Goal I: To enhance educational excellence by:

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

1. Opened multi-disciplinary Learning Center fall semester 2002 offering professional and peer tutoring, group and individual study, "quiet" and open computer work areas. (Logged 1,874 sign-ins during first year of operation.
2. Implemented Web for Students, giving students online access to their unofficial transcript, grades, and degree audit information. Enables students to register for courses online.
3. Library Services tracked all reference questions to develop "Hot Topics" board on Library website.
4. Developed accelerated 3+3 course(s) in writing and mathematics that transitions students directly from developmental to college-level studies in one semester based upon achievement of competencies; to be offered fall semester 2003.

b. enhancing the quality of student life

1. Administered wide-ranging student services survey to representative sample of 1,000 students; results to be used to initiate improvements in registration, Web for Students and Campus Pipeline, advisement, and student extracurricular activities.
2. Honors Program students contracted for the largest number of Honors Project contracts since the inception of the program, representing a 22% increase over 2001-2002.
3. Increased student participation in Library Brown Bags and Books by holding monthly poetry readings.
4. Expanded student literary magazine (Caney Creek Sampler) to include music-and-art CD Rom.
5. Increased by 13% the number of extra-curricular educational and cultural events offered to students and the community.
6. Conducted leadership retreat for Student Government Association leaders and their sponsors from all campuses.

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

1. Conducted 4th annual Multicultural Day; students, faculty, and staff at all campuses participated in activities exploring different countries and cultures as well as issues of race, gender, and human rights.
2. Conducted World Events Forum at main and branch campuses to provide structured educational forum for discussion of multiplicity of issues surrounding the war in Iraq.
3. Continued institutional membership in Midwest Institute for International/Intercultural Education.
4. Developed new courses in World Religions, Anthropology of Religion

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

1. Participated actively in Nine Counties/One Vision regional community development initiative; hosted regional forum, Dean of Continuing Education served on Board of Directors.
2. RSCC faculty and staff participated in 11 college-sponsored community service projects, including partnership with United Way for "Unite Our Communities" program.
3. Developed RSCC Alumni Association; created alumni database with current addresses, published 1st Alumni magazine, conducted reception for 1st graduating class at Spring '03 graduation ceremonies.
4. Provided planning leadership for Oak Ridge Rotary Street Painting Festival; proceeds totally over $23,000 were donated to the college for student scholarships.

5. Continued on-campus facilities support for Oak Ridge Institute for Continued Learning; received $12,000 endowed scholarship in appreciation for ongoing partnership.
6. Revamped membership in health science program advisory boards; all currently very active

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. "Low-producing programs" in Respiratory Therapy and Occupational Therapy Assistant both exceeded enrollment goals; (RRT – 15 goal/18 admitted; OTA – 10 goal/12 admitted
2. Initiated Evening/Weekend Nursing Program; 36 originally enrolled, 34 passing at academic year end.
3. Implemented successful rural clinical placements in Cumberland, Loudon, and Campbell counties.
4. Upgraded instructional software in selected health science and nursing programs for teaching and assessment of clinical skills and critical thinking.
5. Developed several new EMT courses in response to community need, including courses for new regulatory requirements and a course in Emergency Response to Terrorism.
6. Developed Pharmacy Technician Certificate Program; submitted to Board of Regents for approval.
7. Developed and/or adapted 16 additional courses for delivery via distance learning formats.
8. Received RODP 2002-2003 awards; Dr. George Meghabghab for Outstanding Online Instructor, Fall 2002, and Ms. Kathy Rhodes, Special Recognition for Achievement in Enhancing and Promoting RODP.

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

1. Strengthened College Algebra through revision of curriculum, acceptance of new text.
2. Piloted computerized testing for selected Chemistry classes, converting class period traditionally reserved for testing to review sessions; 12% increase in average final exam scores observed.
3. Piloted "inverted classroom" technique in several math, science, and language courses; students access class lectures by CD-Rom or online, leaving class time for closer student/instructor interaction.
4. Developed Introduction to Physical Science for Elementary Education students (to enhance articulation with Tennessee Technological University.)
5. RSCC Public Relations implemented advertising/recruiting campaign highlighting "success stories" of graduates of various RSCC programs.
6. RSCC Public Relations doubled the number of hours of free broadcast media time devoted to interviews, news about RSCC programs.

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. Maintained 100% accreditation rate for applicable programs.
2. Received initial accreditation approval for Somatic Therapy program.
3. Implemented pilot project for pre-and-post test assessment of general education outcomes in selected courses.
4. Increased student scores on Academic Profile exit exam.
5. Received 100 points on all assessment standards for the THEC Performance Funding Program.
6. Contracted with new long distance carrier, resulting in 19 new lines and 21% average decrease in recurring costs.
7. Systemized process for assignment of student IDs for WebCT courses, decreasing "trouble" calls from 3,000 to 6.
8. Converted financial accounting reporting system from FASB standards to GASB standards.
9. Installed internet firewall to improve bandwidth, protect from unsolicited communication and attack.
10. Reviewed and successfully tested disaster recovery plan with PSTCC for computer data files.

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. Provided online, interactive, self-paced Sexual Harassment Training course for faculty, staff, and student workers; provides convenient option for completion of mandatory training.
2. Implemented Web for Employees, providing all employees immediate online access to personal information, check stub history, benefits, leave balances, etc.
3. Continued off-site training opportunities for new supervisors.
4. Enhanced Human Resources webpage to provide downloadable forms and improved information; resulted in 40% few calls regarding policy issues, educational assistance, etc.
5. Initiated Step I applicant pre-screening survey; (of 6 hires who took the survey, 100% received good ratings at 5 month probationary period)
6. Increased by 40% the number of training sessions for faculty and staff conducted by Center for Teaching Arts and Technology; enrollment increased by 10% over previous year.
7. Revitalized and institutionalized Faculty Emeritus status and process for award.
8. Second Year Physical Therapy Assistant students conducted workshops for faculty and staff on exercises to reduce strain and fatigue in jobs that involve extended sitting and computer use.

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. Received approval for acceptance of donation of land for construction of permanent teaching center in Campbell County.
2. Replaced main campus directory signage – interior and exterior.
3. Renovated space in main campus library to create Learning Center and law library for Paralegal Studies Program.
4. Renovated space vacated by Workforce Network at Campbell County Center to create faculty office space and a Resource Center with computers; catalogs, career, and transfer information; and office space for visiting counselors and financial aid staff to meet with students.
5. Developed Physical Plant website where faculty and staff can track work orders, get information about weather and traffic conditions, emergency procedures, the courier schedule, the RSCC safety plan, etc.
6. Completed construction of privately funding 1,000 sq. ft. expansion to Scott County campus student center.
7. Continued work on final stages of Phase II Infrastructure Project to replace all underground utility systems, pedestrian walkways, parking lot lighting, and selected air handling units on the Roane County campus.

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. Roane State Foundation initiated feasibility study for capital campaign with the assistance of the Clements Group (consultant firm hired to conduct the study).
2. Developed current database of 10,000+ RSCC graduates for Alumni Association communication and eventual solicitation for support.
3. Raised $1.1Million from private donors to support college facilities, activities, and scholarships.
4. Partnered with Nashville State Technical Institute and Vanderbilt University for NSF grant for Center for Information Technology Education in Tennessee; recruited East Tennessee Technology Council as industry partner, Oak Ridge High School for development of high School IT Academy.

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. Headcount enrollment remained at 5233 (same as fall 2001); FTE increased by 3%.

2. Increased number of first time freshmen by 5.4% (1018).
3. Increased non-traditional age (21-34 yr. olds.) enrollment by 1.3% (2271).
4. Increased African-American enrollment by 3% (139).
5. Increased Hispanic enrollment by 41% (31).

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. Implemented Web for Faculty, enabling faculty to quickly and efficiently report grades, last date of attendance, etc. as well as access student records to facilitate advisement.
2. Upgraded Campus Pipeline to facilitate communication between faculty and students; provided training at faculty in-service workshops and students orientations.
3. Initiated part-time Evening/Weekend Nursing Program (see Goal III).
4. Extended the hours during which Web for Students is available during the evening.
5. Increased the use of WebCT to enhance instruction in video, web, and live classes; number of faculty using Web assisted courses increased from 3 in 2001 to over 20 in 2002.
6. Developed and/or adapted 16 additional courses for delivery via distance learning formats.
7. Increased by 33% the number of open lab Flex Classes in Computer Science and Office Administration fall semester 2002.
8. Implemented A.A.S. in Technical Communications as part of the eLearnIT online degree program offered in partnership with Nashville State Technical Institute.
9. Hired new Director of Distance Education to coordinate RODP and expand evening school and other distance learning offerings.

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. Managed six county programs through the Workforce Investment Act; LWIA4 attained the highest performance of any workforce area in the state of Tennessee; ranked 1st in incentive award (39% more than the next highest WIA).
2. RSCC Centers for Training and Development developed Applied Management Series training for new supervisors, added night classes and Advance series based upon client request.
3. Centers for Training provided human resources consulting services to several businesses in the service area.
4. Conducted economic impact review based on American Council of Education model (modified for community colleges); total 5-yr. impact (1997/98 – 2001/02) equaled $363 million, or average of almost $73 million per year.
5. Partnered with UT/Knoxville and PSTCC to survey employees of federal contractors in Oak Ridge to determine higher education needs and interests.
6. Hosted Workforce Development Summit at the Oak Ridge Branch Campus in partnership with the Oak Ridge Chamber of Commerce.
7. Developed Campbell County Human Resource Association for business networking; resulted in contract training with 5 area companies.

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. Implemented college mini-fair program in Anderson, Knox, Loudon, and Blount counties in partnership with UT/Knoxville and PSTCC; conducted mini-fairs at 21 high schools; ETSU and WSCC participated in several of the fairs.
2. Worked in partnership with Tennessee Technological University to develop bachelor degree in elementary education for delivery at Oak Ridge Branch Campus and Cumberland County Higher Education Center.

3. Participated in meetings between Oak Ridge High School and RSCC faculty and administrators to explore areas of common interest; small faculty groups convened to discuss joint curricular issues in the areas of business and technology, student support services, early childhood education, computer-aided design and drafting, and graphic communications.
4. Conducted summer workshop for minority youth to encourage exploration of careers in math and science.
5. Partnered with UT/Knoxville in Project Engage to enroll underrepresented students in the field of engineering; the project calls for high school mentoring, 1st year enrollment at RSCC, subsequent transfer to UT/K.
6. Entered into agreement with Trevecca Nazarene University to deliver upper division courses at the Cumberland County Higher Education Center toward the Bachelor of Arts degree in Management and Human Relations.

Goal XIII: To assist students in the accomplishment of their educational and career goals through such initiatives as improved service, advisement, retention, and scheduling
1. Financial Aid staff traveled to each satellite campus 5-13 times to work individually with students on financial aid forms and to answer questions.
2. Automated several financial aid processes (through SIS updates) to communicate more quickly and efficiently with students.
3. Added Automated Attendant to Records and Registration Office telephone number to provide answers to frequently asked questions on a 24/7 basis; callers can listen to information about office hours, locations, important dates, how to request a transcript, etc.
4. Relocated full-time staff member at Scott County campus to the library to assist students and faculty.
5. Implemented peer tutoring program in math at Campbell County campus
6. Enhanced Web for Faculty to provide additional features to facilitate academic advising; modified Web for Faculty to permit all faculty to view any student record (not just assigned advisees) to facilitate faculty's ability to assist any student requesting help.
7. Deleted "undecided" category from RSCC application; listed categories that will ensure all students are assigned the most appropriate advisor.
8. Developed 11 categories on RSCC application for "special for credit" to facilitate assignment of advisor appropriate to the needs of part-time students.
9. Developed plans for two-day Freshman Experience event to provide special orientation of incoming freshman; the event, scheduled for August 2003, will give students the opportunity to meet their advisor, learn about important college information and services, bond with other students, and learn about their campus of choice.

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. Added computers in the IDEA (interactive delivery) rooms at all campuses to enhance instruction with streaming video; also added DVD players.
2. Upgraded microcomputer labs to Windows XP Professional with Office XP Professional applications.
3. Installed NAS (Network Attached Storage) to provide network-based data back-up solution for faculty and staff.
4. Deployed 36 new computers, 60 refurbished computers to faculty and staff.
5. Upgraded hardware and software in the state-of-the-art Music Department MIDI lab.
6. Increased by 40% the number of training sessions for faculty and staff conducted by Center for Teaching Arts and Technology; enrollment increased by 10% over previous year.
7. Began development of new RSCC webpage (for implementation August 2003), using national best practice benchmarks for design and ease of use.
8. Developed plan (based upon usage study and faculty interest) to reduce lab computers and increase multimedia stations for instructional use at all campuses.
9. Increased by 40% the number of training sessions for faculty and staff conducted by Center for Teaching Arts and Technology; enrollment increased by 10% over previous year.