



# Strategic Plan Progress Report 2010-2011 (Year 2)

Dalton State College has completed the second year of its *2009-2012 Strategic Plan*. During 2010-2011, the Strategic Planning Committee adopted 11 goals for implementation. Of those, 6 were implemented. The following summarizes progress reports of goals achieved during 2010-2011.

## 1. Institute a multicultural/global general studies requirement for all degree programs. [VP for Academic Affairs, Deans and Chairs, Director of Center for International Education]

In February 2011, the Council on General Education approved the resubmitted revised overlay for the core curriculum that could be used to satisfy the global perspectives general studies requirement for all degree programs. Each school is reviewing its curricula to identify where new courses might be added or existing courses revised to incorporate multicultural and global perspectives. Current faculty who teach the approved courses will revise the student learning outcomes assessment reports to include the global perspectives learning outcomes. For example, the School of Business currently has 4 courses in international business and a course in Managing Diversity; the School of Liberal Arts courses includes multi-cultural perspectives; the School of Technology was awarded an Academic Enhancement Grant for a project to recruit inactive students and targeted culturally/ethnically diverse students; the School of Nursing will incorporate in the new BSN-RN curriculum goals and objectives which consider global health care perspectives; the School of Education has a required course in multicultural education; and the School of Social Work has several courses that focus on multicultural language, family and society.

Apart from this, schools and programs continue to focus on other aspects of multicultural and global education. For instance, the Dalton State bachelor's degree in social work is the only bilingual and multicultural program in the country, with a focus on Spanish language and Latino culture. In addition, the dean of the School of Nursing maintains contact with the president of Regent University in Accra, Ghana to explore the development of a nursing program in the West African nation. The vice president of Academic Affairs, the director for the Center for International Education, and the dean of the School of Business also continue to work out details of MOU's (Memoranda of Understanding) and student/faculty exchanges with the Sino-American International Strategic Research Society of China's Institute of Strategy and Management in Beijing, the College of International Education at Zhengzhou University in

Zhengzhou, and the Erasmus University College and Hogeschool-Universiteit Brussel, both located in Brussels.

Although this goal was in large part implemented by the Council on General Education's approval of Dalton State's revised core curriculum overlay to satisfy the global perspectives general studies requirement, this goal will need to be regularly monitored to ensure that a multicultural/global perspective is included for all degree programs.

## **2. Create a music program (with opportunities for students to participate in a chorus, choral group, or band). [VP for Academic Affairs, Dean of Liberal Arts, Chair of Humanities]**

Dalton State hired its first full-time music faculty member, Dr. Ellie Jenkins, after a search was conducted by the Department of Humanities. Dr. Jenkins applied for and was awarded an academic enhancement mini-grant to develop a series of concerts for the campus and community. Dr. Jenkins also worked with other faculty members to offer a number of faculty-student music appreciation concerts, all of which were well attended. A new theatre program will be taught in the spring of 2012 which will include an onstage production. The Council on General Education approved a new course for Dalton State (American Music) – increasing the College's fine arts offerings. Furthermore, faculty and administrators have met with the Archway Project team to discuss ways to foster increased campus/community collaboration in the development of the arts. As a show of community support, a SPLOST is being proposed for the city/county that includes funding for a performing arts center to be shared by the city, county, K-12 schools and Dalton State College.

Dalton State has achieved this goal. Its implementation has enabled the College to begin achieving its strategic goal of creating a rich campus environment with varied student life opportunities. The goal has also provided students the opportunity to showcase their musical talents and offered the campus community the chance to hear performances by talented musicians from throughout the state.

## **3. Develop new bachelor's degree programs in sustainable or green technology. [Dean of Technology]**

After receiving guidance and curriculum assistance from the premier programs in the country, the dean of the School of Technology recommended the addition of a bachelor's program in sustainable or green technology, citing its importance for Dalton State students and

community. Indeed, evidence presented in support of the program indicated that the degree would contribute to significant economic development and research in the region. A Letter of Intent was thus completed, and the proposed bachelor's degree program in sustainable technology was submitted to the vice president of Academic Affairs for approval. The proposal also included a developed curriculum that aligned with the Association for Technology, Management, and Applied Engineering (ATMAE) accreditation standards. However, because of budget constraints and the impending reorganization of the division of Academic Affairs which will affect the placement of the technology programs, the proposed bachelor's degree in sustainable technology was placed on hold and will not be re-submitted for approval until 2012-2013.

This goal was not achieved.

#### **4. Explore ways to improve learning support success rates. [Dean of Liberal Arts, Dean of Natural Sciences and Mathematics, Chair of Humanities, Chair of Mathematics, Director of Learning Support, Assistant VP for Academic Affairs, Academic Resources]**

Faculty from the School of Liberal Arts and the School of Natural Sciences and Mathematics, along with the director of Learning Support, worked together through the Quality Enhancement Plan Committee, chaired by Ms. Barbara Tucker, to explore and implement strategies to improve learning support success rates. The QEP Committee has met twice a month for the past year, exploring strategies for learning support English. With respect to learning support reading and mathematics, faculty participated in pilot programs during 2010-2011 to determine if they would help students be more successful. These included using an alternative approach to teaching reading, using the *Criterion* writing software as a supplement to traditional instruction, pairing Reading 098 with English 1101 and Psychology 1101, and offering pilot sections of Intermediate Algebra which utilized group study and sections with technology. The paired courses were not successful, while the other programs had mixed results.

Members of the QEP committee surveyed the literature to identify best practices, formulated student learning outcomes and assessment measures, and developed a plan to improve success rates. The plan includes increasing the use of technology and alternative instructional methods, reducing class sizes, hiring additional part-time staff for the Writing Lab, enhancing students' understanding of the writing process, motivating students to use available campus resources, and working with high school faculty to better align content in critical areas of English and math.

Because of continuing budget cuts, Dalton State has not been able to hire additional faculty to reduce learning support class sizes. The Board of Regents is planning to implement new guidelines related to learning support effective fall 2012. Dalton State will reassess the need

for this adjustment after the new guidelines regarding admission of students needing learning support go into effect.

This goal has not been attained, but faculty members are focused on achieving it.

#### **5. Increase need-based and academic scholarships for DSC students and for high school students who plan to attend DSC. [Director of Institutional Advancement]**

In 2009-2010, the Dalton State Foundation administered 30 scholarships with 81 individual awards. In 2010-2011, the Dalton State Foundation administered 39 scholarship funds with 94 individual awards. This represents an eight percent increase in both the number of scholarships offered and the number of scholarships awarded.

This goal has been attained.

#### **6. With the assistance of a consultant, develop and implement a plan for recruiting and hiring talented faculty and staff from diverse populations. [VP for Academic Affairs, Deans]**

Due to continued budget cuts, Dalton State has not been able to hire a consultant to assist in developing a plan for the recruitment of diverse faculty and staff. As a result, no specific recruitment plan was developed, though Dalton State continues to recruit and hire diverse faculty and staff. The Department of Social Sciences and the Department of Humanities were able to hire an African-American male and a Chinese female as replacement faculty. The School of Business hired an African-American female as an academic advisor and three international faculty members representing Ghana, Korea, and China. Concerted efforts were made by each search committee to cast a broad net in the application process and take care in the screening process to ensure that all qualified candidates remain in the pool. Any progress that was achieved in hiring talented faculty and staff from diverse populations was purely fortuitous because, due to the budget crisis, there have been no plans to hire additional faculty or staff unless a retirement or resignation occurs. This goal was not achieved largely because economic conditions prevented the hiring of a consultant. The development of a dedicated recruitment plan is still essential, because students who are taught by a diverse faculty develop a greater appreciation and respect for a more diverse workplace and world.

Since no consultant was hired, no plan was put in place and this goal was not attained.

**7. Enhance community awareness of DSC's growth as a comprehensive four-year institution with residence halls, a fitness center, and student life opportunities. [Director of Marketing and Communication, VP for Enrollment & Student Services, Director of Campus Recreation, Director of Residence Life]**

A campus-wide marketing committee was formed to address the issue of changing the impressions and perceptions of Dalton State. The committee continues to use the Marketing Workshop, Inc. consultancy, along with the survey results from Wilkins Research Company of Chattanooga, to determine the public perception of the College.

The Office of Campus Recreation sought to provide recreational opportunities through intramurals, extramural, outdoor adventure, fitness, and informal recreation. Faculty, staff, and students were surveyed to determine if the Office of Campus Recreation was meeting their needs both on- and off-campus.

Since the departments are only gathering information at this point, this goal was not attained.

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

The Director of Office of Computing and Information Services and the Director of Marketing and Communications met to discuss the current content needs of the website and portal and the potential benefits and costs of a Content Management System (CMS). Both felt a CMS would benefit Dalton State, but they require more time to determine if a CMS is a viable solution for the College's specific needs.

This goal was not attained; more time to investigate the possibility of a CMS is required.

**9. Transition to a more traditional college atmosphere by providing additional evening events or by holding annual open house events to showcase DSC's offerings. [Director of Marketing and Communication, Assistant Vice President for Enrollment Services, Roberts Library Director]**

In an effort to change impressions and perceptions of Dalton State and transition to a more traditional college atmosphere, additional evening events and annual open house events that showcase DS's offerings were provided. The personal attention provided at the Open House serves to attract stronger interest on the part of both the students and parents. It is critical that students and parents continue to be provided opportunities to visit the campus and have access to informed college representatives that provide information about the transitioning culture to a more traditional college. It is evident that when a student and his or her parents experience a more personal contact, the chance of a student attending DS increases. Representatives from the Office of Enrollment Services attended Honors Night programs at area high schools to present freshmen scholarships, providing a visible presence with the high school community.

This goal was achieved: more evening events are being held, and Open House events along with high school scholarship attendance provided the opportunities to showcase DSC's offerings.

**10. Create greater collaboration between the high schools and the College in order to work together to improve student preparedness for college. [VP for Academic Affairs, Deans and Chairs, Academic Resources, Assistant Vice President for Enrollment]**

Dalton State received the College Access Challenge Grant (CACG), designed to increase postsecondary degree attainment of students underrepresented in postsecondary education in Georgia. The grant provides measures to minimize the need for remedial course work for students in postsecondary institutions and to develop transitional courses in reading, writing, and mathematics for students who fail to meet readiness standards. Under the grant, student mentors from the college meet with selected high students once a week and, along with instructors, develop strategies to maximize academic success, become familiar with campus resources, and develop positive relationships with faculty, staff and peers.

During spring semester 2011, the president and vice president of Academic Affairs met with K-12 school officials in the Dalton City, Whitfield County, and Murray County School Systems to discuss ways to create greater collaboration between the two groups to improve student preparedness. Meetings were scheduled between Dalton State English and math faculty to explore ways to better align college and high school curricula and get students better prepared to make the transition from high school to college. The initial meetings went well, with the groups developing various ways to share information regarding the content of the COMPASS

math, reading, and writing exams. Several high school faculty members scheduled a time to come to DS to take the COMPASS exam so they could better understand the test and the types of information students were expected to know.

Faculty members from the School of Natural Sciences and Mathematics met with local high school faculty members to guest lecture and talk with faculty and students about the transition from high school to college. Four School of Liberal Arts faculty members taught in the Summer Bridge Program designed to assist students in their transition. Faculty in the School of Education work closely with some of the area high schools on projects--for example, Dr. Hixon has been collaborating with Ms. Cantrell, the Early Childhood Education teacher who runs the pre-school program at a local high school, to provide insight and perspective about the pre-school program to the community members. Faculty from the School of Technology serve on high school advisory committees and makes presentations to schools each year, which include information on preparedness for college. Representatives from the School of Business participated in Reality Check with the local high schools, a program designed to teach freshmen in high school about financial responsibility and the value of education. The Dean of the School of Nursing participated in the Valley Point Middle School Career Fair and talked to middle school classes about nursing. Teachers from Dalton High School also made contact with Dr. Starling to discuss how to steer Dalton High students toward success in nursing with regards to the high school curriculum.

This goal was attained via a variety of collaborative projects between high schools, middle schools, and Dalton State College.

**11. Develop programs and partnerships with external stakeholders, increase involvement with the College's service area, and engage community leaders in the activities of the College. [VP for Academic Affairs, Deans & Chairs, Endowed Chairs, Director of Bandy Heritage Center, Fine Arts/Series Committee, Director of Marketing and Communication, Director of Campus Recreation]**

The College developed programs and partnerships with the external community in a variety of ways. The vice president of Academic Affairs met with community leaders and reviewed community data in preparation for leading the campus through an academic master planning process in 2010-2011. The design contract for the new science building included a local architect as a partner. Many faculty and administrators are actively involved in various Archway Project activities related to community development and improvements in the areas of education, economics, and the environment. The Vice President and Business School Dean are members of the Dalton Rotary Club and many DSC faculty and administrators are members of local non-profit Boards and other agencies, and many also do a great deal of volunteer work in the community.

The Schools of Technology, Social Work, Nursing, and Business have active professional advisory groups comprised of representatives from local businesses and industries to help them keep their curricula current and in line with business and industry needs. In addition, faculty in the School of Business provided twenty-one public service and outreach activities, including service to local businesses and presentations at seminars and workshops. The Certified Nursing Assistant program is now being delivered in partnership with the Whitfield Career Academy, and it offers dual enrollment opportunities for high school students in the area. Students and faculty in the School of Nursing participate in local Prevent Blindness Screenings for 4-year-olds each fall, as well as other community health screenings as needed.

This goal has been met by the College through College-wide administrative, faculty, staff, and student liaisons with external stakeholders, civic and professional engagement, and community leader interactions, thus increasing the visibility of Dalton State in the community.