



STRATEGIC PLAN 2016-2020

May 2016

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Foreword by President

Dalton State College spent the better part of the 2015-2016 academic year creating our Strategic Plan for the period of 2016 to 2019. This was a process led by a very capable committee representing a broad cross section of the institution:

Michael Hoff, Committee Chair (Dept. Chair, Social Sciences; Professor of Psychology)
Dustin Arnold (Student)
Sharon Beavers (Associate Professor of Education)
Robin Cleeland (Chair & BSW Program Director; Associate Professor of Social Work)
Jenny Crisp (Director, QEP; Associate Professor of English)
Matt Hipps (Director of FYES; Associate Professor of Political Science; Faculty Senator)
Quincy Jenkins (Director, Hispanic/Latino Outreach)
Larry Johnson (Dean, School of Business)
Katherine Logan (Director of Admissions)
Zack Rogers (Athletics)
Marina Smitherman (Director, Center for Academic Excellence; Associate Professor of Biology)
Barbara Tucker (Associate Professor of Communication; Interim Assistant VP for Academic Affairs)
Melissa Whitesell (Library)
Ex officio non-voting members:
President Margaret Venable
Scott Bailey (Vice President for Fiscal Affairs)
David Elrod (Director, Institutional Advancement)
Jodi Johnson (Vice President for Enrollment & Student Services)
Andy Meyer (Interim Vice President for Academic Affairs)

The committee shared drafts at every step of the process and held Town Hall meetings for internal and external constituents to provide comments. The Strategic Planning Committee updated the Mission to help articulate to the world who we are, what we strive to provide, and whom we serve through our existence. We are not the same institution we were when our previous Mission was written a decade ago despite being updated five years ago. Furthermore, the committee created a Vision statement which is a forward thinking assertion of who we want to become at some point in the near future. Knowing what we want to look like and become known for within the next three to five years will help us focus our energy on the actions that will help us achieve that status. Alongside our Mission and Vision, the committee created a list of core values. These Values indicate the principles that inform our efforts as we undertake the work of serving our students.

In this document, you will see clearly that Dalton State College envisions itself as a premier public undergraduate institution committed to helping our students achieve their goals, to providing quality academic programs, to serving our community, and to ensuring internal operational efficiencies and superior service in everything we do. With a clear sense of our priorities and a shared vision, we look forward to meeting the challenges ahead as we work toward achieving our goal of becoming a first choice, destination college.

Margaret H. Venable, Ph.D.
President

Mission Statement

Dalton State College provides a diverse student population with opportunities to acquire the knowledge and skills necessary to attain affordable baccalaureate degrees, associate degrees, and certificates and to reach their personal and professional goals. Through challenging academics and rich collegiate experiences, we promote lifelong learning, active leadership, and positive contributions in Northwest Georgia and beyond.

Vision Statement

Dalton State College will be recognized as a first-choice destination college dedicated to the transformative power of education. By challenging all students to reach their full potential, we will nurture, inspire, and empower a diverse community of scholars in an accessible, learning-centered, and service-oriented environment. As an exceptional place to learn, work, and teach, Dalton State College will cultivate leaders who proudly serve and improve our community and our world.

Values Statement

Our core values are the essential enduring tenets which guide the Dalton State College community. They set forth what we believe and define how we should conduct our affairs. At the heart of these values is the welfare of our students:

- ✓ **Opportunity and Access for All**
We believe all of our students can succeed and achieve their full potential.
- ✓ **Excellence in Teaching and Learning**
We empower faculty, staff, and students to engage in the pursuit of excellence and innovation in instruction, the acquisition of knowledge, and lifelong learning.
- ✓ **A Commitment to Service and Collaboration**
We value a campus culture of service, engagement, and collaboration to advance the welfare of Northwest Georgia and beyond.
- ✓ **Respect and Collegiality**
We are committed to the intentional creation of a community of learners based on respect, civility, courtesy, and appreciation of different points of view.
- ✓ **A Culture of Accountability**
We expect integrity, responsibility, and ethical behavior in all of our relationships and hold one another and our institution accountable.
- ✓ **Diversity and Inclusion**
We grow as a college and as individuals through the inclusion and valuing of different cultures and characteristics among faculty, staff, and students; we choose to be a place where the diversity of ideas, values, and perspectives is welcomed and respected.

Strategic Plan Goals

I. Student Success

Opportunities for learning exist everywhere. Dalton State College will enhance student success through transformative educational experiences both inside and outside the classroom resulting in increased retention and graduation rates.

(Linked to the [University System of Georgia Strategic Plan](#) Strategic Imperative 1)

II. Academic Excellence

Academic excellence is a core component of academic institutions. Dalton State College will develop and maintain a culture of academic and teaching excellence among faculty and staff while creating optimal opportunities for student academic excellence.

(Linked to the [University System of Georgia Strategic Plan](#) Strategic Imperatives 1 & 3)

III. Community Engagement

Colleges are a vital part of their communities. Dalton State College will continue to enhance its engagement with its region and beyond by providing leadership, ideas, innovation, and diverse viewpoints to support its service area.

(Linked to the [University System of Georgia Strategic Plan](#) Strategic Imperative 2)

IV. Operational Excellence

Colleges should support transparency, efficiency and stewardship. In order to make Dalton State College an exceptional place to learn, work, and teach, we will create transparent plans, processes, and evaluative methods allowing the units of the college to be aware of the operations of the other areas; doing so will enable efficient and effective use of resources in order to deliver services of the highest quality to our students and each other.

(Linked to the [University System of Georgia Strategic Plan](#) Imperatives 1 & 3)

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

I. Student Success

Strategy

Develop an Institutional Culture and Processes to Foster Student Success

Objective

1.1 Dalton State College will cultivate a cohesive institutional identity developed through shared responsibility committed to removing barriers and nurturing a diverse student body.

Action Plans

- The Student Success Committee will continue its work by identifying those populations and processes that support the mission and vision of the college. *[Administrative Council]*
[Student Success Committee]
- Deans will identify faculty in each school to act in the capacity of an accessibility coordinator. *[Administrative Council]* *[Academic Deans]* *[Associate Director, Disability Access and Student Support Services]*
- The Marketing and Communications Department will work with a designated task force on making Dalton a first choice destination 4-year college institution. *[Academic Affairs]*
[Director of Marketing and Communications]
- The College will continue to work on the rebranding initiative by developing a long term and short term plan for rebranding. *[Administrative Council]*
[Director of Marketing and Communications]
- In the first year of implementation, the Office of Career and Professional Development will develop and offer two First Year Experience (FYE) courses centered on personal and career assessment. *[Chairs, FYES]*
[Assistant Director for Career Services and Professional Development]
- In the first year of implementation, where appropriate, deans, with the assistance of faculty assessment coordinators will assess certain student course and program outcomes. *[Academic Deans/Faculty Assessment Coordinators]*
- In the second year of implementation, with the assistance of the Department of Marketing and Communications, deans will ensure that courses with their websites will be made accessible for all students. *[Academic Deans]* *[Marketing and Communications]*
[Vice President for Academic Affairs]
[Associate Director of Disability Access and Student Support Services]
- The College will continue to work on the rebranding initiative by developing a long term and short term plan for rebranding. *[Administrative Council]*
[Director of Marketing and Communications]
- In the third year of implementation, the Office of Hispanic/Latino Outreach will work on an initial application for the institution to become a Hispanic Serving Institution (HSI). *[Director of Hispanic/Latino Outreach]*

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

I. Student Success

Strategy

Enhance and Promote Student Engagement Opportunities

Objective

1.2 Dalton State College will provide collaborative and holistic teaching, learning, and co-curricular experiences that complement the mission of the college, connect students to the world community, and foster opportunities for personal, academic, and professional development.

Action Plans

- In the first year of implementation, twenty percent of faculty in each school will provide collaborative and holistic teaching, learning, and co-curricular experiences that complement the mission of the college, connect students to the world community, and foster opportunities for personal, academic, and professional development and detail their activities in their personal annual reports.
[Chair, HIPs Team] [Academic Deans]
- The Center for Academic Excellence will focus on new teaching/learning paradigms for faculty through weekly notes distributed via email as well as on campus presentations.
[Director of the Center for Academic Excellence]
- In the first year of implementation, the Office of the Vice President for Academic Affairs will provide international educational opportunities with exposure to global communities either in person or via scholarly exchanges for 10% of the student body. *[Vice President for Academic Affairs] [Academic Deans] [Director of the Center for International Education]*
- In the second year of implementation, thirty percent of faculty in each school will provide collaborative and holistic teaching, learning, and co-curricular experiences that complement the mission of the college, connect students to the world community, and foster opportunities for personal, academic, and professional development and detail their activities in their personal annual reports. *[HIPs Team] [Academic Deans]*
[Faculty Senate Subcommittee on Faculty Development and Welfare]
- In the second year of implementation, the Center for Academic Excellence will continue its outreach and engage 15% of the faculty in teaching strategies to enhance classroom learning.
[HIPs Team] [Academic Deans]
[Director of the Center for Academic Excellence]
- International educational opportunities will be provided with exposure to global communities either in person or via scholarly exchanges for 15% of the student body. *[Academic Deans]*
[International Education Committee]
- The Office of Career and Professional Development will develop and offer two First Year Experience (FYE) courses centered on personal and career assessment.
[Assistant Director for Career Services and Professional Development]
- Where appropriate, deans, with the assistance of faculty assessment coordinators will assess certain student course and program outcomes, and adjust accordingly.
[Academic Deans/Faculty Assessment Coordinators]
- In the third year of implementation, forty percent of faculty in each school will provide collaborative and holistic teaching, learning, and co-curricular experiences that complement the mission of the college, connect students to the world community, and foster opportunities for personal, academic, and professional development and detail their activities in their personal annual reports. *[Chair, HIPs Team] [Academic Deans]*

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

I. Student Success

Strategy

Enhance and Promote Student Engagement Opportunities

Objective

1.2 Dalton State College will provide collaborative and holistic teaching, learning, and co-curricular experiences that complement the mission of the college, connect students to the world community, and foster opportunities for personal, academic, and professional development.

Action Plans

- In the third year of implementation, the Center for Academic Excellence will continue its outreach and engage 20% of the faculty in teaching strategies to enhance classroom learning. *[Chair, HIPs Team] [Academic Deans] [Director of the Center for Academic Excellence]*
- In the third year of implementation, the Office of the Vice President for Academic Affairs will provide study abroad opportunities with exposure to international communities either in person or via scholarly exchanges for 20% of the student body. *[Chair, HIPs Team] [Vice President for Academic Affairs] [Academic Deans] [Director of the Center for International Education]*
- In the third year of implementation, the Office of Career and Professional Development will develop and offer two First Year Experience (FYE) courses centered on personal and career assessment. *[Director of FYES] [Assistant Director for Career Services and Professional Development]*
- In the third year of implementation, where appropriate, deans, with the assistance of faculty assessment coordinators will assess certain student course and program outcomes, and adjust accordingly. *[Academic Deans/Faculty Assessment Coordinators]*

Strategy

Equip Students with the Skills Necessary to Navigate the College Experience and Beyond

Objective

1.3 Dalton State College will build and support institutional processes to foster academic advisement and life skills including financial management and career development.

Action Plans

- The Office of the Vice President for Academic Affairs will collaborate with the Dean of Students on initiatives to build an advising team and collect data to determine the effectiveness of early alerts, the First Year Experience (FYE) and career development. This will engage at least 50% of freshmen and 25% of sophomores. *[Vice President for Academic Affairs] [Dean of Students] [Coordinator of Academic Advising]*
- In the first year of implementation, the Coordinator of Academic Advising and the Office of the Dean of Students will provide career advisement (for 15% of freshmen and 10% of sophomores) through one on one meetings, professional development workshops and career assessments. *[Coordinator of Academic Advising] [Dean of Students] [Assistant Director for Career Services and Professional Development]*

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

I. Student Success

Strategy

Equip Students with the Skills Necessary to Navigate the College Experience and Beyond

Objective

1.3 Dalton State College will build and support institutional processes to foster academic advisement and life skills including financial management and career development.

Action Plans

- In the second year of implementation, the Office of Academic Affairs and the Office of Career Services and Professional Development will provide career advisement via a variety of practices including online surveys, professional presentation, reflective writing and when possible active observation in the community for 60% of freshmen and 35% of sophomores. *[Coordinator of Academic Advising]*
[Assistant Director for Career Services and Professional Development]
- Create and implement a comprehensive and continuous instructor development plan focused on strategies to improve teaching in the first year and increase the percentage of offerings in each school by 10%. *[Vice President for Academic Affairs]* *[Academic Deans]*
- Develop programs to expose students to financial planning for their academic career.
[Vice President for Academic Affairs]
[Vice President for Student Affairs and Enrollment Management]
- Explore opportunities for creation and establishment of a transitional outreach program for students at critical transitional points in their academic careers.
[Vice President for Academic Affairs]
[Vice President for Student Affairs and Enrollment Management] *[Academic Deans]*
- In the second year of implementation, the Coordinator of Academic Advising and the Office of Career Services and Professional Development will provide career advisement through one on one meetings, professional development workshops and career assessments for 25% of freshmen and 15% of sophomores.
[Coordinator of Academic Advising]
[Assistant Director for Career Services and Professional Development]
- In the third year of implementation, design and implement additional experiences for students through collaboration with various non-academic departments.
[Vice President for Academic Affairs]
[Vice President for Student Affairs and Enrollment Management]
- In the third year of implementation, create and implement a comprehensive and continuous instructor development plan focused on strategies to improve teaching in the first year and increase the percentage of offerings in each school by 20%. *[Vice President for Academic Affairs]**[Academic Deans]*
- Assess developed programs that expose students to financial planning for their academic career.
[Vice President for Academic Affairs]
[Vice President for Student Affairs and Enrollment Management]
- Vice Presidents will seek and obtain feedback from all stakeholders to refine administrative processes. *[Vice President for Academic Affairs]*
[Vice President for Student Affairs and Enrollment Management]
[Vice President for Fiscal Affairs]

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

I. Student Success

Strategy

Equip Students with the Skills Necessary to Navigate the College Experience and Beyond

Objective

1.3 Dalton State College will build and support institutional processes to foster academic advisement and life skills including financial management and career development.

Action Plans

- In the third year of implementation, the Coordinator of Academic Advising and the Office of Career Services and Professional Development will provide career advisement through one on one meetings, professional development workshops and career assessments for 30% of freshmen and 20% of sophomores. *[Coordinator of Academic Advising]*
[Assistant Director for Career Services and Professional Development]

Strategy

Reimagine the First Two Years

Objective

1.4 Dalton State College will reimagine the freshman- and sophomore-year experience through the innovative transformation of core courses and transitional experiences.

Action Plans

- Complete an electronic version of guidebook to create High Impact Practices (HIPS). *[Chair, HIPS Team]* *[Director of FYES]*
- Identify High Impact Practices (HIPS) liaisons in each department/unit. *[Chair, HIPS Team]* *[Director of FYES]*
- Survey faculty regarding High Impact Practices (HIPS) awareness, understanding, and current usage. *[Chair, HIPS Team]* *[Director of FYES]*
- In first year of implementation, engage at least 50 faculty members through informational workshops regarding High Impact Practices (HIPS). *[Chair, HIPS Team]* *[Director of FYES]*
- In second year of implementation, engage at least 75 faculty members through informational workshops regarding High Impact Practices (HIPS). *[Chair, HIPS Team]* *[Director of First Year Experience (FYE)]*
- Organize a retreat for course redesign and collaboration for 10 faculty who have committed to developing and teaching a High Impact Practices (HIPS) designated course. *[Chair, HIPS Team]* *[Director of FYES]*
- In third year, increase the number of faculty engaged in developing and teaching a High Impact Practices (HIPS) designated course by 50%. *[Chair, HIPS Team]* *[Director of FYES]*
- Assess and revise the High Impact Practices (HIPS) guidebook to assist faculty. *[Center for Student Transitions][Chair, HIPS Team][Director of FYES]*

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

I. Student Success

Strategy

Examine Graduation and Retention Rates

Objective

1.5 Dalton State College will engage in ongoing evidence-based examinations of student persistence and graduation rates to identify factors that impede student success, and we will implement needed changes to policies and programs that will improve these rates.

Action Plans

- In first year of implementation, identify the data that is necessary and relevant to address persistence and graduation rates. *[Student Success Committee]*
[Office of Institutional Research and Planning]
- Identify information that should be publicly available on the website and what should be internal. *[Student Success Committee]* *[Department of Marketing and Communications]*
- In second year of implementation, update website to reflect changes retention and graduation rates data. *[Student Success Committee]* *[Department of Marketing and Communications]*
[Institutional Research and Planning]
- In third year of implementation, begin an annual assessment of data to determine information that is necessary for student persistence and graduation.
*[Chair, Complete College Georgia Committee]**[Student Success Committee]*
[Office of Institutional Research and Planning]

II. Academic Excellence

Strategy

Promote Exceptional Educational Experiences

Objective

2.1 Dalton State College will prioritize support for faculty, staff, and students to promote scholarly activities, professional development, and excellence in instruction.

Action Plans

- Set aside monies through Academic Affairs to promote scholarly activities on an institutional level for faculty. *[Administrative Council]**[Vice President for Academic Affairs]*
- In second year of implementation, increase foundation funds for student and employee travel through the Office of Academic Affairs. *[Administrative Council]*
[Vice President for Academic Affairs] *[Director of Institutional Advancement]*
- In year three of implementation, identify mechanisms to provide opportunities for faculty, students and staff to expand professional development opportunities. *[Administrative Council]*
[Vice President for Academic Affairs] *[Academic Deans]*

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

II. Academic Excellence

Strategy

Establish a Multidisciplinary Honors Program

Objective

2.2 Dalton State College will investigate, develop, and support an honors program for high-achieving students.

Action Plans

- In the first year of implementation, the Vice President for Academic Affairs will gather stakeholders to assist in the development of an honors program that includes criteria for admission, sustainability and graduation recognition.
[Vice President for Academic Affairs]
- In year two of implementation, The Vice President for Academic Affairs will oversee a leadership team to implement an honors program and collect and analyze its outcomes. The program will be expanded to include honors research based activities and global experiences.
[Vice President for Academic Affairs]
- In the third year of implementation, the Vice President for Academic Affairs will oversee a leadership team to implement an honors program and collect and analyze its outcomes. The program will be expanded to include honors research based activities and global experiences.
[Vice President for Academic Affairs]

Strategy

Seek and Steward Resources for Technology

Objective

2.3 Dalton State College will seek resources to support the use of technology to develop cutting-edge curriculum and scholarship.

Action Plans

- In first year of implementation, expand the use of technology in the School of Science Technology and Mathematics and the School of Health Professions. *[Administrative Council]*
[Dean of the School of Science Technology and Mathematics]
[Dean of the School of Health Professions]
- Designate Director of Library as the liaison for the identification and writing of grants to support research. *[Administrative Council]* *[Roberts Library Director]*
- In the second year of implementation, submit at least 1-2 grants to support research.
[Administrative Council]
- Continue expansion of technology throughout all schools.
[Administrative Council] *[Vice President for Academic Affairs]*
[Director of Computing and Information Services]
- In the third year of implementation, submit at least 2 grants to support research.
[Administrative Council]

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

II. Academic Excellence

Strategy

Promote and Enhance High-Impact Practices

Objective

2.4 Dalton State College will increase curricular and co-curricular opportunities for students to engage in high-impact practices as appropriate to each school.

Action Plans

- In the first year of implementation, provide ongoing workshops regarding Scholarship of Teaching and Learning as well as in use of High Impact Practices (HIPs) in the classroom. *[Chair, HIPs Team] [Director of FYES] [Academic Deans]*
- Offer opportunities to work with instructional technology to infuse technology into courses. *[Chair, HIPs Team] [Director of FYES] [Academic Deans]*
[Instructional Technologist/Office of the Vice President for Academic Affairs]
- Demonstrate good practice for use of didactic lecturing. *[Chair, HIPs Team] [Director of FYES]*
[Academic Deans] [Director of Center for Academic Excellence]
- In the second year of implementation, increase the percent of high impact practice and pedagogies utilized in the first year courses. *[Chair, HIPs Team] [Director of FYES]*
[Academic Deans]
- Revamp the first year experience advisory committee to include additional campus stakeholder by increasing membership to include a member from each school and administrative unit on campus. *[Chair, HIPs Team] [Director of FYES] [Academic Deans]*
- In third year of implementation, expand collaborative programming offerings during both the first and second year. *[Chair, HIPs Team] [Director of FYES] [Academic Deans]*

III. Community Engagement

Strategy

Enhance Partnerships

Objective

3.1 Dalton State College will enhance and coordinate partnerships with the Technical College System of Georgia, K-12 systems, local and state agencies, nonprofits, and businesses, as well as institutions that promote economic development and entrepreneurship.

Action Plans

- In the first year of implementation, expand partnerships already in effect. *[Academic Deans]*
- Office of Marketing and Communications will provide marketing and other support services to promote local and regional economic and community development. *[Academic Deans] [Office of Marketing and Communications]*
- In the second year of implementation, expand dual enrollment by 2%. *[Academic Deans]*
[Office of Student Affairs and Enrollment Management]
- In the third year of implementation, work with non-profits for service engagement and internships. *[Academic Deans][Dean of Students]*

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

III. Community Engagement

Strategy

Enhance Partnerships

Objective

3.1 Dalton State College will enhance and coordinate partnerships with the Technical College System of Georgia, K-12 systems, local and state agencies, nonprofits, and businesses, as well as institutions that promote economic development and entrepreneurship.

Action Plans

- In the third year of implementation, continue to expand partnerships and service engagement by 25%. *[Academic Deans] [Dean of Students]*

Strategy

Expand Physical Presence

Objective

3.2 Dalton State College will expand its physical presence in downtown Dalton in order to enhance programming.

Action Plans

- In the first year of implementation, investigate the development of a business incubator. *[President] [Vice President for Academic Affairs]*
- In the second year of implementation, identify a funding source and model. *[President]*
- In the third year of implementation, hire appropriate staffing to implement plan. *[President]*

Strategy

Commit to Service

Objective

3.3 Dalton State College will commit to service that has mutual and educational benefits through service learning and volunteerism involving students, faculty, and staff.

Action Plans

- Build and sustain a collaborative effort for service learning with academic and student affairs. *[Academic Deans] [Dean of Students]*
- In the first year of implementation, thirty percent of faculty in each school will participate in service that has mutual and educational benefits through service learning and volunteerism and document their activities in their personal annual reports. Deans will summarize these activities and report in their “Community/Public Service” section of their annual report to the President. *[Academic Deans]*
- Ten percent of faculty in each school will engage their students in service learning and volunteerism and document these activities as well as level of student participation in their personal annual reports. *[Academic Deans]*

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

III. Community Engagement

Strategy

Commit to Service

Objective

3.3 Dalton State College will commit to service that has mutual and educational benefits through service learning and volunteerism involving students, faculty, and staff.

Action Plans

- At least one staff member in each school will participate in service that has mutual and educational benefits through service learning and volunteerism and document these activities in his/her personal annual reports. Deans will summarize these activities and report in their “Community/Public Service” section of their annual report to the President. *[Academic Deans]*
- Continue to build collaboration between and among all stakeholders. *[Academic Deans]*
[Dean of Students]
- In the second year of implementation, forty percent of faculty in each school will participate in service that has mutual and educational benefits through service learning and volunteerism and document their activities in their personal annual reports. Deans will summarize these activities and report in their “Community/Public Service” section of their annual report to the President. *[Academic Deans]*
- In the second year of implementation, twenty percent of faculty in each school will engage their students in service learning and volunteerism and document these activities as well as level of student participation in their personal annual reports. Deans will summarize these activities and report in their “Community/Public Service” section of their annual report to the President. *[Academic Deans]*
- At least one staff member in each school will participate in service that has mutual and educational benefits through service learning and volunteerism and document these activities in his/her personal annual reports. Deans will summarize these activities and report in their “Community/Public Service” section of their annual report to the President. *[Academic Deans]*
- In the third year of implementation, fifty percent of faculty in each school will participate in service that has mutual and educational benefits through service learning and volunteerism and document their activities in their personal annual reports. Deans will summarize these activities and report in their “Community/Public Service” section of their annual report to the President. *[Academic Deans]*
- In third year of implementation, thirty percent of faculty in each school will participate in service that has mutual and educational benefits through service learning and volunteerism involving students and document their activities as well as level of student participation in their personal annual reports. Deans will summarize these activities and report in their “Community/Public Service” section of their annual report to the President. *[Academic Deans]*
- At least one staff member in each school will participate in service that has mutual and educational benefits through service learning and volunteerism and document these activities in his/her personal annual reports. Deans will summarize these activities and report in their “Community/Public Service” section of their annual report to the President. *[Academic Deans]*

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

III. Community Engagement

Strategy

Contribute to the Vibrancy of the Community

Objective

3.4 Dalton State College will contribute to the vibrancy of the community by providing a variety of events, programs, and activities while encouraging collaboration and shared resources.

Action Plans

- In the first year of implementation, utilize all campus resources to engage community members in both academic and non-academic outreach. *[Dean of Students] [Academic Deans] [Athletics]*
- Build a strong athletic program that engages community spirit as well as provides a balance for the institution. *[Athletics]*
- Collaborate and share resources with the community of interest as well as among the schools. *[Dean of Students] [Academic Deans] [Athletics]*
- Increase the number of events and participants at College's community and public programs by 10%. *[Dean of Students][Athletics][Academic Deans]*
- In the second year of implementation, increase the number of events and participants at College's community and public programs by 15%. *[Dean of Students] [Athletics] [Academic Deans]*
- In the third year of implementation, assess athletics programming and its effects on attracting high quality students. *[Athletics] [Academic Deans]*
- In the third year of implementation, increase the number of events and participants at College's community and public programs by 20%. *[Dean of Students] [Athletics] [Academic Deans]*

IV. Operational Excellence

Strategy

Enhance Policies and Procedures

Objective

4.1 Dalton State College will ensure its policies and procedures are complete, current, transparent, and accessible.

Action Plans

- In the first year of implementation, revise statutes to reflect changes in administrative structure and policy. *[Administrative Council]*
- Modify promotion and tenure criteria and move from paper submission to electronic submission of portfolios. *[Administrative Council] [Vice President for Academic Affairs]*
- Begin revisions of faculty handbook. *[Administrative Council] [Vice President for Academic Affairs][Chair, Faculty Senate]*
- In the second year of implementation, publish policy manual. *[Administrative Council]*
- In the third year of implementation, review policy manual and other documents every two years. *[Administrative Council]*

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

IV. Operational Excellence

Strategy

Improve Collegiality and Communication

Objective

4.2 Dalton State College will improve its interactions within and between units to enhance the operation of the institution, interpersonal relationships, and student success.

Action Plans

- In the first year of implementation, seek collaboration among Academic Affairs, Student Affairs and Financial Affairs to support academic, extra-curricular and financial initiatives. [Administrative Council] [Administrative Directors]
- In the second year of implementation, increase opportunities for collaboration based on input from all stakeholders. [Administrative Council]

Strategy

Strategize Data Management

Objective

4.3 Dalton State College will develop an institutional data management strategy that will provide accessible data for continuous improvement and optimal decision making, sharing relevant information across the institution.

Action Plans

- In the first year of implementation, achieve at least 90% satisfactory ratings from a survey with budget managers to determine if desired data is accessible in order to properly manage budgets. [Budget Office] [Academic Deans]
- Assess program course densities within each School along with budget expenditures for efficiency. [Budget Office] [Academic Deans]
- Track graduates who go to graduate/professional school, salary, and location of employment as part of institutional graduates' outcome assessment. [Chair, Student Success Committee] [Academic Deans] [Institutional Research and Planning]
- In the third year of implementation, continuous monitoring of strategies and processes for budget managers. [Budget Office] [Student Success Committee] [Academic Deans]

Strategy

Demonstrate Quality Improvement

Objective

4.4 Each academic and administrative unit of Dalton State College will evaluate the quality of service delivery for students, faculty, staff, alumni, and other stakeholders and make the results accessible.

Action Plans

- In the first year of implementation, seek collaboration between student affairs and enrollment services to develop new survey instruments. [Vice President for Student Affairs and Enrollment Management]

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

IV. Operational Excellence

Strategy

Demonstrate Quality Improvement

Objective

4.4 Each academic and administrative unit of Dalton State College will evaluate the quality of service delivery for students, faculty, staff, alumni, and other stakeholders and make the results accessible.

Action Plans

- Ensure completion of annual comprehensive program reviews. *[Administrative Council] [Vice President for Academic Affairs] [Academic Deans] [Institutional Research and Planning]*
- Evaluate graduating student survey results. *[Administrative Council] [Academic Deans] [Institutional Research and Planning] [Student Success Committee]*
- Institute an alumni survey. *[Institutional Advancement] [Institutional Research and Planning] [Academic Deans]*
- In the second year of implementation, assess results of surveys and other evaluative processes each year and use results to make improvements regarding academic and administrative efficiencies. *[Administrative Council][Vice Presidents] [Academic Deans] [Directors of Administrative Departments][Institutional Research and Planning] [Institutional Advancement]*
- In the third year of implementation, assess results of surveys and other evaluative processes each year and use results to make improvements regarding academic and administrative efficiencies. *[Administrative Council] [Vice Presidents] [Academic Deans] [Directors of Administrative Departments] [Institutional Research and Planning] [Institutional Advancement]*

Strategy

Maintain Financial Stewardship

Objective

4.5 Dalton State College will maintain its solid foundation of institutional financial management by examining current issues (e.g., salary equity and prioritization of unit funding), improving internal processes, and exploring avenues for external funding and revenue creation.

Action Plans

- In the first year of implementation, ensure that no significant or material audit findings are reported from the annual state audit report. *[Vice President for Fiscal Affairs] [Director of Institutional Advancement]*
- Submit report to President that compared Carl Vinson Study results to the current faculty and staff salaries as reported in ADP. *[Vice President for Fiscal Affairs] [Director of Human Resources]*
- Compare on an annual basis the percentage of e and g expenses by division to industry standards. *[Vice President for Fiscal Affairs] [Director of Institutional Advancement]*
- Achieve a reduction of 20%-25% in processing times of both requisitions and travel reimbursements when compared to those processing times in the previous year. *[Vice President for Fiscal Affairs] [Director of Institutional Advancement]*

Strategic Plan Goal, Strategy/Objective and Action Plans (with Responsibility Heads)

IV. Operational Excellence

Strategy

Maintain Financial Stewardship

Objective

4.5 Dalton State College will maintain its solid foundation of institutional financial management by examining current issues (e.g., salary equity and prioritization of unit funding), improving internal processes, and exploring avenues for external funding and revenue creation.

Action Plans

- Achieve at least 90% satisfactory ratings from a survey with budget managers to determine if they are getting the desired data in order to properly manage their budget.
[Vice President for Fiscal Affairs] [Director of Institutional Advancement]

University System of Georgia Strategic Plan

August, 2013

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

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

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

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

Strategic Imperative 1 - Commitment to Academic Excellence and Degree Completion

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

- **Develop Partnerships for College Readiness.**

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

school ready for college and careers and increase the number of students participating in postsecondary education and earning degrees.

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

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

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

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

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

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

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

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

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

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

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

- **Focus on Economic Development.**

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

- **Lead in Community Development Partnerships.**

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

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

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

- **Make Commitment to International Education.**

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

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

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

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

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

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

- **Continue to Seek Operational Efficiencies.**

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

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

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

For more information, contact:

Office of the President
706-272-4438
mvenable@daltonstate.edu

or

Office of the Vice President for Academic Affairs
706-272-4421
pchute@daltonstate.edu

or

Office of Institutional Research & Planning
706-272-4406
hcodjoe@daltonstate.edu

