



Strategic Plan Progress Report 2011-2012 (Year 3)

Dalton State College has completed the third year of its *2009-2012 Strategic Plan*. During 2011-2012, the Strategic Planning Committee adopted 14 goals for implementation. Of those, 11 were implemented. The following summarizes progress reports of goals achieved during 2011-2012.

1. Create an International Certificate (IC). [VP for Academic Affairs, Director of Center for International Education]

The International Education Committee submitted a proposal for an International Education endorsement as a notation on the DSC transcript. The proposal was passed by Academic Council and the endorsement will be available beginning fall 2012.

This goal was met.

2. Establish athletic programs. [VP for Enrollment Services, President]

The new athletics program plans to begin basketball in the 2013-14 academic year, and there are discussions about organizing a “pep band” to play at home games.

This goal was met.

3. Create a theatre program and offer theatrical productions. [VP for Academic Affairs, Dean of Liberal Arts, Chair of Humanities]

A new theatre course in production was taught for the first time in spring 2012, and the class performed *Arabian Nights*. The production course will be taught each fall and spring semester, with a fall production featuring an original new work and the spring production featuring a more traditional offering.

This goal was met.

4. Create a visual arts program (scheduling lectures off campus at the Creative Arts Guild to coincide with an impressive gallery artist's show or with the indoor festival entries. [VP for Academic Affairs, Dean of Liberal Arts, Chair of Humanities])

Dalton State provided a number of visual arts services and enhancements: the Bandy Heritage Center hosted a visual arts exhibit in the Brown Building; the Roberts Library at DSC and the Arts Guild in Dalton collaborated to sponsor the 9th Congressional Arts Contest for 2011-2012; as part of the re-organization in the Division of Academic Affairs, the 3-D and Graphic Arts program (newly named Digital Design) was moved from the School of Technology into the School of Liberal Arts to serve as a foundation for a visual arts program; and Dalton State hired a part-time faculty member to teach Art Appreciation, though the budget does not currently allow hiring a full-time faculty member to develop additional art courses as planned.

This goal was met.

5. Revitalize DSC's Environmental Affairs Committee to: focus on green areas (leaving the trees and track area); improve recycling efforts; conduct a campus energy audit and develop a plan for energy conservation; and participate in the National Wildlife Federation's Campus Ecology Program. [VP for Fiscal Affairs, Director of Plant Operations, Environmental Club]

This goal was not met.

6. Reduce learning support class sizes. [VP for Academic Affairs, Dean of Liberal Arts, Dean of Natural Sciences and Mathematics, Chair of Humanities, Chair of Mathematics]

Because of continuing budget cuts, Dalton State was not able to hire additional faculty to reduce learning support class sizes, but due to low enrollment class size is becoming less of a problem. Class sizes were limited to 20 for the ENGL 0098 classes involved in the QEP, and 2 reading learning support classes were cancelled for fall 2012 because of low enrollment. Dalton State will continue to monitor this as we implement the QEP, Complete College GA, and the new BOR rules.

This goal was partly met.

7. Expand access to quality educational opportunities through various means such as developing additional online and hybrid courses and increasing offerings at off-campus sites. [VP for Academic Affairs, Deans and Chairs]

Enrollment in eCore has grown to approximately 180 students. Hybrid and online offerings continue to increase or remain relatively stable (varying by semester and by school) given our decrease in enrollment overall. Deans have been instructed to increase hybrid/online offerings further, as this meets a need for many of our non-traditional students who cannot come to campus on a regular basis because of work and family obligations. The Distance Education Committee developed policies to guide online and hybrid instruction, including a standardized format and a peer review process. The Gilmer Center's enrollment was down about 8%, similar to the main campus.

This goal was mostly met.

8. Schedule classes to maximize the utilization of buildings and faculty. [VP for Academic Affairs, Registrar, Deans and Chairs]

The assessment conducted for the facilities master plan identified times and days when our space is not being used efficiently/effectively. We are exploring ways we might schedule classes differently to address this situation. During 2011-2012, both the School of Liberal Arts and the School of Natural Science and Mathematics scheduled core courses on Fridays. Other schools are being asked to also consider Friday offerings, along with possible weekend classes.

This goal was partly met.

9. Improve staff support services by providing professional development opportunities. [Director of Human Resources]

This goal was not met.

10. Offer more short-term (7-10 days) study abroad programs for DSC students, including a variety of academic disciplines and perhaps collaborating with other USG institutions. [VP for Academic Affairs, International Education Committee, Director of Center for International Education]

Dr. Guo, the Director for the Center for International Education, directed the University System's Asia Council's Summer Study Abroad program in China, including 42 students from 10 USG institutions. The Center for International Education awarded seven Foundation scholarships to enable DSC students to participate in study abroad programs. The School of Business is working with the Hogeschool Universiteit Brussel to arrange a short-term program for a group of business students in fall 2013. Over Summer 2012, the School of Social Work provided a study abroad opportunity to Costa Rica. Two faculty members from the School of Business and one from the School of Education are planning a short-term trip to Peru for students over spring break in March 2013.

This goal was met.

11. Increase faculty participation in USG study abroad programs by making them more financially feasible. [VP for Academic Affairs, Director of Institutional Advancement]

The University System of GA continues to receive budget cuts from the state, making it very difficult for DSC to provide financial support for faculty for participation in study abroad programs. However, we were able to support faculty to travel to Costa Rica, China, South Korea, Taiwan, and Peru during 2011-2012.

This goal was mostly met.

12. Increase professional development opportunities for faculty. [VP for Academic Affairs, Deans and Chairs, Director of Institutional Advancement]

Dalton State made faculty aware of free USG professional development opportunities as well as provided many of its own, including: the Academically Adrift resource for structuring course materials in a manner that engages students; the Course Re-Design project as a part of our continuing participation in AACSB's Red Balloon Project; Developing Learner-Centered Teaching bi-weekly discussion groups; online tutorials about course redesign and actually completing redesign action plans for specific courses they plan to teach in fall 2012; When Shift Happens, two workshops by Dr. Brenda McCoy; two sessions on I-Clickers; sessions on Enhancing Course Design, Utilizing Rubrics to Enhance Student Achievement of Learning Outcomes, and Motivating Students; the 3rd Annual Teaching and Learning Conference; Library Development Events; the two-course Adult Learning Consortium sequence providing certification to conduct prior learning assessments; and a leadership development session for those in the Division of Academic Affairs at the level of Director or above, and a team building workshop for herself and the Deans.

This goal was met.

13. Hire a grant writer and develop an infrastructure for applying for and managing contracts and grants. [VP for Academic Affairs, VP for Enrollment Services, VP for Fiscal Affairs, President]

DSC did not renew membership in the Grants Resource Center of the American Association for State Colleges and Universities because of funding cuts. Similarly, we were not able to hire a position to assist with grants management, so there was no one with primary responsibility for that activity. Several faculty submitted small grant applications for particular projects during 2011-2012, but none were funded.

This goal was not met.

14. Add additional targeted four-year degree programs, including liberal arts, psychology, nursing, special education, and performing/fine arts. [VP for Academic Affairs, Deans and Chairs]

The College 4-yr. degree in nursing was approved by the BOR in spring 2012. The program will begin operation fall 2012. A BSRT proposal for a 4-yr. degree in Respiratory Therapy was submitted to the Board of Regents in the spring of 2011, but it was denied. Faculty are working on the revised proposal, which will be submitted fall 2012. Academic Council approved a BSEd program proposal in Middle Grades Education, but in a conversation with BOR staff, the VPAA was advised not to put it forward, as it would not be approved. The Academic Council approved a BA degree proposal in Liberal Studies, which was submitted to the BOR for review since it would not require any additional faculty or other resources to implement. It was returned to us after the first level of review with suggestions for revision. We have since been encouraged to re-submit it, so we will make the revisions and re-submit during fall 2012. The faculty completed 4-yr. degree proposals in Psychology, Communication, and Applied Economics and Finance during 2011-2012, all of which were approved by Academic Council. None has been sent to the Board of Regents, however, as they were implementing a new review process and asked that each school send only one proposal at a time. The review process has changed yet again, so we will revise the Psychology and Communication proposals to meet the new requirements and send them to the BOR for review in spring 2013. We will hold off on the Applied Economics and Finance degree for now, as it will require a new finance professor, which we cannot afford. Faculty have been working on a number of other 4-yr. degree programs in health informatics, IT networking and security, public administration, and mechatronics. As we continue to determine the best program mix for DSC, we will revise the Academic Master Plan and move forward accordingly. The humanities faculty are working on a proposal to establish an AA degree program in music that will be submitted for approval in 2012-2013.

This goal was met.