Roane State Community College

2015-2025 Strategic Plan

Tennessee Board of Regents

Roane State Community College

Vision Statement

Roane State Community College's vision is to be a premier learning institution that transforms lives, strengthens community, and inspires individuals to excellence.

Mission Statement

Roane State Community College is a comprehensive, public, two-year postsecondary institution serving the higher education needs of a diverse eight-county service area, which includes Roane, Anderson, Campbell, Cumberland, Fentress, Loudon, Morgan, and Scott counties and expands to include Knox and Blount counties for the delivery of a broad range of health science programs. Roane State provides multiple staffed teaching locations and a wide range of flexible teaching delivery modes and distance education technologies to accommodate the diverse learning needs of students balancing multiple priorities in the pursuit of their educational goals.

The college awards the Associate of Arts, Associate of Science, or Associate of Science in Teaching degree for students who wish to transfer to a four-year institution and provides career education for Associate of Applied Science degree or Technical Certificate graduates to enter the workforce. Roane State also upgrades employee skills with a wide range of continuing education and workforce development training offerings, provides a pathway to postsecondary education for high school students through dual studies, and brings cultural, educational, and recreational opportunities to its communities.

Regardless of their program of study, Roane State students are provided a sound foundation in critical thinking and communication skills and exposed to a curriculum and experiences designed to broaden their understanding and respect for wellness, civic engagement and service, diverse ideas and cultures, a sense of the global community, and the technology required to succeed in 21st century society.

Roane State's mission is to improve the lives of individuals through the transformative power of education and to build thriving communities through partnerships for strengthening economic development. Just as Roane State expects its students to challenge themselves to engage in lifelong learning, the college accepts the challenge to sustain a culture of innovation and to continually explore new ways to provide an educational experience that meets the current and future needs of its service area communities.

Values Statement

The college community affirms as its highest values honesty, integrity, respectful communication, and a commitment to personal and professional accountability and measures its institutional success by the success of its students.

2015-2025 Strategic Plan

1. RSCC Goal: ACCESS
Roane State will broaden opportunities for residents of its service area to access educational programs and services that will enrich their lives and strengthen their communities.

Access Objective #1.1	
RSCC will optimize recruitment and enrollment processes and services designed to remove barriers and personalize client interaction, facilitate timely and educationally appropriate registration, and maximize enrollment.	
Strategy 1.1.1: Improve communication with prospective and entering students through more personalized interaction and assistance to facilitate students' choice of academic program or focus area.	
Owners: Vice President for Enrollment Management, Student Success Center, One-Stop, Financial Aid, Advising Resource Center, Completion Committee	
Indicator: 10% increase in enrollment by 2025; all first-time entering degree-seeking students assigned a success coach; Ready to ReConnect grant initiatives implemented per final report	
Baseline 2014/2015: Entering students assigned advisors based on major; Success Coach model planned	

Year	Benchmark	Progress
2015/16	Success coaches hired; training developed and implemented; students assigned coaches during registration for fall 2016; "Enrollment funnel" strategies implemented; 1% enrollment increase	
2024/25 Target	Enrollment increase to 6816 per TBR target; students assigned success coach per guidelines	

Access Objective #1.1	
RSCC will optimize recruitment and enrollment processes and services designed to remove barriers and personalize client interaction, facilitate timely and educationally appropriate registration, and maximize enrollment.	
Strategy 1.1.2: Develop academic program choices, organized by discipline area focus or articulated pathways, aligned to specific career and/or educational targets.	
Owners: Vice President for Student Learning, Academic deans, program directors, General Education Committee, Director of Curriculum, Program Planning, and Advising, Director of Public Relations, Completion Committee	
Indicator: 10% increase in enrollment by 2025; All RSCC academic programs published in "GPS" format for two-year and three-year options; program maps updated as needed	
Baseline 2014/2015: Model for Nursing created; faculty introduced to concept at Convocation	

Year	Benchmark	Progress
2015/16	At least 80% of programs converted to GPS format.	

Year	Benchmark	Progress
2024/25 Target	Enrollment increase to 6816 per TBR target; all curriculum maps implemented and updated as needed	

Access Objective #1.1

RSCC will optimize recruitment and enrollment processes and services designed to remove barriers and personalize client interaction, facilitate timely and educationally appropriate registration, and maximize enrollment.

Strategy 1.1.3: Optimize efficiency and effectiveness of enrollment process and services.

Owners: Vice President for Enrollment Management, Student Success Center, One-Stop, Financial Aid, site directors, Computer Services, Roane State Foundation

Indicator: 10% increase in enrollment; reduced cycle time; reduction in "later" registration; increased financial aid and support resources

Baseline 2014/2015: Application process streamlined so that students are "provisionally" admitted allowing them to gain access to Raidernet upon application submission rather than college acceptance. Students personally contacted to file FAFSA by priority date; 44% filed timely. Students receive Raider Alert with notification of projected loan processing. One-Stop training ongoing

Year	Benchmark	Progress
2015/16	Develop comprehensive recruitment plan for different constituencies; continue efficiency strategies	
2024/25 Target	Enrollment increase to 6816 per TBR target; Incremental improvements in recruitment/enrollment processes	

Access Objective #1.2

RSCC will increase students' access to educational opportunities through the development and implementation of market-driven, flexibly-delivered courses and programs.

Strategy 1.2.1: Develop and implement credit and non-credit academic programs to meet the needs of the service area job market

Owners: Vice President for Student Learning, academic deans, program directors, **Vice President for Workforce Development,** Director of Workforce Training and Placement, Public Relations

Indicator: Incremental increases in enrollment in new program options; increase in PLA crosswalks and assessments

Baseline 2014-2015: Financial Services degree developed based on area business request; approved by TBR and SACSCOC. Mechatronics AAS developed to replace Certificate from STEM grant. Multiple short courses developed for non-credit healthcare through RxTN grant.

Year	Benchmark	Progress
2015/16	Continue development of Customer Care, Retail Management, Welding certificate programs based on discussions with area business/industry. Select faculty trained in PLA evaluation through Ready to Reconnect grant.	

20204/25 Target	Incremental increases in enrollment in new program options; increase in PLA crosswalks and assessments	

Access Objective #1.2		
RSCC will increase students' access to educational opportunities through the development and implementation of market-driven, flexibly-delivered courses and programs.		
Strategy 1.2.2: Develop and implement non-traditional delivery options for selected programs to increase access for students with barriers to traditional enrollment.		
Owners: **Vice President for Student Learning,** academic deans, program directors, CTAT, IT, site directors, Public Relations		
Indicator: Incremental increases in alternatively delivered program options		
Baseline: Accelerated offerings in 8 disciplines/programs; online options in 26 disciplines		
Year	**Benchmark**	**Progress**
2015/16	Identify programs with potential for acceleration; develop additional accelerated course options (Music Theory sequence, for ex.)	
2024/25 Target	Incremental increases in enrollment in alternatively delivered program options	

Access Objective #1.2		
RSCC will increase students' access to educational opportunities through the development and implementation of market-driven, flexibly-delivered courses and programs.		
Strategy 1.2.3: Develop and implement plan for delivery of selected programs at satellite campus locations		
Owners: **Vice President for Student Learning, Vice President Workforce and Community Outreach,** academic deans, program directors, site directors, Public Relations		
Indicator: Increases in program offerings, Increase in off-campus enrollment		
Baseline 2014-2015: 50%+ through traditional delivery offered for AA/AS/AFA/AST/AAS General Technology at satellite campuses; Mechatronics offered at Clinton Training Center		
Year	**Benchmark**	**Progress**
2015/16	Identify and develop at least one complete program offering for one satellite campus	
2024/25 Target	Documented increase in program offerings; increase in off-campus enrollment	

Access Objective #1.3

RSCC will increase participation of priority student populations, including those that are under-represented and under-served.

Strategy 1.3.1: Develop strategies to increase participation of student populations with declining enrollment trends, including adults over 25 and students from 21-24 years old.

Owners: **Vice President for Enrollment Management, Vice President for Institutional Effectiveness,** Vice President for Student Learning, academic deans, Student Success Center, One-Stop, Student Services, RSCC Foundation, Completion Committee, Public Relations, site directors, Director of Workforce Training and Placement

Indicator: **Increased enrollment of priority student subpopulations**

Baseline fall 2015: Students 21-24 = 831; students 25 and over = 1472

Year	Benchmark	Progress
2015/16	Stabilize enrollment decline; target 1% increase	
2024/25 Target	10% increase in enrollment of priority student populations	

Access Objective #1.3

RSCC will increase participation of priority student populations, including those that are under-represented and under-served.

Strategy 1.3.2: Develop strategies to increase participation of minority students, veterans, and under-represented genders in non-traditional occupations

Owners: **Vice President for Enrollment Management, Vice President for Institutional Effectiveness,** Student Services, Student Success Center, Completion Committee, program directors, site directors, Public Relations, Director of Workforce Training and Placement

Indicator: **Increased enrollment of priority student subpopulations**

Baseline fall 2015: 269 minority students; 156 under-represented genders in non-traditional occupations based upon Perkins re-definition; approx. 125 veterans accessing services

Year	Benchmark	Progress
2015/16	Begin development of strategy to increase participation for completion 2016-2017; implementation 2017-2018	
2024/25 Target	10% increase in enrollment of priority student populations	

Access Objective #1.3

RSCC will increase participation of priority student populations, including those that are under-represented and under-served.

Strategy 1.3.3: Develop strategies to increase participation by enrolled high school students

Owners: **Vice President for Student Learning, Director of Middle College, Director of Dual Studies,** academic deans, site directors, Enrollment Management

Indicator: **Increased enrollment of priority student subpopulation**

Baseline fall 2015: 1233 dually enrolled students; Middle College cohort in Roane County; development of Anderson County Middle College

Year	Benchmark	Progress

Year	Benchmark	Progress
2015/16	Implement Anderson County Middle College cohort; continue Roane County Middle College; engage in discussions with at least one additional school system for 2016-2017 cohort	
2024/25 Target	1,320 dually enrolled students per TBR target	

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2. RSCC Goal: <u>Student Success</u>
Roane State will build pathways, design and deliver learning environments, and provide supportive services that will advance students' accomplishment of their educational goals.

Student Success Objective #2.1
RSCC will increase student retention and persistence through targeted initiatives to enhance the first-year experience and academic advisement and improve scheduling and delivery options to facilitate timely completion.
Strategy 2.1.1: Deploy corps of success coaches at designated campus locations to provide mandatory holistic advisement and support for first-time entering students through completion of 24 credit hours; implement mandatory academic advisement for all students
Owners: **Vice President for Institutional Effectiveness, Vice President for Enrollment Management**, Student Success Center, Financial Aid, Advising Resource Center, Completion Committee; Vice President for Student Learning, academic deans, faculty
Indicator: Percent students with academic plan/major at 24 credit hours; increased progression, awards (10%), awards per FTE and graduation rate (disaggregated by sub-population; compared to "traditional" students); decreasing number of credit hours accumulated beyond number needed for degree; satisfaction ratings on SENSE/CCSSE
Baseline 2014-2015: develop student success coach concept

Year	Benchmark	Progress
2015/16	Hire and train initial corps of success coaches; begin advisement for fall 2016 semester; begin development of parameters for mandatory advisement for all students	
2024/25 Target	Maintain Awards per FTE rate above threshold; 150% graduation rate of 22.9%; 300% at 32.1% per TBR targets; decrease in credit hours beyond needed per TBR established threshold; credit hour progression benchmarks met (12=1,900; 24=1,503; 36=1,284)	

Student Success Objective #2.1

RSCC will increase student retention and persistence through targeted initiatives to enhance the first-year experience and academic advisement and improve scheduling and delivery options to facilitate timely completion.

Strategy 2.1.2: Provide required COLS 1010 Learning Strategies course for designated first-time entering students.

Owners: Vice President for Student Learning, COLS 1010 Coordinator, Office of Institutional Effectiveness and Research

Indicator: Course completer success rate meeting benchmarks, LASSI post-survey gains, increase in retention/completion, benchmarks met for student and faculty perception of learning gains

Baseline 2014-2015: COLS 1010 sections offered at all RSCC campuses with exception of Knox County; new COLS 1010 coordinator hired to replace QEP Director returning to the classroom

Year	Benchmark	Progress
2015/16	Approve COLS 1010 an institutional requirement for first-time entering students; establish any waiver parameters; train and hire faculty needed for deployment fall semester 2016; information campaign for advisors and students	
2024/25 Target	All benchmarks met for COLS success metrics indicators	

Student Success Objective #2.1

RSCC will increase student retention and persistence through targeted initiatives to enhance the first-year experience and academic advisement and improve scheduling and delivery options to facilitate timely completion.

Strategy 2.1.3: Develop strategies to enhance the educational experience of priority student sub-populations (first-time entering students, adults, under-represented minorities)

Owners: Completion Committee, Office of Institutional Effectiveness and Research, Student Services, Student Engagement, Library, Learning Center, academic deans, Director of Grants Development

Indicator: Percent students with academic plan/major at 24 credit hours; increased progression, awards (10%), awards per FTE and graduation rate (disaggregated by sub-population; compared to "traditional" students); benchmarks met for SENSE and CCSSE survey perception and focus groups

Baseline 2014-2015: develop concept of success coaches; curriculum maps; continue study of best practices in scheduling software; Ready to Reconnect grant awarded to implement adult strategies

Year	Benchmark	Progress
2015/16	Hire and train initial corps of success coaches; begin development of curriculum maps; schedule visit to community college utilizing Infosilem scheduling software; implement Ready to Reconnect strategies, including Adult Advisory Council.	
2024/25 Target	Maintain Awards per FTE rate above threshold; 150% graduation rate of 22.9%; 300% at 32.1% per TBR targets; decrease in credit hours beyond needed per TBR established threshold; ; credit	

	hour progression benchmarks met (12=1,900; 24=1,503; 36=1,284)	

Student Success Objective #2.1
RSCC will increase student retention and persistence through targeted initiatives to enhance the first-year experience and academic advisement and improve scheduling and delivery options to facilitate timely completion.

Strategy 2.1.4: Develop academic schedules and delivery options that enable students' timely completion of academic program plan requirements

Owners: **Vice President for Student Learning, Director of Program Planning, Curriculum and Advising**, academic deans, site directors, program directors, Completion Committee, Public Relations, Office of Institutional Effectiveness and Research

Indicator: **Academic schedules align with curriculum program maps for two-year and three-year completion; Percent students with academic plan/major at 24 credit hours; increased progression, awards (10%), awards per FTE and graduation rate (disaggregated by sub-population; compared to "traditional" students);**

Baseline 2014-2015: **Multiple term options (5,7,10 wk) for various courses help students accelerate schedules; Interactive, web, and hybrid delivery options also available; college consulting with Infosilem scheduling software company for possible technology assistance for wide-scale scheduling re-engineering**

Year	Benchmark	Progress
2015/16	Develop schedule and delivery options designed for Ready to ReConnect adult students; plan flexible scheduling options to accommodate curriculum maps; plan for purchase of Infosilem scheduling software	
2024/25 Target	Maintain Awards per FTE rate above threshold; 150% graduation rate of 22.9%; 300% at 32.1% per TBR targets; decrease in credit hours beyond needed per TBR established threshold; ; credit hour progression benchmarks met (12=1,900; 24=1,503; 36=1,284)	

Student Success Objective #2.1
RSCC will increase student retention and persistence through targeted initiatives to enhance the first-year experience and academic advisement and improve scheduling and delivery options to facilitate timely completion.

Strategy 2.1.5: Develop and implement student success/completion plan per Achieving the Dream best practices/templates

Owners: **Completion Committee, ATD Data Committee**, President, President's Cabinet

Indicator: **Implementation plan on track per established timelines; ATD coach recommendations implemented as appropriate; Percent students with academic plan/major at 24 credit hours; increased progression, awards (10%), awards per FTE and graduation rate (disaggregated by sub-population; compared to "traditional" students);**

Baseline: **Core ideas discusses with ATD Coaches at Kick-off Institute**

Year	Benchmark	Progress
2015/16	Complete Achieving the Dream Implementation Plan per April 2016 due date	

2024/25 Target	Maintain Awards per FTE rate above threshold; 150% graduation rate of 22.9%; 300% at 32.1% per TBR targets; decrease in credit hours beyond needed per TBR established threshold; ; credit hour progression benchmarks met (12=1,900; 24=1,503; 36=1,284); achievement of Leader College status	

Student Success Objective #2.2
RSCC will improve the success of students with academic deficiencies or other factors that put them at risk for accomplishing their academic goals.

Strategy 2.2.1: Improve success rate of students with academic deficiencies in Reading, Writing, and Math through implementation of co-requisite model of instruction.

Owners: Vice President for Student Learning, deans of Humanities and Math/Science, Director of Learning Center/Learning Support, Office of Institutional Effectiveness and Research, Student Success Center

Indicator: Increased percentage of students successfully completing LS competencies, increased percentage of LS students successfully completing college-level reading, writing, math

Baseline: Per TBR analysis: (Fall 2012 cohort): 9.5% of freshmen in LS Math completed college level math by end of spring 2013; 44.1% of freshmen in LS Writing completed ENGL 1010 by end of spring 2013

Year	Benchmark	Progress
2015/16	Meet or exceed fall 2015 co-requisite results: 57.5% of freshmen enrolled in LS Math completed college level Math in same term; 65.4% of freshmen enrolled in LS Writing completed ENGL 1010 in same term.	
20024/25 Target	Incremental increase in success rate of students completing college-level courses through co-requisite instruction.	

Student Success Objective #2.2
RSCC will improve the success of students with academic deficiencies or other factors that put them at risk for accomplishing their academic goals.

Strategy 2.2.2: Develop and implement intervention system for faculty, success coaches, and others in student support positions to alert and advise students at risk of non-completion.

Owners: Vice President for Student Learning, Dean of Students, Student Success Center, Learning Center/Learning Support, Deans, Completion Committee

Indicator: Early Alert or similar intervention process developed and implemented, reduction in number of students in SAP; increased retention

Baseline: Pilot Academic Alert efforts have had limited success; intrusive advising more integrated through SAP and new change of major requirement processes.

Year	Benchmark	Progress
2015/16	Identify process for faculty to interact with success coaches for timely intervention.	

2024/25 Target	Effective alert intervention strategy in place and utilized by faculty and success coaches

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.

Strategy 2.3.1: Develop and implement strategies to enhance engagement and improve student learning through utilization of Library and Learning Center resources and services.

Owners: Library Services, Learning Center, Vice President for Student Learning, **Deans**

Indicator: New and/or enhanced resources and services; increased utilization of Library and Learning Center (faculty and students); user satisfaction per feedback, including CCSSE/SENSE

Baseline: Mobile learning initiative in place and embraced by faculty; library research guides in place in multiple disciplines; embedded librarians in key courses

Year	Benchmark	Progress
2015/16	Redesign Library online services portal; develop new Learning Center webpage; integrate accessibility guidelines	
2024/25 Target	Incremental increases in faculty and student utilization of services; user satisfaction confirmed per feedback	

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.

Strategy 2.3.2: Develop and implement strategies to increase student success in top critical courses.

Owners: Vice President for Student Learning, **Deans, CTAT, Learning Center, Library**

Indicator: Decrease in number of courses that fall below TBR established threshold for percentage achieving success (A, B, C grades)

Baseline: 30% of Top 20 enrollment courses currently have average success rate (A,B,C grades) under 70%

Year	Benchmark	Progress
2015/16	TBD: TBR faculty groups convening to establish thresholds	
2024/25 Target	Meet threshold established by TBR	

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.

Strategy 2.3.3: Develop and implement strategies to strengthen the culture of innovation to enhance learning and engagement.

Owners: **Vice President for Enrollment, Student Services and Innovation and Innovation Teams, Vice President for Student Learning,** Deans, CTAT, Information Technology

Indicator: **Increase in student performance and persistence in distance learning courses; new and improved options for distance learning delivery adopted; innovation plan developed for long-range planning**

Baseline: **Innovation identified as institutional priority; added to mission statement; President asked Assistant VP Stringer to establish teams to develop and implement strategies**

Year	Benchmark	Progress
2015/16	Innovation teams identified; initial work to begin with revitalizing distance learning delivery options.	
2024/25 Target	Incremental progress to implement innovation strategies identified through consensus of all stakeholders as most critical to student engagement and success.	

Student Success Objective #2.4

RSCC will build strategic pathways into Roane State programs and into articulated programs at other higher education institutions and facilitate the reverse transfer process for transferring students.

Strategy 2.4.1: Develop dual enrollment plans with participating high schools to provide the most appropriate curriculum options for students.

Owners: **Vice President for Student Learning, Director of Dual Studies,** Deans, site directors, SACSCOC Accreditation Liaison

Indicator: **Number of high schools with dual enrollment curriculum plan**

Baseline: **18 high schools offering 25%-49% of a degree**

Year	Benchmark	Progress
2015/16	Develop special Gear Up dual enrollment plan with Anderson County Schools; work with schools to stay at <50% or develop long-term plan for 50%+ if not opting for Middle College	
2024/25 Target	1320 dually enrolled students per TBR target; curriculum plans in place for all schools	

Student Success Objective #2.4

RSCC will build strategic pathways into Roane State programs and into articulated programs at other higher education institutions and facilitate the reverse transfer process for transferring students.

Strategy 2.4.2: Develop Middle College plans for schools/school systems ready to partner

Owners: President, Vice President for Student Learning, Director of Middle College, RSCC Foundation, Deans, site directors

Indicator: Number of Middle College Cohorts; percentage of Associate degree completers

Baseline: Middle College cohort in Roane County

Year	Benchmark	Progress
2015/16	Second Roane County cohort; first Anderson County cohort (ORBC); plan for at least one additional school system cohort	
2024/25 Target	Middle College cohorts established for all interested school systems; 85% associate degree completers	

Student Success Objective #2.4

RSCC will build strategic pathways into Roane State programs and into articulated programs at other higher education institutions and facilitate the reverse transfer process for transferring students.

Strategy 2.4.3: Develop 2+2, dual admission, and other articulation models with four-year public and private institutions.

Owners: President, Vice President for Student Learning (Diane Ward), Director of Advisement and Articulation (Amy Keeling), Deans, Program Directors

Indicator: Number of articulation/transfer options into 4-yr institutions

Baseline: Articulations and 2+2 agreements in place with TTU, King, and Bethel universities

Year	Benchmark	Progress
2015/16	Add TTU 2+2 program, initiate planning with MTSU for aeronautics program	
2024/25 Target	Documented increase in transfer options for students to 4-yr. institutions	

Student Success Objective #2.4

RSCC will build strategic pathways into Roane State programs and into articulated programs at other higher education institutions and facilitate the reverse transfer process for transferring students.

Strategy 2.4.4: Develop and implement methodologies for awarding credit for prior learning, including acceptance of aligned TCAT competencies

Owners: Vice President for Student Learning, Dean of Academic Support Services, Deans, Program Directors, Director of Advisement and Articulation, Vice President of Workforce Development, Director of Workforce Training and Placement, SACSCOC Accreditation Liaison

Indicator: Increase in PLA evaluations

Baseline: faculty trained in areas of criminal justice, business, computer science, health science, and environmental health to accept credits based on competencies		
Year	**Benchmark**	**Progress**
2015/16	Develop competency-based PLA crosswalks for General Business to recruit adults; work with TCATs to develop additional competency crosswalks	
20024/25 Target	Credit hour progression benchmarks met (12=1,900; 24=1,503; 36=1,284); documented increase in PLA credits earned	

Student Success Objective #2.4		
RSCC will build strategic pathways into Roane State programs and into articulated programs at other higher education institutions and facilitate the reverse transfer process for transferring students.		
Strategy 2.4.5: Implement procedures to promote and award reverse transfer degrees		
Owners: **Registrar, Adult Recruiter,** Vice President for Student Learning, Deans, Public Relations		
Indicator: **Increase in number of reverse transfer awards**		
Baseline: **24 degrees awarded per reverse transfer (7=AA; 16=AS; 1=TTP History)**		
Year	**Benchmark**	**Progress**
2015/16	Increase reverse transfer awards by 30%	
2024/25 Target	Overall increase in reverse transfer awards of 50% over baseline	

3. RSCC Goal: Quality
Roane State will demonstrate excellence and institutional effectiveness through a commitment to the identification and maintenance of high standards, ongoing assessment, and continuous improvement of programs, services, personnel, and student learning.

Quality Objective #3.1

RSCC will demonstrate evidence of effectiveness and ongoing improvement of all credit and non-credit educational programs, administrative services, academic/institutional support services, and community services and partnerships.

Strategy 3.1.1: All educational programs/disciplines, administrative, academic/institutional support, and community service units will establish outcomes of effectiveness/quality, identify and implement strategies to achieve those outcomes, assess the accomplishment of those outcomes, and use the results for continuous improvement.

Owners: Vice President for Institutional Effectiveness, All SPOL planning unit managers

Indicator: Completed and comprehensive outcomes-based SPOL objectives, including use of results; completed annual strategic plan progress reports; 3.3.1.1 SACSOC standard with no findings at reaffirmation

Baseline: Educational programs and academic disciplines have recorded thorough documentation; other units are less consistent

Year	Benchmark	Progress
2015/16	Conduct refresher training in SPOL to all units; all 2015/2016 objectives completed by 8/1/2016.	
2024/25 Target	All units complete planning and effectiveness documentation; 3.3.1.1 SACSOC standard with no findings at reaffirmation	

Quality Objective #3.1

RSCC will demonstrate evidence of effectiveness and ongoing improvement of all credit and non-credit educational programs, administrative services, academic/institutional support services, and community services and partnerships.

Strategy 3.1.2: Educational programs and participating academic disciplines will meet established benchmarks for successful Academic Audit and/or program review

Owners: Vice President for Student Learning, Vice President for Institutional Effectiveness, Deans, program directors, lead faculty

Indicator: Average score on Academic Audit/program review criteria, implementation of Academic Audit improvement initiatives

Baseline: 14.8 score for 2010-2015 cycle

Year	Benchmark	Progress
2015/16	Based upon new Academic Audit criteria, benchmark set at 2.5 average score for two programs undergoing audit spring 2016	
2024/25 Target	RSCC meets or exceed average community college score for QAF academic audit review.	

Quality Objective #3.2

RSCC will meet or exceed established benchmarks for student engagement and achievement, including student learning outcomes.

Strategy 3.2.1: Program directors/faculty in all academic programs and disciplines will establish program and student learning outcomes and success benchmarks, assess accomplishment of program outcomes and students' achievement of the learning outcomes, and use the results of assessment for continuous improvement of student learning in all instructional delivery modes

Owners: **Vice President for Student Learning, Vice President for Institutional Effectiveness,** Deans, program directors, lead faculty, Faculty Senate, Distance Learning/CTAT		
Indicator: Evidence of student accomplishment of program outcomes and student learning outcomes documented in SPOL, including assessment data and use of results; student performance in distance learning and/or other alternative delivery modes; results of major field tests reported to THEC QAF.		
Baseline: Program and student learning outcomes documented in SPOL; SACSCOC standard 3.3.1.1 accepted with no follow-up		
Year	**Benchmark**	**Progress**
2015/16	Establish outcomes for Mechatronics; CITC	
20024/25 Target	3.3.1.1 and 4.1 SACSOC standards with no findings at reaffirmation	

Quality Objective #3.2

RSCC will meet or exceed established benchmarks for student engagement and achievement, including student learning outcomes.

Strategy 3.2.2: Roane State will analyze data on student achievement and engagement benchmarks such as retention, completion, GPA, satisfaction and engagement, job placement and transfer and use the results to develop improvement strategies		
Owners: President's Cabinet, Deans, **Vice President for Institutional Effectiveness and Research, Director of Institutional Research, ATD Data Team**		
Indicator: Results from Achievement Arch data and other analyses, CCSSE/SENSE data; SPOL document strategies to address improvement opportunities		
Baseline: Improvement strategies identified for Nursing program resulted in significant increase in NCLEX scores; faculty use peer review process to improve online instruction		
Year	**Benchmark**	**Progress**
2015/16	Use SENSE survey data results to identify improvement strategies	
2024/25 Target	3.3.1.1 and 4.1 SACSOC standards with no findings at reaffirmation	

Quality Objective #3.2

RSCC will meet or exceed established benchmarks for student engagement and achievement, including student learning outcomes.

Strategy 3.2.3: Roane State will incrementally increase the percentage of students enrolled in courses employing high impact practices		
Owners: **Vice President for Student Learning, Director of Workforce Training and Placement**, Deans, Program Directors, Coordinator of Service Learning, Coordinator of International Education,		
Indicator: Percentage of students enrolled in courses designated as high impact practices by TBR		
Baseline: 16% (930) enrolled in clinicals, internships, service learning, and study abroad		
Year	**Benchmark**	**Progress**
2015/16	Increase internships available to students; incrementally increase percentage of students enrolled annually	
20024/25 Target	Meet or exceed target set by TBR	

Quality Objective #3.3

RSCC will maintain compliance with all federal, regional, state, and regulatory standards and maintain or seek new institutional and professional accreditation/certifications to demonstrate quality.

Strategy 3.3.1: Maintain accreditation of currently accredited programs

Owners: **Vice President for Student Learning, Vice President for Institutional Effectiveness,** Deans, Program Directors,

Indicator: **Percentage of accredited programs; all required documentation submitted per due dates; documentation of all accreditation activity maintained and accessible**

Baseline: **ECED awaiting removal of conditional accreditation; all other programs accredited**

Year	Benchmark	Progress
2015/16	Massage Therapy preparing for reaffirmation	
2024/25 Target	All programs maintain accreditation	

Quality Objective #3.3

RSCC will maintain compliance with all federal, regional, state, and regulatory standards and maintain or seek new institutional and professional accreditation/certifications to demonstrate quality.

Strategy 3.3.2: Obtain additional accreditation/certification for programs and services as appropriate to demonstrate quality.

Owners: **Vice President for Student Learning, Vice President for Institutional Effectiveness,** Deans, Program Directors.

Indicator: **Number of new accreditations/certifications; documented evidence of designations/approvals**

Baseline: **Surgical Technology submitted self-study**

Year	Benchmark	Progress
2015/16	Surgical Technology site team report resulted in No Findings; plan for accreditation schedule for Mechatronics and Computer Information Technology	
20024/25 Target	All programs maintain accreditation	

Quality Objective #3.3

RSCC will maintain compliance with all federal, regional, state, and regulatory standards and maintain or seek new institutional and professional accreditation/certifications to demonstrate quality.

Strategy 3.3.3: Demonstrate compliance with all SACSCOC requirements, standards, and policies

Owners: **President's Cabinet, Vice President for Institutional Effectiveness**

Indicator: **No recommendations resulting from SACSCOC reporting activities**

Baseline: 5th Year Interim Report prepared; all substantive change requests accepted		
Year	**Benchmark**	**Progress**
2015/16	5th Year Interim Report accepted with no follow-up; all requests for substantive change approved	
2024/25	SACSCOC 10-yr reaffirmation successful; any required follow-up completed and accepted	

Quality Objective #3.3
RSCC will maintain compliance with all federal, regional, state, and regulatory standards and maintain or seek new institutional and professional accreditation/certifications to demonstrate quality.

Strategy 3.3.4: Maintain compliance with standards/regulations for all applicable administrative and support units		
Owners: **Vice President for Business and Finance,** all unit managers with compliance/regulatory requirements		
Indicator: **"Clean" compliance audits in all applicable areas; findings addressed satisfactorily**		
Baseline: **No findings for last financial audit; IT audit conducted**		
Year	**Benchmark**	**Progress**
2015/16	IT audit findings addressed	
224/25 Target	All audits result in no findings or minor findings satisfactorily addressed	

Quality Objective #3.4
RSCC will demonstrate evidence of institutional commitment to recruitment, retention, and development of highly qualified faculty and staff.

Strategy 3.4.1: Implement schedule of salary plan payments as fiscally feasible.		
Owners: **President, Vice President for Business and Finance,** President's Cabinet, Human Resources, Payroll		
Indicator: **Salary plan payments**		
Baseline: **RSCC salary plan approved by TBR; first small payment made**		
Year	**Benchmark**	**Progress**
2015/16	Pay out percentage of salary plan per feasibility; budget parameters	
20024/25 Target	Salary plan paid out per institutional goals	

Quality Objective #3.4
RSCC will demonstrate evidence of institutional commitment to recruitment, retention, and development of highly qualified faculty and staff.

Strategy 3.4.2: Incrementally increase the percentage of full-time faculty completing career furthering activities		
Owners: **Vice President for Student Learning,** Deans, Faculty Senate		
Indicator: **Percentage of full-time faculty completing career furthering activities**		
Baseline: **(see benchmark below)**		
Year	**Benchmark**	**Progress**

| 2015/16 | Develop institutional list of TBR recognized activities and reporting structure; establish baseline | |
| 20024/25 Target | Meet or exceed threshold/target set by TBR. | |

Quality Objective #3.4
RSCC will demonstrate evidence of institutional commitment to recruitment, retention, and development of highly qualified faculty and staff.

Strategy 3.4.3: Provide resources and training to support ongoing development of faculty and staff

Owners: **Vice President for Business and Finance,** President's Cabinet, CTAT, Human Resources, Workforce Development

Indicator: **Documentation of training activities and participation in professional and/or personal development activities not included as CFA's**

Baseline: **Administrative Council provided CPR and wound training; Active Shooter training provided to faculty and staff**

Year	Benchmark	Progress
2015/16	Establish "owners", process for documentation	
20024/25 Target	Documentation of resources and training provided annually.	

Quality Objective #3.4
RSCC will demonstrate evidence of institutional commitment to recruitment, retention, and development of highly qualified faculty and staff.

Strategy 3.4.4: Implement processes to recruit and hire the most highly qualified faculty and staff to meet institutional mission and goals.

Owners: **Vice President for Business and Finance, Director of Human Resources,** Vice President for Student Learning

Indicator: **Documentation of compliance with new and/or revised institutional policies and processes related to recruitment.**

Baseline: **PA-18-01: Hiring and Recruiting last reviewed 5/28/2014**

Year	Benchmark	Progress
2015/16	Conduct review of PA-18-01 with all stakeholders to determine if new and/or revised policies and procedures are needed.	
2024/25 Target	Recruiting policies and procedures in place to promote most effective hiring practices.	

4. **RSCC Goal: Resourcefulness and Efficiency**
   Roane State will enhance the effectiveness and efficiency of the institution through competent

management of resources, strategic pursuit of alternative sources of support, and active outreach for the establishment of collaborative and entrepreneurial partnerships and initiatives.

Resourcefulness and Efficiency Objective #4.1	
RSCC will obtain alternative sources of financial support for institutional initiatives and student scholarships.	
Strategy 4.1.1: Develop grant proposals for externally funded projects that align with institutional mission priorities.	
Owners: Vice President for Institutional Effectiveness, Grants Specialists, President's Cabinet, requesters of Cabinet approved projects, Business Office	
Indicator: Number of grant proposals submitted; number of grant projects awarded; increase in funding from external sources	
Baseline: $1,234,660 secured through grants in 2014-2015	

Year	Benchmark	Progress
2015/16	Submit at least three grant proposals annually; obtain one grant award	
2024/25 Target	Meet or exceed 30% award rate	

Resourcefulness and Efficiency Objective #4.1	
RSCC will obtain alternative sources of financial support for institutional initiatives and student scholarships.	
Strategy 4.1.2: Roane State Foundation will implement initiatives identified in its strategic plan to enhance support for students and institutional priorities.	
Owners: President, Executive Director of the Roane State Foundation, Roane State Foundation	
Indicator: Increase in Foundation scholarships, donations, and endowments.	
Baseline: Total contributions as of June 20, 2015 = $441,494	

Year	Benchmark	Progress
2015/16	Meet or exceed current level of contributions	
2024/25 Target	Incremental increase over the planning period to equal at least 10% over baseline.	

Resourcefulness and Efficiency y Objective #4.2	
RSCC will enhance institutional capabilities through collaborative and/or entrepreneurial initiatives.	
Strategy 4.2.1: Implement institutional strategies in coordination with TBR business process model and community college centralization initiatives.	
Owners: Vice President for Business and Finance, all units participating in TBR efficiency initiatives (Business Office, Information Technology, Payroll/Human Resources, etc.)	
Indicator: Evidence of implementation of TBR initiatives; evidence of identified efficiencies or enhanced services	
Baseline: FLAC training and installation; workflow server consolidation completed; Degree Works installed	

Year	Benchmark	Progress

Year	Benchmark	Progress
2015/16	Install Business Intelligence and Data Warehousing; Luminus 5 implemented; purchase Next Generation firewall	
2024/25 Target	Documentation of incremental implementation of TBR initiatives	

Resourcefulness and Efficiency Objective #4.2

RSCC will enhance institutional capabilities through collaborative and/or entrepreneurial initiatives.

Strategy 4.2.2: Identify and implement partnerships and other interactions with business and industry and educational institutions to facilitate accomplishment of institutional goals.

Owners: **President, Vice President for Student Learning, Vice President for Workforce Development,** Deans, Program Directors

Indicator: **Number of projects undertaken through partnerships; graduate placement rates**

Baseline: **GIS program in partnership with ORAU for Center for Excellence in Geospatial Science; Workforce division participation with IACME; participation in TVC**

Year	Benchmark	Progress
2015/16	Partner with TCAT Harriman to offer Welding; begin discussions with Oak Ridge/Anderson County leaders for workforce training facility.	
20024/25 Target	Incremental increase in partnership initiatives; placement rates meet or exceed community college average	

Resourcefulness and Efficiency Objective #4.2

RSCC will enhance institutional capabilities through collaborative and/or entrepreneurial initiatives.

Strategy 4.2.3: Identify and implement revenue generating strategies that align with institutional goals.

Owners: **President, Executive Vice President for Business and Finance**, President's Cabinet

Indicator: **Revenue amounts generated through sources other than credit enrollments**

Baseline: **Robust non-credit health science training offerings; GovDeals for disposition of surplus; admin costs from grant awards; 2014-2015 total revenues from sources other than credit enrollments.**

Year	Benchmark	Progress
2015/16	Evidence of incremental growth	
2024/25 Target	Documentation of overall increase in revenue generated from sources other than credit enrollments	

Resourcefulness and Efficiency Objective #4.3

RSCC will demonstrate efficient and effective use of resources to support short-term and long-range planning in support of the college's mission.

Strategy 4.3.1: Identify and implement cost/time-saving or other efficiency/effectiveness strategies to demonstrate effective use of financial and human resources

Owners: Vice President for Business and Finance, Administrative/institutional support units

Indicator: Cost and/or time-saving or other efficiency/effectiveness strategies and results documented in SPOL and annual strategic plan report.

Baseline: Cable TV over fiber installed; Goff Building completed with geo-thermal utilities infrastructure

Year	Benchmark	Progress
2015/16	Banner Web Time Entry; Continuation of HVAC project; electronic check acceptance at satellite campuses; pilot of automated financial statements for TBR study	
2024/25 Target	Documentation of implementation of annual efficiency/effectiveness strategies over the course of the planning period.	

Resourcefulness and Efficiency Objective #4.3

RSCC will demonstrate efficient and effective use of resources to support short-term and long-range planning in support of the college's mission.

Strategy 4.3.2: Utilize institutional and system data resources to enhance research capabilities for departmental, programmatic, and institutional decision-making

Owners: President's Cabinet, Vice President for Institutional Effectiveness and Research, Director of Institutional Research, Grants Development Specialists, ATD Data Team, Information Technology

Indicator: ATD Data Team reports; evidence of decisions taken based on analysis of data from institutional sources and/or system data/dashboards

Baseline: Utilization of NCCBP, Clearinghouse, THEC data; COLS 1010 designated as institutional requirement based upon retention/progression data results

Year	Benchmark	Progress
2015/16	Reports created for Achieving the Dream implementation plan	
2024/25 Target	Evidence of utilization of advanced data sources for planning and decision making (SPOL, ATD reports, etc.)	

Resourcefulness and Efficiency Objective #4.3

RSCC will demonstrate efficient and effective use of resources to support short-term and long-range planning in support of the college's mission.

Strategy 4.3.3: Provide evidence of financial stability using performance standards for composite financial index and ratios as well as growth in unrestricted fund balance.

Owners: Vice President for Business and Finance; Business Office

Indicator: Institutional performance against benchmarks on financial index and ratios; documentation of unrestricted fund balance.

Baseline:		
Year	**Benchmark**	**Progress**
2015/16	Thresholds to be determined by TBR	
2024/25 Target	Meet or exceed thresholds established by TBR; incremental growth in unrestricted fund balance over course of planning period.	

Resourcefulness and Efficiency Objective #4.2
RSCC will demonstrate efficient and effective use of resources to support short-term and long-range planning in support of the college's mission.

Strategy 4.3.4: Identify strategies for long-range facilities planning through development of institutional master plan

Owners: **Vice President for Business and Finance, President's Cabinet, Deans, Site Directors, Roane State Foundation**

Indicator: Development of master plan; implementation of master plan priorities

Baseline: 2006 Master Plan utilized for facilities planning

Year	**Benchmark**	**Progress**
2015/16	New Master Plan preparation documents submitted	
2024/25 Target	New Master Plan developed and utilized for facilities planning.	