

Roane State Community College
Strategic Goals and Objective
2000-2005

Summary of Progress 2001-2002

Several major initiatives involving organizational and/or cultural change were deferred pending appointment of a new permanent president. These include adoption of a "learning college" organization and culture, development and implementation of an international education program, a substantial increase in service learning initiatives for students, and several others. (Most of these initiatives did not have established benchmarks for the first years of the planning cycle.) President McCamey has begun college conversations about these initiatives as part of a series of ongoing strategic planning retreats.

Goal I: To enhance educational excellence by:

a. defining and creating an organizational culture that places learning at the core of every decision and action

No 2001-2002 benchmarks established. The college Strategic Planning Committee is currently exploring the parameters within which Roane State can align with Learning College principles.

b. creating and maintaining learning centered instructional and service environments to prepare students for responsible roles in a complex and rapidly changing world

1. Increase by one per year the number of "self-service" student support and administrative processes

- Developed and implemented "Smartsearch," online access to the RSCC schedule of classes; enables searches based upon location, course, instructor, time, or day (www.roanestate.edu/schedule)
- Added online application for admission/readmission
- Developed and implemented online services for student workers, including search and selection of available campus job openings and online option for mandatory training/orientation
- Implemented online budget submission process
- Added schedule of free tutoring services to Math/Science webpage

2. Upgrade technology in science labs incrementally throughout the planning period

- Equipped General Biology labs in Roane and Cumberland counties for interactive computer projects utilizing A.D.A.M. software and other multimedia resources
- Received donation of EEG machines to equip sleep lab for Polysomnography program
- Used streaming video in Respiratory Therapy program to give students experience with state-of-the-art equipment
- Purchased Pulse oxymeter through TAF funds for use by Nursing and other Health Science programs

3. Develop and implement interdisciplinary and across-the-curriculum teaching and learning initiatives

- Developed interdisciplinary Great Works Humanities course
- Established task force to benchmark best practices and develop multidisciplinary Learning Center for tutoring and other academic support for students
- Linked each college librarian with a curricular area for interactions regarding resource acquisitions, programming, and library instruction

4. Fulfill the goals and objectives of the Center for Teaching Arts and Technology as submitted in the restructured Center of Emphasis proposal
The position of Dean of Educational Technologies remains unfilled, primarily due to inability to offer competitive salary. In the interim, Associate Professor Steve Ward has been appointed Interim Director of the Center and has been well received by faculty and staff.

c. enhancing the quality of student life

1. Increase wellness awareness building activities and enrollment in Fitness for Living course by 30%

- Regular awareness building opportunities on wellness issues were implemented through activities, college-wide communications, and the Human Resources webpage
- Provided flu shots for faculty, staff, and students at Roane County and Oak Ridge campuses
- Enrollment in the college's Fitness for Living course increased in 2001-02 by 32% over 2000-01.

2. Continue implementation of SACS strategic Collegiate Experience Committee recommendations

- Administered Student Interest Survey to entering Freshmen
- Re-established and published student literary magazine; expanded into an arts magazine including visual arts and, eventually, music

d. increasing the Roane State college community's awareness, understanding, and interaction with the larger global community

1. Increase participation in Multicultural Day activities by 30%

Participation in the third annual Multicultural Day activities continued to grow. In addition to departmental and classroom activities, Cultural Expositions were held in the RSCC theatre on the main campus and at the Oak Ridge Branch Campus, and at all satellite campus locations. Activities included presentations, demonstrations, and performances. Approximately 85% of surveyed participants reported a satisfaction rating for the quality and quantity of activities of 3 (out of 5) or better. 90% agreed that it was valuable to continue this annual event.

2. Develop a plan to "internationalize" the curriculum

Plan deferred pending outcome of strategic planning discussions begun summer 2002.

3. Hosted exchange student from Magnitgorsk, Russia for one month at Oak Ridge Branch Campus. The student worked in various college offices, attended and addressed classes, and spoke with hundreds of students about Russian culture and the events of September 11.

Goal II: To create and maintain creative community partnerships and service initiatives in order to become a vibrant community learning center

1. Develop partnerships to incrementally increase community participation in college programs and activities
 - Collaborated with Leadership Roane County 2001 to present Roane County Chautauqua 2001, a bicentennial event featuring 30 cultural presentations and exhibits in 30 days at the Roane State Theatre
 - Partnered with local astronomy society to increase public stargazes at the Tamke-Allan Observatory to once monthly; partnered with Massachusetts Institute of Technology for special radio astronomy session
 - Partnered with Oak Ridge Rotary Club to make Street Painting Festival an annual event to benefit scholarships for Roane State students
2. Incrementally increase RSCC faculty and staff participation in community projects
 - Increased RSCC staff and student participation in "Project Roane," a tutoring program for area 8-12 year old students, by 40%.
 - Staff and students at RSCC satellite campuses continued community outreach through participation in activities and events.

Goal III: To continually enhance the quality of those programs and services distinctive to Roane State's mission, including a wide range of exemplary health care programs and a broad scope of distance learning programs and services

1. Incremental increase toward benchmarks of: 20% increase in clinical affiliations, 30% increase in technology-based instruction; feasibility assessment of at least one new program or certificate
 - Added clinical affiliations in the Nursing, Health Information Technology, Polysomnography, and Radiologic Technology programs.
 - Developed a part-time evening Nursing Program.
 - Developed and delivered online courses in Medical Transcription and Physical Therapy programs
 - Added technology-based instruction to curricula in Respiratory Therapy and Nursing
 - Offered Certificates of Advancement in CIT, MRI, Ultrasound, and Gerontology
 - Obtained site license for delivery of Critical Care Transport Training
2. Expand by 20% per year the number of programs and services accessible through the WWW
 - Increased Web course offerings by 70% over 2000-01 with addition of full online Medical Transcription Program and other courses in Physical Therapy, Business, and Computer Science
 - Developed and implemented "Smartsearch," online searchable access to RSCC class schedules

Goal IV: To strengthen the transfer program which prepares students for further baccalaureate study by enhancing the range and quality of academic offerings and increasing awareness of the high standards of the program and the success of its graduates

1. Revise at least one existing curriculum or develop at least one new course in each division
Faculty curriculum revisions/enhancements in divisions offering courses for transfer included:
 - Developed multi-disciplinary, team-taught Great Works Humanities course
 - Incorporated A.D.A.M. interactive software into Anatomy and Physiology courses
 - Developed International Studies seminar course

Goal V: To validate public confidence in the value of the Roane State Community College educational experience through a commitment to the assessment of student outcomes and to the sound management and continuous improvement of fiscal, administrative, instructional, and service programs and processes

1. Meet or exceed standards on performance measures for accreditation in all applicable programs
 - Maintained 100% accreditation rate for applicable programs
 - Paralegal Studies completed self-study for approval by ABA
 - Somatic Therapy completed self-study for accreditation by COMTA
2. Continue implementation of SACS strategic Learning Outcomes Committee recommendations
 - General Education and Assessment Committee provided leadership for General Education pilot pre-and-post test assessment project
 - Conducted proficiency level review of General Education curriculum as part of five-year program self-study
3. Conduct analysis of major cross-departmental processes to determine opportunities for improvement
 - Cross-departmental team began revision of staff performance evaluation process and instrument
4. Improve dissemination of academic data
 - Office of Institutional Effectiveness and Research developed and implemented Fact Book on RSCC website
 - Office of Institutional Effectiveness and Research developed schedule of regular information sharing of Performance Funding results

Goal VI: To create and maintain initiatives for employee recruitment, development, retention, satisfaction and rewards that recognize Roane State's faculty and staff as the most valuable of its resources

1. Increase number of faculty/staff participating in professional development by 10% per year
 - Increased the number of faculty and staff participating in professional development activities by 17% over 2000-2001
2. Conduct assessment of faculty and staff training needs related to critical internal processes

- Assessment identified need for training for new supervisors. Currently this training is provided through off-site opportunities; a supervisory training module will be developed internally for future use
3. Develop marketing strategies to recruit highly qualified faculty and staff
 - Advertised open positions in 12 different publications and on “Higher Education Jobs Online.” (60% of applicants learn of positions through RSCC HR webpage or through “Higher Ed Jobs Online”.)
 - Resume Builder developed to enable applicants to build and submit resumes online
 - Created “Job Line” that applicants can call to get latest job openings

Goal VII: To enhance the college environment and expand opportunities for students, staff, and community members by providing comfortable, safe, handicapped-accessible, conveniently located facilities that support effective learning and service and adequately meet enrollment and programmatic needs

1. Maintain progress toward approval/implementation of college capital and capital maintenance projects
 - Completed Scott County Multi-purpose Laboratory
 - Completed Phase 1 of main campus Infrastructure Replacement Project
 - Completed construction of Loudon County Higher Education Center
 - Conducted building automation study to determine needs/costs for repair/replacement of building thermostats
2. Conduct study of ergonomically safe work spaces for implementation of feasible and appropriate measures by the end of the planning period
 - Consulted with Baptist Corporate Health and Methodist Medical Center regarding most cost effective/efficient means of assessing workplace ergonomics; decided on case-by-case approach.
 - Conducted assessment of two employee work spaces; implemented recommended modifications and additional equipment; resulted in curtailed carpal-tunnel difficulties
3. Adapted space at the Knox County Center to provide a sleep laboratory to meet the needs of the Polysomnography Program

Goal VIII: To provide the widest possible range of programs and services by managing fiscal resources to accommodate new and expanding initiatives and by actively pursuing additional sources of state, federal, and private funding

1. Meet or exceed current private giving levels achieved through RSCC Foundation fundraising
 - Raised over \$450,000 from private donors to support college facilities, activities, and scholarships
 - Initiated alumni program to begin communication/interaction with college’s 10,000 graduates
2. Increase by 50% the number of grant proposals submitted during 2001-02
 - Goal achieved; during 2001-02, grant proposals were submitted (1) in partnership with Texas A & M University for NSF/ATE grant for a Geographic Information Systems Center, (2) in partnership with Nashville State Technical Institute and Vanderbilt University for NSF/ATE grant for TN Information Technology Exchange Center, (3) to ORNL Federal Credit Union to support a performance by the Koresh Dance Company (funding granted), and (4) to the U.S. Department of Education to extend Title III Planning Grant (granted)

Goal IX: To increase the rate of participation in Roane State's postsecondary programs by students representing a wide diversity of demographic groups and educational goals

1. Increase enrollment among targeted demographic groups incrementally throughout the planning period
 - Enrollment Task Force identified the following demographic groups and implemented a number of recruitment strategies to increase enrollment: African-American students, Hispanic students, adult non-traditional students, traditional students, students in low-enrollment programs as identified by the academic deans, and home-schooled students for advanced studies
2. Increase official enrollment to 5589HC/3837FTE

Official enrollment fell short of projected enrollment for 2001 (HC - 5589; FTE - 3837) but exceeded actual enrollment for 2000.

 - Official Headcount was 5233; FTE was 3647
 - HC was +2.63% over 2000; FTE was +4.98% over 2000

Goal X: To develop increasingly flexible, convenient, and service-oriented programs and services to meet the needs of Roane State's diverse student population and to ensure excellence in all new and existing educational formats and delivery systems

1. Enhance and expand accelerated courses and alternative scheduling options
 - 9 Computer Science and Office Administration courses were packaged as Flex Classes. Students enrolled in these open-lab concept classes may attend when the instructor is present, or at any other time of their own convenience, or during hours when another qualified instructor is available. Courses also feature online discussions and may be accelerated for early completion.
 - Offered new 12-hour Certificate of Advancement in “Healthcare Claims Specialist.”
2. Expand Web courses
 - Increased Web course offerings by 70% over 2000-01 with addition of full online Medical Transcription Program and other courses in Physical Therapy, Business, and Computer Science.
 - Developed curriculum for online Associates degree in Technical Communications as part of E-LearnIT program partnership for FIPSE LAAP grant project.

3. Continue implementation of SACS strategic Distance Learning Committee recommendations
 - Restructuring of Distance Learning deferred pending hiring of Dean of Educational Technologies
4. Expanded testing opportunities for College-at-Home classes, scheduled and walk-in Compass testing.

Goal XI: To increase Roane State's contribution to the workforce development of its service area by working closely with area employers, government agencies, and administrations to assess community needs and develop programs and educational services geared to market demand and regional resources

1. Assess RSCC role within the structure of new state workforce legislation; assign responsibility to oversee and coordinate workforce development initiatives
 - RSCC managed six county programs through the Workforce Investment Act, two county programs through Adult Education, and six counties for the Families First program
 - Developed a Future Stars program for WIA4 eligible youth; implemented the program in the college's six WIA 4 counties.
2. Develop viable tools to assess service area workforce needs and a formal process for interacting with area employers
 - RSCC President and Vice President for Academic Services continued "executive visits" with area CEO's, accompanied by a representative from the college's Centers for Training or the Coordinator for BUS, CMGT, and OAD programs, to assess employer needs
 - Developed job-matching services for workforce development organizations, employers, and institutions; recouped start-up investment during first year of operation.
 - Hosted New Programming Summit at Oak Ridge Branch Campus for college leaders and business/industry representatives
 - Partnered with Parkwest Hospital on "Opportunity Knocks Program," an effort to fill shortage of nursing and imaging specialist positions. RSCC admissions director provided information about Nursing and Radiologic Technology programs; Parkwest Hospital provides paid tuition and flexible work schedule to employees who enroll.
3. Develop credit and non-credit programs and training on the basis of market demand and service area opportunity
 - RSCC Centers for Training and Development offered 9 new "live" courses and 26 new web courses in 2001-02.
 - Delivered Parenting Seminars (mandated by the State of Tennessee for all divorcing parents of minor children) in Roane, Morgan, and Loudon counties
 - Courses based upon market demand and workforce needs were developed for short term training and career development in health care billing and coding, radiology, EMT critical care transport training
4. Develop and implement plan to market Roane State's training programs to the general public and to targeted business and industry
 - Despite significantly increased competition from organizations and institutions not bound by TBR guidelines on advertising practices, the following marketing strategies were implemented: increased newspaper advertising, improved web site, free information seminars, membership and participation in local business organizations

Goal XII: To strengthen articulation, cooperative relationships, and educational partnerships with K-12, the Tennessee Technology Centers, universities, and other institutions of postsecondary learning in order to facilitate students' accomplishment of their educational and career goals

1. Update all current articulation agreements by the end of Year Three; increase the number of new articulation agreements by 20% by the end of the planning period
 - RSCC Articulation Coordinator implemented the following:
 - Updated 50% of existing articulation agreements
 - Added twelve new articulation agreements with East Tennessee State University
 - Added articulation agreement with UT/Knoxville for all Engineering option baccalaureate degrees
2. Increase student enrollment in Tech Prep incrementally
 - Increased enrollment of students articulating Tech-Prep credits by 25% (7 General Technology degree seeking students articulated credits FY02; 13 high school Tech-Prep concentrators applied for RSCC articulation credits FY02.)
3. Work with area K-12 schools, TN Technology Centers, and universities to develop opportunities for mutually beneficial activities
 - Roane State's Big South Fork Tech-Prep Consortium has partnerships with 27 high schools, 4 TN Technology Centers, and 55 middle schools to provide competitive grants and training opportunities. 2002 training included GPS training and Health Science and Business career cluster workshops to encourage students to choose these career majors at postsecondary institutions.
 - Provided classroom space to Tennessee Technological University and Tusculum College at the RSCC Cumberland County Higher Education Center. RSCC elementary education graduates can take their entire junior year of TTU classes in Cumberland County; RSCC Contemporary Management graduates can articulate directly into Tusculum's accelerated B.S. degree. (TTU enrolls approximately 200 graduate and undergraduate students at the RSCC Cumberland County center each semester.)
 - Partnered with Scott County School System on 6-year GearUp Grant to increase college enrollment among at-risk eighth-grade students
 - Conducted minority workshop in Oak Ridge for 8th/9th graders, including simple hands-on activities in chemistry, geology, biology, use of the calculator, and a library tour
 - Worked with area two-year and four-year institutions to conduct joint recruiting mini-fairs in Loudon, Anderson, Knox, and Blount county high schools.
 - Coordinated three workshops with local high schools' health occupation faculty and guidance counselors to raise awareness about health career opportunities

- Provided library instruction to area health science teachers; bibliographic instruction at the Roane County campus main library for three area high schools
- Maintained membership in KAHS LC to provide RSCC students with access to library resources at local area hospitals and health libraries.

Goal XIII: To assist students in the accomplishment of their educational and career goals through such initiatives as improved customer service, advisement, and scheduling and strategies to increase completion rates in academic programs

1. Continue implementation of SACS strategic Student Service Needs Committee recommendations
 - Established Advisement Council to develop strategies for strengthening the quality and accessibility of advising services and processes. The following improvement actions were taken in 2001-02:
 - Developed method of running degree audits and accessing a variety of student information through Web for Faculty/Advisors and Web for Students
 - Developed orientation CD Rom to be distributed to students fall semester 2002
 - Improved advisor assignment process
2. Develop strategies to increase student awareness and ability to use articulation agreements
 - Articulation agreements are now available to students on Roane State's webpage; the site also includes links to course number (rubric) changes.
3. Other services for students
 - Online placement services are available for students; job vacancies are emailed to targeted groups based upon major
 - Online training for student workers
 - Financial Aid Office utilized case management system to provide full range of services one-on-one to students
 - Financial Aid Office instituted weekly visits to off-campus locations to finalize returning students' Fall status prior to Summer hiatus
 - Began development of internal tracking system to provide intervention for Developmental Studies students
 - Installed Career Scope computerized aptitude/personality career profiling software at seven campus locations

Goal XIV: To continue to place high institutional priority on the integration of the latest technologies into all major college processes and initiatives in support of the institution's learning mission and to provide the infrastructure necessary to support these initiatives

1. Continue implementation of SACS strategic Technology Committee recommendations
 - Conducted 95 training sessions for 775 faculty/staff at Center for Teaching Arts and Technology computer lab
 - Conducted 500 one-on-one training sessions for faculty/staff
 - TAF funding guidelines and instructions communicated widely to college faculty
2. Fulfill the goals and objectives of the Center for Teaching Arts and Technology as submitted in the restructured Center of Emphasis proposal

The position of Dean of Educational Technologies remains unfilled, primarily due to inability to offer competitive salary. In the interim, Associate Professor Steve Ward has been appointed Interim Director of the Center and has been well received by faculty and staff.
3. Incrementally integrate or upgrade technology in communication processes
 - Created 751 new web pages on RSCC web site, including searchable online schedule, online application, job tracking system and training for student workers, downloadable forms for records and registration
 - Implemented Web for Students (access to grades, unofficial transcripts, transfer credit, degree audit, etc.)
 - Implemented Campus Pipeline intranet service
 - Human Resources, Payroll, and Telephone Services forms made available to faculty and staff online
 - Implemented video Webcasting of special college events to enable all locations to participate
4. Incrementally equip classrooms on all campuses with multimedia teaching and learning resources
 - TAF Funds were used for the following:
 - Upgrade of all college IDEA interactive classrooms to Tandberg system, replacing all CODECS, the MCU, desktop microphones and some peripheral equipment. Faculty and student response has been uniformly positive, improvements resulted in less than 1% downtime
 - Acquisition of 2nd installment of E-Book collection
 - Computing needs in academic departments, including:
 - Upgrades to computers in Basic Art Lab, Music Department MIDI lab
 - A.D.A.M. software, computer, projection system for Cumberland County Biology lab
 - Instructional software for Health Information Technology, Radiologic Technology, Nursing, Physical Therapy, Office Administration; computer equipment for Occupational Therapy, Computer Science; video camera for Somatic Therapy, computerized lensmeter for Physical Therapy
 - Part-time students assistants in the college Writing Centers
 - Replacement of three computer labs at the Roane County, Oak Ridge, and Campbell County campuses (71 microcomputers); memory upgrades for all computer labs
 - Institutional funds were used for the following additional technology enhancements:
 - Continuation of computer replacement project for faculty/staff
 - Funds for competitive faculty instructional technology projects