

MISSION STATEMENT

Roane State Community College is committed to sustaining an environment for learning and working in which individual differences are recognized, respected, supported, and celebrated. The creation of a diverse campus community involves a college-wide commitment to recruit and retain students, faculty, and staff from a broad spectrum of physical, social, and ideological dimensions, as well as to promote opportunities for the connection and engagement of people and ideas. By serving as an open door to education for all citizens, Roane State assists in breaking cycles of under-education and prepares individuals for fuller and richer lives.

Access and Diversity Plan 2011-2015

Access and Diversity Task Force



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Introduction

Roane State Community College serves an inherently diverse community residing in a broad, divergent region of more than eight designated service counties. Access and diversity are a crucial element of the College’s campus climate. Roane State’s current student population includes male and female students of various ages, faiths, backgrounds, ethnicities, cultures, and abilities. The College is committed to become even more diverse than the communities whom we serve. Based on a broad range of psychological and sociological research, including projective data from the U.S. Census Bureau, by 2025, there will be an additional 72 million members of the U.S. population, to include 32 million Latinos, 12 million African Americans, and 7 million Asians, at a conservative estimated minimum. As such, issues of access and diversity will intrinsically continue to be a fundamental focus of our campus climate for years to come.

Recent Student Enrollment Trends

	Hispanic	Alaskan/ Indian	Asian	Black	Pacific Islander	White	2 or More Races	Unknown	Total
08 Fall	93	21	35	133	1	5020	93	135	5531
09 Fall	120	20	37	134	6	5430	112	422	6281
10 Fall	123	27	56	206	5	6041	110	271	6839

Note: Hispanic category includes all students of hispanic/latino ethnicity, regardless of race. All other categories include only students who are not of hispanic/latino ethnicity.



Access and Diversity Task Force Creation

Roane State has promoted diversity to a certain extent for many years. Several activities across the nine campuses/learning sites promote diversity, including intramural athletics, formal athletics, music and theater events, art exhibitions, and student activities.

In the fall semester of 2010, President Gary Goff appointed the Access and Diversity Task Force. The purpose of the group was to:

- ❖ *Formulate a vision statement that will provide a vision for planning and building diversity in all aspects of the College*
- ❖ *Define diversity, access, and other key concepts, specific to the College and our communities*
- ❖ *Review previous diversity-related endeavors, as well as improve their effectiveness*
- ❖ *Set measurable objectives by which success is defined and assessed*
- ❖ *Delineate the major areas of focus for the College*
- ❖ *Establish baseline and projected goals to ensure the success of our diversity plan*
- ❖ *Define and prioritize the specific groups who are under-represented among the College's population, for both students and employees*



Task Force Members, 2010

Member	Position
A. Odell Fearn	Director, Human Resources/Affirmative Action (Chair)
Karen Brunner	Asst. Vice-President, Institutional Effectiveness
Beverly Bonner	Asst. Vice-President, Student Affairs
Jack D. Walker	Director, Purchasing
Myra Peavyhouse	Dean, Humanities
Owen Driskill	Coordinator, News and Public Relations
Melissa Browder	Adult Education Supervisor, Workforce Development
Darren L. York	Coordinator, Instructional Technology

Access and Diversity Task Force

Mission Statement

Roane State Community College is committed to sustaining an environment for learning and working in which individual differences are recognized, respected, supported, and celebrated. The creation of a diverse campus community involves a college-wide commitment to recruit and retain students, faculty, and staff from a broad spectrum of physical, social, and ideological dimensions, as well as to promote opportunities for the connection and engagement of people and ideas. By serving as an open door to education for all citizens, Roane State assists in breaking cycles of under-education and prepares individuals for fuller and richer lives.

Vision Statement

Diversity, at the very least, empowers all members of the higher education community through the celebration of uniqueness and the recognition and understanding of the individual nature of each person.

Priorities

1. To recruit and retain diverse faculty and staff
2. To recruit and retain a diverse student population from all parts of our service area
3. To foster a climate on campus where all students, faculty, staff, and visitors are welcomed, supported, and valued
4. To foster an environment in the collective classroom that promotes not only education but a genuine commitment to diversity and individuality

Areas of Emphasis

1. Males
2. African Americans
3. Veterans/military personnel
4. Hispanics
5. Under-represented genders in specific academic areas of study

Both in the past and in the present, Hispanics and African Americans have been populations of interest for the College, to ensure that neither group was under-represented in our campus culture. Furthermore, a

growing trend nationally has begun that emphasizes not only an institution's under-represented populations but a careful analysis of under-represented populations by program of study. For example, women comprise 65-75% of most collegiate populations but represent less than 3% of the nation's law schools. With this in mind, the Task Force affirmed that Roane State should begin a means by which we ensure that our own programs are analyzed for any similar inequities or imbalanced populations. In the event that trends are discovered, action plans can and should be implemented for recruitment and retention, in collaboration with the Dean(s) appropriate.

Although Roane State has relatively small minority populations, they remain significantly underserved, even though they are growing quickly in the communities in which we serve. We believe there is a population of veterans that currently attend RSCC, however, we currently have no mechanism to track that data and we're confident there are services in which we need to provide to them. Additionally, RSCC has a large enrollment imbalance in gender because of fewer male students. It is our belief that the communities that we serve would benefit from these populations.

Current State of Diversity on Campus

Roane State traditionally has a longstanding history of both diversity and appreciation for diversity, dating back to the College's inception. Relevant to students, faculty, and employees, Roane State has consistently benefitted from and provided avenues for all of the citizens in its service area. Given the general lack of diversity and resources in the College's designated service areas, RSCC has had a consistently diverse student and employee population.

Similar to many small institutions, Roane State historically appreciated and valued diversity but did so primarily without a focused or organized effort. In particular, the faculty has historically and currently enjoyed a broad range of ages, backgrounds, ethnicities, and cultures. Similarly, the College's efforts to promote a comprehensive international studies program has afforded the opportunity for a significant number of international students to study various programs here. Additionally, our own students have benefitted from international studies in such nations as Haiti, Belgium, Costa Rica, France, Denmark, Ecuador, and others.

However, in spite of many disparate opportunities afforded to students and staff in the past and present, we recognize and commit to the need for an organized and intensive strategic plan to enhance access and diversity across the institution. This must enhance the College's Strategic Plan (See Appendix), as well as generate a significant and measurable change in the lives of those who are a part of the campus community.

ROANE STATE COMMUNITY COLLEGE

Access and Diversity Plan 2010-2015

Goal #1: RSCC will create a campus climate that welcomes a diverse community of participants in the higher education experience.

1. Objective 1.1: RSCC will develop and implement a “Faces of Roane State” campaign to raise campus-wide awareness of the diverse nature of the college community, utilizing traditional and technology-based communication methods.
2. Objective 1.2: RSCC’s Vice Presidents will enhance the campus climate by developing objectives to promote diversity within their areas of influence.
3. Objective 1.3: RSCC will increase enrollment of priority sub-population students.
4. Objective 1.4: RSCC will improve data collection on first-generation college students and veterans to better identify these sub-populations for outreach interventions.

Goal #2: RSCC will increase retention and completion of diverse students, with particular attention to priority sub-populations.

1. Objective 2.1: Progression rate of priority sub-population students will meet or exceed established benchmarks.
2. Objective 2.2: Degree/certificate completers from priority sub-populations will meet or exceed established benchmarks.
3. Objective 2.3: RSCC will improve the success of priority sub-population students with academic deficiencies and other factors that put them at risk for accomplishing their academic goals.
4. Objective 2.4: RSCC will enhance co-curricular learning opportunities with a diversity focus to increase student engagement and success.
5. Objective 2.5: RSCC will promote academic advisement of priority sub-populations toward options designed to facilitate completion, such as accelerated courses, new Certificate programs, articulation opportunities, etc. as well as resources for academic support.

Goal #3: RSCC will recruit, retain, and develop a diverse faculty and staff.

1. Objective 3.1: RSCC will enhance outreach to a diverse candidate pool through advertising/recruitment initiatives.
2. Objective 3.2: RSCC will enhance diversity among faculty and staff through institutional commitment to increased gender balance.

3. Objective 3.3: RSCC will enhance diversity professional development among faculty and staff through utilization of Administrative Council, Support Staff Council, and Faculty In-Service activities and internal grant funding for employee diversity projects/activities.

Goal #4: RSCC will foster a teaching and learning environment that integrates, celebrates, and values diversity.

1. Objective 4.1: RSCC will enhance students' access to and knowledge of a global society through internationalized curricular and co-curricular activities.
2. Objective 4.2: RSCC will enhance students' knowledge of and experience with diversity through curricular and co-curricular activities.

Goal #5: RSCC will obtain alternative sources of financial support for college-wide diversity initiatives and activities.

1. Objective 5.1: RSCC will annually develop, submit, and implement at least one Access and Diversity grant per grant category.
2. Objective 5.2: RSCC will seek private and/or corporate sponsorships for student diversity activities and awards.

Roane State Community College

2010-2015 Access and Diversity Plan

Outcomes Matrix

TBR System Priority: ACCESS

RSCC Strategic Plan Goal #1: Access

RSCC will remove barriers and provide flexible, technologically current options to improve access and meet the needs of the citizens of its service area to enhance their lives through the benefits of postsecondary education.

Access and Diversity Goal #1: RSCC will create a campus climate that welcomes a diverse community of participants in the higher education experience.

Access and Diversity Objective #1.1: RSCC will develop and implement a “Faces of Roane State” campaign to raise campus-wide awareness of the diverse nature of the college community, utilizing traditional and technology-based communication methods. Priority sub-populations will be specifically highlighted.

Owners: Academic Divisions, Student Academic Support Services, Library, Student Services and Enrollment Management, Student Engagement, Information Technology, Public Relations, Satellite Centers

Related Diversity Funding: n/a

Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Implementation of “Faces of Roane State” campaign campus-wide. Exceed baseline scores on related CCSSE survey items after campaign implementation.	Technology resources in place for use in “Faces of Roane State” campaign; marketing campaigns have previously highlighted individuals. 2009 baseline scores on related CCSSE items.	Development of “Faces of Roane State” campaign plan Establish new CCSSE baseline per spring 2011 survey administration.	Implement “Faces of Roane State” campaign.	Implement “Faces of Roane State” campaign.	Implement “Faces of Roane State” campaign. Administer CCSSE spring 2014.	Implement “Faces of Roane State” campaign. 2014 CCSSE scores on related items exceed 2011 baseline.	“Faces of Roane State” campaign fully implemented. 2014 CCSSE scores on related items exceed 2011 baseline.

		<p>Serious conversations (religious, political, personal values): 2.36</p> <p>Encouraging contact with different economic, social, racial/ethnic: 2.41</p> <p>College experience contributed to understanding other people (racial/ethnic): 2.28</p>					
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Related Strategic Plan Objective: Access Objective #1.1
RSCC will utilize advanced instructional, information, and communication technologies in order to increase students' access to high-quality educational programs, courses, and services.

Access and Diversity Objective #1.2: RSCC will increase enrollment of priority sub-population students.							
Owners: Academic Divisions, Student Services and Enrollment Management, Student Academic Support Services, ORBC and Satellite Centers.							
Related Diversity Funding: n/a							
Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
<p>Number of enrolled students from priority sub-populations will increase incrementally over the course of the planning period.</p> <p>Males: Increase by 10% over baseline by 2015</p> <p>Black: Increase by 5% over baseline by 2015</p>	<p>Fall 2010: Males: 2439 Black: 206 Hispanic: 118 Non-traditional program participants per Perkins: 391 Veterans: new</p>	<p>Number of enrolled students from priority sub-populations will increase incrementally over the baselines (as available).</p>	<p>Number of enrolled students from priority sub-populations will increase incrementally over the baselines (as available).</p> <p>(Baseline</p>	<p>Number of enrolled students from priority sub-populations will increase incrementally over the baselines.</p>	<p>Number of enrolled students from priority sub-populations will increase incrementally over the baselines.</p>	<p>Number of enrolled students from priority sub-populations will increase incrementally over the baselines.</p>	<p>Number of enrolled students from priority sub-populations will increase per targeted indicators.</p>

<p>Hispanic: Increase by 3% over baseline by 2015</p> <p>Non-traditional program enrollment: increase incrementally over the planning period.</p> <p>Veterans: Increase incrementally over the planning period.</p> <p>SOURCE: OFFICIAL ENROLLMENT REPORTS BY GENDER/ETHNICITY</p>	<p>data collection process needed (see Objective 1.4)</p>	<p>Fall 2011: Males: 2326 Black: 176 Hispanic: 145 Non-traditional program: 434</p>	<p>established for veterans per new data collection process.)</p>				<p>2015 Targets: Males: 2683 Black: 216 Hispanic: 122</p>
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Related Strategic Plan Objective: Access Objective #1.2
RSCC will increase participation of underrepresented populations through implementation of comprehensive access and diversity plan

<p>Access and Diversity Objective #1.3</p>							
<p>RSCC will improve data collection on first generation college students and veterans to better identify these subpopulations for outreach interventions.</p>							
<p>Owners: Student Services & Enrollment Management, Information Technology, Satellite Centers, Institutional Effectiveness and Research/Grant Development, Academic Divisions, Student Academic Support Services</p>							
<p>Related Diversity Funding: n/a</p>							
Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
<p>First generation college students will be identified upon application; identification will accommodate both U.S. Dept. of Education definitions and definitions for institutional service priorities.</p> <p>Veteran students will be identified upon application.</p> <p>At least one new outreach initiative for each of these sub-populations will be implemented by the end of the planning period.</p>	<p>First generation information is not collected on RSCC application; informal data is gathered from financial aid; veterans are only identified if services requested.</p>	<p>Veteran students status collected on RSCC application.</p>	<p>First generation definitions determined.</p> <p>RSCC application revised to include data gathered on first generation status</p>	<p>Argos reports written for analysis of first generation and veteran student data.</p> <p>One new outreach initiative developed & implemented for each sub-population.</p>	<p>Outreach initiatives continued or new/revised initiatives implemented.</p>	<p>Outreach initiatives continued or new/revised initiatives implemented.</p>	<p>First generation students and veterans will be usefully and appropriately identified; data used for outreach initiatives</p>
<p>Related Strategic Plan Objective: Access Objective #1.2</p>							
<p>RSCC will increase participation of underrepresented populations through implementation of comprehensive access and diversity plan</p>							

TBR System Priority: Student Success

RSCC Strategic Plan Goal #2: Student Success

RSCC will build pathways, design learning opportunities, and provide supportive services to guide students toward the accomplishment of their educational goals.

Access and Diversity Goal #2: RSCC will increase retention and completion of diverse students, with particular attention to priority sub-populations.

Access and Diversity Objective #2.1

Progression rate of priority sub-population students will meet or exceed established benchmarks.

Owners: Academic Divisions, Student Academic Support Services, Student Services and Enrollment Management, Library, Public Relations, Satellite Centers

Related Diversity Funding: n/a

Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Progression rate: Percent of full-time and part-time degree or certificate seeking students enrolled fall 2014 who complete an award or enroll spring 2015 will meet or exceed benchmark based upon baseline data gathered 2011. SOURCE: Term to term progression report in ARGOS research folder	78.2% 3-yr. weighted average for total RSCC population; no specific data for priority sub-population progression rate. <u>3-year weighted averages:</u> Males: 72.8% Black: 73.7% Hispanic: 81.2% Non-traditional program: 75.7%	Establish baseline progression rate for priority sub-populations; establish targets for attainment by the end of the planning period. <u>Fall 2010 to Spring 2011:</u> Males: 73.1% (1816/2483) Black: 68.7% (147/214) Hispanic: 76.0%	Priority sub-population progression rate will increase incrementally over baseline.	Priority sub-population progression rate will increase incrementally over baseline.	Priority sub-population progression rate will increase incrementally over baseline.	Priority sub-population progression rate will increase incrementally over baseline.	Priority sub-population progression rate will meet or exceed established benchmark.

	<p>Disaggregated: <u>FALL 2007-Spring 2008:</u> Males:1271/1811 Black: 90/132 Hispanic: 48/62 Non-traditional program: 231/298</p> <p><u>Fall 2008-Spring 2009:</u> Males: 1324/1804 Black: 95/130 Hispanic: 88/97 Non-traditional program: 254/330</p> <p><u>Fall 2009-Spring 2010:</u> Males: 1674/2249 Black: 115/145 Hispanic: 93/123 Non-traditional program: 254/348</p>	(98/129) Non-traditional program: 76.7% (300/391)					
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Related Strategic Plan Objective: Student Success Objective #2.1
RSCC will increase student retention and persistence through targeted initiatives.

Access and Diversity Objective #2.2							
Degree/certificate completers from priority sub-populations will meet or exceed established benchmarks.							
Owners: Academic Divisions, Student Academic Support Services, Student Services and Enrollment Management, Library, Public Relations, Satellite Centers							
Related Diversity Funding: n/a							
Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
The number of students awarded degrees and certificates will increase by the same percentage as the general population.	699 total students awarded degrees and	Establish baseline # of awards for priority sub-populations;	Priority sub-population degree and certificate awards will meet or exceed				

SOURCE: OIER analysis (DW)	certificates 2008-09. Baseline not determined for priority sub-populations.	establish targets for attainment by the end of the planning period.	awards will increase incrementally over baseline.	established benchmark.			
	<u>2008-2009:</u> Males: 191 Black: 19 Hispanic: 8 Non-traditional program: 58	<u>916 total students awarded degrees and certificates 2010-11.</u> <u>2010-2011:</u> Males: 288 Black: 8 Hispanic: 12 Non-traditional program: 90					
Related Strategic Plan Objective: Student Success Objective #2.1 RSCC will increase student retention and persistence through targeted initiatives.							

Access and Diversity Objective #2.3							
RSCC will improve the success of priority sub-population students with academic deficiencies and other factors that put them at-risk for accomplishing their academic goals.							
Owners: Academic Divisions, Student Academic Support Services, Student Services and Enrollment Management, Library, Satellite Centers, Access and Diversity Coordinator							
Related Diversity Funding: \$22,550* per year (*\$45,100 will be allocated for this objective for 2011 while Diversity Contest plan developed; see Objective #2.4)							
Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Number of Learning Support (LS) completers who successfully complete college level courses. Priority sub-population LS completers who successfully complete college level courses within three years will increase incrementally over the planning period. (Note: NCCBP tracks completion within one year. Kriss rewrote the	1,494 (2006-07 to 2008-09) total population. No baseline established for priority sub-populations. <u>Fall 2007</u>	Priority sub-population LS completers who successfully complete college level courses from 2008-2011 will exceed baseline. <u>Fall 2008 Cohort:</u> Males: 123/196 (62.8%) Black: 15/27	Priority sub-population LS completers who successfully complete college level courses from 2009-2012 will exceed 2011 completers.	Priority sub-population LS completers who successfully complete college level courses from 2010-2013 will exceed 2012 completers.	Priority sub-population LS completers who successfully complete college level courses from 2011-2014 will exceed 2013 completers.	Priority sub-population LS completers who successfully complete college level courses from 2012-2015 will exceed 2014 completers.	Priority sub-population LS completers who successfully complete college level courses within three years will increase incrementally over the planning period.

code.) NOTE: Calculated using Fall to Fall (3 year span), Includes As, Bs, and Cs SOURCE: FORM 9 REPORT IN RESEARCH FOLDER IN ARGOS	cohort: Males: 104/173 (60.1%) Black: 10/12 (83.3%) Hispanic: 9/9 (100%) Non-traditional program: 19/37 (51.4%)	(55.6%) Hispanic: 8/11 (72.7%) Non-traditional program: 19/35 (54.3%)					
46% of diversity funds allocated for students will be used to fund competitive academic scholarships for priority sub-population students with financial need.	\$ allocated for 2009-2010.	All available funds will be dispersed per competitive scholarship criteria.	All available funds will be dispersed per competitive scholarship criteria.	All available funds will be dispersed per competitive scholarship criteria.	All available funds will be dispersed per competitive scholarship criteria.	All available funds will be dispersed per competitive scholarship criteria.	46% of total dollars allocated for students will have been dispersed to fund competitive academic scholarships for priority sub-population students with financial need.
Related Strategic Plan Objective: Student Success #2.2 RSCC will improve the success of students with academic deficiencies and other factors that put them at-risk for accomplishing their goals.							

Access and Diversity Objective #2.4 RSCC will enhance co-curricular learning opportunities with a diversity focus to increase student engagement and success.							
Owners: Academic Divisions, Student Academic Support Services, Library, Student Engagement							
Related Diversity Funding: \$22,550* per year (*0 dollars allocated for 2011 while diversity contest plan in development)							
Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Implement plan of student competitions centered around creative projects highlighting diversity themes. Up to 46% of diversity funds allocated for students will be used to fund scholarship awards for winners of annual diversity contest.	This will be a new initiative; no current baseline.	Establish committee that will develop parameters of student diversity contest.	Student diversity contest plan developed. (Projects could include video blogs, art, music, or theatre	Annual contest implemented; scholarships awarded. Winners recognized at Awards Night ceremony.	Annual contest implemented; scholarships awarded. Winners recognized at Awards Night ceremony.	Annual contest implemented; scholarships awarded. Winners recognized at Awards Night	Up to 46% of total dollars allocated for students will have been dispersed to fund diversity contest scholarship winners.

			compositions or performances, creative writing projects, etc. 2012 Awards: \$2,500, \$1,500, \$1,000)			ceremony.	
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Related Strategic Plan Objective: Student Success Objective #2.3
RSCC will enhance student learning support services and curricular and co-curricular learning opportunities to increase student engagement and success.

Access and Diversity Objective #2.5
RSCC will promote academic advisement of priority sub-populations toward options designed to facilitate completion, such as accelerated courses, new Certificate programs, articulation opportunities, etc. as well as resources for academic support.

Owners: Academic Divisions, Student Academic Support Services, Library, Student Services and Enrollment Management

Related Diversity Funding: n/a

Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Develop guidelines for advisors, including veterans' coordinator, that include options for enrollment in accelerated courses, new Certificate programs; articulation opportunities as well as information regarding academic support resources. Number of students from priority sub-populations enrolled in accelerated courses, new Certificate programs. Number of students from priority sub-populations enrolled in COLS1010 and accessing Learning Center tutoring services. Number of students tracked will increase incrementally over the planning period.	<u>Fall 2009:</u> Accelerated Courses: Males: 163 Black: 17 Hispanic: 10 Non-traditional program: 18 COLS1010: N/A	Guidelines developed by Advising Resource Center and disseminated to all academic advisors and student service & learning support resources. Baseline number of participating students established. <u>Fall 2010:</u> Accelerated Courses: Males: 315	Guidelines reviewed and revised by Advising Resource Center as necessary and disseminated to all academic advisors and student & learning support resources. Number of participating students will increase over baseline. <u>Fall 2011:</u>	Guidelines reviewed and revised by Advising Resource Center as necessary and disseminated to all academic advisors and student & learning support resources. Number of participating students will increase over 201.2	Guidelines reviewed and revised by Advising Resource Center as necessary and disseminated to all academic advisors and student & learning support resources. Number of participating students will increase over 2013.	Guidelines reviewed and revised by Advising Resource Center as necessary and disseminated to all academic advisors and student & learning support resources. Number of participating students will increase over 2014.	Number of students participating in academic options designed to facilitate completion will have increased incrementally over the baseline established in 2011.

SOURCE: OIER Analysis (DW)		Black: 33 Hispanic: 20 Non-traditional program: 43 COLS1010: Males: 20 Black: 4 Hispanic: 2 Non-traditional program: 7 Learning Center tutoring: July 1, 2010-June 30, 2011 Males: 685 Black: 67 Hispanic: 45 Non-traditional program: 100	Accelerated Courses: Males: 297 Black: 34 Hispanic: 14 Non-traditional program: 58 COLS1010: Males: 61 Black: 4 Hispanic: 2 Non-traditional program: 5				
Related Strategic Plan Objective: Student Success Objective #2.3 RSCC will enhance student learning support services and curricular and co-curricular learning opportunities to increase student engagement and success.							
Related Strategic Plan Objective: Student Success Objective #2.4 RSCC will expand educational pathways into Roane State programs and into articulated programs at other higher education institutions.							
RSCC Strategic Plan Objective: Access Objective #1.3 RSCC will improve students' access to educational opportunities through the development of market-driven, flexibly-delivered courses and programs.							



TBR System Priority: Quality

RSCC Strategic Plan Goal #3: Quality

RSCC will demonstrate its commitment to institutional effectiveness and continuous improvement of its programs, services, personnel, and of student learning outcomes through the identification and maintenance of high standards and the implementation of ongoing assessment and advancement.

Access and Diversity Goal #3: RSCC will recruit, retain, and develop a diverse faculty and staff.

**Access and Diversity Objective #3.1
RSCC will enhance outreach to a diverse candidate pool through advertising/recruitment initiatives.**

Owners: Human Resources, Divisions/Departments with open positions

Related Diversity Funding: \$21,000 per year

Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Evidence of expanded list of advertising venues to include those in markets with more diverse populations.	List of current advertising venues	Human Resources director will develop expanded list of advertising venues to include markets with more diverse populations. Human Resources director to work with hiring supervisors to identify any specialized advertising venues relevant to the open position discipline or field.	Human Resources director will utilize expanded list of advertising venues to include markets with more diverse populations. Human Resources director to work with hiring supervisors to identify any specialized advertising venues relevant to the open position discipline or field.	Human Resources director will utilize expanded list of advertising venues to include markets with more diverse populations. Human Resources director to work with hiring supervisors to identify any specialized advertising venues relevant to the open position discipline or field.	Human Resources director will utilize expanded list of advertising venues to include markets with more diverse populations. Human Resources director to work with hiring supervisors to identify any specialized advertising venues relevant to the open position discipline or field.	Human Resources director will utilize expanded list of advertising venues to include markets with more diverse populations. Human Resources director to work with hiring supervisors to identify any specialized advertising venues relevant to the open position discipline or field.	Expanded advertising venues will have been utilized during the planning period to recruit and increasingly diverse applicant pool.

Related Strategic Plan Objective: Quality Objective #3.4
RSCC will provide evidence of institutional commitment to recruitment, retention, and development of highly qualified faculty and staff.

Access and Diversity Objective #3.2
RSCC will enhance diversity professional development among faculty and staff through utilization of Administrative Council, Support Staff Council, and Faculty In-Service activities and internal grant funding for employee diversity projects/activities.

Owners: **Human Resources, Vice President of Student Learning, President**

Related Diversity Funding: \$7,000 per year

Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Evidence of Administrative Council, Support Staff Council, and Faculty In-Service agendas devoted to diversity professional development. Percentage of President's Mini-Grant and faculty instructional development funds allocated for employee diversity projects and activities; evidence of implementation of such projects and activities by grant awardees.	New initiative; no current baseline.	Designate two campus professional development committees (faculty and administrative/support staff); allocate \$2.500 to each committee to support identified activities.	Identify training and awareness building opportunities for employee meetings; develop and implement annual schedule of activities. Award grants focusing on diversity activities or projects.	Identify training and awareness building opportunities for employee meetings; develop and implement annual schedule of activities. Award grants focusing on diversity activities or projects.	Identify training and awareness building opportunities for employee meetings; develop and implement annual schedule of activities. Award grants focusing on diversity activities or projects.	Identify training and awareness building opportunities for employee meetings; develop and implement annual schedule of activities. Award grants focusing on diversity activities or projects.	Diversity professional development activities will have been integrated annually into Administrative Council, Support Staff Council, and Faculty In-Service meetings. Established percentage of internal grants will have been awarded for employee diversity projects and activities.

Related Strategic Plan Objective: Quality Objective #3.4
 RSCC will provide evidence of institutional commitment to recruitment, retention, and development of highly qualified faculty and staff.

Access and Diversity Goal #4: RSCC will foster a teaching and learning environment that integrates, celebrates, and values diversity.

Access and Diversity Objective #4.1
RSCC will enhance students' access to and knowledge of a global society through internationalized curricular and co-curricular activities.

Owners: International Education Coordinator, Faculty sponsoring courses with international travel, Academic Divisions, Library, Learning Center, Student Services, Business

and Finance							
Related Diversity Funding: \$4,000 per year							
Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
At least one international travel opportunity per academic division will be offered.	List 2010 trips, student groups, PF report of internationalized courses and activities (guest lectures, presentations, concerts, displays, etc.)	At least one international travel opportunity per academic division will be offered.	At least one international travel opportunity per academic division will be offered.	At least one international travel opportunity per academic division will be offered.	At least one international travel opportunity per academic division will be offered.	At least one international travel opportunity per academic division will be offered.	At least five international travel opportunities per academic division will have been offered during the planning period.
At least one cohort of international students will enroll at RSCC annually.	RSCC Foundation currently supports	At least one cohort of international students will enroll at RSCC annually.	At least one cohort of international students will enroll at RSCC annually.	At least one cohort of international students will enroll at RSCC annually.	At least one cohort of international students will enroll at RSCC annually.	At least one cohort of international students will enroll at RSCC annually.	At least one cohort of international students per year will have enrolled during the planning period.
Two competitive "last dollar" scholarships will be awarded to financially needy students to fully fund their participation in a college-sponsored international trip.	percentage of costs for student international travel.	Two international travel scholarships will be awarded.	Two international travel scholarships will be awarded.	Two international travel scholarships will be awarded.	Two international travel scholarships will be awarded.	Two international travel scholarships will be awarded.	Ten international travel scholarships will have been awarded during the planning period.
Exceed baseline scores on related CCSSE survey items.		<p>Range 1-4 Serious conversations (race/ethnicity): 2.17 Serious conversations (religious, political, personal values): 2.36 Encouraging contact with different economic, social, racial/ethnic: 2.41</p>			Administer CCSSE spring 2014.	2014 CCSSE scores on related items exceed 2011 baseline.	2014 CCSSE scores on related items exceed 2011 baseline.

		College experience contributed to understanding other people (racial/ethnic): 2.28.					
Related Strategic Plan Objective: Student Success Objective #2.3 RSCC will enhance student learning support services and curricular and co-curricular learning opportunities to increase student engagement and success.							
Related Strategic Plan Objective: Quality #3.1 RSCC will provide evidence of effectiveness and ongoing improvement of all academic and workforce programs, administrative services, and academic/institutional support services.							

Access and Diversity Objective #4.2 RSCC will enhance students' knowledge of and experience with diversity through curricular and co-curricular activities.							
Owners: Academic Divisions, Library, Learning Center, Student Services/Student Engagement							
Related Diversity Funding: n/a							
Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
College-wide book (or movie) will be collaboratively chosen by the faculty to be used for curricular and co-curricular activities, including individual and/or collaborative Honors Projects. Exceed baseline scores on related CCSSE survey items.	See 2011	2011 baseline scored on related CCSSE items. Range 1-4 Serious conversations (race/ethnicity): 2.17 Serious conversations (religious, political, personal values): 2.36 Encouraging contact with different	First annual college-wide book/movie chosen; curricular and co-curricular teaching and learning uses of the work reported. Effectiveness of college-wide book assessed; continued if student/faculty feedback positive.	Report of college book activities if continued.	Report of college book activities if continued. Administer CCSSE spring 2014.	Report of college book activities if continued. 2014 CCSSE scores on related items exceed 2011 baseline.	Report of college book/film activities (if institutionalized) will provide evidence of well-integrated diversity teaching and learning. 2014 CCSSE scores on related items exceed 2011 baseline.

		economic, social, racial/ethnic: 2.41 College experience contributed to understanding other people (racial/ethnic): 2.28					
Related Strategic Plan Objective: Student Success Objective #2.3 RSCC will enhance student learning support services and curricular and co-curricular learning opportunities to increase student engagement and success.							
Related Strategic Plan Objective: Quality #3.1 RSCC will provide evidence of effectiveness and ongoing improvement of all academic and workforce programs, administrative services, and academic/institutional support services.							



TBR System Priority: Resourcefulness and Efficiency

RSCC Strategic Plan Goal #4: Resourcefulness and Efficiency

RSCC will enhance the effectiveness and efficiency of the academy through competent management of resources, vigorous pursuit of alternative sources of support, and active outreach for the establishment of collaborative and entrepreneurial partnerships and initiatives.

Access and Diversity Goal #5: RSCC will obtain alternative sources of financial support for college-wide diversity initiatives and activities.

Access and Diversity Objective #5.1							
RSCC will annually develop and submit at least one Access and Diversity grant.							
Owners: All departments and divisions eligible for grant projects with leadership from Grant Development office.							
Related Diversity Funding: n/a (dollars to be allocated from Access and Diversity grant funding)							
Indicator	Baseline	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 Target
Number of TBR Access and	2010-2011 grants	Baseline year: 3	At least one	At least one	At least one	At least one	At least four grants

Diversity grants submitted. At least one grant awarded. Grant activities implemented per project plan.	awarded.	grants awarded for 2010-2011. Seven grants submitted for 2011-2012.	grant awarded. If awarded, grant activities implemented per project plan.	grant awarded. If awarded, grant activities implemented per project plan.	grant awarded. If awarded, grant activities implemented per project plan.	grant awarded. If awarded, grant activities implemented per project plan.	awarded from 2012-2015. If awarded, grant activities implemented per project plans.
Related Strategic Plan Objective: Resourceful and Efficiency #4.1 RSCC will increase sources of financial support for institutional initiatives and economically disadvantaged students.							

**Roane State Community College
Access and Diversity Budget Summary**

	2011	2012	2013	2014	2015
Access and Diversity Goal #1.1	\$ -	\$ -	\$ -	\$ -	\$ -
RSCC will develop and implement a “Faces of Roane State” campaign to raise campus-wide awareness of the diverse nature of the college community, utilizing traditional and technology-based communication methods. Priority sub-populations will be specifically highlighted.					
Access and Diversity Goal #1.2	\$ -	\$ -	\$ -	\$ -	\$ -
RSCC VP’s will enhance the campus climate by developing objectives to promote diversity within their areas of influence.					
Access and Diversity Goal #1.3	\$ -	\$ -	\$ -	\$ -	\$ -
RSCC will increase enrollment of priority sub-population students.					
Access and Diversity Goal #1.4	\$ -	\$ -	\$ -	\$ -	\$ -
RSCC will improve data collection on first generation college students and veterans to better identify these subpopulations for outreach interventions.					
Access and Diversity Goal #2.1	\$ -	\$ -	\$ -	\$ -	\$ -
Progression rate of priority sub-population students will meet or exceed established benchmarks.					
Access and Diversity Goal #2.2	\$ -	\$ -	\$ -	\$ -	\$ -
Degree/certificate completers from priority sub-populations will meet or exceed established benchmarks.					

Access and Diversity Goal #2.3	\$45,100.00	\$22,550.00	22,550.00	22,550.00	\$22,550.00
RSCC will improve the success of priority sub-population students with academic deficiencies and other factors that put them at-risk for accomplishing their academic goals.					
Access and Diversity Goal #2.4	\$ -	\$22,550.00	\$ 22,550.00	\$ 22,550.00	\$22,550.00
RSCC will enhance co-curricular learning opportunities with a diversity focus to increase student engagement and success.					
Access and Diversity Goal #2.5	\$ -	\$ -	\$ -	\$ -	\$ -
RSCC will promote academic advisement of priority sub-populations toward options designed to facilitate completion, such as accelerated courses, new Certificate programs, articulation opportunities, etc. as well as resources for academic support.					
Access and Diversity Goal #3.1	\$21,000.00	\$21,000.00	21,000.00	21,000.00	\$21,000.00
RSCC will enhance outreach to a diverse candidate pool through advertising/recruitment initiatives.					
Access and Diversity Goal #3.2	\$ -	\$ -	\$ -	\$ -	\$ -
RSCC will enhance diversity among faculty and staff through institutional commitment to increased gender balance.					
Access and Diversity Goal #3.3	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00
RSCC will enhance diversity professional development among faculty and staff through utilization of Administrative Council, Support Staff Council, and Faculty In-Service activities and internal grant funding for employee diversity projects/activities.					

Access and Diversity Goal #4.1	\$	\$	\$	\$	\$
RSCC will enhance students' access to and knowledge of a global society through internationalized curricular and co-curricular activities.	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
Access and Diversity Goal #4.2	\$	\$	\$	\$	\$
RSCC will enhance students' knowledge of and experience with diversity through curricular and co-curricular activities.	-	-	-	-	-
Access and Diversity Goal #5.1	\$	\$	\$	\$	\$
RSCC will annually develop, submit, and implement at least one Access and Diversity grant per grant category.	-	-	-	-	-
Access and Diversity Goal #5.2	\$	\$	\$	\$	\$
RSCC will seek private and/or corporate sponsorships for student diversity activities and awards.	-	-	-	-	-
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	\$77,100.00	\$77,100.00	77,100.00	77,100.00	\$77,100.00