



Vision 2050

Transforming lives and partnering for success.

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Vision 2050: Transforming lives and partnering for success sets the stage for Dalton State to be among the top-performing public colleges in the South in selected metrics relevant to student success and community impact.

The Vision 2050 planning process began with extensive participation from external partners and internal stakeholders to ensure that our near- and long-term objectives and goals are responsive to and consistent with regional needs. Vision 2050 outlines three strategic priorities:

- Develop Next Generation Education
- Deliver Unparalleled Experience
- ACHIEVE Strategic Partnerships

Vision 2050 is presented in a non-traditional, single-page format that features our shared mission, our strategic priorities, and our foundational enablers. It also features our desired outcome for members of the Dalton State community: A Dalton State Roadrunner LIVES BOLDLY, creating and leading positive change.

Each strategic priority and foundational enabler is supported by a “horizon map” outlining an overall goal supported by multiple projects over the next four quarters, the follow-on two years, and then longer-term horizons. Campus design teams will develop tactical action plans to meet our goals and objectives.

Launchpad: April 5, 2024

Community Participants

- Anna Adamson - Flooring Capital Development Corporation
- Carl Campbell - Whitfield & Murray Development Authority; Greater Dalton Chamber
- Chip Howalt - CEO - Textile Rubber & Chemical Co., Inc.; Past Chair, DSC Foundation
- Bridgett Massengill - Thrive Regional Partnership

Dalton State Participants

- John Fuchko - President
- Kate Maine - Vice President for Marketing, Communications & Workforce Development
- Brynn Munro - Enrollment Services (Curator)

Facilitators

- Annie Hunt Burriss - AHB Consulting
- Terry Carroll - Maverick Consulting
- Rick Smith - Maverick Consulting

Strategic Advance: May 30-31, 2024

Community Participants

- Anna Adamson - Flooring Capital Development Corporation
- Tim Baucom - Shaw Industries
- Amanda Brown - Creative Arts Guild
- Carl Campbell - Whitfield & Murray Development Authority; Greater Dalton Chamber
- Mike Ewton - Whitfield County Schools
- Chip Howalt - CEO - Textile Rubber & Chemical Co., Inc.; Past Chair, DSC Foundation
- Wendi Jenkins - Strategic Planning & Leadership Development, USG
- Jim Jolly - Retired CEO of JJ Industries and former Regent
- Jeffrey Lorberbaum - Mohawk Industries
- Bridgett Massengill - Thrive Regional Partnership
- Zab Mendez - North Georgia National Bank
- John Minor, V - The Minor Firm
- Jeff Myers - Hamilton HealthCare System
- Terry Nesbitt - Gordon County Rotary & Former Adjutant General of GA
- David Pennington - Former Dalton Mayor; Chair, DSC Foundation
- Phenna Petty - Georgia Board of Education
- Kent Sanford - Gilmer County Development Authority
- Mitch Sanford - Builtwell Bank
- Bob Shaw - Engineered Floors
- Shirley Smith - Technical College System of Georgia Board; Catoosa County Citizens for Literacy
- Heath Tippens - Cherokee County Development Authority

Dalton State Participants

- David Elrod - Director of Institutional Advancement
- John Fuchko - President
- Fernando Garcia - WSOB Endowed Chair and Associate Professor
- Randall Griffus - Dean, School of Arts & Sciences
- Jami Hall - Dean of Students
- Marilyn Helms - Dean, Wright School of Business
- Sharon Hixon - Dean, School of Education
- Jodi Johnson - Vice President for Student Affairs & Enrollment Management
- Gina Kertulis-Tartar Dean, School of Health Professions
- David Lesicko - Vice President for Fiscal Affairs
- Kate Maine - Vice President for Marketing, Communications & Workforce Development
- Mackenzie Manley - SGA President
- Brynn Munro - Enrollment Services

Facilitators

- Annie Hunt Burriss - AHB Consulting
- Terry Carroll - Maverick Consulting
- Rick Smith - Maverick Consulting

Steering Committee

- **John Fuchko**, President
- **Gina Kertulis-Tartar**, Interim Provost and VP for Academic Affairs
- **David Lesicko**, VP for Fiscal Affairs
- **Jodi Johnson**, VP for Student Affairs and Enrollment Management
- **Kate Maine**, VP for Marketing, Communication, & Workforce Development
- **Jon Jaudon**, Executive Director of Athletics
- **Lori McCarty**, Assistant VP of Human Resources
- **David Elrod**, Director for Institutional Advancement
- **Randall Griffus**, Dean for School of Arts & Sciences
- **Marilyn Helms**, Dean for School of Business
- **Sharon Hixon**, Dean for School of Education
- **Marina Smitherman**, Interim Dean for Health Professions
- **Nancy Avila De Welles**, Non-clinical Case Manager
- **Forrest Blackburn**, Director of PACE, Assoc. Professor of Spanish
- **Alicia Briganti**, Director of CETL/Professor of Psychology
- **Tammy Byron**, Associate Provost
- **Sam Dindoffer**, Director of Government and Alumni Relations
- **Sylvia Driver**, Chair of Department of Nursing, RN-BSN Program Director
- **Melissa Dykes**, Accounting
- **Fernando Garcia**, Assoc. Professor of Management
- **Jami Hall**, AVP for Student Affairs
- **Brooklyn Herrera**, Assistant Director of Peer Education
- **Lorraine Gardiner**, Professor of Management Information Systems
- **Nick Gewecke**, Director of Institutional Effectiveness & Assessment
- **Brian Hibbs**, Professor of Education
- **Elizabeth Hubbs**, Director of Field Education, Asst. Professor
- **Elizabeth Hutchins**, Executive Director of Advising and Student Success
- **Ellie Jenkins**, Professor of Music
- **Janet Johnson**, Assoc. Professor of Education
- **John Lugthart**, Professor of Biology
- **Katelyn Magaña**, Director of Student Transitions
- **Rafael Mendiola**, Assessment Coordinator
- **Micah Norton**, Interim CIO
- **Brynn Munro**, Asst. VP for Enrollment Management
- **Patton Pickard**, SGA President
- **Jennifer Randall**, Faculty Senate Chair/Professor of English
- **Tim Reilly**, Director for Residential Life
- **Ben Rickett**, Director of Golf & Asst. AD for Development
- **Mallory Safley**, Assistant Director for Career & Professional Development
- **Barbara Tucker**, Chair for Department of Communication
- **Elicia Walker**, Lieutenant, Public Safety
- **Caleb Watkins**, Asst. Professor of Economics
- **Melissa Whitesell**, Director of Roberts Library
- **Josh Wilson**, Development Coordinator
- **James Wright**, Professor/Assoc. Dean of School of Arts and Sciences

Reader Committee

- **James Adams**, Biology
- **Saif Alsafeer**, Athletics
- **Chris Bedwell**, OCIS
- **Heather Brumlow**, Fiscal Affairs
- **Amy Burger**, Library
- **Lee Ann Cline**, Library
- **Hayley Cooper**, Admissions
- **Jenny Crisp**, English
- **Robert Culp**, WSOB
- **Debbie Gilbert**, Emerita - Health Professions
- **Ryan Hoffpauir**, Education
- **Alma Hurtado**, Dean of Students
- **Katherine Hyatt**, WSOB & Mountain Campus
- **Jean Johnson**, Physical Science
- **Natalie Johnson**, Criminal Justice
- **William Mast**, Dean of Students
- **Hussein Mohamed**, Biology
- **Rosalva Moso**, Arts and Science
- **Jennifer Parker**, Health Professions
- **Andrea Roberson**, Disability Access and Student Support
- **Patrick Ryle**, WSOB
- **Carole Shealy**, Sciences
- **Meagan Standridge**, Marketing, Communications & Workforce Development
- **Cameron West**, Student
- **Lee Ann Williams**, Health Professions

The Game Plan





Vision 2050: Transforming lives and partnering for success.

Our Mission Statement: Dalton State serves as a catalyst for opportunity and success, dedicated to transforming lives and cultivating partnerships for our students and our region.

Our Strategic Vision: Dalton State is a catalyst for opportunity and success for our students and our region.

OUR OVERARCHING GOAL

We will be among the top-performing public colleges in the South in selected metrics relevant to student success and community impact.

OUR STRATEGIC PRIORITIES

Develop Next Generation Education

TE²AC²H

- Technology – Master use of discipline & workplace tools
- Emerging careers & high-demand graduate programs
- Education – Lifelong, work ethic, “soft” skills, research
- Adaptive curriculum, responsive to student needs (now & future)
- Citizenship, civics & social development (civil discourse, debate)
- Critical thinking, communications, moral & ethical reasoning
- Holistic – Serve the whole person & create a culture of belonging for all students, to include a focus on our HSI mission, Global Experience

Deliver Unparalleled Experience

CARE

- #1 College choice for region we serve
- Culture of Care
- Academic Advising & Student Support - expand and strengthen
- Robust career mentoring & workforce development
- Eliminate student debt (Mutual investment: Skin in the game)

ACHIEVE Strategic Partnerships

ACHIEVE

- Arts & Athletics (Arts Center, Roadrunner Country)
- Community (Leader lectures, faith-based support, ROTC, sustainability and community resilience)
- Healthcare (region-serving partnerships)
- Industry & Innovation (paid internships, shared svcs., centers)
- Education (Literacy, Lab School, K-12, USG & TCSG partnerships)
- Volunteerism (community engagement, experiential learning)
- Entrepreneurship (SBDC, Con. Ed., credentials)

OUR FOUNDATIONAL ENABLERS

Culture of Innovation

- “All of us are smarter than one of us.”
- USG institution of choice for leading innovation
- Committed to integrating tradition and innovation to enhance our service to students
- Dialogue and debate encouraged leading to timely & data-informed decisions – directionally correct, not perfect

Supported & Supportive Faculty & Staff

- Servant Leadership – Love of self and others
- Commitment to wellbeing
- Competitive compensation
- Talent development responsive to *individual* goals & growth
- Culture of Belonging with absolute respect for all
- Create engagement between our faculty / staff & community

Resources

- Grow public and private funding
- Project management capacity
- Funding for physical infrastructure
- Center(s) of Excellence to support strategic initiatives
- Technology support in classroom & work



A
Dalton State
Roadrunner
LIVES BOLDLY,
creating and leading positive change.

L for LOVES

A Roadrunner
desires their
own good and
the good of
others.

I for INSPIRES

A Roadrunner
works to
motivate self
and others in
work and play.

V for
VOLUNTEERS

A Roadrunner
builds up their
community
through service.

E for EXPECTS

A Roadrunner
sets high
expectations for
themselves and
others.

S for SEEKS

A Roadrunner
seeks
knowledge and
truth while
respecting
others.

PRIORITY

Next Generation Ed

Horizon Map

Overarching Goal: 100% of graduates will experience innovative and transformational education by 2030

Horizon Goals

Horizon 1 1-3 Yrs

- 50% of students experience ≥ 1 Experiential Learning (EL)
- Roadrunner Experience defined and implemented
- Earn Seal of Excelencia
- Define Culture of Belonging

H1 Projects

- Define, implement Roadrunner Experience (inc. culture of belonging & community partnerships)
- Define, implement and market Experiential Learning
- Submit 4-6 new or revised academic programs
- Submit application for Seal of Excelencia and NISS

Horizon 2 3-10 Yrs

- AI/Tech literacy for 99%+ of all Roadrunners
- 99%+ experience ≥ 1 EL; 50% $\geq 2+$ EL
- Roadrunner experience implemented across all Roadrunners
- 4-6 new academic programs implemented

Horizon 3 10+ Yrs

- 99%+ of students experience ≥ 2 EL; 50% $\geq 4+$ EL
- Top 10% HSI in USA for retention/graduation
- Top 10% NACE rated institutions

Jan-March 2025

- Create clarity surrounding EL definition for our college.
- Focus group surrounding Roadrunner Experience and Culture of Belonging definitions.
- Submit app for Excelencia and NISS

April-June 2025

- Market research on highly sought after new programs.
- Synthesize focus group findings
- Identify courses to incorporate EL.

July-Sept 2025

- Evaluate AI/Tech needs of industry.

Oct-Dec 2025

- Roadrunner Experience is defined-begin implementation.
- Roll out courses for EL.

PRIORITY
**Unparalleled
Experience**

Horizon Map

Overarching Goal: Annually rank in top 5 colleges nationally for student experience, student recommendations, and affordability (net price)

Horizon Goals

Horizon 1 1-3 Yrs

Horizon 2 3-10 Yrs

Horizon 3 10+ Yrs

- Establish fully staffed and capable Career Development Center (incl. mentors, etc.)
- Implement research-based advising framework
- Fully funded and attended student programs (Arts, Athletics, etc.)

H1 Projects

- Establish advising direction (research-based)
- Map, define, and implement Career Development Center
- Finalize and implement evening GenEd course schedule
- Design and administer faculty staff experience enhancement survey
- Develop and implement plan for Mental Health and Social Support Services (Expand)
- Expand support / marketing of arts & athletics events

- No student borrowing for tuition/fees
- Top 10% nationally for mental health of students (NSSE) and annual improvement
- 99%+ student experience career counseling/mentoring
- Establish life-friendly schedules (incl. student jobs etc.)

- Top 10 most affordable college in the country
- 80% of graduates employed in field (or grad school)
- Faculty/Staff experience enhancement process/program (Roadrunner experience for Faculty/Staff)

Jan-March 2025

- Research advising framework at similar institutions.
- Marketing push for "Roadrunner Country"

April-June 2025

- Identify Career Development Center needs.
- Identify community mentors.

July-Sept 2025

- Address advising needs.
- Survey/focus groups on mental health and social support needs.

Oct-Dec 2025

- Identify the dollar amount needed so that no student borrows for tuition fees.
- Needs survey of students (life friendly schedules)

PRIORITY
Strategic Partnerships

Horizon Map

Overarching Goal: Sustainable functioning college-wide partnerships throughout the region, state and globally

Horizon Goals

Horizon 1 1-3 Yrs

- Implement articulation agreement(s)
- Expand and implement healthcare partnership(s)
- Lab School approved and implemented
- Welcome and Activities center

H1 Projects

- Finalize GNTC agreement and create other agreements (GHC, etc.)
- Create Plan for Lab School and Welcome Activities Center
- Develop a plan to achieve healthcare partnerships
- Develop and begin implementation of life-long learning framework

Horizon 2 3-10 Yrs

- Arts experience and education integrated in community and available to every student
- Broaden partnerships beyond healthcare and education (Business and Arts/Science)
- Professional life-long learning

Horizon 3 10+ Yrs

- Arts Center operational
- Athletics facilities are "Top Notch"
- Establish satellite campuses/additional housing

Jan-March 2025

- Identify healthcare partners
- Create committee for life-long learning needs
- Lab school planning

April-June 2025

- Welcome Activities Center blueprints
- Identify lab school space

July-Sept 2025

- Implement articulation agreements
- Identify space for Welcome Activities Center

Oct-Dec 2025

- Initiate partnerships with healthcare
- Explore opportunity for ROTC

ENABLER
Culture of Innovation

Horizon Map

Overarching Goal: Leader in innovation and collaboration, based on data-informed decision-making

Horizon Goals

Horizon 1 1-3 Yrs

Horizon 2 3-10 Yrs

Horizon 3 10+ Yrs

H1 Projects

- Design and implement data-based decision-making process
- Focused technology innovation development process with engagement by all stakeholders
- Develop approach for resilient culture
- Awareness and participation by all stakeholders

- Define the DSC Ways of Working
 - Data driven decision making
 - Communication
 - Meetings
 - Technology
 - Rhythm
 - Evaluation & Accountability
- Culture Print (to assess current culture in preparation for culture change)

- Fully operational data-based decision-making process
- Resilient Culture emerging
- “Center” for Innovation established (cross-disciplinary)

- Model and leader for innovation in Higher Ed (propagate)
- Resilient Culture evident
- 90+ Satisfaction rating from all stakeholders (Decision-Making Process)

Jan-March 2025

- Define goals and metrics for each decision-making process.
- Create committees focused on tech innovation development-internal/external stakeholders

April-June 2025

- Targeted communication plan to keep stakeholders involved and engaged.
- Blueprints for Center of Innovation

July-Sept 2025

- Review and refine metrics and add a feedback loop on data for employees
- Identify ambassador of Center for Innovation

Oct-Dec 2025

- Keep external stakeholders and local workforce engaged in communication
- Keep a strong support network for students/employees

ENABLER

Supported and Supportive Faculty and Staff

Horizon Map

Overarching Goal: Dalton State is ranked in the top 10 “Best Colleges to work for” every year

Horizon Goals

Horizon 1 1-3 Yrs

- Participation in survey will increase every year to reach 99%+ by year 3.
- Faculty and staff are paid at market minimum
- 30% of F/S will be engaged in a community engagement / consulting opportunity.
- 50% of F/S indicate that their career and well-being goals are supported by the college.

H1 Projects

- Create and implement a process to support and celebrate F/S well-being, career goals and institutional objectives
- Create and implement a system to facilitate connections with community engagement/consulting opportunities
- Create and implement a policy for moving F/S into top quartile while considering merit, COLA, and years of experience /DSC longevity

Horizon 2 3-10 Yrs

- Balance workload with workforce (ongoing).
- Faculty and Staff are paid at media market rate on up-to-date salary study.
- Increase consulting / engagement to 60%.
- 75% of F/S indicate that their career goals are supported by college.

Horizon 3 10+ Yrs

- Faculty and staff are paid at the top-quality market rate on up-to-date salary study.
- Increase consulting / engagement to 90%.
- 99%+ of F/S indicate that their career goals were supported by college.

Jan-March 2025

- Identify opportunities in the community for employee consulting through DSC
- Create plan for consistent development opportunities for F/S in every department.

April-June 2025

- Committee to create policy for F/S pay and monitor data on market for salary.

July-Sept 2025

- Access capacity of work areas and identify areas that need support.
- Select an internal and external stakeholder that serves as ambassador of consulting.

Oct-Dec 2025

- Evaluate previous quarters' work and modify as needed – this will be a standard process across the campus and part of our “Ways of Working”

ENABLER Resources

Horizon Map

Overarching Goal: Financial, Staffing Resources and Infrastructure that supports Vision 2050 and beyond

Horizon Goals

Horizon 1 1-3 Yrs

- Established Project Management capacity
- Develop comprehensive campaign and infrastructure plan
- Fundraising meeting demand
- Centers resourced for mission

H1 Projects

- Project Manager/ PMO
- Fund raising and Capital Campaign Plan
- Facility Master Plan
- Initiate a Technology Advisory Council
- Assess Center(s) resourcing and develop / implement plan to support

Horizon 2 3-10 Yrs

- Comprehensive campaign and infrastructure plan

Horizon 3 10+ Yrs

- Recognized for endowment growth (nationally recognized by peers)

Jan-March 2025

- Put fundraising plan into action
- Search committee for Project management team

April-June 2025

- Identify goals for advisory council

July-Sept 2025

- Create plan for continual engagement with donors

Oct-Dec 2025

- Evaluate enacted campaign and infrastructure plan for areas of improvement.