal 2, Objective 4, Action Plan:

- Create a framework for the development, approval, and adoption of an information security policy.

Goal 2, Objective 4, Action Plan:

- Establish a risk management planning process.

Goal 2, Objective 4, Action Plan:

- Develop a computer security incident response and reporting plan.

Goal 2, Objective 4, Action Plan:

- Develop a disaster recovery and business continuity plan.

Goal 2, Objective 4, Action Plan:

- Develop training and adopt practices to increase user awareness of the security plan.

Goal 2, Objective 6, Action Plan:

- Investigate the potential of a Content Management System to manage workflow, enforce quality control, and empower the various end-user groups and departments of the College to develop and maintain desired content for the Dalton State website and portal.

Derrell C. Roberts Library

Goal 1, Objective 2, Action Plan:

- Develop an International Awareness Month featuring music, lectures, and activities.

Goal 2, Objective 6, Action Track 24:

- Transition to a more traditional college atmosphere by providing additional evening events or by holding annual open house events to showcase DSC's offerings.

Diversity Advisory Committee

Goal 1, Objective 2, Action Plan:

- Develop an International Awareness Month featuring music, lectures, and activities.

Education

Goal 1, Objective 1, Action Plan:

- With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.

Goal 1, Objective 3, Action Plan:

- Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.

Education

Goal 1, Objective 4, Action Plan:

- Institute a multicultural/global general studies requirement for all degree programs.

Goal 3, Objective 1, Action Plan:

- Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

Goal 3, Objective 3, Action Plan:

- 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.

Goal 4, Objective 1, Action Track 30:

- Require students to complete a self-assessment before enrolling in online/hybrid courses.

Goal 4, Objective 3, Action Plan:

- Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites.

Goal 4, Objective 4, Action Plan:

- Schedule classes to maximize the utilization of buildings and faculty.

Goal 5, Objective 1, Action Plan:

- Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Teaching and Learning Center and by other campus entities.

Goal 5, Objective 1, Action Plan:

- Increase professional development opportunities for faculty.

Goal 5, Objective 2, Action Plan:

- 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.

Goal 5, Objective 3, Action Plan:

- Add additional targeted four-year degree programs, including psychology, nursing, special education, and performing/fine arts.

Endowed Chairs

Goal 3, Objective 3, Action Plan:

- 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.

Enrollment and Student Services

Goal 2, Objective 1, Action Plan:

- Establish athletic programs.

Goal 2, Objective 6, Action Plan:

- Enhance community awareness of DSC's growth as a comprehensive four-year institution with residence halls, a fitness center, and student life opportunities.

Goal 3, Objective 4, Action Plan:

- Hire a grant writer and develop an infrastructure for applying for and managing contracts and grants.

Goal 4, Objective 4, Action Plan:

- Schedule classes to maximize the utilization of buildings and faculty. (Assistant Registrar)

Environmental Club

Goal 2, Objective 5, Action Plan:

- Revitalize DSC's Environmental Affairs Committee to focus on green areas (leaving the trees and the track area), to improve recycling efforts, to conduct a campus energy audit and develop a plan for energy conservation, and to participate in the National Wildlife Federation's Campus Ecology Program.

EOP Committee

Goal 2, Objective 4, Action Plan:

- Develop a disaster recovery and business continuity plan.

Fine Arts and Lecture Series Committee

Goal 3, Objective 3, Action Plan:

- 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.

Fiscal Affairs

Goal 2, Objective 5, Action Plan:

- Revitalize DSC's Environmental Affairs Committee to focus on green areas (leaving the trees and the track area), to improve recycling efforts, to conduct a campus energy audit and develop a plan for energy conservation, and to participate in the National Wildlife Federation's Campus Ecology Program.

Goal 3, Objective 4, Action Plan:

- Hire a grant writer and develop an infrastructure for applying for and managing contracts and grants.

Human Resources

Goal 4, Objective 6, Action Plan:

- Improve staff support services by providing professional development opportunities.

Institutional Advancement

Goal 1, Objective 6, Action Plan:

- Increase faculty participation in USG study abroad programs by making them more financially feasible.

Goal 4, Objective 5, Action Plan:

- Increase need-based and academic scholarships for DSC students and for high school students who plan to attend DSC.

Goal 5, Objective 1, Action Plan:

- Increase professional development opportunities for faculty.

International Education Committee

Goal 1, Objective 4, Action Plan:

- Institute a multicultural/global general studies requirement for all degree programs.

Goal 1, Objective 4, Action Plan:

- Create an International Certificate (IC).

Goal 1, Objective 5, Action Plan:

- Offer more short-term (7-10 days) study abroad programs for DSC students, including a variety of academic disciplines and perhaps collaborating with other USG institutions.

IT Governance and Security Committee

Goal 2, Objective 4, Action Plan:

- Establish a risk management planning process.

Goal 2, Objective 4, Action Plan:

- Develop a computer security incident response and reporting plan.

Goal 2, Objective 4, Action Plan:

- Develop a disaster recovery and business continuity plan.

Goal 2, Objective 4, Action Plan:

- Develop training and adopt practices to increase user awareness of the security plan.

Learning Support

Goal 4, Objective 2, Action Plan:

- Explore ways to improve learning support success rates.

Liberal Arts (Humanities and Social Sciences)

Goal 1, Objective 1, Action Plan:

- With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.

Goal 1, Objective 3, Action Plan:

- Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.

Goal 1, Objective 4, Action Plan:

- Institute a multicultural/global general studies requirement for all degree programs.

Goal 2, Objective 3, Action Plan:

- Create a music program (with opportunities for students to participate in a chorus, choral group, or band).

Goal 2, Objective 3, Action Plan:

- Create a theatre program and offer theatrical productions.

Goal 2, Objective 3, Action Plan:

- Create a visual arts program (scheduling lectures on art off campus at the Creative Arts Guild to coincide with an impressive gallery artist's show or with the indoor festival entries).

Goal 3, Objective 1, Action Plan:

- Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

Goal 3, Objective 3, Action Plan:

- 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.

Goal 4, Objective 1, Action Plan:

- Require students to complete a self-assessment before enrolling in online/hybrid courses.

Goal 4, Objective 2, Action Plan:

- Explore ways to improve learning support success rates.

Goal 4, Objective 2, Action Plan:

- Reduce learning support class sizes.

Liberal Arts (Humanities and Social Sciences)

Goal 4, Objective 3, Action Plan:

- Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites.

Goal 4, Objective 4, Action Plan:

- Schedule classes to maximize the utilization of buildings and faculty.

Goal 5, Objective 1, Action Plan:

- Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Teaching and Learning Center and by other campus entities.

Goal 5, Objective 1, Action Plan:

- Increase professional development opportunities for faculty.

Goal 5, Objective 2, Action Plan:

- 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.

Goal 5, Objective 3, Action Plan:

- Add additional targeted four-year degree programs, including psychology, nursing, special education, and performing/fine arts.

Nursing

Goal 1, Objective 1, Action Plan:

- With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.

Goal 1, Objective 3, Action Plan:

- Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.

Goal 1, Objective 4, Action Plan:

- Institute a multicultural/global general studies requirement for all degree programs.

Goal 3, Objective 1, Action Plan:

- Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

Goal 3, Objective 3, Action Plan:

- 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.

Nursing

Goal 4, Objective 1, Action Plan:

- Require students to complete a self-assessment before enrolling in online/hybrid courses.

Goal 4, Objective 3, Action Plan:

- Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites.

Goal 4, Objective 4, Action Plan:

- Schedule classes to maximize the utilization of buildings and faculty.

Goal 5, Objective 1, Action Plan:

- Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Teaching and Learning Center and by other campus entities.

Goal 5, Objective 1, Action Plan:

- Increase professional development opportunities for faculty.

Goal 5, Objective 2, Action Plan:

- 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.

Goal 5, Objective 3, Action Plan:

- Add additional targeted four-year degree programs, including psychology, nursing, special education, and performing/fine arts.

Plant Operations

Goal 2, Objective 5, Action Plan:

- Revitalize DSC's Environmental Affairs Committee to focus on green areas (leaving the trees and the track area), to improve recycling efforts, to conduct a campus energy audit and develop a plan for energy conservation, and to participate in the National Wildlife Federation's Campus Ecology Program.

President

Goal 2, Objective 1, Action Plan:

- Establish athletic programs.

Goal 3, Objective 4, Action Plan:

- Hire a grant writer and develop an infrastructure for applying for and managing contracts and grants.

Public Relations

Goal 2, Objective 6, Action Plan:

- Enhance community awareness of DSC's growth as a comprehensive four-year institution with residence halls, a fitness center, and student life opportunities.

Goal 2, Objective 6, Action Plan:

- Transition to a more traditional college atmosphere by providing additional evening events or by holding annual open house events to showcase DSC's offerings.

Goal 3, Objective 3, Action Plan:

- 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.

Residence Life Director

Goal 1, Objective 2, Action Plan:

- Develop an International Awareness Month featuring music, lectures, and activities.

Goal 2, Objective 6, A Action Plan:

- Enhance community awareness of DSC's growth as a comprehensive four-year institution with residence halls, a fitness center, and student life opportunities.

Sciences and Mathematics

Goal 1, Objective 1, Action Plan:

- With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.
- Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.

Goal 1, Objective 4, Action Plan:

- Institute a multicultural/global general studies requirement for all degree programs.

Goal 3, Objective 1, Action Plan:

- Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

Goal 3, Objective 3, Action Plan:

- 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.

Goal 4, Objective 1, Action Plan:

- Require students to complete a self-assessment before enrolling in online/hybrid courses.

Sciences and Mathematics

Goal 4, Objective 2, Action Plan:

- Explore ways to improve learning support success rates.

Goal 4, Objective 2, Action Plan:

- Reduce learning support class sizes.

Goal 4, Objective 3, Action Plan:

- Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites.

Goal 4, Objective 4, Action Plan:

- Schedule classes to maximize the utilization of buildings and faculty.

Goal 5, Objective 1, Action Plan:

- Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Teaching and Learning Center and by other campus entities.

Goal 5, Objective 1, Action Plan:

- Increase professional development opportunities for faculty.

Goal 5, Objective 2, Action Plan:

- 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.

Goal 5, Objective 3, Action Plan:

- Add additional targeted four-year degree programs, including psychology, nursing, special education, and performing/fine arts.

Social Work

Goal 1, Objective 1, Action Plan:

- With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.

Goal 1, Objective 3, Action Plan:

- Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.

Goal 1, Objective 4, Action Plan:

- Institute a multicultural/global general studies requirement for all degree programs.

Social Work

Goal 3, Objective 1, Action Plan:

- Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

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- 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.

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Goal 5, Objective 3, Action Plan:

- Add additional targeted four-year degree programs, including psychology, nursing, special education, and performing/fine arts.

Student Activities

Goal 1, Objective 2, Action Plan:

- Develop an International Awareness Month featuring music, lectures, and activities.

Goal 2, Objective 1, Action Plan:

- Establish a student newspaper.

Study Abroad Coordinator

Goal 1, Objective 5, Action Plan:

- Offer more short-term (7-10 days) study abroad programs for DSC students, including a variety of academic disciplines and perhaps collaborating with other USG institutions.

Teaching and Learning Center

Goal 5, Objective 1, Action Plan:

- Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Teaching and Learning Center and by other campus entities.

Technology (Technical Studies and Health Occupations)

Goal 1, Objective 1, Action Plan:

- With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations.

Goal 1, Objective 3, Action Plan:

- Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses.

Goal 1, Objective 4, Action Plan:

- Institute a multicultural/global general studies requirement for all degree programs.

Goal 3, Objective 1, Action Plan:

- Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college.

Goal 3, Objective 2, Action Plan:

- Develop new bachelor's degree programs in sustainable or green technology.

Goal 3, Objective 2, Action Plan:

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

Goal 3, Objective 3, Action Plan:

- 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.

Goal 4, Objective 1, Action Plan:

- Require students to complete a self-assessment before enrolling in online/hybrid courses.

Technology (Technical Studies and Health Occupations)

Goal 4, Objective 3, Action Plan:

- Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites.

Goal 4, Objective 4, Action Plan:

- Schedule classes to maximize the utilization of buildings and faculty.

Goal 5, Objective 1, Action Plan:

- Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Teaching and Learning Center and by other campus entities.

Goal 5, Objective 1, Action Plan:

- Increase professional development opportunities for faculty.

Goal 5, Objective 2, Action Plan:

- 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.

Goal 5, Objective 3, Action Plan:

- Add additional targeted four-year degree programs, including psychology, nursing, and performing/fine arts.

Web Committee

Goal 2, Objective 6, Action Plan:

- Investigate the potential of a Content Management System to manage workflow, enforce quality control, and empower the various end-user groups and departments of the College to develop and maintain desired content for the Dalton State website and portal.

Annual Action Plans

Year 1 (Fall 2009 – Spring 2010)

Fall 2009

- Create an International Education Committee to establish short-term and long-term goals for internationalization at DSC. (VP for Academic Affairs)
- Establish a student newspaper. (Student Activities)

Spring 2010

- Develop and implement a plan for recruiting and enrolling academically qualified students from diverse populations. (Director of Admissions)
- Develop an International Awareness Month featuring music, lectures, and activities. (Student Activities, Diversity Committee, Residence Life, Library)
- Use multicultural/global themes and components in the First Year Experience program. (Academic Resources)
- Undertake a review of the curricula to suggest new courses or to expand multicultural/global components of existing courses. (VP for Academic Affairs, Deans & Chairs)
- Create a framework for the development, approval, and adoption of an information security policy. (Director of OCIS)
- Establish a risk management planning process. (Director of OCIS, IT Governance and Security Committee)
- Develop a computer security incident response and reporting plan. (Director of OCIS, IT Governance and Security Committee)
- Develop a disaster recovery and business continuity plan. (Director of OCIS, IT Governance and Security Committee, EOP Committee)
- Develop training and adopt practices to increase user awareness of security plan. (Director of OCIS, IT Governance and Security Committee)
- Through the Georgia Work Ready Certificate Program, provide leadership and assistance to the community and state for the evaluation and enhancement of competencies needed for today's work environment. (Dean of Technology)

Year 1 (Fall 2009 – Spring 2010)

Spring 2010

- Provide students with the opportunity to complete a self-assessment before enrolling in online/hybrid courses. (Director of Academic Resources, Director of Academic Advising Center, Deans & Chairs)
- Increase faculty participation in presentations, workshops, reading groups, and discussions offered by the Center for Teaching and Learning and by other campus entities. (VP for Academic Affairs, Deans & Chairs, Director of the Teaching & Learning Center)
- Focus on student achievement of essential learning outcomes for the 21st century: inquiry and analysis, critical and creative thinking, written and oral communication, quantitative and informational literacy, and problem solving. (VP for Academic Affairs, Deans & Chairs)

Year 2 (Fall 2010 – Spring 2011)

Fall 2010

- Institute a multicultural/global general studies requirement for all degree programs. (VP for Academic Affairs, Deans & Chairs, International Education Committee)
- Create a music program (with opportunities for students to participate in a chorus, choral group, or band). [VP for Academic Affairs, Dean of Liberal Arts, Chair of Humanities]
- Develop new bachelor's degree programs in sustainable or green technology. (Dean of Technology)
- Explore ways to improve learning support success rates. (Dean of Liberal Arts, Dean of Sciences & Mathematics, Chair of Humanities, Chair of Mathematics, Director of Learning Support, Assistant VP for Academic Affairs, Academic Resources)
- Increase need-based and academic scholarships for DSC students and for high school students who plan to attend DSC. (Director of Institutional Advancement)

Spring 2011

- With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations. (VP for Academic Affairs, Deans)

Year 2 (Fall 2010 – Spring 2011)

Spring 2011

Enhance community awareness of DSC's growth as a comprehensive four-year institution with residence halls, a fitness center, and student life opportunities. (Director of Public Relations, VP for Enrollment & Student Services, Director of Campus Recreation, Director of Residence Life)

Investigate the potential of a Content Management System to manage workflow, enforce quality control, and empower the various end-user groups and departments of the College to develop and maintain desired content for the Dalton State website and portal. (Director of OCIS, Web Committee)

Transition to a more traditional college atmosphere by providing additional evening events or by holding annual open house events to showcase DSC's offerings. (Director of Public Relations, Director of Admissions, Roberts Library)

Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college. (VP for Academic Affairs, Deans & Chairs, Academic Resources, Director of Admissions)

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. (VP for Academic Affairs, Deans & Chairs, Endowed Chairs, Fine Arts/Series Committee, Director of Public Relations, Director of Campus Recreation)

Year 3 (Fall 2011 – Spring 2012)

Fall 2011

- Create an International Certificate (IC). [VP for Academic Affairs, International Education Committee)
- Establish athletic programs. (VP for Enrollment & Student Services, President)
- Create a theatre program and offer theatrical productions. (VP for Academic Affairs, Dean of Liberal Arts, Chair of Humanities)
- Create a visual arts program (scheduling lectures on art off campus at the Creative Arts Guild to coincide with an impressive gallery artist's show or with the indoor festival entries). [VP for Academic Affairs, Dean of Liberal Arts, Chair of Humanities]

Year 3 (Fall 2011 – Spring 2012)

Fall 2011

- Revitalize DSC's Environmental Affairs Committee to: focus on green areas (leaving the trees and the track area); improve recycling efforts; conduct a campus energy audit and develop a plan for energy conservation; and participate in the National Wildlife Federation's Campus Ecology Program. [VP for Fiscal Affairs, Director of Plant Operations, Environmental Club]
- Reduce learning support class sizes. (VP Academic Affairs, Dean of Liberal Arts, Dean of Sciences & Mathematics, Chair of Humanities, Chair of Mathematics)
- Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites. (VP for Academic Affairs, Deans & Chairs)
- Schedule classes to maximize the utilization of buildings and faculty. (VP for Academic Affairs, Assistant Registrar, Deans & Chairs)
- Improve staff support services by providing professional development opportunities. (Director of Human Resources)

Spring 2012

- Offer more short-term (7-10 days) study abroad programs for DSC students, including a variety of academic disciplines and perhaps collaborating with other USG institutions. (VP for Academic Affairs, International Education Committee, Study Abroad Coordinator)
- Increase faculty participation in USG study abroad programs by making them more financially feasible. (VP for Academic Affairs, Director of Institutional Advancement)
- Increase professional development opportunities for faculty. (VP for Academic Affairs, Deans & Chairs, Director of Institutional Advancement)
- Hire a grant writer and develop an infrastructure for applying for and managing contracts and grants. (VP for Academic Affairs, VP for Enrollment Services, VP for Fiscal Affairs, President)
- Add additional targeted four-year degree programs, including liberal arts, psychology, nursing, special education, and performing/fine arts. (VP for Academic Affairs, Deans & Chairs)