

**Roane State Community College
Strategic Goals and Objective
2000-2005**

Summary of Progress 2000-2001

Several major initiatives involving organizational and/or cultural change have been deferred until a new permanent president is appointed. 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 2000-01.

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 2000-2001 benchmarks established.

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 the number of "self-service" student support and administrative processes:
 - Library Services provided multiple training sessions for students, faculty, and staff in the use of on-line library resources; numerous research links were added to the library webpage.
 - Placement Services webpage includes links for students to view jobs and post their resumes.
 - Students can check articulation agreements on the Roane State webpage.
 - Students can complete financial aid applications online, print institutional forms, and access links to free scholarship searches.
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, two faculty members have been given release time to serve as technology consultants (career prep and university parallel) for faculty and have been well received.

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
 - Enrollment in the college's Fitness for Living course increased in 2000-01 by 130% over 1999-2000, the first year the course was offered.
2. Continue implementation of SACS Collegiate Experience recommendations
 - Support staff positions at Campbell County and Cumberland County centers were increased to full-time, giving satellite campus staff more time to assist students with social and community service projects
 - A volleyball court and basketball goals were installed at Cumberland County Center.
 - A planned schedule of student activities was continued at all satellite campus centers.
 - Several new student clubs were formed on the main campus and at the Campbell County center.

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 second annual Multicultural Day activities increased by over 50% from the previous year. 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. Activities included a film festival, presentations, demonstrations, and performances. A student Multicultural Club was initiated based upon response to a student-generated interest survey.

Other activities/initiatives targeted toward enhanced local and global diversity issues:

The AIDS Memorial Quilt was displayed at Roane State and an unfolding ceremony conducted for student and community awareness building

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

1. Incrementally increase community participation in college programs and activities

- In addition to two theatre productions for area K-12 students, RSCC hosted a choral festival for local elementary school vocal ensembles.
 - A new "Tuesdays on Campus" program brings senior citizens to the main campus for lunch on Tuesdays with special entertainment and educational programming once a month
 - "Books without Borders," an evening monthly book discussion at the Oak Ridge Branch Campus library, has become popular with students and community members
 - The Computer Training Center's "Free Fridays" offered free computer training for seniors
 - Improved marketing to area arts supporters resulted in significantly increased attendance at RSCC theatrical performances
 - The "Friends of Roane State in Oak Ridge" community support group initiated a landscaping project to beautify the branch campus parking area
2. Incrementally increase RSCC faculty and staff participation in community projects
 - RSCC staff participation in "Project Roane," a tutoring program for area 8-12 year old students, increased in 2000-01.
 - Oak Ridge Branch Campus staff sponsored a Mentoring Fair to help over 25 area volunteer organizations recruit volunteers.
 - Ambassadors Building Communities service project initiated on Roane State's main campus; for initial project, faculty and staff contributed toiletries and other household items to the Pathways Shelter for temporarily homeless families in the community.
 - Roane State faculty, staff, and students assisted the Oak Ridge Rotary Club with the second annual Street Painting Festival to raise funds for RSCC scholarships.
 - 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
 - Clinical affiliations were added in the Nursing, Health Information Technology, Polysomnography, and Radiologic Technology programs.
 - A part-time Nursing Program was developed.
 - Web courses were developed and delivered in Medical Transcription and Physical Therapy programs
2. Expand by 20% per year the number of programs and services accessible through the WWW
 - Web course offerings increased by 17% over 1999-2000 with additional courses in development
 - New Web services added included central messaging accounts for Admissions, Financial Aid, Records, Counseling, Business Office, Writing Center, and Student Employment that can be accessed through the "Ask Us" link of the RSCC Web homepage.
 - RSCC Library Services added a collection of E-books, new research links, and a satisfaction survey
 - Initial roll-out of Campus Pipeline (campus intranet, internet access service, and student email system) implemented
3. Implement marketing initiative to raise public awareness of RSCC's distinction in health care and distance learning
 - RSCC Marketing Director served on Enrollment Task Force in order to ensure linkage of marketing campaign to current institutional goals and objectives
 - Health Science and Nursing program directors worked with Public Information Office to implement targeted marketing initiatives in their programs

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. Implement marketing initiative to raise public awareness of high standards of transfer programs and success of graduates
 - RSCC Marketing Director served on Enrollment Task Force in order to ensure linkage of marketing campaign to current institutional goals and objectives
 - Television and radio interview opportunities for faculty and program directors were added
 - Public Information worked with service area high schools to link their websites to RSCC homepage
2. 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:

- Web Graphics and Animation courses added
- English Composition II and American Literature II sections added focus on works by Native American writers
- Journalism Practicum added to provide opportunity for students to produce and staff student newspaper with faculty mentorship
- Music Appreciation course revised from audio to video format
- General Biology Lab added computer stations (one for every two students) to integrate interactive learning and assessment into the curriculum
- Enhanced computer graphics, slides, etc. were added to Anatomy and Physiology I, II, and to Western Civilization courses
- Use of infrared spectral database was added to Chemistry lab curriculum
- Interactive software was added to curricula in Number Concepts/Algebra Structures and Problem Solving/Geometry courses for Education majors as well as to Matrix Algebra and Differential Equations
- College Algebra, Composition II, Elementary Ethics, and Spanish I were revised for delivery via the Web

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
 - RSCC completed successful 10-year reaffirmation of accreditation site visit by SACS Commission on Colleges; reaffirmed at the December 2000 meeting
 - 100% accreditation rate for applicable programs was maintained
2. Continue implementation of SACS Learning Outcomes recommendations
 - General Education and Assessment Committee was established as standing committee
 - Study of alternative assessment measures for General Education outcomes was continued
3. Conduct analysis of major cross-departmental processes to determine opportunities for improvement
 - Administrative and support-staff performance evaluation system was identified as cross-departmental process to be studied for improvement; task force was appointed

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 internal/external sources of professional development by 10% per year
 - Internal and external professional development opportunities/activities increased by 17.6% over 1999-00.
2. Conduct assessment of faculty and staff training needs related to critical internal processes
 - Assessment identified need for college-wide training related to sexual harassment; online option was piloted and subsequently implemented to reduce time/place barriers for faculty and staff
3. Develop guidelines for "career ladder" plan for non-faculty positions
 - Initiative was deferred pending appointment of permanent president
 - Priority placed on completion of Salary Equity Plan for all employees; plan was completed, submitted to TBR March, 2001

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. Ensure college-wide awareness of RSCC Safety Plan through completion of information campaign
 - Regular series of email communication provided college-wide awareness of RSCC Safety Plan; included such issues as procedures for fire and weather-related emergencies; medical/health emergencies experienced by individuals on campus
2. Maintain progress toward approval/implementation of college capital and capital maintenance projects
 - Design Phase was completed for Scott County Multi-purpose Laboratory
 - Design Phase was completed for main campus Infrastructure Replacement Project; construction bids awarded
 - Loudon County Center construction ongoing during the period
3. Conduct study of ergonomically safe work spaces for implementation of feasible and appropriate measures by the end of the planning period
 - Ergonomic study of college work spaces was initiated

- Self-study of Disability Services was initiated

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
 - Goal to raise \$400,000 to furnish and equip new Loudon County Center was exceeded by \$50,000
 - Goal to raise \$100,000 for Academic Service Scholarships was exceeded by \$15,000
2. Increase by 100% the number of grant proposals submitted during 2000-01
 - Goal achieved; during 2000-01, grant proposals were submitted for GearUp, TRIO, and Title III funds (Title III planning grant funds were awarded in the amount of \$31,819 for period 10/01/01 - 9/30/02)

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. Develop proposal for TRIO grant to fund specialized support initiatives to retain at-risk students
 - Proposal was not funded; project will be revised and proposal re-submitted at next available opportunity
2. Determine enrollment goals for each campus location
 - Enrollment Task Force determined that site goals were divisive and counterproductive to campus unity and, ultimately, to enrollment goals. Focus was shifted to efforts at targeting special populations (non-traditional, dual-credit, etc.) toward total college enrollment increase
3. Official enrollment fell short of goal set for 2000 (HC - 5456; FTE - 3802)
 - Official Headcount was 4.92% less than 1999; FTE less than 1999 by 8.51%
 - Analysis of enrollment decline includes the following factors
 - Service area high school graduates down by 2.2%
 - Fewer schools participated in dual credit classes (Fall 99 HC=296; Fall 00 HC=203) (Fall 99 FTE=76.5; Fall 00 FTE=62.5)
 - Roane State was permitted to include 2nd and 3rd terms of accelerated classes in Fall 99 official count; changes in reporting for Fall 00 did not permit inclusion of these enrollments
 - Changes in scholarships for academic service negatively impacted applications in a number of counties
 - Good economic climate resulted in fewer working adult enrollments; more parents of high school graduates able to afford university tuitions
 - Campbell County Center was without telephone service or electricity for three weeks prior to the beginning of classes

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. Complete updating of site management plan
 - All elements of site management plan updated with the exception of issues related to potential changes in faculty allocation deferred until appointment of permanent president
2. Enhance and expand accelerated courses and alternative scheduling options
 - MDT Program increased the number of students permitted to enroll for alternative scheduling
 - "Early Bird" classes (most popular courses needed to meet General Education requirements) were offered at 7:30 a.m. for working students
 - General Education core was packaged for 2-year Weekend College
3. Expand Web courses
 - Number of Web courses increased by 16.6% from Fall 2000 to Spring 2001
 - New Web classes were implemented in ENG 101, PHL 121, MUS 130, SPA 101
 - RSCC was among the partners awarded FIPSE LAAP grant; will develop online associates degree in Technical Communications
4. Continue implementation of SACS Distance Learning recommendations
 - Restructuring of Distance Learning deferred pending hiring of Dean of Educational Technologies

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
 - Roane State Continuing Education division designated to evaluate participation options with Workforce Investment Boards
 - RSCC won bid to write Local Strategic Plan for WIA4
 - RSCC was appointed operational manager for five county offices for WIA4; hired systems coordinator and county managers
2. Develop viable tools to assess service area workforce needs and a formal process for interacting with area employers
 - A plan to assess service area needs and interact with area employers through a series of "executive visits" was developed
 - A schedule of visits was initiated Spring 2001 for the Interim President and Vice President for Academic and Student Services to visit area CEO's, accompanied by a representative from the college's Centers for Training or the Coordinator for BUS, CMGT, and OAD programs
3. Explore partnership opportunities with service area Career Centers
 - WIA County Managers and RSCC WIA Systems Coordinator conducted listening tours for business/industry in each of five service area counties
 - Five Career Camps were developed for WIA Youth; conducted Summer, 2001
4. Develop credit and non-credit programs and training on the basis of market demand and service area opportunity
 - Centers for Training developed Center for Professional Development to facilitate training and provide administrative support for CLE, CLU, and professional credential maintenance programs for professional organization partners (Society for Human Resource Management, National Association for Legal Assistants, TN Association of Life Underwriters & Health Underwriters)
 - A.A.S. Program in Early Childhood Development was developed and implemented to support the Head Start Reauthorization Act degree requirements for Head Start teachers/staff
 - Continuing education courses were developed and delivered for a number of Health Care fields, including Occupational Therapy, Physical Therapy, Radiology, and Respiratory Therapy
 - Certificates of Advancement based upon market demand and workforce needs were developed for short term training and career development

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. Participate in statewide planning for common rubrics and course numberings in general education
 - New rubrics established per statewide guidelines were implemented.
2. 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:
 - One new agreement with UT/Knoxville; 59 agreements renewed
 - One new agreement with ETSU; 3 agreements renewed
 - 78 agreements with TTU renewed
 - Nine new drafts with Tusculum College developed
 - Direct transfer agreement with Cumberland University updated
3. Increase student enrollment in Tech Prep incrementally; add one new Tech Prep articulation agreement per year
 - Two new students enrolled in articulated General Technology Program 2000-2001
 - While no new articulation agreements were added, RSCC's new Tech-Prep Coordinator worked with the four consortium Technology Centers to revise the General Technology articulation application
4. Work with area K-12 schools and business/industry to develop opportunities for mutually beneficial activities
 - Gateway Testing Institutes for service area schools were conducted
 - A grant proposal for GearUp funds was submitted in partnership with middle schools in Lake City and Norwood; while the project was not funded, the effort suggested various activities between the partner schools and RSCC to be implemented with existing resources
 - Two highly successful Environmental Symposia for 8th graders were conducted in partnership with Bechtel Jacobs and the Department of Energy; local DOE personnel recommended to the Secretary of Energy that symposia at other DOE sites follow the RSCC model

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 Student Service Needs recommendations
 - Advising Specialist training was continued
 - All support staff participated in customer service training to support standards identified during SACS self-study
- 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: Finalize implementation of schedule management process
 - The schedule management project objectives were met to the extent feasible within the boundaries of current system-wide software limitations; approval was received from FIPSE to use unexpended funds for additional advisement initiatives to enhance service to students
- 4: Other added services for students
 - Online placement services are available for students; job vacancies are emailed to targeted groups based upon major

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 Technology recommendations
 - TAF funding process communicated widely to college constituencies
 - Training provided on all new technology processes introduced (Outlook Exchange replacement of All-in-One/VAX) and to all new users (college-wide training on creating Webpages)
- 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, two faculty members have been given release time to serve as technology consultants (career prep and university parallel) for faculty and have been well received.
- 3: Incrementally integrate or upgrade technology in communication processes
 - Migration from All-in-One/VAX to Microsoft Outlook Exchange was completed
 - CTAT created templates for departments to create Webpages without the requirement of HTML programming; training conducted; over 200 new Webpages created
 - Human Resources, Payroll, and Telephone Services forms are available to faculty and staff online
 - CTAT implemented video Webcasting of special college events to enable all locations to participate (presidential interviews, New Program Information Workshop)
- 4: Incrementally equip classrooms on all campuses with multimedia teaching and learning resources
 - TAF Funds were used for the following:
 - Upgraded computer labs and multimedia classrooms
 - Acquisition of E-Book collection
 - Computing needs in academic departments
 - Funds for competitive faculty instructional technology projects
 - Funds held in reserve for major upgrade of IDEA (interactive) rooms in 2001-2002
 - Institutional funds were used for the following additional technology enhancements:
 - 22 laptop computers for faculty developing/teaching Web courses
 - 82 desktop computers for faculty and staff