



Strategic Plan 1997-2000

Second Annual Progress Report
1998-1999

Prepared by
The Office of Institutional Research and Planning
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Dalton State College Strategic Plan, 1997-2000

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This Second Annual Progress Report of Dalton State College's Strategic Plan is available on the Institutional Research web page:
<http://www.daltonstate.edu/instres.htm>

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Executive Summary

- The second year's Implementation Plan outlined 29 planning priorities, 96 goals and 222 action plans.
- After the second year of implementation, the majority (or 81 percent) of the proposed action plans have been completed or are underway.
- Accomplishments include:
 - ✓ At its December 1998 meeting, SACS approved a Substantive Change application, without requiring any follow up information and thus elevated DSC from a Level I to a Level II institution.
 - ✓ The College created a new division of Business & Technology to house its new baccalaureate degree programs.
 - ✓ The College redefined the "look" of its publications to better reach the target market by creating amore unified "look" using only one "designer" and one predominant theme or message in all printed materials. The College produced a "family look" series of printed materials including a brochure, a *Viewbook*, catalog covers and new folders.
 - ✓ The administration worked with two area technical schools to publicize joint associate degree programs.
 - ✓ The Brown Fellowship Program continues to grow. With approximately 65 Brown Fellowship members in hand, the College's Foundation's Annual Fund Drive began its 1999 fall campaign with \$65,000 already committed. These unrestricted funds will be used for technology matching programs, for student scholarships, and for faculty development stipends.
 - ✓ The DSC Foundation was successful in raising just over \$100,000 during its Annual Fund Drive, held from October 1998 through January 1999. These funds were collected on top of the Endowed Chair Fund Drive and the Campus Expansion Fund Drive, both of which took place during the calendar 1998. The 1998-99 Foundation effort thus proved extremely successful in enabling the College to prepare for its new baccalaureate mission.
 - ✓ Under the leadership of the Director of Institutional Advancement, renewed energy was focused on the alumni association. Working with a small group of alumni, plans have been established to develop an alumni board of directors during the 1999-2000 year.
 - ✓ Under the leadership of the Director of Institutional Research and Planning, the College began administering the CAAP general education assessment instrument to all first-time entering freshmen for the fall semester 1999. Consisting of English, reading, math, science, and critical thinking components, the CAAP will be given to graduates so that before/after benchmarks can be established. The entering freshmen/graduate cycle will be repeated annually.

- ✓ A variety of new packaging options were recommended and approved for implementation in fall 1998. Mini-terms were created, and classes in several academic disciplines completed their work in one-third or one-half of the semester.
- ✓ The total volume of the collection of the library exceeded 100,000.
- ✓ The College finalized plans for its library expansion project.
- ✓ The institution adopted WebCT as the tool of choice for developing Web-based instruction. Faculty and support staff attended multiple training sessions and an international WebCT conference to initiate course development.
- ✓ Plans were prepared and approved for opening a satellite campus in Fort Oglethorpe to consolidate services in the Catoosa, Walker, and Dade counties.
- ✓ The Student Affairs division implemented a faculty/staff-mentoring program for all new students who attended Orientation for the fall semester during the summer of 1998. Over 40 faculty/staff members participated.
- ✓ The College's foreign language lab was upgraded with Sony equipment.
- ✓ The College developed a marketing plan to publicize its new four-year degree programs. The admissions office worked with the Technical division and the new division head in the new four-year degree program to determine what courses are needed at the freshman and sophomore levels.
- ✓ The Center for Continuing Education administered a Business & Industry Needs Assessment Survey needs assessment survey to 40 companies in the NWGA area in July 1998. The survey results pointed to several opportunities for the Center to provide training for the companies.
- ✓ Plans for developing a comprehensive management information system were put in place for implementation. Several primary stakeholders were interviewed to determine their information reporting requirements.
- ✓ OCIS completed the development and installation of a security system that will permit campus wide access to the banner system.
- ✓ Members of the faculty tested desktop registration via the Web during spring of 1998 to help with the implementation of a decentralized, desktop registration.
- ✓ During the 1998-1999 academic year, almost all academic advisement and registration were conducted electronically.
- ✓ The President created a College Task Force to track, monitor progress, and coordinate documentation of Year 2000 compliance and related activities (i.e., assessment, remediation, testing and implementation) within the institution.
- ✓ The College began implement the Peoplesoft finance and human resource software.
- ✓ The Student Activities office established a leadership development program to meet the needs of the campus student leaders.
- ✓ The Academic Support Services Coordinator created a "one-stop shop" Student Planner that incorporated information obtained from all campus divisions.

- ✓ The Center for Continuing Education began publicizing non-credit opportunities in the local Spanish language media.
- ✓ A new ESL program was developed to aid the language proficiency for students whose native language is not English.
- ✓ An Advisory Committee recommended certified programs in CISCO, Microsoft, and Novell networking computer programs.
- ✓ During 1998-1999, the College's PREP program continued to grow. A growing number of at-risk middle school students in the area benefited from on-site tutoring and from participation in classes and other educational events at the College.

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Institutional Profile

Students

- Fall 1998 headcount enrollment was 2,967, slightly down from the fall 1997 enrollment of 3,053. Equivalent full-time enrollment was 1,822.
- Dalton State College has an enrollment of 59 percent female and 41 percent male; 95 percent white; and 5 percent minority. Students enrolled in degree and certificate programs average 25.7 years.
- Ninety percent of the College's students are residents of the Northwest Georgia region. About 82 percent of Dalton State College students hold part- or full-time jobs while attending College.
- Almost 60 percent of Dalton State College students are enrolled part-time. Seventy-seven percent of students declare their majors in the Health Science and Allied Health fields, Business, and Liberal Arts/Social Sciences.

Faculty and Curriculum

- Dalton State College employs 250 permanent faculty and staff. The equivalent full-time is 220.
- Eighty-seven percent of the College's faculty hold a doctorate or master's in their teaching fields. The average number of years employed at the College is 9.7 years.
- The College has made a significant contribution to the University System of Georgia's initiative to promote global awareness and to provide international experiences for faculty and students. Dalton State College faculty have coordinated and led system-wide programs in the United Kingdom, France, Russia and participated in System-sponsored foreign seminars in the Czech Republic and Australia.

Academic Programs

- Dalton State College was approved as a Level II institution in 1998 and began offering limited baccalaureate programs in management information systems, industrial operations management, and technology management. A new division of Business & technology was created to house the new degree programs. This also allowed for the creation of a new Division of Social Sciences as the Business Administration section of the former Division of Business Administration & Social Sciences joined the new Business & Technology division.
- Approximately 100 degree and certificate programs are offered at the College. There are more than 400 courses offered to students. The College has begun offering a selected array of courses at an off-campus site for its students.
- A new Manufacturing program has been added to the Technical Division programs. Also new to the division were Certified Nursing Assistant and Child Development programs.
- Among two-year Colleges, Dalton State College provides one of the growing sources of transfer students to other institutions in the University system. Recent data indicates students who transfer from Dalton State College to other institutions have a 3.07 GPA, the highest in the system and indicating high achievement rates of the College's students.
- The College's continuing education program continues to grow. It increased its program offerings for area businesses from 381 in FY 1997 to 469 in FY 1998. The number of participants also increased from 6,000 to more than 7,000.

Facilities

- Located on 141 acres in the "Carpet Capital of the World," the Dalton State College campus consists of nine buildings with a total of 326,261 square feet.
- Dalton State College has teaching locations at Fort Oglethorpe (Catoosa Center), Jasper, and Calhoun, serving and providing partial associate degree programs on site at those locations.
- The College's library holds more than 100,000 volumes. The library also is a regional U.S. Government document depository. A \$4.95 million addition to the library is underway.

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Mission Statement

The College's mission statement was revised to reflect the need for baccalaureate programming at Dalton State College. (The underlined are additions to the College's mission statement.) The Board of Regents approved the revised mission statement on September 9, 1998.

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

In all that it does, Dalton State College strives for the highest possible standards of quality and excellence and systematically assesses and evaluates its effectiveness. Especially in its combination of associate level studies in the liberal arts and targeted baccalaureate degrees with a large complement of career programs in health-related, business, and technical fields; in the quality of its preparation of students for work or further study; and in its role as a broad-based information resource for the people of Northwest Georgia, the College seeks to build upon its strengths and to justify recognition as one of the most academically respected, student-oriented, and community-centered institutions of its kind.

As one of the two recently designated state colleges of the University System of Georgia, Dalton State College serves Northwest Georgia through a broad array of degree and certificate programs as well as a wide variety of public service and continuing education activities. Serving its role as an educational broker in meeting the needs of business and industry, the College shares with the other state colleges of the University System of Georgia the following core characteristics or purposes:

- a commitment to excellence and responsiveness within a scope of influence defined by the needs of the local area and by particularly outstanding programs and distinctive characteristics that have a magnet effect throughout the region or state;
- a commitment to a teaching/learning environment, both inside and outside the classroom, that sustains instructional excellence, functions to provide University System access for a diverse student body, and promotes high levels of student learning;
- a high quality general education program that supports a variety of well-chosen associate programs and prepares students for transfer to baccalaureate programs, learning support programs designed to insure access and opportunity for a diverse student body, and a limited number of certificate and other career programs to complement neighboring technical institute programs;

- a limited number of baccalaureate programs designed to meet the economic development needs of the local area;
- a commitment to public service, continuing education, technical assistance, and economic development activities that address the needs, improve the quality of life, and raise the economic level within the college's scope of influence;
- a commitment to scholarship and creative work to enhance instructional effectiveness and to encourage faculty scholarly pursuits; and a responsibility to address local needs through applied scholarship, especially in areas that directly related to targeted baccalaureate degree programs;
- a supportive campus climate, necessary services, and leadership and development opportunities, all to educate the whole person and meet the needs of students, faculty, and staff;
- cultural, ethnic, racial, and gender diversity in the faculty, staff, and student body, supported by practices and programs that embody the ideals of an open, democratic, and global society;
- technology to advance educational purposes, including instructional technology, student support services, and distance education;
- collaborative relationships with other System institutions, State agencies, local schools, technical institutes, and business and industry, sharing physical, human, information, and other resources to expand and enhance programs and services available to the citizens of Georgia.

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Planning Priorities, Goals and Progress Achieved

This section of the annual progress report summarizes the planning priorities, initiatives and progress achieved during the second cycle (1998-1999) of the College's three-year strategic plan. The planning priorities, initiatives and progress achieved are grouped under the core purposes of the College's mission.

Commitment to Excellence

PLANNING PRIORITIES

- (1) *The College will broaden the scope and implementation of its programs and services to Northwest Georgia. (I.1)*
- (2) *The College will increase its public visibility as a "broker of educational services," pulling together resources to meet the needs of the service area. (I.2)*
- (3) *The College will enhance its role as a "catalyst of the community" by pursuing carefully selected community-based outreach activities. (I.3)*

GOALS

1. Survey to see if additional off-campus sites are needed. (Goal IB.1)

Action Plan

Extended Campus Site Coordinators will survey local high schools and community business leaders to determine whether current off-campus sites are adequate.

Progress/Achievement

Needs assessment at off-campus locations is a continuing process. While the needs of current students at all existing sites will be met, the campus administration has been investigating the possibility of a new site in Catoosa County which would better serve existing and future demand for courses in that area. If that site is established, some redistribution of off-campus resources is anticipated.

2. The College will develop cultural enrichment programs designed to bring the community on campus. (Goal I.3.C)

Action Plan

All Fine Arts programs will be advertised to the Dalton community through the public Relations Office.

Progress/Achievement

This is an ongoing process completed by the Fine Arts chair through the Public Relations Department.

3. Expand the ESL Program for Adult Literacy. (Goal 1.3.D)

Action Plan

ESL students will be surveyed during summer and fall 1998. Other local providers of ESL programs will be surveyed during the 1998 summer and fall.

Progress/Achievement

ESL students were surveyed during summer and fall to determine if the adult literacy ESL schedule was meeting student needs. 125 students were surveyed. 98% of students surveyed stated the ESL schedule was meeting their needs.

Action Plan

Saturday ESL classes will begin September 1998.

Progress/Achievement

Saturday ESL classes continue.

Action Plan

Nightly ESL classes will begin September 1998.

Progress/Achievement

Nightly ESL classes continue. The schedule is Monday – Thursday, 6:00 p.m. – 9:00 p.m.

4. Develop targeted baccalaureate degrees that meet regional needs. (Goal 1.1.D)

Action Plan

Secure approval from SACS to move from Level I to Level II.

Progress/Achievement

During the summer of 1998, in concert with the Director of IRP, a Substantive Change application was prepared for review by the Southern Association of Colleges and Schools. At its December 1998 meeting, SACS approved the application without requiring any follow up information. DSC was thus elevated from a Level I to a Level II institution.

Action Plan

Recruit a new division chair and at least two new faculty members to begin the programs.

Progress/Achievement

During the winter, spring, summer of 1999, three new faculty were employed to lead the implementation of the college's new bachelor's degrees. A new division chair with a Ph.D. in Management Science was employed in March. A new professor with a Ph.D. in Management Information Systems was employed later in the spring. In addition, a second new professor with a Ph.D. in Industrial Operations Management was hired in August. This action enabled the College to open the fall semester 1999 with qualified faculty in place to begin teaching courses at the junior level. Core Purposes IV and VI of the College's mission statement were directly affected by these developments. Close interaction with students and employers will be required to tweak the programs appropriately and to determine the need for additional programs and instructors.

Action Plan

Market the new programs and recruit a well-qualified initial class of juniors.

Progress/Achievement

The new BS programs were marketed throughout the service area, but with particular concentration in the Dalton area. Flyers, posters, brochures, and print ads furnished the primary thrust. A secondary thrust featured the new division chair and the president taking a road show to civic clubs and other organizations. During the 1999-2000 academic year the campaign will include the new BAS degree and will need to involve more widespread recruiting and marketing, to include Calhoun, Rome, LaFayette, Chickamauga, Ft. Oglethorpe, Ringgold, Ellijay, and Jasper. In the fall semester 1999, 50+ juniors enrolled in the two BS programs.

5. Increase visibility of outreach programs. (Goal I.2.B)

Action Plan

Create a Speakers Bureau by developing an effective program for providing speakers to schools and civic organizations, by assigning this responsibility to the appropriate office on campus, and by developing an effective PR campaign to inform potentially interested constituencies of the availability of this service.

Progress/Achievement

This goal has been put on hold. We anticipate that the Speakers bureau will be in place during Spring Semester 2000.

Action Plan

Create and disseminate press releases and public service announcements to area newspapers, television stations, radio stations providing information about the following: recurrent events such as testing dates, registration, and graduation, release of specific student lists (e.g., Dean's list, lists of graduates), and information about "public" events such as Fine arts and Lecture Series performances.

Progress/Achievement

This goal has been accomplished.

Action Plan

Develop a Public relations Web page for the Dalton State College Web site that would provide a continually updated list of upcoming events.

Progress/Achievement

A web page has been developed for the Public Relations office. *The Quill* is now being placed on the website, which includes a calendar of upcoming events.

Action Plan

Redefine the "look" of Dalton State College publications to better reach the target market by creating amore unified "look" using only one "designer" and one predominant theme or message in all printed materials.

Progress/Achievement

This goal has been accomplished as the college contracted with Stein Communications to produce a "family look" series of printed materials including a brochure, a Viewbook, catalog covers and new folders. A development piece is being developed at the present time.

Action Plan

Enhance the high school visitation program, PROBE Fairs, PROBE Choice, on-campus visitation program, high school career fairs, and financial aid workshops by training a cadre of "student ambassadors" to assist with the outreach activities, by working with high schools, other sponsors, and our PR staff to generate publicity for these outreach activities, by becoming more effective in scheduling and making personnel assignments, by finding more ways to involve faculty and staff in these programs, by setting up training sessions for outreach team volunteers, and by finding new perks to encourage participation.

Progress/Achievement

FY 99-Done. Carry over to FY 2000.

Action Plan

Enhance plantsite visits, industry career fairs, mall visits, and other activities designed to recruit non-traditional students by becoming more effective in scheduling and making personnel assignments, by finding more ways to involve trained faculty and staff in these programs, by recruiting more outreach volunteers to staff the visiting teams, by setting up training sessions for outreach team volunteers, by finding new perks to encourage participation, and by developing a more effective and timely PR effort for these activities.

Progress/Achievement

FY 99-Done. Carry over to FY 2000.

Action Plan

Continue to work cooperatively with west Georgia and our other partners in meeting the needs of constituencies other than Dalton state college students.

Progress/Achievement

Done.

Action Plan

Continue to monitor needs analysis data to determine when new cooperative programs should be implemented.

Progress/Achievement

Done for FY 99. Carry over to FY 2000.

Action Plan

Develop a calendar for high school visitation, plantsite visitation, and mall visitation that will increase the number of each type of visit.

Progress/Achievement

FY 99-done. Carry over to FY 2000.

Action Plan

Improve the quality of the equipment available for the visitation programs.

Progress/Achievement

FY 99-Done.

Action Plan

Work with the president and public relations staff to improve the number and quality of publications available for use in these programs.

Progress/Achievement

FY 99-Done. Added the Viewbook, catalog covers for next two catalogs done, folder covers done for next two, purchased two-year supply of 4 color brochures.

Action Plan

Work with the public relations staff to develop articles that highlight the cooperative degree programs.

Progress/Achievement

Done.

Action Plan

Work with the president and academic dean to develop more programs that are cooperative, and develop public relations programs to inform the public of availability.

Progress/Achievement

Monitored but no activity; this effort will be heavily impacted by the action of the Governor's Taskforce on Education.

Action Plan

Work with the three area technical schools to publicize the joint associate degree programs.

Progress/Achievement

Worked with two of three; northwestern tech has chosen to be uncooperative.

Action Plan

Continue to work with our partners to gain maximum exposure for their programs through Dalton State College publications and other means - *The Compass*, the college catalog, fliers, news releases, newspaper ads, mall and high school visits, and radio and television spots.

Progress/Achievement

Done for FY 99. Carry over, if possible.

6. Consider permitting community advertising in Dalton State College student publications. (Goal 1.2.G)

Action Plan

Contact 20 local businesses likely to attract student patronage to determine their interest in advertising on a regular basis.

Progress/Achievement

This Action Plan was delegated to the Dean of Student Affairs.

Action Plan

Develop a student newspaper advertising policy to help determine feasibility of allowing local advertising.

Progress/Achievement

This Action Plan was delegated to the Dean of Student Affairs.

7. Pursue Dalton State College Foundation Development. (Goal I.2.H)

Action Plan

Expand Brown Fellowship membership to 100 by June 30, 1999.

Progress/Achievement

The Brown Fellowship Program grew more slowly than expected. A "charter" group of 50+ members made commitments by February 1, 1999, but since then only 15 additional commitments have been received. The major reason for this slower growth is an intensified private giving environment in the Dalton area, fueled primarily by higher United Way goals and by the emergence of the Community Foundation of Northwest Georgia. A new, revised goal will be established for the 1999-2000 year by the DSC Foundation Executive Committee. This action directly supported Core Purposes I, VII, and IX of the College's mission statement. With approximately 65 Brown Fellowship members in hand, the Foundation's Annual Fund Drive begins its campaign this fall with \$65,000 already committed. These unrestricted funds will be used for technology matching programs, for student scholarships, and for faculty development stipends.

Action Plan

Secure corporate/business pledges of at least \$100,000 by June 30, 1999.

Progress/Achievement

The DSC Foundation was successful in raising just over \$100,000 during its Annual Fund Drive, held from October 1998 through January 1999. These funds were collected on top of the Endowed Chair Fund Drive and the Campus Expansion Fund Drive, both of which took place during the calendar 1998. The 1998-99 Foundation effort thus proved extremely successful in enabling the College to prepare for its new baccalaureate mission. This action directly supported Core Purposes I, VII, and IX of the College's mission statement. The uses of these funds will be the same as described in 1.6 above. Ideally, the Annual Fund Drive should generate \$200,000 to \$250,000 each year.

8. Establish an alumni office and increase alumni development. (Goal I.3.B)

Action Plan

Recruit an alumni board of directors and establish a method for expanding the alumni database.

Progress/Achievement

Under the leadership of the Director of Institutional Advancement, renewed energy has been focused on the alumni association. Working with a small group of alumni, plans have been established to develop an alumni board of directors during the 1999-2000 year. In addition, the first homecoming event in several years has been scheduled for December 4. A professionally produced alumni newsletter will make its appearance in the fall of 1999, with another to follow in the spring of 2000. The alumni database was expanded by 300 names during the 1998-99 year.

Commitment to Teaching and Learning

PLANNING PRIORITIES

- (4) *The College will continue to place a high priority on recruiting faculty who are the most qualified in their academic fields. (II.2)*
- (5) *The College will develop a comprehensive planning, budgeting, and accountability program. (II.6)*
- (6) *The College will monitor and strengthen its institutional effectiveness program and make adjustments based upon the results of that effort to assure excellence in the teaching/learning environment so that students are prepared for the next step. (II.1)*
- (7) *The College will convert to the semester system. (II.4)*
- (8) *The College will continue to place significant emphasis upon the quality and accessibility of its library resources. (II.3)*
- (9) *The College will provide additional co-curricular activities. (II.5)*

GOALS

9. Complete the strategic planning process. (Goal II.6.A)

Action Plan

Implement a nationally normed assessment instrument that will measure critical general education skills.

Progress/Achievement

Under the leadership of the Director of Institutional Research and Planning, DSC began administering the CAAP general education assessment instrument to all first-time entering freshmen for the fall semester 1999. Consisting of English, reading, math, science, and critical thinking components, the CAAP will be given to graduates so that before/after benchmarks can be established. The entering freshmen/graduate cycle will be repeated annually. This action directly supports Core Purpose II of the College's mission statement and completes a major step in the implementation of comprehensive institutional effectiveness measures. Once the graduating student assessment is completed, the College can then begin identifying specific areas for further development in its general education program.

10. Refine academic program assessment. (Goal II.1.C)

Action Plan

The Director of Institutional Research will meet with the President and Academic Dean to coordinate and plan additional efforts at outcomes assessment.

Progress/Achievement

The Institutional Research director held several meetings with the President, the Academic Dean, and the division chairs to plan on how the College can improve on its assessment efforts. There was a consensus that the Institutional Research office continue to coordinate activities to improve assessment processes for general education and major area outcomes. Consequently, the office led the refinement/revision of the College's Student Learning Outcomes Assessment Plans for the College's general education and transfer programs. Other plans and activities for additional outcomes assessment included the production of major area education outcomes and assessment plans for programs in the Division of Technical Education; course assessment plans for the Humanities, Social Sciences, and Natural Sciences divisions; and a production of a comprehensive *Dalton State College Assessment and Institutional Effectiveness Handbook* to assist with coordinating and

documenting all assessment activities on campus. With the handbook, data to assess institutional effectiveness will be routinely compiled and used to evaluate academic programs.

Action Plan

The Director of Institutional Research will meet with academic divisions and division leaders to design effective outcomes assessments and make decisions on acceptable standards.

Progress/Achievement

This activity is still underway. However, there are a few accomplishments to report at this time. Agreement was reached to produce assessment plans for the entire academic divisions and educational support departments. The plans will permit the College to have uniform assessment plans across the campus. This will also make for systematic reporting of all assessment results consistent with agreed-upon standards. The division chairs also indicated that a form that gathers the same information for their institutional profile section of their annual reports to the President would be useful. In that regard, the Institutional Research office suggested some common effectiveness profile indicators for their consideration. With suggestions from the academic divisions, a Divisions Fact Sheet was produced. The Institutional Research will work with OCIS to collect the desired information for the division chairs.

Action Plan

The Director of Institutional Research will develop a timeline for assessment implementation.

Progress/Achievement

The timeline for assessment implementation will be included in the forthcoming Assessment Handbook.

Action Plan

The Director of Institutional Research will continue to consult with faculty regarding implementation of multiple measures of institutional effectiveness.

Progress/Achievement

This is an ongoing activity. For this planning period, the Institutional Research director met with faculty representatives to help refine the general education outcomes and suggest some ways to measure the effectiveness of College's general education in their classrooms. ACT's CAAP was recommended as a useful measure. Others included student survey data, classroom tests and projects, licensure exam rates. It was also suggested that the College produce a list of key performance indicators to assist with this effort.

Action Plan

The Director of Institutional Research will develop a source book of assessment methods to evaluate effectiveness.

Progress/Achievement

This will be done with production of the College's Assessment Handbook.

Action Plan

The Director of Institutional Research will review results quarterly and discuss implications with division chairs as needed.

Progress/Achievement

As part of its work, the Institutional Research office will do this as a matter of course. However, no such activity occurred in this planning period due to a number of projects underway in the Institutional Research office.

Action Plan

The Director of Institutional Research will request documentation of use of results in divisional planning each year.

Progress/Achievement

This activity will take effect once all program and course assessment plans are revised and made consistent across campus.

11. Develop mechanisms to demonstrate and document accountability. (Goal II.6.C)

Action Plan

The Director of Institutional Research will gain additional expertise in use of data-retrieval systems.

Progress/Achievement

The Institutional Research director has discussed his plans for a data-retrieval system with the OCIS director. Based on conversation with his colleagues in the Georgia system, the Institutional Research office recommended the implementation of Crystal Reports as a means for retrieving data for planning, assessment and policy analysis. OCIS agreed to work with Institutional Research office to work out a means of doing this. Again, because of other pressing projects this activity did not come to fruition during this planning period. Meanwhile, OCIS went ahead to put a system in place to help the Institutional Research office use Crystal Reports when ready.

Action Plan

The Director of Institutional Research will develop timeline regular assessment activities.

Progress/Achievement

This activity will be achieved with production of the College's Assessment Handbook.

Action Plan

The Director of Institutional Research continues to assist in devising additional methods of assessment.

Progress/Achievement

The forthcoming Assessment Handbook will describe additional methods of assessment.

Action Plan

The Director of Institutional Research will keep reports of the use of assessment for planning.

Progress/Achievement

As an initial step, the Institutional Research office started compiling reports to document planning and assessment efforts at the College. Plans are underway to create an Institutional Research web page to house and disseminate all planning and assessment activities. Again, once all program and course assessment plans are revised and made consistent across campus, the Institutional Research office will collect and document regularly the use of assessment for planning and program/curricular improvements.

Action Plan

The Director of Institutional Research will exchange information with other System and non-System institutions to promote evaluation of transfers.

Progress/Achievement

This activity did not happen during this planning period. However, certain System assessment initiatives currently being planned will make the exchange of information between and among System Institutional Research directors a routine activity.

12. Encourage Creative Course Packaging. (Goal II.4.A)

Action Plan

Division chairs will explore suitable options and will recommend appropriate courses to the Dean of Academic Affairs as part of the semester class schedule.

Progress/Achievement

A variety of new packaging options were recommended and approved for implementation in fall 1998. Mini-terms were created, and classes in several academic disciplines completed their work in one-third or one-half of the semester. Developmental studies classes began later than other offerings, to allow additional opportunities for students with special academic needs. Variability in the numbers of credit hours per course also increased, with an array of 1-4 hour classes scheduled. Similar scheduling options were offered in the spring 1999 semester. Dr. Burran will have the latest info on this.

Action Plan

Advertise to the community that former students may continue their academic program without forfeiting credit for previously completed courses.

Progress/Achievement

Delegated to the Admissions and Records office.

13. Adopt a goal of 100,000 volumes of good and balanced quality in the Library within five years. (Goal II.3.A)

Action Plan

Use System collection analysis data to identify existing weaknesses, gaps and duplication in the collection.

Progress/Achievement

Data used to examine business and technology collections. Other areas to be examined 1999-00.

Action Plan

Prepare reports for each division, which analyze the status of subject area collections.

Progress/Achievement

Reports to be prepared 1999-00.

Action Plan

Involve faculty in the acquisition of new materials and the removal of outdated materials from each subject area collection.

Progress/Achievement

Faculty selected 47% of volumes added. Nursing collection thoroughly weeded by faculty.

Action Plan

Add a minimum of 3,000 volumes to the library collection annually.

Progress/Achievement

2,445 volumes added. Total volume count exceeded 100,000.

14. Evaluate the number and types of journal subscriptions. (Goal II.3.B)

Action Plan

Compile lists of current journal subscriptions by subject area.

Progress/Achievement

Lists to be compiled 1999-00.

Action Plan

Distribute subject lists to divisions for review requesting suggestions for additions and deletions.

Progress/Achievement

Subject lists to be distributed 1999-00.

Action Plan

Based on faculty input, place or cancel journal subscriptions with vendor upon receipt of annual renewal list.

Progress/Achievement

Subscriptions placed/cancelled during summer semester 1999.

15. Investigate emerging technology to increase information access in the Library. (Goal II.3.C)

Action Plan

The Library Director and the OCIS Director will communicate on a regular basis to share ideas on emerging technology.

Progress/Achievement

Directors communicated on a regular basis regarding new integrated system, equipment upgrades, and plans for library addition.

Action Plan

The Library Director will continue to participate in planning activities of the Regents' Academic Committee on Libraries including service on subcommittees appointed to examine technology issues.

Progress/Achievement

Library Director served on Regent's Academic Committee on Libraries Collection Development Subcommittee which evaluated databases to be added to GALILEO.

Action Plan

The Library Director will implement all System funded technology initiatives.

Progress/Achievement

Endeavor integrated, interconnected library system implemented. Five staff workstations purchased with GALILEO Expansion funds.

Action Plan

The library staff will continually examine electronic information needs not provided for by GALILEO and other System initiatives.

Progress/Achievement

CD-ROM databases evaluated on ongoing basis. Library Director attended GALILEO Vendor Fair (2/99).

Action Plan

The Library Director will purchase new equipment on an ongoing basis to replace outdated equipment and to increase the number of workstations available to library users.

Progress/Achievement

Reference and staff workstations up-graded. Public workstations to be upgraded fall semester 1999.

16. Implement Endeavor interconnected library system. (Goal II.3.G)

Action Plan

Participate in all Endeavor orientation and training sessions.

Progress/Achievement

Library staff attended Endeavor orientation (1/99) and functional training (4/99).

Action Plan

Install hardware and software necessary to operate Endeavor system.

Progress/Achievement

Hardware and software installed by 5/99.

Action Plan

Migrate patron and item data from PALS and Columbia systems to Endeavor system.

Progress/Achievement

Data migrated 5/99.

Action Plan

Introduce the Endeavor system and provide orientation to the online catalog module for faculty and library users.

Progress/Achievement

Orientation sessions to be held for faculty fall semester 1999.

17. Plan library expansion project. (Goal II.3.E)

Action Plan

Meet with project architect and administration.

Progress/Achievement

Meetings held on campus on 10/1/98, 10/24/98, 11/19/98, 12/1/98, 1/6/99, 1/20/99, 2/8/99, and 4/12/99. Meetings held at Board of Regents on 4/27/99 and 8/4/99.

Action Plan

Solicit input from faculty, staff and students.

Progress/Achievement

Input was sought from the Strategic Planning Committee.

18. Consider the development of a co-curricular transcript. (Goal II.5.B)

Action Plan

The Student Activities Office will investigate co-curricular transcripts used at other institutions.

Progress/Achievement

The Director of Student Activities attended a conference concerning service learning, and co-curricular transcripts were discussed.

Action Plan

Assistant registrar will serve as a consultant to the director of the office of computing and information services and the dean of students on formatting and processing transcripts of student activity records.

Progress/Achievement

No activity.

19. Initiate plan to develop Web-based instruction and other alternate instructional delivery models (e.g., distance education). (Goal II.1.H)

Action Plan

Action plans were not written for this goal. However, some work took place to address this goal. See below.

Progress/Achievement

The institution has adopted WebCT as the tool of choice for developing Web-based instruction. Faculty and support staff have attended multiple training sessions and an international WebCT conference to initiate course development. Plans were prepared and approved for opening a satellite campus in Fort Oglethorpe to consolidate services in the Catoosa, Walker, and Dade counties.

20. Develop ways to more formally link the process of budgeting and planning. (Goal II.6.B)

Action Plan

The President and Administrative Council through budget redirection, strategic planning, special initiatives, and operational funding will administer the process of budgeting and planning.

Progress/Achievement

Budget redirection requests and implementation during FY '99 were approved by Central Office. FY 2000 budget redirection as linked to planning and mission was approved. Accountability reports and data are requested from Central Office for FY 1999 expenditures and for future budget requests.

21. The ACE Center will enhance programs and services to improve student performance. (Goal II.1.B)

Action Plan

A referral form, in duplicate, will be given to instructors who may use this form to suggest to students that they seek ACE Center tutoring services. One copy of the form will go to the student and the second copy will be delivered to the ACE Center.

Progress/Achievement

Each faculty member received a supply of referral forms.

Action Plan

Students who were referred to tutoring, but who do not seek tutoring within a week after they were referred, will be contacted.

Progress/Achievement

Only six forms were completed by faculty members and submitted to the ACE Center. All students were contacted, informed about support services, and encouraged to use these services.

Action Plan

Faculty members will be asked if they are interested in serving on a task force to explore the effectiveness of tutorial services relative to other assistive programs.

Progress/Achievement

This action plan will be carried over to the 1999-2000 academic year.

Action Plan

"DCS 115: Life Skills" will be presented again to the Academic Council during its fall 1998 Meeting. The course was created by the Career Planning and Placement Coordinator and approved by the DCS Coordinator but was withdrawn from the meeting agenda in order to modify it to avoid redundancy with ECN 101. Those modifications will be made and the course proposed again.

Progress/Achievement

DSC 1015: Life Skills was presented again to the Academic Council and was approved to be offered during the 1999-2000 academic year.

Action Plan

Tutoring will continue to be offered for Accounting, Business, Biology, Chemistry, Sociology, Psychology, Writing, History, and Government courses.

Progress/Achievement

Tutoring services were offered in all of the noted subjects. A total of 60 tutoring hours per week was offered during the Spring 99 semester and 50 tutoring hours per week for the fall 1998 semester.

**22. The ACE Center will develop additional methods to enhance retention.
(Goal II.1.G)**

Action Plan

A faculty/staff-mentoring program will be implemented for all new students who attend Orientation for the Fall Semester during the summer of 1998.

Progress/Achievement

Program was implemented with over 40 faculty/staff members participating.

Action Plan

Career assessment and exploration activities will be developed for use in freshmen reading and writing course assignments, particularly for use in English courses.

Progress/Achievement

This objective will be carried over to the 1999-2000 academic year.

23. The College will promote the office of Community Service Learning. (Goal II.5.A)

Action Plan

Student Activities personnel will speak to classes concerning service learning opportunities.

Progress/Achievement

This was completed by the Director of Student Activities. He spoke to all DCS classes and other varied classes upon request.

Action Plan

Once each semester, a group of faculty, staff and students will meet to discuss community service learning activities.

Progress/Achievement

This was completed in the spring semester and will continue each semester during the 1999-2000 school year.

24. The Student Activities Office will provide greater opportunities for co-curricular activities (i.e. Activity Period). (Goal II.5.C)

Action Plan

Eighty-five percent of all student activities will be offered during the Activity Period.

Progress/Achievement

This was completed during the 1998-1999 school year.

Emphasis on High Quality General Education Program

PLANNING PRIORITIES

- (10) *The college will enhance the quality of its existing pre-baccalaureate, technical, and developmental programs, as well as programs for area industries, adding additional offerings when the need is clearly demonstrated. (III.1)*
- (11) *The College will expand and promote its learning support programs, including assistive technology. (III.2)*

Emphasis on High Quality General Education Program

GOALS

25. Implementing a campus-wide COMPASS-testing services. (Goal III.I.N)

Action Plan

Coordinator of Developmental Studies and Registrar will meet with President and Director of OCIS as the new building comes on line and find the most suitable room to accommodate computerized testing.

Progress/Achievement

The coordinator of developmental studies and the registrar did meet with the president and the director of OCIS. However, since the building completion was still a considerable time away, the outcome of the meeting was to agree to meet again after H-44 comes online.

Action Plan

The Coordinator of Developmental Studies will meet with the Director of OCIS to plan a suitable floor plan for the room.

Progress/Achievement

Postponed until H-44 comes online.

Action Plan

Coordinator of Developmental Studies and the Registrar will meet to define the needs of a COMPASS test setting. This will include furniture, hardware and personnel.

Progress/Achievement

Postponed until H-44 comes online.

26. Consider reinstating developmental studies learning labs (i.e., provide separate labs for developmental and credit math classes.) (Goal III.1.A)

Action Plan

Director of math lab will monitor lab traffic.

Progress/Achievement

James Plemons kept records of the math lab traffic for the 1998-1999 school year.

Action Plan

Developmental Studies coordinator will meet with President and Academic Dean as space is allocated in new building.

Progress/Achievement

Postponed until H-44 (new campus building) comes online.

27. Upgrade language labs (multi-media lab). (Goal III.1.C)

Action Plan

The Division chair, in consultation with the foreign language faculty, will examine available equipment and decide which of this equipment will best suit the College's needs.

Progress/Achievement

Done. In consultation with Drs. Biron and Mason, the foreign-language faculty, we decided on equipping the new language lab in the new H-44 building with Sony equipment. In fact, since H-44 has been delayed, we will be getting a newer generation of equipment for very little more money. Getting this money appropriated and getting the lab space in the new buildings are the key accomplishments. In addition to benefiting the institution with the latest generation of language equipment, the lab will double as an ESL lab, thus benefiting a new program begun in August 1998. We, of course, cannot use the new equipment until the building is open and the equipment is installed. However, the equipment is due to be installed on Monday, July 19, 1999.

28. Investigate offering music-related courses. (Goal III.1D)

Action Plan

Inquire of the Academic Dean and the President if there is support for offering music-related courses. At a Division meeting, discuss the feasibility of offering music-related courses and what types of courses we might realistically offer that can receive transfer credit.

Progress/Achievement

Done. The Humanities Chair talked with the President and Academic Dean about support for offering music-related courses. There is support, but the implementation, primarily through the Creative Arts Guild in Dalton and not through hiring new full-time faculty, will be delayed until the Guild is in new quarters or until we can schedule the space on our campus. The Humanities division discussed the feasibility of offering music-related courses in meetings on October 2, 1998, February 19, 1999, and March 12, 1999. Ms. Mahoney had researched the topic and discovered that seven two-year colleges in the System offer the AA in music; the program would involve high start-up costs. The division does not intend to offer the AA but to offer other courses on a needs basis in the future as noted above. Our accomplishments were to discuss thoroughly the situation as a Division and with our immediate College superiors; our results indicate that we will be able to meet another need within the community in the future though we cannot take further action at this point as explained above.

**29. Investigate offering team building/leadership/communication skills courses.
(Goal III.1.H)**

Action Plan

Create Communication 2410: Electronic Presentations

Progress/Achievement

Done. At a Humanities Division meeting on October 2, 1998, Mr. Hebestreet moved the adoption of Communications 2410: Electronic Presentations. After discussion, the motion was passed. Dr. Labyak asked the chair not to take the course before the Academic Council during fall, 1998, because the division could not teach the course, even if adopted, for at least a year because of lack of communications personnel. Subsequent to the Division's adoption, Mr. Hebestreet presented a revised proposal to Dr. Dick Edwards, new Business Chair, to teach this course on the junior level--Communications 3410. Dr. Edwards is interested. Mr. Hebestreet reported to the Division, and in an April 29, 1999, meeting of the Division, the revised proposal was adopted. Dr. Labyak and Dr. Burran asked the Humanities division chair to withhold the 3410 course from Academic Council for summer, 1999. The chair took the 2410 course to Academic Council this summer, 1999, with a first-time teaching date of fall, 2000, subject to instructor availability, and the course was tabled until it was approved by whatever committee has taken the place of the old Transfer of Credit Committee. The key accomplishments were creating the course, discussing the course, getting the approval of the Division, and taking one of the two courses to Academic Council. These planning results, in this year of technology emphasis by the Board of Regents, should lead to benefits to the institution and its students when the course is finally approved and offered.

**30. Investigate offering manufacturing processes/carpet business related courses.
(Goal III.1.G)**

Action Plan

The Center for Continuing Education will meet with carpet industry spokespersons.

Progress/Achievement

Met on 10-8-98 with carpet industry advisory council. Provided updates on survey and related courses. Recommendation was made to establish a generic carpet design course.

Action Plan

The Center for Continuing Education will conduct a focus group of community and carpet industry representatives.

Progress/Achievement

A focus group meeting was conducted on February 18, to determine how Dalton State College could better serve the educational and training needs of the citizens of Northwest Georgia.

Action Plan

The Center for Continuing Education will do a telephone survey of the carpet industry.

Progress/Achievement

Follow-up calls were made to all major carpet firms regarding a survey on HR and current training needs. Calls were made to training directors at corporate and local plant operations to ensure coverage.

Action Plan

The Center for Continuing Education will analyze data gained from surveys, focus groups, and training.

Progress/Achievement

As a result of the focus group meeting, a carpet design course was developed. It will be offered at least twice a year. As a result of the survey, PLC Courses were also conducted. Fifteen laptop computers are now available for on-site training needs. Two electrical maintenance courses were also provided as a result of the B&I survey. A new course is being planned for restaurant managers to meet state regulations for food service operations.

Action Plan

The Technical Division staff and faculty will work with the new division head in the new four-year degree program to determine what courses are needed at the freshman and sophomore levels. Implementation of courses prior to the initiation of the four-year degree would be premature.

Progress/Achievement

The Technical Division chair and faculty worked with the Business Division chair and faculty to finalize the BAS degree program.

Action Plan

The Technical Division will work closely with representatives of the advisory committee regarding their needs.

Progress/Achievement

Advisory committees recommended modifications to the new AAS degree in Manufacturing Technology. More surveying and analysis of these modifications are ongoing.

**31. Develop a marketing to publicize new four-year degree programs.
(Goal III.1.O)**

Action Plan

The admissions office will work with the Technical division and the new division head in the new four-year degree program to determine what courses are needed at the freshman and sophomore levels.

Progress/Achievement

Done for FY 99.

32. The ACE Center will expand and promote its learning support programs, including assistive technology. (Goal III.2)

Action Plan

The ACE Center will hold an "Open House/Reception" for students.

Progress/Achievement

The ACE Center collaborated with Financial Aid to have Awareness Days in February 1999 inviting the campus community to visit our respective areas. This was an effort for students, faculty and staff to become better acquainted with our services. Display areas were set up with staff available for consultations.

33. The ACE Center will expand and promote the use and accessibility of technologies for students with disabilities. (Goal III.2.A)

Action Plan

DSS will submit a requisition to purchase additional technologies with selections to be determined by the needs encountered in the previous academic year.

Progress/Achievement

Software has been ordered and is to arrive on August 23. A new CCTV has been delivered and will be in operation by mid-August. Software includes: Kurzweill 1000 and 3000, JAWS (Job Access with Speech, Dragon Dictate and Dragon Naturally Speaking). Six training workshops have been scheduled for significant staff and users of the technology.

34. The ACE Center will expand and promote the use of services to aid academically at-risk students. (Goal III.2.B)

Action Plan

Each student who is on probation will receive a letter and/or telephone call from a member of the ACE Center inviting him or her to visit the ACE Center.

Progress/Achievement

Completed.

Action Plan

The Career Planning and Placement Coordinator will complete and implement an occupational mentoring program.

Progress/Achievement

This objective will be continued during the 1999-2000 academic year. The program has been completed but needs to be implemented. The new staff person may want to make some modifications.

Commitment to Public Service

PLANNING PRIORITIES

- (12) *While maintaining its broad array of cultural, recreational, and personal interest programming, the Center for Continuing Education and the Technical Division will become more heavily involved in providing services for area business and industry. (IV.1)*
- (13) *The College will broaden and promote its adult literacy program. (IV.2)*

GOALS

39. Conduct periodic needs assessments. (Goal IV.1.A)

Action Plan

The Center for Continuing Education will schedule visits with College area Personnel Directors and Human Resource Directors to conduct a needs assessment study from selected businesses and industries in the Center's service area.

Progress/Achievement

Visits were made to personnel and Human Resource Directors of companies in NW Georgia to determine the need for WorkKeys assessment & training needs.

Training proposals were written for 5 companies. Topics included: Performance Based Management Training; Performance Based Tufting Operator Training, Production Operator Training; and, selected areas using WorkKeys assessments.

Action Plan

A needs assessment instrument will be sent to each business and industry which conducted contract training through the Center for Continuing Education.

Progress/Achievement

The Center for Continuing Education sent out a Business & Industry Needs Assessment Survey to 40 companies in the NWGA area in July 1998. The survey results pointed to several opportunities for the Center to provide training for the companies. Companies needs were identified as follows: Transitions from worker to supervisor; managing organizational change; telephone and public contact skills, customer services; computer training; and, industrial maintenance. Another survey will be sent out July 1999 to determine future training needs of the companies of the NWGA area.

Action Plan

The Technical Division will collaborate with the Center for Continuing Education to gain formal and informal input into programming needs.

Progress/Achievement

The Center for Continuing Education has been working with the Technical Division chair and faculty in joint programming of training for Mohawk Industries.

40. Consider expanding the Work Keys Center. (Goal IV.1.D)

Action Plan

The Technical Division will develop a working relationship with the Center for Continuing Education to promote and deliver Work Keys' services to business and industry. The remainder of the Technical Division programs will also be profiled.

Progress/Achievement

Nine Work Keys profiles were conducted in area businesses and industries. DSC Technical Division and area high school students will be tested in Work Keys during FY 2001.

Action Plan

The Center for Continuing Education will concentrate on marketing Work Keys, while the Technical Division will target "profiling". Both departments will collaborate on the training needs that are identified.

Progress/Achievement

The Technical Division, through the Tech-Prep coordinator, assisted in profiling nine job areas in the community.

41. Explore alternative models for providing adult literacy programs/services. (Goal IV.2.A)

Action Plan

The adult literacy staff will continually examine technology information needs for adult learners.

Progress/Achievement

On-going

Action Plan

The adult literacy director will purchase new equipment on an on-going basis to replace outdated computer stations.

Progress/Achievement

Purchased 27 computers to replace outdated classroom instructional computers. Computers were Novelle networked.

Action Plan

Adult Literacy students will be surveyed during the 1998 summer.

Progress/Achievement

Adult literacy students were surveyed during October 1998 to determine satisfaction with classroom computer instruction. 75 students were surveyed. 98% of students surveyed were satisfied with computer instruction.

42. Consider offering weekend GED Classes. (Goal IV.2.B)

Action Plan

Adult literacy students will be surveyed during the 1998 summer.

Progress/Achievement

Adult literacy students were surveyed during August 1998 to determine interest in weekend GED classes at Phoenix Center. 20 students out of 100 students surveyed would be interested in Saturday GED classes.

Action Plan

The adult literacy program will review Saturday GED attendance and enrollment records in June 1999.

Progress/Achievement

Saturday GED classes were started September 1998, 8:30 am - 1:30 PM. The average Saturday enrollment is 15. The average Saturday attendance is five

Action Plan

Examine FY 99 Adult Literacy Budget during July 1998.

Progress/Achievement

The adult literacy budget was examined in July 1998. The increase in FY 98 budget was used to implement state required pay raises, purchase new computers and software, and fund Saturday GED and ESL classes.

43. Become more involved in economic development activities. (Goal IV.1.C)

Action Plan

The Director will attend and participate in the Georgia Economic Developers Association's Workforce Development and Education Committee. Center personnel will participate in the Georgia Adult Education Association.

Progress/Achievement

Director has attended monthly meetings of GEDA. Director attended Annual Meeting. Director serves on the Workforce Development and Education Committee. All CEC personnel attended the GAEA Annual Meeting. Four personnel serve on the GAEA Board.

Action Plan

The Director will attend the meetings of the Northwest Georgia Regional Advisory Council.

Progress/Achievement

Director attended the state organizational meeting in Macon. Director attended the regional organizational meeting in Dalton. Director hosted the Northwest Georgia Regional Advisory Council staff on campus for an orientation of Dalton State College programs and services available on April 15, 1999.

Action Plan

The Director will attend and participate in local Chamber of Commerce economic development activities, including the Education is Essential Workforce Development Committee.

Progress/Achievement

Director attends monthly meetings of the Education is Essential Foundation. Director serves on Workforce Development Committee. Director served on the Red Carpet Tour Committee. Director was accepted by Leadership Dalton-Whitfield for 1999-2000 class.

Action Plan

The contract Training Coordinator will attend state and regional meetings of the Quick Start Training Peer Group.

Progress/Achievement

Coordinator has attended all scheduled meeting of the DTAE peer Group for Quick Start and related training at the state and consortium levels.

Commitment to Scholarship for Instructional Effectiveness

PLANNING PRIORITIES

- (14) *The College will expand professional development activities for the faculty and staff. (V.1)*
- (15) *The College will encourage faculty and staff to participate in creative work for enhancing campus quality of life. (V.2)*

GOALS

44. Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development. (Goal V.2.A)

Action Plan

Faculty will apply for grants, College Foundation, and tuition supports to help with research, publications, travel abroad programs, doctoral and other professional developments activities, as well as to fund equipment and software costs for new courses. Each Division member will be encouraged to apply for relevant professional development opportunities at home and abroad.

Progress/Achievement

Done. Dr. Butler won the Foundation Enrichment Award for spring, 1998, to help her finish her book *The Fifty-Minute Essay*. Dr. Beasley went to England, Summer, 1999, as part of the System's Study Abroad Program. Dr. Biron directed the Study Abroad Program in Paris during summer, 1999. Dr. Harrelson received Dalton State Foundation funds to attend a week's course in Technical Communication during summer, 1999. Dr. Mason will go to Costa Rica for a week to study wildlife. Ms. Postell is utilizing System funds to help pay tuition as she works for her doctorate in reading. Mr. Hebestreet won a spot at a summer, 1999, seminar as a Governor's Teaching fellow. These represent key accomplishments; these grants and other sources of funding have enhanced and will enhance instruction, research, and professional development--although such things are difficult to quantify and show up in many areas. Several Humanities Division members presented professional papers this year at conferences: Dr. Beesley, Dr. Biron, Mr. Hebestreet, Ms. Mahoney. The Humanities division expects to see further progress in computer technology, and Dr. Biron has already been asked to lead another Study Abroad Program in 2000. The Humanities chair has both formally urged the Division faculty to take advantage of opportunities as they arise, and encouraged many individually to do so as well. Very specifically, on an individual level, the chair knew about the Technical Communication Seminar at Hinds Community College in Raymond, Mississippi, and convinced Dr. Harrelson to attend and asked if funding could be made available. The Division hopes to utilize similar funding next year to allow Dr. Davis to attend. Both Dr. Harrelson and Dr. Davis will be the first to teach the new English 3203 course in Business Writing, one of the courses required in the new, targeted baccalaureate degree programs.

45. Explore the need for programs and activities to enhance the quality of life in faculty and staff. (Goal V.2.B)

Action Plan

Discuss at a divisional meeting the results of the Faculty and Staff Quality of Life Survey conducted in 1997-1998.

Progress/Achievement

Done. At a Humanities Division meeting on October 2, 1998, the results of the Faculty and Staff Quality of Life Survey were discussed. Dr. Weathersby commended Dr. Harrelson on compiling the narrative comments. The faculty did not add to the written comments and suggested that no further action need be taken at this time. The key accomplishments were taking the survey, seeing a written tabulation of the results, and discussing the results in an open Division meeting. The benefits to the institution are that there was a survey, that its results were openly discussed after being tabulated, and that both results and discussion indicate that everyone is reasonably happy with his or her work and has the materials necessary to do the job.

Supportive Campus Climate

PLANNING PRIORITIES

- (16) *The College will improve its administrative computing systems and support to achieve maximum productivity and responsiveness. (VI.4)*
- (17) *The College will identify and implement ways to strengthen ties between student services and academic affairs so that the two areas become more mutually supportive. (VI.1)*
- (18) *The College will expand extracurricular opportunities for all students. (VI.3)*
- (19) *The College will enhance the quality of student development services for non-traditional students as well as traditional students. (VI.2)*
- (20) *The College will enhance the appearance, utility, safety and accessibility of campus physical facilities. (VI.5)*

GOALS

- 46. The Office of Institutional Research and Planning will apply administrative computing systems' applications to retention/institutional effectiveness. (Goal VI.4.B)**

Action Plan

Baseline data will be developed.

Progress/Achievement

Activity did not take place; will be undertaken in the next planning period.

Action Plan

A tracking plan will be developed.

Progress/Achievement

Activity did not take place; will be undertaken in the next planning period.

Action Plan

The Director of Institutional Research will work with System colleagues to use information and systems they have developed.

Progress/Achievement

This activity has taken place informally; nothing concrete has been put in place. Again, with the System now requiring some sort of uniformity in collecting and disseminating information across institutions, this activity will be ongoing and be part of the regular work of Institutional Research directors.

Action Plan

The Director of Institutional Research will develop additional data sources for use in decision making.

Progress/Achievement

Beginning from the last planning period, the Institutional Research office began publishing a number of documents as additional data sources for use in decision making. These publications include *Quick Facts*, *Occasional Reports*, *Occasional Research Digests*, and *Occasional Statistical Reports*. The eventual plan of the office is to consolidate all of these reporting requirements into an annual production of a *Dalton College Fact Book*.

Action Plan

The Director of Institutional Research will assist in the identification of information needs and the analysis of information.

Progress/Achievement

This is an ongoing activity for the Institutional Research office. During this planning period, the office assisted the Continuing Education and Technical divisions in developing, administering and analyzing various needs assessment surveys.

47. Develop a comprehensive management information system. (Goal VI.4.A)

Action Plan

Interview each primary stakeholder to determine management information reporting requirements.

Progress/Achievement

Several primary stakeholders have been interviewed to determine their information reporting requirements, however, the process is not fully completed. This process will continue until all primary stakeholders have been interviewed.

Action Plan

Develop a procedure to consolidate information being collected in all existing administrative applications.

Progress/Achievement

It has been determined that most viable method of consolidating information being collected in all existing administrative applications will be accomplished via Data Warehousing. This process will use predefined data elements which will be extracted from the various applications and predefined intervals. This method will ensure all data elements to be stored in a common environment and consolidated reports ran using common reporting tools. It is anticipated that developing and refining this process will require three to five years.

Action Plan

Develop a plan to create management information reports.

Progress/Achievement

This plan will be connected to the data warehousing project and completion of the primary stakeholder interviews. This item was not completed.

Action Plan

Develop a process to continually monitor campus constituents to ensure that appropriate decisions making information is available.

Progress/Achievement

This plan will be connected to the data warehousing project and completion of the primary stakeholder interviews. This item was not completed.

Action Plan

Develop additional scripts to automate sleep/wake start-up process; identify (list) new students each term; count number of applicants, number of accepts, and numbers enrolled; and identify students who have not attended in last five years

Progress/Achievement

Done.

Action Plan

Have data for credit by exam and CLEP converted to academic history.

Progress/Achievement

Not done, carry over to FY 2000.

Action Plan

Install appropriate security measures in BANNER Student.

Progress/Achievement

Not done, carry over to FY 2000.

Action Plan

Set up image reader/printer for transcript production.

Progress/Achievement

Not done for FY 99, Will be done in FY 2000.

Action Plan

Evaluate the automation of the withdrawal process.

Progress/Achievement

Evaluated, not implemented.

Action Plan

Improve the quality of interoffice data exchange with financial aid office and business office.

Progress/Achievement

Done.

48. Utilize Banner to enhance academic advising and registration. (Goal VI.1.F)

Action Plan

Complete the development and installation of a security system that will permit campus wide access to the banner system.

Progress/Achievement

Began implementation of Banner Web Summer 1998. Banner Web provides the most intuitive interface for Faculty and Administration (minimizes training costs). Software deployment costs are minimized because all PC's are equipped with a browser. Security involves login ID, PIN, and user classification (Faculty vs. Employee).

Action Plan

Develop Web and software applications to provide faculty with the information and technology tools necessary to provide a high quality academic advisement program.

Progress/Achievement

Began utilization of Banner Web (following Gainesville College's model) summer 1998. Local enhancements are ongoing.

Action Plan

Complete the implementation of banner to provide for prerequisite checking, and the monitoring of CPC completion, learning support mandates, RTP requirements, and US and Georgia History and Government requirements.

Progress/Achievement

Prerequisite checking will be accomplished at a later date via the implementation of Banner Curriculum, Advising and Program Planning (CAPP) module. Monitoring of CPC completion, learning support, RPT, US History and Georgia History is being accomplished using the homegrown Advising TranGuid on Banner Web. RTP scores and Georgia requirements are now being automatically in Banner via auto-loading and updating scripts.

Action Plan

Provide decentralized, desktop registration capability to all faculty.

Progress/Achievement

Desktop registration via the Web was initially tested by key members of the faculty during spring of 1998. Full implementation of desktop registration for all faculty was implemented in summer of 1998.

Action Plan

Provide Web technology consistent with institutional operating philosophy for off-site registration.

Progress/Achievement

Banner Web is available and is being utilized in this capacity.

Action Plan

Individual faculty will be fully trained to use the BANNER Web page in advising and registering students.

Progress/Achievement

Faculty training was conducted, and web advisement and registration was successfully implemented. Questions and comments from faculty users have been solicited and some adjustments to the Web-based process have been made as a result.

Action Plan

All academic advisement and registration will be conducted electronically in individual faculty offices.

Progress/Achievement

During the 1998-1999 academic year, virtually all advisement and registration was accomplished in this manner. The decentralization of these processes has been proceeded smoothly, and it has assisted the academic advisement process while making registration more efficient.

Action Plan

Develop web applications for major changes, transcript requests.

Progress/Achievement

Investigated, not implemented.

Action Plan

Explore the development of CAPP for faculty to produce lists of classes completed and a comparison of those classes to graduation requirements.

Progress/Achievement

Done

Action Plan

Promote the examination of the institutional operating philosophy related to academic advisement. Following that decision, set up technology to permit remote site registration for students.

Progress/Achievement

Not done, carry over.

Action Plan

Enhance the performance of the class up-date web application.

Progress/Achievement

Done.

Action Plan

Explore the development of a web page for the catalog, term schedules, and other forms.

Progress/Achievement

Done.

Action Plan

Use COMPASS scores as credit by exam for English 100 and reading 100.

Progress/Achievement

Done.

Action Plan

Explore the development of a web application for drop and add.

Progress/Achievement

Investigated, not implemented.

49. Explore kiosk applications. (Goal VI.4.C)

Action Plan

Survey all campus constituencies to determine possible kiosk applications.

Progress/Achievement

Campus constituencies were contacted to identify possible kiosk applications. Several potential applications were identified in Student Services, Admissions, Financial Aid and Business Office.

Action Plan

Develop a phase in plan to implement kiosk technology across campus.

Progress/Achievement

Existing kiosk technology that interfaces with Banner applications was reviewed and discarded as too expensive. Plans are being developed to investigate more economical means of implementing kiosk.

Action Plan

Determine costs of implementing kiosk technology across campus.

Progress/Achievement

Existing kiosk technology that interfaces with Banner applications was reviewed and discarded as too expensive. Plans are being developed to investigate more economical means of implementing kiosk.

Action Plan

Develop a plan to implement kiosk technology at off-campus sites to better inform off-campus constituencies of opportunities and services available to them.

Progress/Achievement

Existing kiosk technology that interfaces with Banner applications was reviewed and discarded as too expensive. Plans are being developed to investigate more economical means of implementing kiosk.

Action Plan

Determine costs of implementing kiosk technology at designated off-campus locations.

Progress/Achievement

Existing kiosk technology that interfaces with Banner applications was reviewed and discarded as too expensive. Plans are being developed to investigate more economical means of implementing kiosk.

Action Plan

Review kiosk implementation strategies at other campuses to determine effectiveness of this technology.

Progress/Achievement

A preliminary investigation of kiosk implementation strategies at Gainesville College and Kennesaw State University proved to be inconclusive. Further investigation at other USG institutions will be pursued in the future.

50. Assess and remediate Year 2000 risk compliance. (Goal VI.4.D)

Action Plan

Create a College Task Force to track, monitor progress, and coordinate documentation of Year 2000 compliance and related activities (i.e., assessment, remediation, testing and implementation) within the institution.

Progress/Achievement

Task Force created, inventory and risk assessment completed, 83 projects identified, all projects completed by either remediated Y2K risk factors or replacing with Y2K compliant products.

Action Plan

Develop and implement a contingency plan to identify operation procedures should unexpected failures occur.

Progress/Achievement

Contingency plan created and submitted to USG Y2K Project Management Office in July 1999.

51. Implement the Peoplesoft finance and human resource software. (Goal VI.4.E)

Action Plan

Develop and provide training workshops for College staff and faculty on the operations of the Peoplesoft finance and human resource software.

Progress/Achievement

Training for Payroll and Technical personnel begins January 2000.

Action Plan

"Migrate" data from old payroll system to new Peoplesoft system. The switch over from the old to the new system will involve data testing and mapping College payroll and human resource data to fit new system.

Progress/Achievement

Migration will occur Spring/Summer 2000. FY 2001 processing will be on the PeopleSoft system.

52. Consider providing specialized advisors for undecided students. (Goal VI.I.G)

Action Plan

The Retention Task Force will continue to investigate the possibility of specialized advisement and will make an appropriate recommendation.

Progress/Achievement

Special advisement for certain groups of students has been a topic of continued discussion by members of the Retention Task Force. The group has stressed the importance of good advising for these and other students, but no plan for specialized advisement has been approved.

53. Explore the possibility of intercollegiate athletics. (Goal VI.3.F)

Action Plan

Implement recommendations of the report of the President's Committee on Athletics struck in 1997-1998 to look into the positive and negative consequences of Dalton State College's entrance into intercollegiate athletics.

Progress/Achievement

This is an ongoing process with current emphasis on seeking financial support from the community.

54. Enhance the variety and availability of intramural athletics. (Goal VI.3.B)

Action Plan

Implement results of student survey conducted with Student Activities Department in 1997-1998 to ascertain student interest in intramural activities.

Progress/Achievement

Survey indicated a desire to have soccer included as an intramural sport. When opportunities to participate occurred interest in soccer was not supported by adequate numbers.

55. The College will consider enhancing service learning opportunities. (Goal VI.1.E)

Action Plan

Meetings will be held each semester to provide information and to share experiences.

Progress/Achievement

This was completed in the spring semester and will continue during the 1999-2000.

Action Plan

Relevant service learning opportunities will be presented to faculty as course options for their students.

Progress/Achievement

This was completed by the Director of Student Activities speaking to classes concerning service learning opportunities.

56. The demand for an on-campus child-care facility will be assessed. (Goal VI.2.C)

Action Plan

Student Government Association will conduct research and obtain information concerning the need for a child-care facility on campus.

Progress/Achievement

This was completed by the SGA and is an ongoing process for the 1999-2000 school year.

57. The Student Activity Office will explore the benefits of increasing the Student Activity fee. (Goal VI.3.C)

Action Plan

Students will be surveyed to see if they believe their needs are being met under the current fee, and if an athletic fee to support intercollegiate athletics would be desirable.

Progress/Achievement

This item was not completed. The survey will be conducted at the end of fall semester, 1999.

58. The College will expand club offerings and activities including community outreach. (Goal VI.3.D)

Action Plan

The formation of a President's Council will be put into place for fall semester, 1998. Presidents of all clubs will meet to discuss issues concerning Dalton State College.

Progress/Achievement

This program will be implemented during the fall semester, 1999.

59. Encourage faculty involvement with clubs and organizations. (Goal VI.3.E)

Action Plan

E-mail will be sent by the Director of Student Activities at the beginning of each semester to encourage faculty to become involved in clubs.

Progress/Achievement

This is an ongoing process completed at the beginning of each semester.

60. The College will explore the possibility of fund raising for clubs. (Goal VI.3.G)

Action Plan

SGA will obtain information concerning the pros and cons of fund raising for student organizations.

Progress/Achievement

This has been completed. The fund raising proposal was passed by SAC and the College in the spring of 1999.

61. The Student Activities office will establish a leadership development program. (Goal VI.3.I)

Action Plan

A new Leadership Development Program will be developed in the fall of 1998 to meet the needs of the campus student leaders.

Progress/Achievement

This was completed during the fall of 1998 and will be an ongoing process each fall semester.

62. Explore campus exterior lighting needs. (Goal VI.5.D)

Action Plan

Review the survey of exterior lighting as conducted by the contracted engineer and strategically install required lighting. The Director of Plant Operations, Public Safety and VP Fiscal Affairs annually will install new lighting.

Progress/Achievement

Continuation into FY 2000. Installed additional lighting in all areas of campus. FY 2000 Budget was \$50,000.

63. Conduct regular training for faculty and staff concerning emergencies and various procedures. (Goal VI.5.J)

Action Plan

The Director of Public Safety/Security annually will schedule and conduct emergency/training seminars. Incident reports for records and data will be documented; emergency procedures handbook will be revised annually. Continuation of upgrade of emergency phone system.

Progress/Achievement

Public Safety/Security to continue into FY 2000 with emphasis on Y2K concerns. Presently emergency phone system complete with 8 strategically located highly visible phones. Emphasis on removal of hindrance shrubbery to provide a "safer" environment. Training and awareness communication will continue during FY 2000.

64. Conduct periodic campus safety reviews (stairs, walkways, etc.). (Goal VI.5.F)

Action Plan

Review present conditions by Maintenance, Public Safety and other appropriate individuals and initiate higher priority items.

Progress/Achievement

Continued into FY 2000; emphasis on general repairs and ADA upgrade. FY '99 expenditures - \$6,500. FY 2000 Budget - \$30,000.

65. Explore law enforcement training as interns with campus public safety. (Goal VI.5.I)

Action Plan

Division Chair of BA/SS and Public Safety Director will implement program with appropriate approval for January 1999.

Progress/Achievement

Regents policy does not allow programs of this nature for associate degree institutions; therefore, unable to implement as scheduled. Public Safety will continue to hire students--therefore, enabling more on-the-job training for those who wish to explore law enforcement.

66. Conduct periodic physical accessibility review (including off-campus sites). (Goal VI.5.H)

Action Plan

Review the campus and architectural document by Director of Maintenance/Director of Public Safety for related ADA improvements or corrective action. Continued implementation.

Progress/Achievement

Continued ADA enhancements are in effect. FY 1999 expenditures - \$51,683. FY 2000 Budget - \$35,000. For FY 2000, Georgia Building Authority is working and assisting DSC with the ADA transition plan and additional funding.

67. The ACE Center will encourage collaboration among departments for at-risk students. (Goal VI.1.B)

Action Plan

The ACE Center will revise the DSS section of the Dalton State College Catalog and Faculty Handbook.

Progress/Achievement

DSS catalog entries have been revised and can be found in the 1999-2000 version. Faculty Handbook section is in process.

Action Plan

The ACE Center will develop and conduct faculty/staff workshops on ADA/DSS and related issues identified by DSSF/SR committee, faculty, staff and students.

Progress/Achievement

It was determined that educational efforts would be more effective if addressed on an individual or small group basis. Educational conferences were conducted with over 20 faculty, staff and administrators. In addition, a presentation on Disability Support Services was made to the Technical Division faculty and staff.

Action Plan

The Academic Support Services Coordinator will create a Student Planner incorporating information obtained from all campus divisions.

Progress/Achievement

Completed.

Action Plan

The ACE Center will disseminate information about its resources and services to the campus.

Progress/Achievement

The ACE Center staff was very active in raising our visibility. Letters were sent to students withdrawing from Dalton State College encouraging them to utilize ACE Center services during the readmission process and upon their return. Class visitations, seminars and ongoing information areas of academic, career, disability resources in the ACE Center were provided. Individual and small group conferences with faculty were held. The ACE Center staff shared information about the ACE Center with faculty and staff at New Faculty Orientation and Faculty Retreat. Also, the ACE Center staff participated in a wide range of campus activities.

68. Provide in-service training to clarify financial aid processes and offerings. (Goal VI.1.D)

Action Plan

Campus-wide monthly e-mails (Financial Aid Facts) will be sent to all campus faculty and staff to explain various facts about Financial Aid.

Progress/Achievement

E-mails have been sent monthly (Financial Aid Fact for the Month). Response has been good.

Action Plan

Financial Aid Office will periodically distribute memos and copies of information sheets from the Georgia Student Finance Commission and Department of Education to inform the campus faculty and staff of useful financial aid information as well as policy changes.

Progress/Achievement

This has been done with fact sheets such as "How to Maintain Your HOPE Scholarship". However, we have not received information sheets to pass along on a regular basis.

69. The Financial Aid Office will work with the Foundation Office to establish a Scholarship Booklet for current students which will include all the Foundation Scholarships and be a valuable resource. (Goal VI.2.D)

Action Plan

A scholarship booklet will be created for distribution at Financial Aid Awareness Day. It will also be made available for faculty and staff and contain detailed descriptions and applications for each scholarship awarded through the Dalton State College Foundation.

Progress/Achievement

Book was created and used for the 99/2000 awards. Distributed at Financial Aid Awareness Day. Also, copies were sent to high schools (changes need to be made).

Campus Diversity in Faculty, Staff, Students and Programs

PLANNING PRIORITIES

- (21) *The College will serve as a catalyst for cultural awareness. (VII.5)*
- (22) *The college will place more emphasis on internationalizing the curriculum. (VII.3)*
- (23) *The College will enhance its efforts to recruit and retain a diverse faculty, staff and student body. (VII.1)*
- (24) *The College will develop ways to bring the minority populations of the service area into the life of the institution to a greater degree. (VII.4)*

GOALS

70. Enhance the relationship with the Creative Arts Guild. (Goal VII.5.B)

Action Plan

Continuing Education staff will work with Creative arts Guild leadership to develop new jointly sponsored summer youth offerings.

Progress/Achievement

A small number of offering jointly sponsored by the Creative Arts Guild and DSC during the summer of 1998 and 1999 will provide a foundation for bigger and better things to come during 1999-2000. Chief among these is a proposed summer camp experience for middle grade students which will combine content in the arts and the sciences. College officials will also be looking for ways to host more CAG activities on campus as space permits. This action plan has gotten off to a slow start but better results are expected next year. This action directly supports Core Purpose X of the College's mission statement. Additional emphasis will need to be placed upon developing jointly-sponsored credit and non-credit programs in the fine arts as the needs of the general population as well as the student population warrant.

71. Identify the racial/ethnic diversity within the local minority community and investigate avenues for recruitment of minority faculty and students. (Goal VII.1.A)

Action Plan

Publicize job openings and course schedules in local media, especially outlets that target the minority community.

Progress/Achievement

The Center for Continuing Education has begun publicizing non-credit opportunities in the local Spanish language media, and some courses have been developed specifically for the Hispanic population. Job openings are publicized locally, with increasing use of minority publications anticipated.

72. Examine ways to develop a more effective minority advisement program. (Goal VII.1.C)

Action Plan

The minority Advising Program Committee and other appropriate members of the faculty and staff will continue examining current initiatives and activities of the organization and will recommend appropriate changes.

Progress/Achievement

The examination of the role of the MAP and its relationship to other campus organizations continued to be a major issue during 1998-1999. A broader focus for the Program has emerged, which stresses the importance of coordination with the Cultural Ambassadors, PREP, and other initiatives to ensure that minority student needs are viewed in a campus-wide context. (No specific changes recommended yet)

73. Encourage faculty to incorporate international topics into classes. (Goal V11.3.B)

Action Plan

Division chair will write a memo to faculty encouraging each member to think seriously about incorporating further international topics into classes. Chair will further encourage individual faculty members with previously demonstrated interest to continue to upgrade courses by adding further international topics.

Progress/Achievement

During a Nursing faculty division meeting in the fall semester, time was devoted to what specific international foci should be included in each Nursing course. It was determined that an international focus is included & integrated throughout all courses.

In the BA/SS division, the memo was written, and faculty were encouraged through individual discussions to incorporate international topics into their course materials as might be appropriate. One faculty member in sociology has begun preparations for introduction of a foreign study component in his course by the summer of 2000, which entailed an investigative journey to Sweden in the summer of 1999.

A memo was written encouraging the Natural Sciences division faculty to consider incorporating international topics into classes. Some faculty were encouraged by the chair to continue to upgrade their courses by adding further international topics.

Action Plan

The Humanities Division will add one international essay topic into its end-of-term essay topic exams, and faculty advisors will promote events with international perspectives. The word "Western" will be dropped from the World Literature classes, and faculty will be formally encouraged to add readings from non-western writers into these courses.

Progress/Achievement

Done. This fall, 1998, the Humanities Division incorporated an international essay topic into its end-of-term essay exams, and an additional new topic will be incorporated each academic year. Faculty advisors have promoted events with international perspectives including food tastings, Brown Bag seminars, and other events. The word "Western" was dropped from the title of "Western World Literature" effective with the 1996-1998 College catalog. Faculty were and are encouraged to add readings from non-western writers into these courses; the Division syllabus for the World Literature II list of required readings formally recommends teaching a non-western writer.

74. Investigate the development of additional courses with an international focus. (Goal VII.3.C)

Action Plan

Each chair will charge the Regents' Advisory Group members to see, during the next Advisory meeting, if there is interest in starting new courses with an international focus.

Progress/Achievement

At the fall meeting of the Regent's Advisory subcommittees there was such a discussion. It was concluded at a Nursing division meeting that all ADN programs are maxed-out on semester hours. The only new course would need to be an elective.

The charge was made in the BA/SS division. Reports from the members of the Advisory Groups indicate that proposals for such courses run afoul of considerations about transferability and a reluctance to countenance the proliferation of new courses.

In the Natural Sciences division, each discipline representative to respective Regents' Advisory Groups were charged to ask about how other institutions were incorporating international topics into their curriculum.

At a Humanities division meeting on October 2, 1998, the chair asked the three Regents' Advisory Group members to canvass their membership at the usual yearly meeting of the group to see if there was any interest in starting new courses with an international focus for credit. Dr. Biron, Mr. Hebestreet, and Dr. Weathersby have reported during the course of the year that they did as requested and that there was no interest at this time. The key accomplishments were discussing the subject in a Division meeting and checking with the members of three Regents' Advisory committees about interest in this area. This first year of the semester system seemed not to be a year to discuss additional courses and their funding.

Action Plan

The Humanities Division will add French 2202 (Intermediate French II); Spanish 2202 (Intermediate Spanish II); Spanish 1101 (a special course to policemen); three courses in English as a Second Language beginning fall, 1998; and will vote on a proposal to add two semesters of English Literature and two semesters of American Literature to the Division's offerings. These proposed courses would be possible alternatives to World Literature. At a Division meeting, the chair will also charge each Regents' Advisory Group member to see, during the next Advisory meeting, if there is interest in starting a new course with an international focus for credit.

Progress/Achievement

Done. French 2202 (Intermediate French II) and Spanish 2202 (Intermediate Spanish) were added to the 1998-1999 College catalog after being approved by the Humanities Division and Academic Council. Spanish 1101 and Spanish 1102--special courses for policemen--were first taught fall, 1998, and spring, 1999, after being approved by the Division and the Academic Dean. Three courses in English as a Second Language (ESL) were approved by Academic Council on July 24, 1998, and two of them were first taught in fall, 1998; these courses first formally appear in the 1999-2000 College catalog. In a Division meeting on October 2, 1998, the Division approved adding English 2120 and 2121 (British Literature I and British Literature II) and English 2130 and English 2131 (American Literature I and American Literature II); the Academic Council approved these courses on November 20, 1998; the first course in each sequence will be offered Fall, 1999; the second course in each sequence will be offered during Spring, 2000. Students can now mix and match six different courses as possibilities in Area C and Area F; however, World Literature I and II will be listed as strongly suggested for English majors, Speech and Drama majors, Foreign Language majors, and Journalism majors. During the October 2, 1998, Division meeting, Dr. Weathersby charged the three Regents' Advisory Group members to explore, during their annual meetings, the interest, if any, in starting a new course with an international focus for

credit; all three reported during the year that there was no interest in and less funding possible at this time for beginning such a course.

75. The Student Activities Office will consider establishing annual cultural weeks and cultural fairs/symposia. (Goal VII.5.A)

Action Plan

Along with the Dalton State College Diversity Ambassadors, the Student Activities Office will sponsor a Cinco de Mayo celebration for the Dalton State College community.

Progress/Achievement

This was completed by the Continuing Education Department by the offering of Family Latino Day.

76. Investigate offering additional foreign language courses. (Goal VII.3.A)

Action Plan

The Humanities Division Chair will ask his Division to consider the possibility of offering additional foreign language courses and to suggest possibilities.

Progress/Achievement

Done. At a Humanities Division meeting on October 2, 1998, the chair asked the Division to consider the possibility of offering additional foreign language courses and to suggest possibilities. The Division discussed the possibility of adding various languages to current Divisional offerings. German emerged as a popular favorite for the third foreign language; consequently, Dr. Weathersby instructed the faculty to conduct an informal survey to gauge student interest in other foreign languages. In a February 19, 1999, meeting the faculty reported that, indeed, the students were interested in German as a third choice in language courses. However, since no one in the Division currently has teaching credentials in German, the idea will remain on hold until or unless the Division can hire another language teacher.

77. Develop an assessment of language proficiency for students whose native language is not English. (Goal VII.1.E)

Action Plan

Select and utilize pertinent units of linguistic measurement, and permit use of more than one measure to provide flexibility in admissions procedure.

Progress/Achievement

Done. The new ESL program and the three course descriptions passed Academic Council on July 24, 1998. Since that time, Dr. Monte Salyer, the Humanities Division's ESL professor, has been working with various scores and tests (and using input and assistance from Registrar David Hay and that from Dr. James Head, Director of Developmental Studies) to permit use of more than one measure to provide flexibility in admissions procedures for those students whose native language is not English. A student can enter the various ESL classes through a range of College Placement Exam (CPE) scores and the Test of English as a Foreign Language (TOEFL) scores. The Educational Testing Service (ETS) also offers an English Language Proficiency Test on which a score of 950 equates to a TOEFL score of 500. As the program continues and enlarges, future changes in various scores and tests and even personal interviews will be discussed and implemented where necessary.

78. Investigate requiring a course with an international focus. (Goal VII.3.D)

Action Plan

Division chairs and institutional representatives will meet to survey programs of study to determine the feasibility of requiring a course with an international focus.

Progress/Achievement

Done. During the annual meetings of the Regents' Advisory Committees in English, Foreign Languages, and Fine Arts, each Dalton State College representative discussed with other members of each group the feasibility of requiring a new course with an international focus. There was no interest expressed at this time in starting such a course.

79. Expand public outreach through the Center for Continuing Education. (Goal VII.4.C)

Action Plan

The Center will design specific course offerings designed to meet the needs of the minority population in the Dalton State College service area.

Progress/Achievement

Classes in Spanish were established for How to Start a Small Business. Classes in Spanish were established for Introduction to Computers. Tour of Latino businesses was established through the chamber of commerce. Citizenship Courses for those preparing to take the US Citizenship Exam were established on campus and at Centro Latino community center. ESL classes were established through CCE.

Action Plan

Identify new drop off points for brochures on specialized programs geared toward the minority community.

Progress/Achievement

Centro Latino, Plaza Latino—Walnut Avenue strip mall, Walnut Square Mall.

Action Plan

Promote programs utilizing advertising mediums such as radio and newspapers whose consumer demographics are largely parts of the minority population with in Dalton State College service area.

Progress/Achievement

Interviews with local Spanish-speaking radio: WDAL. Interviews with local Spanish-speaking TV program: "Que Pasa En Dalton" and "Hoy En Dalton." Ads and press releases in Spanish-speaking newspapers: *El Tiempo* and *El Informado*.

80. Establish outreach to students from all parts of the minority community (e.g., Centro Latino, churches, etc.). (Goal VII.4.F)

Action Plan

Conduct focus group meetings with leadership from Latino community to determine educational and training needs.

Progress/Achievement

A focus group meeting was held August 1998 to determine needs. A number of programs were established as a result. Family Latino Day at Dalton State College was held. A monthly meeting of the Latino Advisory Committee was established.

81. The ACE Center will examine ways of promoting retention of persons with disabilities. (Goal VII.1.D)

Action Plan

The ACE Center will submit a proposal to the Admissions Office to include a presentation on Disability Support Services in the 1999 high school personnel luncheons.

Progress/Achievement

It was determined through discussions with the Admissions Office staff that the personnel luncheons were held on an as-needed basis. We will discuss inclusion as the opportunity arises. Instead, we have made ourselves available for site visits to schools who request our services.

Action Plan

The ACE Center will develop and maintain a mailing list of names of selected personnel from our feeder high schools to receive regular DSS information mailings. Targeted personnel will include, but will not be limited to principals, guidance counselors, career counselors, special education teachers, and social workers.

Progress/Achievement

The mailing list has been updated. It was determined that the mailings would be more effective if conducted at the beginning of the academic year instead of the middle of the second semester. Therefore, the mailing will be conducted by October 1, 1999.

Action Plan

The DSS brochure will be included in the admissions packet, the orientation packets, and clearly displayed at significant points on campus.

Progress/Achievement

The DSS brochure was included in the orientation packets and has been provided to some additional personnel for display in their areas. It was determined that inclusion in the admissions packet would not be an effective effort for communication about DSS.

Action Plan

DSS segments in the Dalton State College Catalog and Dalton State College Planner will be revised and expanded for greater visibility and educational value to users of the catalog.

Progress/Achievement

Completed and published. The Dalton State College Planner was distributed at registration for fall, 1999.

Action Plan

The ACE Center will promote the development and adoption of a policy that recommends inclusion of a DSS statement on every class syllabus.

Progress/Achievement

A syllabus statement was developed, patterned after a statement recommended by a prominent attorney. It was recommended, via e-mail to all faculty, that it be placed on the bottom of each syllabus. Beginning Fall Semester, 1999, the Vice President of Academic Affairs is directing the placement of the statement to the faculty.

Action Plan

The desirability and feasibility of offering a DSC section for "Returning Students" will be explored. This project will be coordinated among the DSC Coordinator, the Academic Support Services Coordinator of the ACE Center, and the Instructional Coordinator of the Technical Education Division.

Progress/Achievement

The concept was presented to the Coordinator of Dalton State College Studies. The idea will be explored further in the upcoming academic year.

Advancing Educational Purposes through Technology

PLANNING PRIORITIES

- (25) *The College will increase its technological offerings to keep pace with the demands. (VIII.3)*
(26) *The College will encourage computer literacy throughout all curricula. (VIII.2)*

GOALS

83. Make computer technology a part of every student's program of study at Dalton State College. (Goal VIII.2.A)

Action Plan

All students will be strongly encouraged to take either a computer class or a class with a technology component before completing their program of study at Dalton State College.

Progress/Achievement

The necessity of acquiring computer skills is being stressed, and a computer literacy class was added to the course schedule in fall 1998. Other new offerings in the humanities also focus strongly on the use of computer technology.

84. Explore the creation of a foundational levels skill course for natural science courses. (Goal VIII.3.B)

Action Plan

The Natural Sciences division chair will appoint a committee to study the need for such courses.

Progress/Achievement

A committee comprised of development studies coordinator, technical division instructional coordinator and other faculty met to study the need for basic skills courses which were "below the level" of developmental studies.

85. Investigate the need for additional computer-use courses/workshops. (Goal VIII.3.A)

Action Plan

Conduct a needs assessment survey of area employers and educational institutions, and ascertain necessary resources for the program.

Progress/Achievement

Advisory committees recommended certified programs in CISCO, Microsoft, and Novell.

Action Plan

Market program in the college service area.

Progress/Achievement

CISCO and Microsoft NT networking programs were targeted and classes will begin Fall 2000.

Developing Collaborative Relationships

PLANNING PRIORITIES

- (27) *The College will enhance collaborative relationships by which to collaborate with service area businesses and local, state, federal, and private agencies. (IX.4)*
- (28) *The College will develop ways to provide meaningful interaction with area public schools. (IX.1)*
- (29) *The College will develop additional mechanisms by which to collaborate with service area businesses and local, state, federal, and private agencies. (IX.4)*

GOALS

86. Investigate expanding the number of programs offered and institutions with which we collaborate. (Goal IX.3.A)

Action Plan

Review with West Georgia official's efforts by Dalton State College in marketing the MBA which will help attract additional students.

Progress/Achievement

On three occasions during 1998-99, conversations between DSC and West Georgia officials regarding the MBA program resulted in additional ideas for marketing the program. The DSC Public Relations office worked with the West Georgia College of Business to place paid ads and public service announcements in local media, while the DSC Registrar's Office ran labels on students who have completed the AS in Business as part of a direct mail campaign. The number of local area MBA students remains disappointingly small, however. Additional conversations will take place as the 1999-2000 year proceeds. This action directly supports Core Purpose X of the College's mission statement. In addition to solidifying the MBA enrollment in Dalton, further conversations need to be developed with the Medical College of Georgia and with Georgia Tech.

87. Investigate the expansion of Elderhostel. (Goal IX.4.D)

Action Plan

The Elderhostel Coordinator will visit various sites around Georgia such as state parks and conference and retreat centers in order to discuss the feasibility of establishing them as new Dalton State College Elderhostel sites.

Progress/Achievement

Visited George T. Bagby State Park, Ft. Gaines, Georgia in Summer '98 to discuss with lodge manager and conference coordinator the possibility of conduction programs at that site. Began conducting programs February '99 at Bagby Park. Visited Unicoi State Park and Lodge to discuss with Lodge manager and conference coordinator the possibility of conducting Elderhostel and Elderfest programs at that site. Elderfest requires a site large enough to accommodate 125-150 people. We conducted Elderfest at Unicoi State Park and Lodge May'99. We had 131 participants from 19 states.

Action Plan

The Elderhostel Coordinator will discuss, with the representatives of local and state sites what type of courses are relevant to their location and history in Georgia.

Progress/Achievement

Before establishing an Elderhostel at George T. Bagby, a trip was made by coordinator to the Ft. Gaines, Georgia area. Visits were made to Andrew College and surrounding sites to get a better understanding of the history of the area as well as meet with local community people. Visits were made with some of the professors at the college and from these meetings programs were set up and tours of the antebellum homes and the Naval Museum in Columbus, Georgia were planned. The Elderhostel programs have been well received by these local communities.

88. Develop better communication/collaboration with the public school systems, including informing students of new admissions requirements. (Goal IX.1.F)

Action Plan

Develop a counselor workshop program designed to inform area counselors of new requirements.

Progress/Achievement

FY 99-done. Carry over to FY 2000. Faculty and other administrators will be consulted on content of workshop.

Action Plan

Develop a plan for 1997-98 to continue the flow of information relevant to changes in USG admissions requirements. The plan will include strategies for junior high counselors and seventh and eighth grade students.

Progress/Achievement

FY 99-Done. Carry over to FY 2000.

Action Plan

Access the technology available to permit this and estimate costs to both college and participating high schools.

Progress/Achievement

Done.

Action Plan

Anticipate training needs.

Progress/Achievement

Done.

Action Plan

Anticipate security demands.

Progress/Achievement

Done.

- 89. The ACE Center will consider expanding career assessment and exploration activities to area students in order to help them explore career options. (Goal IX.1.K)**

Action Plan

The ACE Center will collaborate with high school and/or junior high school personnel to assess the desirability to develop career exploration activities and/or a career exploration course suitable for those students.

Progress/Achievement

This goal will be carried over into the 1999-2000 academic year. The ACE Center was involved in Prep and New Connections career activities. Middle and high school students did visit the campus to participate in career exploration activities. More collaboration and a needs assessment should be explored to determine future desirability.

- 90. The Financial Aid Office will continue to promote community outreach in the public schools through the America Reads Program. (Goal IX.1.B)**

Action Plan

The Financial Aid office will assign the America Reads to one person who will be responsible for the promotion of the program. Signs and posters will be placed around campus to inform students of America Reads. Contacts will be initiated at 25 area schools. A separate table will be set up at Financial Aid Awareness Day to promote America Reads.

Progress/Achievement

The OSFA has one person assigned to America Reads. Posters and signs are placed on campus.

- 91. Enhance the delivery of financial aid information to potential students/parents. (Goal IX.1.L)**

Action Plan

Through the Center for Continuing Education, the Financial Aid Office in conjunction with the Admissions Department will conduct additional workshops for current and potential students. The Financial Aid Office will also offer additional workshops through Dalton State College studies, area high schools, church and civic organizations.

Progress/Achievement

3 workshops, 3 high school visits, Workshops with faculty and staff.

Action Plan

Financial aid processing will be automated through available technology (i.e. EDEXpress and Banner).

Progress/Achievement

Continues to be automated...

92. Enhance efforts to provide appropriate programming for public school (K-12) students in order to better inform and expose them to collegiate experiences and opportunities. (Goal IX.1.A)

Action Plan

Throughout the PREP program, a growing number of at-risk middle school students in the area will benefit from on-site tutoring and from participation in classes and other educational events at the College.

Progress/Achievement

During 1998-1999, the PREP program continued to grow. In January, Sherri Stafford succeeded Sue Boyd as PREP coordinator and the position was upgraded. With the continued success of tutoring at area schools, the "Saturday of Stars: program, campus visitations, and the summer camp, as well as an increase in paid staffing and publicity, PREP is having a greater impact on at-risk students throughout the college service area.

Action Plan

Work with area p-16 councils to develop strategies consistent with USG special initiatives.

Progress/Achievement

Done.

Action Plan

Develop strategies for informing area k-12 teachers of opportunities available to them through Dalton State College.

Progress/Achievement

Not done in FY 99; action plan needs to be defined-what can we offer certified teachers?

Action Plan

Continue involvement with existing initiatives such as GYSTAC, PSO, tech prep, etc.

Progress/Achievement

Done in FY 99. Carry over to FY 2000.

Action Plan

Work with the center for continuing education to expand kids college to include enrichment programs for educationally disadvantaged children.

Progress/Achievement

FY 99-Done. Carry over to FY 2000.

93. Enhance outreach information about North Georgia Mountains Youth Science and Technology Center (NGYSTC). (Goal IX.1.0)

Action Plan

Create a Web site with information about NGYSTC.

Progress/Achievement

Web has not yet been created.

Action Plan

Continue to hold "family science night" at area schools for students and their families.

Progress/Achievement

No activity this year.

94. Enhance discipline-based collaboration with K-12 faculty. (Goal IX.1.P)

Action Plan

The Academic Dean will write a letter to all principals K-12 in the college service area indicating our interest in providing teachers with current college objectives and requirements.

Progress/Achievement

The Dean did not write the letter.

Action Plan

Determine which college faculty are interested in participating in the collaborative effort.

Progress/Achievement

All Nursing faculty are interested.

Action Plan

Interested faculty will mail a letter offering to visit with interested high school faculty and students.

Progress/Achievement

This will be done after the dean writes the letter.

Action Plan

The Academic Dean will write letters to local K-12 principals, initiating contact and asking permission for College faculty to make appropriate presentations. A separate letter from particularly interested faculty in the Humanities Division will be mailed to Humanities heads in area schools.

Progress/Achievement

Partially done. The Academic Dean has not yet written letters to local K-12 principals asking permission for faculty to make appropriate presentations. However, for the third straight year, such letters have gone from committed Division of Humanities faculty (principally Ms. Mahoney and Ms. Postell) to the English heads in all local area high schools; our letters have resulted in several requests for interested members of our faculty to speak, a collaborative relationship. Numerous visits have been made; in fact, one school even sent several English teachers to Dalton State College to observe classes for a day and ask questions.

95. Examine ways to increase the participation in joint enrollment programs (e.g., Post-Secondary Options Program). (Goal IX.1.M)

Action Plan

Representatives of the Registrar's Office and Extended Campus Site-Coordination will work with area guidance counselors to assess and meet their P.S.O. needs.

Progress/Achievement

Site coordinators have been working with counselors and been involved in other recruiting efforts. All of them attended a meeting with representatives of neighboring technical institutes, which focused on our new baccalaureate programs. P.S.O. students have benefited particularly from our presence at Northwestern Technical Institute, and some P.S.O. students have also attended at other off-campus sites.

96. **Explore the development of visiting communities to educate area businesses regarding the skills and competencies that our programs of study provide.**
(Goal IX.4.C)

Action Plan

Conduct a needs assessment survey of area employers and educational institutions, and ascertain necessary resources for the program. Accompany Continuing Education personnel on industry visits when appropriate.

Progress/Achievement

Institutional Research and Planning conducted needs assessments with area hospitality industry.

Institutional Effectiveness

During the 1998-1999 year, the College continued to coordinate activities to improve assessment processes concerning general education and major area outcomes, as well as to improve institutional effectiveness. Faculty within the academic departments and divisions have also continued to pursue assessment activities related to individual disciplines, and are included in their annual reports of the division chairs. A comprehensive *Dalton State College Assessment and Institutional Effectiveness Handbook* is in production to assist with coordinating all assessment activities on campus. Data to assess institutional effectiveness will routinely be compiled and used to evaluate academic programs.

Among the College's achievements in the area of effectiveness in 1998-1999 are the following:

- Dalton State College began administering the CAAP general education assessment instrument to all first-time entering freshmen for the fall semester 1999. Consisting of English, reading, math, science, and critical thinking components, the CAAP will be given to graduates so that before/after benchmarks can be established. The entering freshmen/graduate cycle will be repeated annually. This action directly supports Core Purpose II of the College's mission statement and completes a major step in the implementation of comprehensive institutional effectiveness measures. Once the graduating student assessment is completed, the College can then begin identifying specific areas for further development in its general education program.
- A total of 360 students graduated from Dalton State College in the spring of 1999. Out of these 360 graduates, 173 (48.06%) were associate of applied science and certificate students. The associate of applied science degree had 88 graduates and 85 certificate graduates.
- For the third fall term in a row, Dalton State College scored first among the 15 two-year colleges in the University System of Georgia on the Regents' Testing Program (RTP) exam administered in the fall of 1998. Dalton State College placed third among the 34 System institutions overall, falling behind only the University of Georgia and Georgia Tech
- 86.5% of the graduates of the Associate Degree Nursing Program who took the NCLEX-RN within one year of graduation passed on the first try. The passing rate was 1.5% above the state and national average. The majority of graduates expressed satisfaction with their Nursing educational preparation at Dalton State College. One hundred percent of respondents said that they would recommend Dalton State College to someone who wanted to major in nursing and that they would select Dalton State College nursing program if they had to do it all over again.
- All students completing the LPN program successfully wrote and passed the NCLEX-PN for their license.
- GED credentials were awarded to 226 area residents through the Dalton State College GED Testing Program.

- In an Employer Satisfaction Survey, ninety-six percent of employers indicated that they were “very satisfied” or “satisfied” with the work and performance of Dalton State College graduates employed in their organizations. Ninety-four percent indicated that based upon their experience with employing the College’s graduates in their companies, they would continue to hire the College’s graduates.
- When asked how they would rate their level of satisfaction with the education they received at Dalton State College, 99% of students surveyed indicated their level of satisfaction as either “very satisfied” or “satisfied.” An equal percentage said their general attitude toward the College was either “very positive” or “positive.”
- Sixty-four percent of graduates indicated in a survey that if they have to start college again, they would definitely choose to attend Dalton State College.
- Ninety-nine percent of alumni surveyed indicated their level of satisfaction with the education they received at Dalton State College as “very satisfied” or “satisfied.” Sixty-six percent said they would definitely choose the College as their first choice if they have to start college again.
- Ninety-eight percent of alumni surveyed said they would recommend Dalton State College to others. An equal percentage said their general attitude toward the College was either “very positive” or “positive.”
- The Dalton State College Students in Free Enterprise (SIFE) team was named Regional Champion after matching its own educational outreach projects against teams from other colleges at SIFE’s Regional Exposition and Career Opportunity Fair in Atlanta on April 16, 1999. The College team was also named one of the top fifteen finalists in the “Make A Difference Day Special” competition that competed at SIFE’s International Exposition in Kansas City in May 1999.
- Students representing Dalton State College Radiologic Technology program won first place in the Georgia Radiologic science student bowl competition in April 1999. This is the fourth first place team in six years.
- Two of the College’s programs in the Technical Division successfully underwent the credentialing process with their respective professional organizations. The Medical Assisting program successfully completed, without recommendations, initial accreditation by the American Association of Medical Assistants (AAMA). The Automotive Service Excellence (ASE) re-certified the Automotive Technology program for five years, the maximum period allowable. Other accredited or state-approved programs in the Technical Division continued in good standing. These include the Emergency Medical Technician (Basic), Licensed Practical Nursing, Medical Laboratory Technology, Paramedic Technology, and Radiologic Technology programs. A special award for excellence was achieved by the Radiologic Technology students who won the state competition against all other RT programs in Georgia.
- During its 1998-99 evaluation of the Technical Division, DTAE determined that 90% of the Technical Division program groups required no corrective planning.
- Responding to the University System of Georgia’s strong commitment to international education, Dalton State College once again proved to be a leader in cooperative education programs in international education. The summer of 1998 marked the third year that the college has participated in this Study Abroad program. Indeed, two DSC students received the Regents study abroad scholarship for summer 1999.

Appendix

A SUMMARY OF 1998-1999 PLANNING PRIORITIES AND GOALS BY CORE PURPOSES

Note: New goals for 1998-1999 are bolded.

Commitment to Excellence

PLANNING PRIORITIES

- (1) The College will broaden the scope and implementation of its programs and services to Northwest Georgia. (I.1)*
- (2) The College will increase its public visibility as a "broker of educational services," pulling together resources to meet the needs of the service area. (I.2)*
- (3) The College will enhance its role as a "catalyst of the community" by pursuing carefully selected community-based outreach activities. (I.3)*

GOALS

1. Survey to see if additional off-campus sites are needed. *(Goal IB.1)*
2. The College will develop cultural enrichment programs designed to bring the community on campus. *(Goal I.3.C)*
3. Expand the ESL Program for Adult Literacy. *(Goal I.3.D)*
- 4. Develop targeted baccalaureate degrees that meet regional needs. (Goal I.1.D)**
5. Increase visibility of outreach programs. *(Goal I.2.B)*
6. Consider permitting community advertising in Dalton State College student publications. *(Goal I.2.G)*
7. Pursue Dalton State College Foundation Development. *(Goal I.2.H)*
8. Establish an alumni office and increase alumni development. *(Goal I.3.B)*
9. Increase public visibility via media outlets in the College's service area. *(Goal I.2.E)*

Commitment to Teaching and Learning

PLANNING PRIORITIES

- (4) The College will continue to place a high priority on recruiting faculty who are the most qualified in their academic fields. (II.2)*
- (5) The College will develop a comprehensive planning, budgeting, and accountability program. (II.6)*
- (6) The College will monitor and strengthen its institutional effectiveness program and make adjustments based upon the results of that effort to assure excellence in the teaching/learning environment so that students are prepared for the next step. (II.1)*
- (7) The College will convert to the semester system. (II.4)*
- (8) The College will continue to place significant emphasis upon the quality and accessibility of its library resources. (II.3)*
- (9) The College will provide additional co-curricular activities. (II.5)*

Commitment to Teaching and Learning

GOALS

10. Investigate Endowed Chairs (the Bandy Chair). *(Goal II.2.B)*
11. Complete the strategic planning process. *(Goal II.6.A)*
12. Refine academic program assessment. *(Goal II.1.C)*
13. Develop mechanisms to demonstrate and document accountability. *(Goal II.6.C)*
14. Encourage Creative Course Packaging. *(Goal II.4.A)*
15. Continue providing information to the Dalton State College community concerning the conversion to the semester calendar. *(Goal II.4.B)*
16. Adopt a goal of 100,000 volumes of good and balanced quality in the Library within 5 years. *(Goal II.3.A)*
17. Evaluate the number and types of journal subscriptions. *(Goal II.3.B)*
18. Investigate emerging technology to increase information access in the Library. *(Goal II.3.C)*
- 19. Implement Endeavor interconnected library system. *(Goal II.3.G)***
20. Plan library expansion project. *(Goal II.3.E)*
21. Consider the development of a co-curricular transcript. *(Goal II.5.B)*
- 22. Initiate plan to develop Web-based instruction and other alternate instructional delivery models (e.g., distance education). *(Goal II.1.H)***
23. Develop ways to more formally link the process of budgeting and planning. *(Goal II.6.B)*
24. The ACE Center will enhance programs and services to improve student performance. *(Goal II.1.B)*
25. The ACE Center will develop additional methods to enhance retention. *(Goal II.1.G)*
26. The College will promote the office of Community Service Learning. *(Goal II.5.A)*
27. The College will consider the development of a co-curricular transcript. *(Goal II.5.B)*
28. The Student Activities Office will provide greater opportunities for co-curricular activities (i.e. Activity Period). *(Goal II.5.C)*

Emphasis on High Quality General Education Program

PLANNING PRIORITIES

- (10) The college will enhance the quality of its existing pre-baccalaureate, technical, and developmental programs, as well as programs for area industries, adding additional offerings when the need is clearly demonstrated. (III.1)*
- (11) The College will expand and promote its learning support programs, including assistive technology. (III.2)*

Emphasis on High Quality General Education Program

GOALS

29. Implementing a campus-wide COMPASS-testing services. (Goal III.I.N)

- 30. Consider reinstating developmental studies learning labs (i.e., provide separate labs for developmental and credit math classes.) (Goal III.1.A)
- 31. Upgrade language labs (multi-media lab). (Goal 111.1.C)
- 32. Investigate offering music-related courses. (Goal 111.1D)
- 33. Investigate offering team building/leadership/communication skills courses. (Goal III.1.H)
- 34. Investigate offering manufacturing processes/carpet business related courses. (Goal III.1.G)
- 35. Develop a marketing to publicize new four-year degree programs. (Goal III.1.O)**
- 36. The ACE Center will expand and promote its learning support programs, including assistive technology. (Goal III.2)
- 37. The ACE Center will expand and promote the use and accessibility of technologies for students with disabilities. (Goal III.2.A)
- 38. The ACE Center will expand and promote the use of services to aid academically at-risk students. (Goal III.2.B)

Commitment to Public Service

PLANNING PRIORITIES

- (12) *While maintaining its broad array of cultural, recreational, and personal interest programming, the Center for Continuing Education and the Technical Division will become more heavily involved in providing services for area business and industry. (IV.1)*
- (13) *The College will broaden and promote its adult literacy program. (IV.2)*

GOALS

- 39. Conduct periodic needs assessments. (Goal IV.1.A)
- 40. Consider expanding the Work Keys Center. (Goal IV.1.D)
- 41. Explore alternative models for providing adult literacy programs/services. (Goal IV.2.A)
- 42. Consider offering weekend GED Classes. (Goal IV.2.B)
- 43. Become more involved in economic development activities. (Goal IV.1.C)

Commitment to Scholarship for Instructional Effectiveness

PLANNING PRIORITIES

- (14) *The College will expand professional development activities for the faculty and staff. (V.1)*
- (15) *The College will encourage faculty and staff to participate in creative work for enhancing campus quality of life. (V.2)*

Commitment to Scholarship for Instructional Effectiveness

GOALS

44. Utilize grants and other sources of funding to enhance instruction, research, publication, and other professional development. *(Goal V.2.A)*
45. Explore the need for programs and activities to enhance the quality of life in faculty and staff. *(Goal V.2.B)*

Supportive Campus Climate

PLANNING PRIORITIES

- (16) *The College will improve its administrative computing systems and support to achieve maximum productivity and responsiveness. (VI.4)*
- (17) *The College will identify and implement ways to strengthen ties between student services and academic affairs so that the two areas become more mutually supportive. (VI.1)*
- (18) *The College will expand extracurricular opportunities for all students. (VI.3)*
- (19) *The College will enhance the quality of student development services for non-traditional students as well as traditional students. (VI.2)*
- (20) *The College will enhance the appearance, utility, safety and accessibility of campus physical facilities. (VI.5)*

GOALS

46. The Office of Institutional Research and Planning will apply administrative computing systems' applications to retention/institutional effectiveness. *(Goal VI.4.B)*
47. Develop a comprehensive management information system. *(Goal VI.4.A)*
48. Utilize Banner to enhance academic advising and registration. *(Goal VI.1.F)*
49. Explore kiosk applications. *(Goal VI.4.C)*
- 50. Assess and remediate Year 2000 risk compliance. (Goal VI.4.D)**
- 51. Implement the Peoplesoft finance and human resource software. (Goal VI.4.E)**
52. Consider providing specialized advisors for undecided students. *(Goal VI.1.G)*
53. Explore the possibility of intercollegiate athletics. *(Goal VI.3.F)*
54. Enhance the variety and availability of intramural athletics. *(Goal VI.3.B)*
55. The College will consider enhancing service learning opportunities. *(Goal VI.1.E)*
56. The demand for an on-campus child-care facility will be assessed. *(Goal VI.2.C)*
57. The Student Activity Office will explore the benefits of increasing the Student Activity fee. *(Goal VI.3.C)*
58. The College will expand club offerings and activities including community outreach. *(Goal VI.3.D)*
59. Encourage faculty involvement with clubs and organizations. *(Goal VI.3.E)*
60. The College will explore the possibility of fund raising for clubs. *(Goal VI.3.G)*
- 61. The Student Activities office will establish a leadership development program. (Goal VI.3.I)**
62. Explore campus exterior lighting needs. *(Goal VI.5.D)*
63. Conduct regular training for faculty and staff concerning emergencies and various procedures. *(Goal VI.5.J)*
64. Conduct periodic campus safety reviews (stairs, walkways, etc.). *(Goal VI.5.F)*

Supportive Campus Climate

GOALS

65. Explore law enforcement training as interns with campus public safety. *(Goal VI.5.I)*
66. Conduct periodic physical accessibility review (including off-campus sites). *(Goal VI.5.H)*
67. The ACE Center will encourage collaboration among departments for at-risk students. *(Goal VI.1.B)*
68. Provide in-service training to clarify financial aid processes and offerings. *(Goal VI.1.D)*
69. The Financial Aid Office will work with the Foundation Office to establish a Scholarship Booklet for current students which will include all the Foundation Scholarships and be a valuable resource. *(Goal VI.2.D)*

Campus Diversity in Faculty, Staff, Students and Programs

PLANNING PRIORITIES

- (21) The College will serve as a catalyst for cultural awareness. (VII.5)*
- (22) The college will place more emphasis on internationalizing the curriculum. (VII.3)*
- (23) The College will enhance its efforts to recruit and retain a diverse faculty, staff and student body. (VII.1)*
- (24) The College will develop ways to bring the minority populations of the service area into the life of the institution to a greater degree. (VII.4)*

GOALS

70. Enhance the relationship with the Creative Arts Guild. *(Goal VII.5.B)*
71. Identify the racial/ethnic diversity within the local minority community and investigate avenues for recruitment of minority faculty and students. *(Goal VII.1.A)*
72. Examine ways to develop a more effective minority advisement program. *(Goal VII.1.C)*
73. Encourage faculty to incorporate international topics into classes. *(Goal VII.3.B)*
74. Investigate the development of additional courses with an international focus. *(Goal VII.3.C)*
75. The Student Activities Office will consider establishing annual cultural weeks and cultural fairs/symposia. *(Goal VII.5.A)*
76. Consider establishing annual cultural weeks and cultural fairs/symposia. *(Goal VII.5.A)*
77. Investigate offering additional foreign language courses. *(Goal VII.3.A)*
- 78. Develop an assessment of language proficiency for students whose native language is not English. *(Goal VII.1.E)***
79. Investigate requiring a course with an international focus. *(Goal VII.3.D)*
80. Expand public outreach through the Center for Continuing Education. *(Goal VII.4.C)*
81. Establish outreach to students from all parts of the minority community (e.g., Centro Latino, churches, etc.). *(Goal VII.4.F)*
82. The ACE Center will examine ways of promoting retention of persons with disabilities. *(Goal VII.1.D)*

Advancing Educational Purposes through Technology

PLANNING PRIORITIES

- (25) *The College will increase its technological offerings to keep pace with the demands. (VIII.3)*
(26) *The College will encourage computer literacy throughout all curricula. (VIII.2)*

GOALS

83. Make computer technology a part of every student's program of study at Dalton State College. *(Goal VIII.2.A)*
84. Explore the creation of a foundational levels skill course for natural science courses. *(Goal VIII.3.B)*
85. Investigate the need for additional computer-use courses/workshops. *(Goal VIII.3.A)*

Developing Collaborative Relationships

PLANNING PRIORITIES

- (27) *The College will enhance collaborative relationships by which to collaborate with service area businesses and local, state, federal, and private agencies. (IX.4)*
(28) *The College will develop ways to provide meaningful interaction with area public schools. (IX.1)*
(29) *The College will develop additional mechanisms by which to collaborate with service area businesses and local, state, federal, and private agencies. (IX.4)*

GOALS

86. Investigate expanding the number of programs offered and institutions with which we collaborate. *(Goal IX.3.A)*
87. Investigate the expansion of Elderhostel. (Goal IX.4.D)
88. Develop better communication/collaboration with the public school systems, including informing students of new admissions requirements. *(Goal IX.1.F)*
89. The ACE Center will consider expanding career assessment and exploration activities to area students in order to help them explore career options. *(Goal IX.1.K)*
90. The Financial Aid Office will continue to promote community outreach in the public schools through the America Reads Program. *(Goal IX.1.B)*
91. Enhance the delivery of financial aid information to potential students/parents. *(Goal IX.1.L)*
92. Enhance efforts to provide appropriate programming for public school (K-12) students in order to better inform and expose them to collegiate experiences and opportunities. *(Goal IX.1.A)*
93. Enhance outreach information about North Georgia Mountains Youth Science and Technology Center (NGYSTC). *(Goal IX.1.0)*
94. Enhance discipline-based collaboration with K-12 faculty. *(Goal IX.1.P)*
95. Examine ways to increase the participation in joint enrollment programs (e.g., Post-Secondary Options Program). *(Goal IX.1.M)*

GOALS

96. Explore the development of visiting communities to educate area businesses regarding the skills and competencies that our programs of study provide. *(Goal IX.4.C)*

