

# **Roane State Community College**

## **2022-2025 Strategic Plan**

**Tennessee Board of Regents**



***Roane State***  
**COMMUNITY COLLEGE**

# Roane State Community College

## Vision Statement

**Roane State Community College's vision is to be a premier learning institution that transforms lives, strengthens community, and inspires individuals to excellence.**

## Mission Statement

Roane State Community College is a comprehensive, public, two-year postsecondary institution serving the higher education needs of a wide-ranging eight-county service area, which includes Roane, Anderson, Campbell, Cumberland, Fentress, Loudon, Morgan, and Scott counties and expands to include Knox and Blount counties for the delivery of a broad range of health science programs. Roane State provides staffed teaching locations throughout the service area and multiple teaching delivery modes and distance education technologies to accommodate the learning needs of students balancing multiple priorities in the pursuit of their educational goals.

The college awards the Associate of Arts, Associate of Science, or Associate of Science in Teaching degree for students who wish to transfer to a four-year institution and provides career education for Associate of Applied Science degree or Technical Certificate graduates to enter the workforce. Roane State also upgrades employee skills with a wide range of continuing education and workforce development training offerings, provides several pathways to postsecondary education for high school students, and brings cultural, educational, and recreational opportunities to its communities.

Regardless of their program of study, Roane State students are provided a sound foundation in critical thinking and communication skills. Additionally, curriculum and learning experiences are designed to broaden students' understanding and respect for diverse ideas and cultures, encourage civic engagement and service, develop a sense of the global community, and prepare students for 21<sup>st</sup> century technologies.

*Roane State's mission is to improve the lives of individuals through the transformative power of education and to build thriving communities through partnerships for strengthening economic development. Just as Roane State expects its students to challenge themselves to engage in lifelong learning, the college accepts the challenge to sustain a culture of learning and innovation and to continually explore new and supportive ways to provide an educational experience that meets the current and future needs of its service area communities. In order to accomplish this, Roane State is committed to providing a safe and inclusive learning and working environment with respect for the culture, identity, experience, beliefs, and abilities of each member of the college community.*

## Values Statement

The college community affirms as its highest values honesty, integrity, respectful communication, and a commitment to personal and professional accountability and measures its institutional success by the success of its students.

# 2022-2025 Strategic Plan

## 1. RSCC Goal: Postsecondary Participation

**Roane State will broaden opportunities for residents of its service area to access educational programs and services that will enrich their lives and strengthen their communities.**

Objective 1.1: RSCC will optimize enrollment of student populations, including high school students, recent high school graduates, non-traditional age students, low-income, first-generation, and those with the lowest rates of postsecondary enrollment.

- ✓ Objective 1.1 Success Indicator: Enrollment will meet or exceed levels established in the 2022-2025 SEM plan for each targeted student population by 2024/25.

Objective 1.2: RSCC will create and maintain student-centered admissions and onboarding processes and services.

- ✓ Objective 1.2 Success Indicator: 75% of entering students will complete a RSCC welcome survey that gathers information not apparent based on their application data in order to facilitate the delivery of needed supports and services.

Objective 1.3: RSCC will increase students' access to market-driven, flexibly-delivered courses and programs.

- ✓ Objective 1.3 Success Indicator: New programs developed in collaboration with business and industry will include a needs assessment demonstrating workforce need and validating employment potential.

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## 2. RSCC Goal: Student Persistence and Success

**Roane State will build pathways, design and deliver learning environments, and provide supportive services that will advance students' accomplishment of their educational goals.**

Objective 2.1: RSCC will improve semester-to-semester retention rate of student populations, factoring for age, income, full-time/part-time status, and those with historical trends for lower success rates.

- ✓ Objective 2.1 Success Indicator: Overall retention rate will improve by 2% over 2021-22 baseline; gains for populations with gaps will meet or exceed gains for populations without gaps.

Objective 2.2: RSCC will improve 3-year graduation rate of student populations, factoring for age, income, full-time/part-time status, and those with historical trends for lower success rates.

- ✓ Objective 2.2 Success Indicator: Overall 3-year graduation rate will improve by 1.5% over 2021-22 baseline; gains for populations with gaps will meet or exceed gains for populations without gaps.

Objective 2.3: RSCC will create and maintain student-centered scheduling and instructional delivery options.

- ✓ Objective 2.3 Success Indicator: The RSCC course schedule will include on-ground, online, and accelerated options for 75% of the academic inventory.

Objective 2.4: RSCC will close academic achievement gaps, age, income, first-generation status, full-time/part-time status, and those with historical trends for lower success rates.

- ✓ Objective 2.4 Success Indicator: Achievement gaps for student populations will be reduced incrementally over the planning period in top 10 enrollment courses.

Objective 2.5: RSCC will enhance the campus environment to optimize sense of belonging, inclusion, and engagement.

- ✓ Objective 2.5 Success Indicator: RSCC will incrementally increase over the planning period opportunities for students to build community with other students in non-academic settings.

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### **3. RSCC Goal: Quality Learning and Working Environment Roane State will demonstrate excellence and institutional effectiveness through a commitment to the identification and maintenance of high standards, ongoing assessment, and continuous improvement of programs, services, facilities, personnel, and student learning.**

Objective 3.1: RSCC will demonstrate evidence of effectiveness in every college unit and function.

- ✓ Objective 3.1 Success Indicator: All departments and divisions will document objectives, results, and use of results in Strategic Planning Online by the end of each planning year.

Objective 3.2: RSCC will integrate high impact teaching and learning practices into the curriculum.

- ✓ Objective 3.2 Success Indicator(s): The percentage of faculty integrating collaborative and project-based learning as part of the Learning in Action QEP will increase incrementally over the planning period; the percentage of course sections integrating other TBR recognized HIP's will increase to 10% of all sections by the end of the planning period.

Objective 3.3: RSCC will meet or exceed benchmarks for student learning.

- ✓ Objective 3.3 Success Indicator: RSCC will meet or exceed academic benchmarks established in the institutional Achievement Arch

Objective 3.4: RSCC will deliver high quality professional learning for employees.

- ✓ Objective 3.4 Success Indicator: Short-term and long-term strategies in RSCC's ATD Professional Learning Plan will be implemented and annually evaluated for continuous improvement.

Objective 3.5: RSCC will recruit and retain highly qualified faculty and staff

- ✓ Objective 3.5 Success Indicator: New employees participating in onboarding welcome orientation will express positive responses to post-orientation survey.

Objective 3.6: RSCC will construct and maintain facilities, equipment, and safety infrastructure to support quality learning and working environments.

- ✓ Objective 3.6 Success Indicator: An education and training plan for emergency procedures will be developed and implemented for all campuses.
- ✓ Objective 3.6 Success Indicator: Design and construction on Knox County, Cumberland County, and Fentress County will progress on schedule

Objective 3/7: RSCC will maintain a Composite Financial Index score adequate to maintain the financial health of the institution.

- ✓ Objective 3.7 Success Indicator: Composite Financial Index score exceeding TBR expected level of 3.

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#### **4. RSCC Goal: Community Vitality and Workforce Development Roane State will work to promote community vitality and workforce development through outreach for the establishment of collaborative, entrepreneurial, and innovative partnerships and initiatives**

Objective 4.1: RSCC will utilize education and business/industry partnerships to support enhanced community and workforce development.

- ✓ Objective 4.1 Success Indicator: TCAT diploma graduates transitioning to RSCC to follow new educational pathways will increase incrementally over the planning period.

Objective 4.2: RSCC will increase work-based opportunities for career program students.

- ✓ Objective 4.2 Success Indicator: Internship and apprenticeship opportunities offered to career program students will increase incrementally over the planning period.

Objective 4.3: RSCC will provide multiple options for workforce training and preparation.

- ✓ Objective 4.3 Success Indicator: RSCC will develop new competency-based training based on business/industry needs that can be delivered as non-degree and degree credit offerings.