



Roane State Community College

Strategic Plan 2000-2005

Revised as of
August 15, 2003

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

Goal I: To enhance educational excellence by:

a. improving the quality of student learning

I.a.1. To improve students' core general education competencies through a series of across-the-curriculum initiatives designed to address weaknesses identified through internally and externally developed learning outcomes assessments conducted as a part of Performance Funding and other assessment activities

- *Develop in-service activities and other ongoing workshop and training opportunities to provide faculty with tools for improving: critical thinking and critical reading skills writing and speaking across the curriculum*
- *Conduct workshop for Developmental Studies faculty to share instructional techniques*

I.a.2. To improve students' basic computer literacy and their ability to use a full range of research tools to solve problems and synthesize ideas and information

- *Develop initiatives to increase breadth and depth of course assignments requiring library research, written references, etc.*
- *Assess all students for basic computer literacy; develop multiple learning options for students who don't meet basic proficiency (COLL 1020, Learning Center tutorials, etc.)*
- *Benchmark: 35% of all courses will require the use of computer programs such as Microsoft Word, Excel, or Powerpoint.*

I.a.3. To improve students' learning through the study and use of innovative instructional methods that promote increased student-faculty and student-to-student interaction, increased critical thinking activities, etc.

- *Pilot at least one course section per year utilizing the Inverted Classroom method*
- *Conduct pilot classroom project incorporating computer-based models to integrate mathematics and biology*

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

I.b.1 Increase by 1 per year the number of "self-service" student support and administrative processes and teach students to use them

- *Develop and implement “Smartsearch,” online access to RSCC schedule of classes*
- *Develop and implement online service for student workers, including search and selection of available campus job openings, online option for mandatory training/orientation*
- *Put articulation agreements, articulated majors and transfer tables on RSCC website*
- *Implement Web for Students by the 3rd year of the planning period; increase online registration incrementally throughout the planning period*
- *Develop and implement online “Change of Major” form by the 4th year of the planning period*

I.b.2. Develop and implement a multi-disciplinary Learning Center by the 3rd year of the planning period; expand the services of the Center incrementally during the 4th and 5th years of the planning period

- *Open multi-disciplinary Learning Center on the Roane County campus by the 3rd year of the planning period; provide professional and peer tutoring, group and individual study, “quiet” and open computer work areas*
- *Expand services of the Learning Center incrementally throughout the planning period*
- *Expand peer tutoring at the Oak Ridge Branch Campus during the 4th year of the planning period by utilizing Honors students*

I.b.3. Provide training and development through the Center for Teaching Arts and Technology to meet faculty needs for preparation in technology-enhanced instructional methods, adaptation to multiple learning styles, and other learning-centered teaching modes

- *Expand faculty training schedule to include workshops on new topics in instructional methods*

I.b.4. Develop and pilot alternative, flexible delivery of Development Studies competencies to facilitate students’ timely progression to college-level courses

- *Pilot 3+3 course(s) in writing and mathematics fall semester 2003*

c. enhancing the quality of student life

I.c.1. Develop new strategies for creating learning-based, engaging extra-curricular and co-curricular opportunities at times and places conducive to student participation by the end of the planning period

- *Establish faculty/staff task force to develop parameters for usage of new Student Activity fee*
- *Increase career program student involvement in pre-professional organizations*
- *Initiate mobile movie library for student use*

I.c.2. Benchmark best practices of other two-year institutions for improving the quality of students’ cultural experience; develop recommendations for proposed strategies by the end of the planning period

I.c.3 Pilot “Free Wednesday Afternoons” to provide class-free (excepting labs and clinicals) time for faculty/staff meetings and training, student group study, clubs, organizations, etc

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

I.d.1. Identify student and/or faculty international study and/or travel opportunities appropriate for institutional sponsorship and participation by the end of the 4th year of the planning period; reach consensus on adoption/development/promotion of these opportunities by the end of the planning period

- *Appoint selected faculty to conduct research on ideas for new international study and/or travel opportunities*

I.d.2. Increase college-wide participation in Multicultural Day activities incrementally throughout the planning period

- *Benchmarks: Departmental/divisional participation will increase by 30%; 80% of participants responding to survey will report satisfaction with program activities*
- *Utilize faculty leadership from Curriculum and Cultural Events Committee to increase classroom participation in Multicultural Day*
- *Benchmark: 15% of faculty will incorporate learning activities related to multicultural issues into their courses as part of Multicultural Day observance*

I.d.3. Develop curricular strategies for increasing student appreciation of different cultures and understanding of global environmental concerns and economic/geo-political interconnectedness by the end of the 4th year of the planning period; begin implementation of strategies in the classroom by the end of the planning period

- *Humanities, Math/Science, Business, and Social Science divisions to research appropriate and feasible methods for integrating into the curriculum learning activities/assignments related to appreciation of different cultures and understanding of global environmental concerns and economic/geo-political interconnectedness*

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

II.1. Develop and implement initiatives in partnership with college advisory boards and support groups to increase community participation in college programs and activities incrementally throughout the planning period

- *Develop and begin implementation of Alumni initiative by the end of the 3rd year of the planning period*
- *Evaluate advisory board membership to ensure service area and professional participation and update membership as necessary*

- II.2. Maintain an annual schedule of college-sponsored community service projects throughout the planning cycle
- *Roane County Community Service Committee to coordinate annual planning of college-sponsored community service projects based upon assessment of faculty and staff interests and priorities.*

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

- III.1. Enhance health care programming and delivery incrementally throughout the planning period through such initiatives as:
piloting new clinical affiliations in underserved areas,
completing healthcare agency training and workforce needs assessment project,
developing new programs based upon assessment of community need,
conducting program review and credit hour reduction required by the TBR Defining Our Future project, and
developing technology-enhanced instructional delivery
- *Maintain Evening/Weekend Nursing Program through collaboration with other higher education institutions or health-care facility partners*
 - *Develop Pharmacy Technician Certificate program and submit to TBR for approval by the end of the 3rd year of the planning period*
- III.2. Enhance the quality of existing offerings and expand by 20% per year the number of programs and services accessible through the WWW
- III.3. Develop and implement strategies to raise awareness of Roane State's distinction in the field of health care programming among the healthcare community, area secondary schools, and potential adult students
- *Public Information to schedule media opportunity to showcase one or more career programs each semester*

Goal IV: To strengthen the transfer program which prepares students for further baccalaureate study by enhancing the quality of academic offerings and by facilitating the delivery of a common core general education program that is fully transferable within the TBR system

- IV.1. Develop and implement strategies to raise public awareness of the high standards of Roane State's transfer program and the success of its graduates
- *Public Information to schedule media opportunity to showcase one or more transfer programs each semester*

- IV.2. Conduct review and, where necessary, revision of core general education curricula to ensure alignment with TBR Common Core and effective instruction and assessment leading to the Common Core's established outcomes
- IV.3. Review and revise all program curricula to comply with "60 hour maximum" requirement or credit hour maximum approved by exception
- IV.4. Strengthen general education program and minimize negative impact of "60 hour reduction" through enhanced offerings and innovative experiments in instructional delivery and programming

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

- V.1. Develop and implement viable assessment strategies to measure General Education outcomes by the 4th year of the planning period
 - *Develop and implement internally constructed pre-and-post tests for key General Education courses*
- V.2. Meet or exceed standards on performance measures for accreditation in all applicable programs
- V.3. Improve dissemination of academic data and analysis
 - *Provide twice-yearly information sessions for all academic divisions with results of Performance Funding assessment data*
 - *Increase academic reports available on the OIER Fact Book*
- V.4. Meet or exceed current levels of achievement on all Performance Funding Program assessment standards
- V.5. Obtain accreditation for Roane State's Business programs by the end of the planning period
- V.6. All departments will conduct a review of their procedures and services to identify opportunities for improvement and implement at least one improvement project during the course of the planning period; through the college's institutional effectiveness process, departments will assess the success of their improvement strategies and determine ways to use the results of assessment for continued improvement
- V.7. Explore uses of technology to increase administrative efficiency and reduce costs
 - *Convert selected institutional printed reports to E-print.*

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

- VI.1. Establish team to conduct institutional study of the role, scope, and potential resources for faculty/staff professional development; study to be completed by the end of the planning period
- *Use study results to plan new internal training opportunities*
- VI.2. Conduct assessment of faculty and staff training needs related to critical internal processes by the end of the 1st year of the planning period; develop and implement a plan to provide internal training on critical processes which eliminates barriers to college-wide participation
- *Benchmark: 75% of faculty/staff identified in needs assessment will participate in training*
 - *Develop and implement mandatory online sexual harassment training for faculty and staff*
- VI.3. Develop marketing strategies to recruit highly qualified faculty and staff, resulting in 95% of all funded positions filled by the end of the planning period
- *Develop web-based job postings; track numbers of applicants using online resources*
- VI.4. Explore the establishment of a “career ladder” for non-faculty positions and a leadership development plan available to all employees
- *Convene exploratory task forces to 1) benchmark best practices in staff leadership development and promotion and 2) research skill level salary progression for directors, coordinators, and technicians*
- VI.5. Revise administrative and support staff evaluation plan to more closely align the process to employee development in support of institutional goals and priorities; pilot new process and conduct training by the end of the planning period
- VI.6. College Executive Council to consider Unity Committee recommendations, assign ownership for approved recommendations, begin implementation by the end of the planning period

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

- VII.1. Revitalize the appearance of the main campus through implementation of campus interior renovations by the end of the 2nd year of the planning period
- VII.2. Improve the safety and enhance the appearance of physical facilities on the main campus through appropriations requests made during the planning cycle to fund implementation of the college's capital maintenance plan

- VII.3. Complete capital projects currently in progress by the end of the planning period
- VII.4. Seek approval for capital projects and equipment upgrades by means of annual requests made through regular appropriations processes; conduct annual review of likelihood for funding; determine possible alternate strategies for critical acquisitions
- VII.5 Upgrade technology in science labs incrementally throughout the planning period through acquisition of equipment consistent with 21st century science learning needs
- VII.6 Continue to update Roane State's safety plan and ensure college-wide awareness of processes and responsibilities related to maintaining campus safety and security
 - *Develop and implement training program for Physical Plant employees based upon OSHA guidelines.*
- VII.7 Enhance the comfort, safety, and appearance of physical facilities at all campus locations through allocation of Physical Plant human and fiscal resources based upon ongoing assessment of need and improvement possibilities
 - *Establish benchmark level of daily maintenance services; develop and implement inspection schedule for custodial services at all campus locations to monitor attainment of benchmark level*

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

- VIII.1. Meet or exceed current private giving levels achieved through RSCC Foundation fundraising activities
 - *Conduct feasibility study to assess private giving community's priorities to determine the most likely areas of funding support;*
 - *Develop fund raising strategies based upon identified priorities by the end of the 3rd year of the planning period*
- VIII.3. Conduct assessment of institutional commitment to proactive program of grants development (availability of matching resources, allocation of staff time, etc.) by the 4th year of the planning period; develop one or more grant proposals per year based upon feasibility assessment
- VIII.4. Develop fiscal priorities based upon institutional mission and goals to annually guide allocation of fiscal resources throughout the planning period; provide annual communication regarding allocation of fiscal resources to enhance college-wide understanding

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

IX.1. Increase enrollment among targeted demographic groups incrementally throughout the planning period through implementation of enrollment management plans on the main campus, the branch campus, and each teaching center.

- *Benchmark: increase number of targeted demographic groups from 3 to 6; determine enrollment goals for each site by the end of the first year of the planning period*
- *Develop initiatives to recruit Hispanic students to RSCC in Loudon and Cumberland counties*

IX.2. Increase overall headcount by 5.9% to 5,540 and FTE by 6.4% to 4,008 by the end of the planning period as projected by the TBR research office forecasting model

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

X.1. Initiate Roane County Evening/Weekend School by the end of the planning period; develop program offerings and services incrementally throughout the planning period based upon analysis of student need; study feasibility of expansion of evening/weekend classes at satellite campuses by the end of the planning period

X.2. Conduct evaluation of current video courses, web courses, accelerated courses, and other courses offered through alternative scheduling by the end of the 4th year of the planning period; determine need for reduction/expansion of course delivery options based upon assessment of need and student outcomes; implement changes by the end of the planning period

X.3. Expand availability of and enrollment in Web courses and programs incrementally throughout the planning period

- *Increase RSCC-developed Web courses by at least two per year*
- *Develop strategies to raise awareness and increase enrollment in E-Learnit and RODP degree programs*

X.4. Update the Site Management Plan to ensure its currency and viability as a management tool for the mutual benefit of the branch and satellite campuses and the main campus service departments

X.5. Implement Payment Gateway to enable credit and non-credit students to make credit card payments online

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

XI.1. Assess the college's role within the structure of new state workforce legislation during

first year of the planning period and assign appropriate responsibility within the college to oversee and coordinate workforce development initiatives based upon this assessment by the 2nd year of the planning period

XI.2. Develop viable tools to assess service area workforce needs and a formal process for interacting with area employers by the end of the first year of the planning period; develop and implement a plan to market Roane State's training programs to the general public and to targeted business and industry by the second year of the planning period

- *Develop and implement a series of executive visits to area business/industry*

XI.3. Implement strategies to develop and offer credit and non-credit programs and/or training on the basis of market demand and service area opportunities incrementally throughout the planning period

- *Benchmark: increase by 5 per year the number of offerings for credit and/or non-credit training*
- *Utilize Adult Learner Committee to assess market need for training; develop Certificates of Advancement based upon assessment of labor shortage, training needs*

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

XII.1. Maintain oversight of current and potential new articulation agreements as Defining Our Future curriculum changes are implemented to ensure continuation of transferability of credits

- *Benchmark: Update all current articulation agreements to comply with 60/120 guidelines by the end of the cycle*

XII.2. expand articulation opportunities with area private and public institutions incrementally throughout the planning period

- *Benchmark: Develop course-by-course transfer tables and articulation agreements with Milligan College, King College, Trevecca-Nazarene University, University of Memphis, and Maryville College by 2004*
- *Benchmark: Expand current articulation agreements with public universities by 10% by the end of the cycle*

XII.3. Work with area high schools and technology centers to increase student enrollment in Tech-Prep programs incrementally throughout the planning period

- *Benchmark: increase enrollment of students with Tech-Prep articulated credits by 5% per year*

XII.4. Explore opportunities to work with area K-12 schools and senior institutions for mutually beneficial partnership activities

- *Develop joint planning with Oak Ridge Schools by the 4th year of the planning period*

- *Initiate partnership with Tennessee Technological University for joint development of articulated teacher education program by the 4th year of the planning period*
- *Convene local P-16 Council and provide leadership for development and implementation of council initiatives*
- *Explore potential for regional node partnerships among RSCC, TTU, and area technology centers for increased efficiency in business and academic affairs*

XII.5. Work with York Institute, area elected officials, and community leaders to develop initiatives to increase local access to higher education for residents of Fentress County.

Goal XIII: To assist students in the accomplishment of their educational and career goals through such initiatives as improved service, advisement, retention, and scheduling

- XIII.1. Develop and implement recommendations for improved academic advisement (both in person and online) through the college Advisement Council as outlined in the Performance Funding Standard IVB improvement plan
- XIII.2. Explore the concept of a Campus Creed/Student Honor Code for potential adoption by the end of the planning period
- XIII.3. All departments will conduct a review of their processes for providing service to students, colleagues, and the public in order to identify opportunities for improved or enhanced service and implement at least one service improvement project by the end of the planning period
- XIII.4. Develop and implement expanded and enhanced programs for new students by the 3rd year of the planning period
- *Faculty/staff task force established to benchmark best practices in New Student Orientation programs and to identify greatest area of need of RSCC students; develop and implement expanded Freshman Experience orientation based upon identified needs/goals*
 - *Implement International Student orientation*
- XIII.5. Establish Task Force to re-visit the schedule management process, conduct assessment of effectiveness of current process by the end of the 4th year of the planning period; develop and implement improvements based upon assessment by the end of the planning period

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

- XIV.1 Re-frame the college's long-range technology plan to incorporate instructional technology initiatives by the end of the 3rd year of the planning period
- XIV.2. Improve technology infrastructure through implementation of measures identified in the college's long-range technology plan
- *Upgrade RSCC network infrastructure through addition of new servers*
 - *Migrate all Exchange 5.5 users to Exchange 2000*
- XIV.3. Equip classrooms on all campuses with multimedia teaching and learning resources by the end of the planning period through implementation of measures identified in re-framed long-range technology plan
- *Provide resources for additional multimedia enabled classrooms through reduction in number of computer labs based upon usage study*
- XIV.4 Benchmark best practices and solicit college-wide feedback for recommended improvements/enhancements to bring RSCC Web Page to "world-class" standard; implement new features by the end of the 4th year of the planning period
- XIV.7. Re-frame the goals and objectives of the Center for Teaching Arts and Technology based upon user needs and available human and fiscal resources for the remainder of the planning period
- XIV.8 Enhance classroom instruction through the use of a wide variety of multimedia applications
- *At least one faculty member annually in each academic division will incorporate new or expanded multimedia applications into course curriculum*