



2010-2011 STRATEGIC PLAN: DIVISION/DEPARTMENT/UNIT GOAL DEVELOPMENT WORKSHEET

STRATEGIC GOAL 1: Renewing excellence in undergraduate education to meet students' 21st century education needs. **(Excellence)**

STRATEGIC GOAL 2: Creating USG system enrollment capacity to meet the needs of 100,000 additional students by 2020. (10,000 enrollment at Dartton College by 2020) **(Enrollment Growth)**

STRATEGIC GOAL 3: Increase the System's participation in research and economic development to the benefit of a global Georgia. Enhance and encourage the creation of new knowledge and basic research across all disciplines. **(Economic Development and Research)**

STRATEGIC GOAL 4: Strengthening the USG's partnerships with the state's other education agencies. **(Partnerships)**

STRATEGIC GOAL 5: Maintaining affordability so that money is not a barrier to participation in the benefits of higher education. **(Affordability)**

STRATEGIC GOAL 6: Increasing efficiency, working as a System. **(Efficiency)**

Instructions: Each Division/ Department/ or Unit of Dartton College is required to collaboratively determine the specific strategic goals listed above that will be addressed using measurable objectives. The sources of data to assess progress are stated on this worksheet by the College Unit. At the end of the calendar year timeframe the progress section of the worksheet is completed by the College Unit reflecting achievements made or continued areas that need to be addressed.

January 2010 - January 2011

Division/ Department/ Unit	Strategic Goal Number	Measurable Objectives to Address Strategic Goal	Data Sources to Analyze Progress	Jan. 2010-2011 Progress & New Strategic Goals (updated at end of year)
<i>HUMANITIES</i>	1	Increase internationalism: Offer medical Spanish	Class schedules, Banner, Learning outcomes of courses, Syllabi	Change targets to remove the goal of adapting this to online course offering. January 2009 target: Offer course sequence January 2010 target: Increase course enrollment by 1% January 2011 target: Visit with Allied Health and Nursing Divisions to discuss how this program can better meet their needs. Increase course enrollment by 2%.
	2	Submit a comprehensive major capital proposal for the Humanities	Submitted document	January 2010 Target: Research needs for Humanities building January 2011 Target: Submit draft of capital proposal to VPBFS
	4	Strengthen partnerships with local and regional high schools	College calendar	To develop stronger partnerships across the region by allowing high schools access to our facilities for student events: Host Literary Competitions for regional High Schools Host State One Act Play Competitions January 2010 Target: Darton College continues to be the host January 2011 Target: Darton College continues to be the host; set up information tables at events to advertise programs at Darton College
<i>SCIENCE/MATH</i>	1	Each academic department will develop a plan for improving retention in its major	Number of students who declare math/science majors and later change their major or do not graduate; Number	Gather the baseline data from the last 5 years by major

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			of students transfer without graduating	
	1	Promote student use of on-campus and online math tutoring	Number of students using the math center (in person or online); List of places these facilities are advertised	An online math tutor was hired in January of 2010. He is keeping statistics on the use of his services. The new director of the math center has been charged with developing an overall assessment of the use and effectiveness of the math center.
	1	Encourage eligible students to MESA program	The annual MESA helpful data	55 students participated in 2008
	1	Each department will identify and pursue opportunities for internships, cooperative programs, service learning, and fast track programs	A list of companies in the area that take student interns will be created	The division is working on 2+2 agreements with Georgia Southwestern for math and computer science.
	1	Each department will identify and pursue opportunities for expanded learning opportunities such as undergraduate research	Division meetings discussing proposals regarding research	Spaces available and potential research opportunities for students will be identified
	1	Each department will identify new program opportunities as well as programs requiring revision or elimination	Number of majors in each program over the last several years	We are taking a hard look at the biomedical technology program

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	2	Address needs of underrepresented and first generation college students including goal setting, career counseling, and appropriate academic advising	Review plan to maintain MESA and STEM programs	The MESA and STEM scholarship address this need at present
	2	Schedule maintenance of college facilities to sustain the quality of appearance of campus structures	The number of students each laboratory can safely hold	Expand this goal to address safety and equipment
	3	Explore new program areas in the health care and technology related areas	Data regarding the number of faculty and cost of implementing desired programs will be gathered	Discuss implementation of 2 additional programs
	4	Provide math and science content based classes	Data regarding availability of faculty for instruction will be gathered	Added additional courses to meet growth needs of institution
	4	Increase numbers of faculty to teach math and science courses	Data regarding local adjunct and possible full-time faculty gathered	1 biology faculty member was added in 2010
	4	Hold math and science fair competitions for students	Data regarding number of students that participated gathered	Competitions were held, but funding limited in K12 reduced the number of participants in 2010-Encourage growth 2011
	4	Provide a summer teaching camp for rising juniors and seniors	Examine recruitment activities schedule for this endeavor	Yearly event to experience 1% growth to maximum attendance of participants-2010

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	4	Develop online classes for the associate of science and math	List of all that have been developed and expansion as required	Hybrid and online expansion for 2010-2011
	4	Invite students to attend a summer enhancement program in math	List of schools contacted, possible collaboration with Admissions	Explore implementation for fall 2011
	4	New brochures will be created and advertisement will be done/posters will be displayed	Review current marketing materials	Seek assistance from Institutional Advancement – ongoing activity
	4	Organize Math Madness	Examine cost and benefit	Explore implementation for 2011
	4	Host two forums on careers in STEM fields	Examine attendance and recruitment activities	Ongoing activity for STEM program growth
	4	Form a math and science club	Examine number of students that are interested	2 faculty involved at present, develop and implement by 2010
	4	Encourage eligible STEM student to enroll in the MESA program	Review attendance records and transfer activity between programs	10% transfer rate for 2010, 15% for 2011
<i>NURSING</i>	2&3	Upon BOR approval of sector change, request BOR approval for BSN program	Community requests, data from stakeholders	Determined by whether or not approval is gained

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	3	First year retention 50%	Retention rates following NURS 1112	Expand mentor program with additional faculty member
	3		Hesi scores >/+ 850	Review and analyze effectiveness of adding Meds Pub and Evolve computer assisted resources in addition to the mentoring program by reviewing student success on HESI exams in which grade weight has been applied
	3		Mid curriculum HESI exam scores	Exam has been developed based on Darton's curriculum and will be initiated Spring 2010
	3		Retention rates HESI scores	Continue to offer review of content prior to exams through use of the mentoring resources and video archived lectures
	3		Retention rates HESI scores	Review and revise the new curriculum initiated Fall 2009
<i>ALLIED HEALTH</i>	3	Increase the enrollment capacity in Allied Health	Carry over goal for Dental Hygiene of 30	Goal met 38 students for Dental Hygiene program
	3	Cancer Registry and Polysomnography certificates transition to associate degree completed	Transition completed, 20% growth expectations met	Grow Polysomnography to enrollment of 10 by fall 2010 Cancer Registry to an enrollment of 12 by fall 2010

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	3	Further expand EMS program offerings in rural areas	Meriwether and Worth county expansions	Georgetown efforts completed resources shifted to Meriwether and Worth Counties by summer 2010 to meet community requested training
	3	HCA collaborative- Ongoing	Contact HCA to assess current needs	Contact HCA and assess needs by Fall 2010, implement changes based on feedback to meet training/educational needs
	3	Ongoing marketing efforts to continue ALHE divisional growth	Growth across ALHE program areas	ALHE programs will be at full-capacity as determined by accreditation standards across program areas fall 2010
	3	Adjunct and full-time recruitment of content experts and replacements to departing faculty is accomplished	Radiology Sciences Program Director, Hemodialysis Adjuncts, and HIT Program Director and new faculty member represents areas of need	Hire Radiology Sciences program director, Hemodialysis adjuncts, and HIT Program Director and faculty member by summer semester 2010
	3	Involve relevant advisory committees in faculty recruitment process	Determined by capacity of division to replace departing faculty members and hire adjuncts	Goal fully staffed faculty/staff in ALHE division for fall 2010
	3	Develop and implement first of Radiology Sciences program CT scan and Hemodialysis Patient Care programs for Spring 2011	Hire full-time and adjunct faculty members, fall 2010, implement programs by spring 2011	Hire fall 2010, implement programs by spring 2011
	3	Change name of the Allied Health Division to Health Sciences Division by Spring 2011 to better reflect current practice	Gain approval from Academic Committee, and from higher administration	Approval gained by fall semester 2010, literature website and program information updated by the end of spring semester 2011

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GLOBAL EDUCATION	#1, #3, #5	Raise funds for scholarships for international students	Darton College Foundation receipts	Ongoing effort- Raised funds for students to study abroad and to recruit students from other nations
	#1, #3, #5	Raise funds for South Georgia Darton College students to study abroad	Darton College Foundation receipts	Ongoing effort- Raised funds for students to study abroad and to recruit students from other nations Global promotion/fundraiser offered spring 2011
	#1, #3, #5, #6	Participate on System Councils such as SCIE (System Council on International Education), Study Abroad, and other affiliated as well as ancillary councils/ organizations	Minutes from meetings and membership information sources, as well as documents re: global matters	Active participation on relevant boards-Member at large status achieved
	#1, #3, #5, #6	Facilitate study abroad for faculty, staff, and students.	Participation #'s.	See above- Ongoing efforts with fundraisers, video production to promote global education
GLOBAL EDUCATION WITH STUDENT AFFAIRS OFFICE OF STUDENTS	#1, #2, #3, #5	Facilitate recruitment of international students	Enrollment #'s	Hosted international visitors-Chinese delegation- Ongoing efforts
	#1, #3, #5, #6	Establish MOU's with institutions and other entities to facilitate study abroad	MOU's	MOU's with other organizations are being negotiated

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	#1, #3, #5, #6	Facilitate work of Global Center Committee	Specific outcomes from meetings and activities implemented	Establishing MOU's with other organizations to facilitate
GLOBAL EDUCATION	#1, #3, #5	Increase global awareness	Events and activities, marketing, public relations, media and other coverage, a survey	International awareness fair on campus off campus- Ongoing effort
GLOBAL EDUCATION W/STUDENT AFFAIRS	#1, #3, #5, #6	Establish College's own study abroad program	Documents showing planning and implementation; study abroad participation; launch of first program and actual study abroad.	Program is established-Ongoing effort, student recruitment
ADMISSIONS	2	Darton College will continue to increase outreach to unrepresented groups.	Marketing, advertising, and recruiting students outside of our 14 county service area in Georgia, Florida, and Alabama	Ongoing- efforts including grant funded endeavor to reach rural underserved areas
	4	Darton College will continue to adhere to USG admissions policies as well as align with high school requirements	We are aligned with USG admissions policies and procedures	Darton is maintaining alignment with the USG and high schools
	4	Continue to recruit and increase participation in the ACCEL program.	Recruiting ACCEL and Honors students more aggressively.	ACCEL program recruitment is an ongoing area of focus
	2	Increase enrollment by 1% (January 2009)	Banner	Headcount increased Fall 2009 over Fall 2008 by 13.2 percent

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	2	Increase enrollment by 1%. Increase course offerings	Banner	Fall 2009 headcount enrollment increased 14.47 percent over Fall. Students enrolled in 33 courses in Fall 2009 while they enrolled in 30 courses in 2008
	2	Support Construction of new building by Industrial Development Commission. Construction should be underway. Community has set January 2012 as target from completion of building. (January 2011)	Cordele-Crisp Chamber of Commerce	January 2011
	2	Minimum enrollment growth of 1 percent	Banner	January 2011
	2	Move into new building. Begin process to have Board of Regents take possession of the building	Cordele-Crisp Chamber of Commerce	January 2012
	2	Begin SACS approval process for Cordele Center	VPAA	January 2012
	2	First two plus two program begins on Cordele Campus with four-year institution.	VPAA	January 2013

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	2	Complete SACS approval process for center	SACS	January 2013																
	2	Add Allied Health Program to center programs	VPAA	January 2014																
ONLINE	2	Increase credit course offerings in 8-week term schedules	Fall, Spring and summer Advising Schedules	<p style="text-align: center;"># of B-Term Classes offered</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>Fall</th> <th>Sp</th> <th>Smr</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>48</td> <td>33</td> <td>14</td> </tr> <tr> <td>2009</td> <td>59</td> <td>38</td> <td>15</td> </tr> <tr> <td>2010</td> <td>65</td> <td>58</td> <td>15</td> </tr> </tbody> </table>		Fall	Sp	Smr	2008	48	33	14	2009	59	38	15	2010	65	58	15
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	2	Increase percentage of online credit hours to reach 32% of all Darton College credit	SCT Banner reports for Fall, spring and Summer	<p style="text-align: center;">% of Darton credit hours via online</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>Fall</th> <th>Sp</th> <th>Smr</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>16%</td> <td>19%</td> <td>31%</td> </tr> <tr> <td>2009</td> <td>20%</td> <td>24%</td> <td>36%</td> </tr> <tr> <td>2010</td> <td>23%</td> <td>26%</td> <td>39%</td> </tr> </tbody> </table>		Fall	Sp	Smr	2008	16%	19%	31%	2009	20%	24%	36%	2010	23%	26%	39%
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	2	Implement new online student recruitment strategies not currently utilized at Darton	Online Enrollment Counselor	No changes for 2009 2010 Goal: 1) Power Point slide show to permanently be linked from Online Division home page offering complete information about online classes and support at Darton																

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	2	Expand use of Emas Pro by Online enrollment Counselor	Online Enrollment Counselor	Installed on desk top; implementation hindered by personnel change with dedicated Emas Pro employee at Darton
	2	Create and implement informational sessions for potential new online students	Online division calendar; departmental records Access data base	2009: no change 2010 goal: Online Enrollment Counselor will host quarterly webinars via Wimba with Power Point informational slides and Q & A in real time
	2	Create and implement student success seminars via technology delivery to positive impact student	Online Student Success Counselor records; calendar	2009: PowerPoint slide show was created; personnel turnover hindered implementation 2010: Goal of offering webinars via Wimba to all current students during first two weeks of academic sessions
	2	Increase utilization of the READI self-assessment tool for pre-online students	Online Student Success Counselor records; department calendar	2009: no change 2010: Goal to increase usage of Wimba by Darton faculty by 10%
<i>BUSINESS/ SOCIAL SCIENCES</i>	1	Increase Service Learning Program student participation by 10%	Enrollment forms submitted by participating faculty	Some enrollment shift to servant leadership program noted, focus has shifted
	1	Increase the number of faculty participating in the Service Learning Program by 10%	Enrollment forms submitted by participating faculty	Due to above dynamics not met at this time-ongoing
	4	Increase the number of teacher education majors by 7%	Banner generated list of teacher education majors	Ongoing goal

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	4	Increase the number of minority teacher education majors by 5%	Banner generated list of teacher education majors	Ongoing goal
	3	Provide a testing center for students and the public to obtain industry certifications	Review testing center statistics relative to certification exams given	Prometric Testing Center went live 2010
	3	Provide programs consistent with industry growth and demands in computer and technology related areas	Maintain Business Computer Systems Advisory Committee and review minutes and recommendations from advisory committee	Ongoing --Cisco networking, added summer 2010 computer forensics course for criminal justice majors
	3	Provide computer and technology related programs that lead to industry certification	Review certification objectives relative to Cisco, CompTIA, and Microsoft	See above Cisco and others
	3	Maintain relationship with computer industry leaders through academic alliances	Maintain Cisco Networking Academy Microsoft Academic IT Academy and CompTIA Education to careers (E2C) program	Advisory committees , driven by community leaders, October 2010 2+2 agreements
	6	Revise existing Memorandum of Understanding (MOU) or create new MOU's for Business Computer Systems (BCS) 2+2 program with Georgia Southwestern (GSW) to allow transfer of courses	MOU's will be maintained by office of the Vice President of Academic Affairs and the Business/Social Science Division Office	See above 2+2 agreements

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		from Cisco and Microsoft Networking programs		
	6	Increase Business/Social Science Division MOU's by 2 per year	MOU's will be maintained by office of the Vice President of Academic Affairs and the Business/Social Science Division Office	Exceeded with GSW and HST program MOU's -ongoing
	6	Increase Business/Social Science division articulation agreements by 2 per year	Divisional Articulation agreements will be maintained by office of the Vice president of Academic Affairs and the Business/Social Science Division Office	Ongoing with Lagrange programs, continuing to develop
	1	Increase enrollment of Occupational Experience by 20%	Class rosters	Ongoing goal occupational experience remains viable for student body revamping of SIFE program
	1	Increase community and business partnership in Occupational Experience	Review internal initial forms	See above remains viable, working on additional MOU's for student placement
INSTITUTIONAL ADVANCEMENT	5	Increase the level of annual giving through fundraising	Direct mail, special events and email	Exceed annual giving between 2010-2011 through fundraising by \$10,000
	5	Increase donor prospects for the immediate and long term future of the college	Community events, Area Counties Chamber of Commerce, Civic Organizations	Identify individuals and corporations through established contacts in 14 county service area

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	5	Increase funding for the Darton College Foundation	Attempt to hold more campus and community-wide campaigns/events that yield a higher profit per event to enable the foundation to award more scholarships	Annual Spring Gala Annual Fall MusicFest Annual Dinner Theatre for with the Humanities Division Annual Reverse Raffle with the Athletic Department Partnership with local hospitals Partnership with Dougherty County Medical Society Special Events
	5	Increase annual fund drive participation each year	Segment donors in prospect database based on demographic information to aid in solicitations	Donors categorized by income, occupation, age, and location
	5	Streamline fundraising events for greater profit potential per event	Concentrate efforts on providing events that yield greater income for the Darton college	Annual Spring Gala in May of 2010 netted \$20,000 more than previous fiscal year, increase another \$20,000 for 2011.
	5	Develop alumni as a source of revenue and support	Increase communications with alumni	Segment alumni based on graduating class and lifestyle patterns for solicitations Developed communications in the form of an e-newsletter every other month
	5	Expand alumni database	Identify and cultivate high net worth alumni	Expand the number of potential donor contact information
	5	Increase alumni giving participation	Utilize alumni to solicit gifts from alumni database during campaigns Each alumni (graduate) to receive one phone call per	Alumni serve on several active fundraising committees Alumni Phonathon and Solicitation is ongoing

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			year	throughout the fiscal year
	5	Increase alumni giving participation cont.	Records regarding giving amounts	Alumni Association to hold at least one major event on campus each year
	5	Create strategic corporate alliances and partnerships to provide financial and professional resources for programs	Develop relationships with community corporations to facilitate support of the college	<p>Promote use of the theatre, arena, and other facilities on campus to community businesses as a source of revenue for the college</p> <p>Work with the Career Center to identify and expand opportunities to provide our students with employment, mentorship, and internship opportunities with companies throughout our service area</p> <p>Work with Continuing Education to create strategic partnerships with corporations to assist in meeting their employee training and education needs</p>
	5	Establish a clearing house for external funding opportunities	All Darton College Foundation income derived through fundraising activities to be placed in correct designated separate funds accounts	Designate separate accounts for new fundraising activities
<i>ITDL</i>	2	Improve the ratio of students to Helpdesk/Audio Visual technicians	Number of lab workers per 800 Students	Ongoing- improve with additional staff

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	1	Improve the ratio of students to Multimedia Specialists	Number Multimedia Specialists 1250 students	Ongoing
	1	Web 2/0. hardware software upgrades and exploration of new appropriate technologies	Number of services offered such as Blogging and Wikis	Ongoing, constant exploration of new technologies
	1	Provide professional development for using online course management systems (Blackboard Vista) for Faculty and staff.	Percentage of faculty using ITDL resources	Completed routinely on professional development days and on demand
	1	Meet regularly with Deans to discuss the services and expertise ITDL offers.	Number of Deans meetings	Attended Deans meetings and discussed applications of technology
	6	Send ITDL staff to certified Vista Admin Training	Number of individuals trained	Ongoing, attended by one staff
	6	Send ITDL staff to professional development courses.	Number attending	Ongoing- sent many of ITDL staff to meetings and relevant cost effective conferences to advance knowledge of technological applications
<i>Initiative I: Redesign Learning Support Mathematics</i>				
<i>ACADEMIC AFFAIRS</i>	1&3	Request a mission change for next strategic cycle to gain State College status	Sector change request to be made following BOR policies	Application for sector change to be made when appropriate for timeline

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	1	Review course content and select best support resources.	Regular meetings began 5/25/10 and will continue every Tuesday and Thursday through Summer	Ongoing
	1	Conduct a comprehensive needs assessment of the Southwest Georgia region and gather employer feedback to determine baccalaureate degree educational needs	Conducted to determine program development	Ongoing
	1	Develop modules and support content	A full draft is complete, but will undergo extensive modification throughout the Summer and Fall of 2010	Ongoing
	1	Develop Math Lab Instructor guidelines and training plan	Under development	Ongoing
	1	Develop focus group leader guidelines and training plan	Under development	Ongoing
	1	Pilot Introductory Algebra courses	Courses planned in Cordele and Albany in the Fall and Spring terms of 2010-2011	Ongoing
	1	Pilot Intermediate Algebra courses	Courses planned in Cordele in Fall 2010 as well as in Albany in the Spring 2011	Ongoing

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	1	Prepare for future Math Computer Lab needs, including purchase of 50 computers	Considering modification of current classrooms and use of A Building Computer Lab; awaiting word on a grant application for a larger campus lab	Ongoing
	1	Develop data collection and dissemination procedures	Courses planned in Cordele in Fall 2010 as well as in Albany in the Spring 2011	Ongoing
	1	Modify Financial Aid and registration & records procedures to meet new course needs to accommodate different course levels of LS math	Preliminary discussions have begun	Ongoing
	1	Work with USG policies to adjust to Learning Support time limit rules	Preliminary discussions have begun	Ongoing
<i>Initiative II: Assist Students in Setting Clear and Attainable Career Goals</i>				
	1	Identify the number and percent of FTFT students who (a) declare their major as Undecided, (b) declare their major as General Studies	Under development	Ongoing
	1	Identify average length of time FTFT students are Undecided prior to declaring a major	Under development	Ongoing

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	1	Develop course materials to assist FYE Instructors with implementation of the Career component	Will develop course materials as part of training FYE Instructors in July 2010	Ongoing
	1	Train FYE Instructors to use the Georgia Career Information System for Career Exploration and access to the career assessments	Training scheduled for July 2010	Ongoing
	1	Use survey to determine confidence and commitment of FTFT in their major (administered in FYE class prior to Career component).	Under development	Ongoing
	1	Develop survey for DART 1000 class to determine if students have changed their major based on the Career component introduced in the class and determine if confidence level of major chosen has increased. (Administered after Career component is introduced in the classroom)	Under development	Ongoing

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	1	Begin tracking of new Undecided/General Studies FTFT students	Under development	Ongoing
	1	Refer students to Career counseling who are experiencing difficulties choosing a major or are not confident with their chosen major after completion of DART 1000	Ongoing	Ongoing
Initiative III: Utilize Early Intervention Strategies				
	1	Identify and select a computer software program that integrates all early alert systems on campus	A draft is complete, but will undergo extensive modification throughout the Summer and Fall of 2010	Ongoing
	1	Develop procedures to collect data and disseminate to First-Year Experience (FYE) Instructors for follow-up with students	Under development	Ongoing
	1	Develop communications plan for follow-up on students who have been flagged by early alert system	Under development	Ongoing

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	1	Develop FYE guidelines and training plan, including referral training	A full training for FYE Faculty is in place, but will undergo modification throughout the Summer and Fall of 2010	Ongoing
	1	Develop a standardized contact information form to be used by FYE Instructors		Ongoing
	1	Facilitate communication between FYE and core Faculty Members	Under development	Ongoing
<i>Initiative IV: Facilitating Success Among Minority Students</i>				
	1	Pilot the first orientation program in July of 2010	Program has been designed and ready to implement	Ongoing
	1	Utilize early-alert system to maintain communications with minority students	Program has been designed and ready to implement	Ongoing
	1	Assess the orientation program through survey for changes for 2011	Under development	Ongoing
	1	Encourage all African American male students to become engaged in multiple student activities and organizations	Program has been designed and ready to implement	Ongoing

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	1	Encourage all African American male students who have not declared a major to take Myers-Briggs personality test & meet with Career Center Staff during the first semester. Also, initiate a follow-up contact with students to encourage them to declare a major by the end of Spring semester	Program has been designed and ready to implement	Ongoing
	1	Present workshops on dressing for careers, interview techniques and career options throughout the academic year	Ongoing	Ongoing
ACADEMIC AFFAIRS	1	Plan, implement and evaluate strategies that will improve the retention and graduation rates at Darton College (DC)	Retention and graduation reports	Retention and graduation plans have been implemented by the Academic Divisions. There will be a 1% increase in retention and graduation-ongoing
	1	Further develop capacity of the FYE program to better meet the needs of learners	FYE participation data	FYE program in place, further develop types of FYE content offerings to meet learner needs
	1	Promote student use of the on campus and an online Writing and Math Centers	Usage reports from labs	1% increase in student usage

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	1	Encourage eligible students to participate in the college's strong MESA program that assists minorities and women in the STEM majors.	MESA is in its 4th year. Student participation continues to increase, review program totals	1% increase in student participation
	1	Initiate activities to improve the quality of information to students and student advisor interactions	Assess student usage of Advising & Career Center	Increase use of Advising & Career Centers by 1%
	1	Review & revise advising mission, structure & plan	Revision performed yearly by Advising Committee	Performed yearly and given to faculty
	1	2-year course schedule is developed	Academic Divisions develop 2-year schedule for submittal	Course schedule for 2-year time frame is published-Ongoing
	1	Recruit, develop and reward faculty for teaching excellence	4 awards given for excellence in annual Honors Celebration	Awards to be continued
	1	Recognition of years of service	Service recognition to be given Faculty/Staff Days	Recognitions to continue
	1	Provide faculty development opportunities on and off campus	Events participated in per Division	Ongoing events to meet development needs

Division/ Department/ Unit	Strategic Goal Number	Measurable Objectives to Address Strategic Goal	Data Sources to Analyze Progress	Jan. 2010-2011 Progress & New Strategic Goals (updated at end of year)
	1	Identify and expand internships, cooperative programs, service learning, and fast-track programs	Each division or department will pursue internship and other opportunities-Data is emergent from these events	Implement at least 2 additional programs
	1	Expand appropriate undergraduate research opportunities	Divisions will explore and pursue integration of research components	Implement at least 1 additional program per division
	1	Student learning outcomes will be routinely assessed using appropriate measures	Data will be collected using current instruments and procedures	Improved measures will be determined and implemented
	1	Collected data regarding programs will be used to determine program effectiveness in meeting learner and community needs	Divisions will identify new programs for possible creation and well as modification or elimination.	1 additional program will be implemented
	1		Focus group feedback from faculty, staff, community, students and employers will be used	Ongoing program effectiveness will be determined via these sources of data
	1	The honors program will grow with increased student participation	Determine 2010 participant statistics	Increase honors participation through enrollment by 10%
	1	Identify and implement opportunities for leadership in area of applied technology	Proposals for cutting edge technological application will be implemented (OIT, ITDL, faculty collaboration)	Implement 1 additional application of advanced technology

Division/ Department/ Unit	Strategic Goal Number	Measurable Objectives to Address Strategic Goal	Data Sources to Analyze Progress	Jan. 2010-2011 Progress & New Strategic Goals (updated at end of year)
	1	Identify and expand personal enrichment and community oriented programs	Specific community-oriented and servant leadership programs will be examined for participation	Implement 1 servant leadership community-based event
ACADEMIC AFFAIRS/ STUDENT ACTIVITIES	1	Recruit and promote minority teaching faculty members, staff and administrators	Review current yearly statistics relative to minority faculty employed at DC	Implement 1 new advertisement venue to attract new minority faculty, staff, and administrators, hire 2 new minority faculty members
	1	Balance part-time to full-time faculty ratios to within norms for a community college that is the size of DC	Review end of semester data to determine ratios	Based on budget hire full-time faculty members
	2	Provide for increased capacity of DC to operate branch sites to meet the needs of underserved communities	Expand Cordele Center and gain approval of relocation down town sector	Increase enrollment 1%
	2	Develop Phase II of on-campus housing	Based on need for more housing to support growth	Planning stage fall 2010
	2	Maintain cleanliness of facilities and grounds	Grounds and buildings maintained to support growth of campus and enrollment	Ongoing activities to support growth and campus activities throughout the year
	2	Complete Student Activities Center building	In operation Fall 2010	Fall 2010

Division/ Department/ Unit	Strategic Goal Number	Measurable Objectives to Address Strategic Goal	Data Sources to Analyze Progress	Jan. 2010-2011 Progress & New Strategic Goals (updated at end of year)
	6	Darton College will collaborate with other University System of Georgia entities to update the core curriculum and align programs of study	Internal and external stakeholder input	Process ongoing with Fall 2012 system deadline for implementation across two-year colleges
ACADEMIC AFFAIRS	2	Darton College will increase outreach to underrepresented groups	Institutional reports will document progress	Enrollment of underrepresented groups will increase 3% for Fall 2011
STUDENT AFFAIRS		Design and implement specific advertising to reach underrepresented groups	Collaboration with Institutional Advancement	Advertisements in place-ongoing
		Provide career counseling and appropriate academic advising to underrepresented groups	Internal resources implemented	Minority advising in place
	4	Darton College will align admission and placement policies with relevant high school requirements	Stay in alignment with system and high school requirements	Remain aligned with USG admissions policies and high school requirements
	6	Campus personnel will attend USG conferences, seminars, and workshops to ensure a current knowledge of USG initiatives in support of increased efficiency and effectiveness	Conferences to remain current attended Payroll will be outsourced	Knowledge base kept current through the attendance of appropriate institutional representatives in USG training events ADP outsourcing for payroll functions-implemented

Division/ Department/ Unit	Strategic Goal Number	Measurable Objectives to Address Strategic Goal	Data Sources to Analyze Progress	Jan. 2010-2011 Progress & New Strategic Goals (updated at end of year)
<i>FINANCIAL SERVICES</i>	6	The Darton College Energy Conservation Manager will collaborate to examine additional methods for significant energy conservation on the campus	Utility costs and success of conservation activities	Activities resulted in Darton College being recognized at the System level and by the Governor for conservation success- While square footage of managed buildings has increased utility savings have increased likewise, larger campus is operated (2009) on the utility budget of 2003 --efforts are ongoing
<i>CONTINUING EDUCATION & ECONOMIC DEVELOPMENT</i>	3	Expand the number of viable workforce development, professional development, and continuing education programs and student enrollment	Aceware Registration Reports to BOR	Increase the number of CE programs and students by 3%
<i>LIBRARY/MEDIA CENTER</i>	1	Provide and maintain library /media center support for on-campus, off-campus and distance program offerings	Analyze needs for support in all program areas	Maintain contacts with all academic areas relative to supporting educational endeavors