



# **Roane State Community College**

**Strategic Plan Progress Report  
2003 – 2004**

**Roane State Community College**  
**Strategic Goals and Objectives**  
**2000-2005**  
**Summary of Progress 2003-2004**

**Goal I: To enhance educational excellence by:**

**a. improving the quality of student learning**

1. In its 2<sup>nd</sup> year of operation, RSCC's multi-disciplinary Learning Center (offering professional and peer tutoring, group and individual study, "quiet" and open computer work areas) increased the number of users who signed in by 93% over fall 2002, from 1215 to 2348.
2. Exiting students received the highest scores to date on Academic Profile foundation test of general education outcomes; 2003-04 national mean score was 441.7; 2003-04 RSCC mean score was 444.5.
3. Eight 2003-04 Roane State Raiderette basketball team members received All-Academic Awards from the Tennessee Junior and Community College Athletic Association for outstanding achievement in the classroom.
4. In fall semester 2003, RSCC alumni who transferred to MTSU had a cumulative grade point average of 3.05, compared to 2.75 for all TN community college graduates at MTSU and 2.74 for all other MTSU undergraduates. At the University of Tennessee/Knoxville, RSCC transfer students' graduation rates are higher than the average of all transfer students at the university.
5. In 2003-04, more than 700 RSCC students completed requirements for graduation. Of these, 66 graduated cum laude, 60 magna cum laude and 39 summa cum laude. Twenty-eight students graduated with a 4.0 grade point average.

**b. enhancing the quality of student life**

1. Initiated film series with free screening during selected dates and times on the Roane County and Oak Ridge Branch Campus. 2003-04 titles included "Breakfast at Tiffany's," "Bowling for Columbine," and "Blazing Saddles."
2. Increased representation of SGA through restructuring to enhance Campus Activities Boards on all campuses.
3. During 2003-04, 95 students accepted into the Honors Program worked with 81 faculty members to complete academic projects for Honors credit. Students from six RSCC campuses and the RODP, representing each academic division, undertook a total of 140 projects throughout the year. Honors Program members also enjoyed a field trip to the Abraham Lincoln Library and Museum at Lincoln Memorial University.
4. RSCC Audio Visual Services equipped a mobile circulating collection of movie titles for student use. Based on a student survey conducted in spring 2003, titles were chosen from an extensive list of classic films and current releases of social and cultural interest. Among the titles chosen by students were "A Beautiful Mind," "Pearl Harbor," and "The Patriot."
5. RSCC Concert Choir spring tour included performance opportunity at Carnegie Hall.

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

1. Conducted 5<sup>th</sup> 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. Integration of the event with classroom activities was enhanced through collaboration with the faculty Curriculum and Cultural Events Committee.

2. Math 1420 (Problem Solving/Geometry) course Quilt Project added service learning component; constructing small quilts using geometric concepts to display themes of diversity to be donated to local homeless shelter as children's quilts.
3. Portions of the AIDS Memorial Quilt were displayed in the RSCC libraries on the Roane County and Oak Ridge campuses in commemoration of World AIDS Day.
4. Black History Month events included presentation of an original drama in partnership with the Roane County chapter of the NAACP, an exhibit of art works by visiting artist Marc Burnett, Vice President of Student Affairs at TN Technological University, and historical displays in the Roane County and Oak Ridge libraries and in the student services/multicultural affairs office.
5. Sponsored the following lectures/presentations related to world events, global issues, and race/ethnic relations: United Nations Forum: "What Will We Drink When the Water is Gone?" by Dr. Tom Thomas of the Law and Sciences Initiatives, co-sponsored with the League of Women Voters, Rotary Club of Oak Ridge, and Model UN Team of OR High School; "Trouble Behind: A Racial Profile of an Appalachian Town," film and commentary by RSCC Professor Dr. John Thomas and Dr. Carol Guthrie of the University of Tennessee; "The Bush Doctrine: The Past, Present, and Future of Unilateralism as a Foreign Policy," a lecture by RSCC Professor Dr. John Thomas; "Building Bridges in Israel/Palestine Instead of a Separation Wall," a lecture by Corinne Whitlach, Director of Churches for Middle East Peace; and "In the Heart of Iraq," a presentation by former Oak Ridge Mayor Jerry Kuhaida following his recent experiences in Iraq as a consultant to various military units.

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

1. Hosted 19<sup>th</sup> annual Time Out for Health Fair, co-sponsored with Roane Medical Center. Over 47 vendors assisted 650 attendees with blood panels, TB screens, and breast, bone, stroke, and hearing exams. The fair provides free information on a host of health-related topics, including insurance. Participants could also tour RSCC's Fitness Center to find out how they could use the facility.
2. RSCC faculty and staff participated in 10 college-sponsored community service projects, including partnership with United Way for "Unite Our Communities" program and provision of space for a Teachers' Supply Closet where area K-12 teachers can receive donated classroom supplies.
3. RSCC Alumni Association established three chapters (Campbell County, Environmental Health, and RSCC Employee); published two alumni magazines and a Year in Review; hosted 20<sup>th</sup> anniversary National Women's Basketball Championship team homecoming reunion.
4. Provided planning leadership for Oak Ridge Rotary Street Painting Festival; proceeds totally over \$20,000 were donated to the college for student scholarships.
5. Conducted various activities for young people, including Kids Computer Camp and Rising Stars Leadership Academy for at risk youth through the nine-county WIA programs.
6. Provided court-mandated Parenting Seminars for divorcing parents with minor children in Roane, Loudon, and Morgan counties.
7. Presented "School House Rock Live!" at the RSCC theatre to over 1,800 area school children.

**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. Upgraded instructional software in selected health science and nursing programs for teaching and assessment of clinical skills and critical thinking; incorporated new Web technologies in selected health science courses.
2. Received TBR/THEC approval for Pharmacy Technician Certificate Program; hired program director for admission of first class fall 2004.
3. Initiated plans to deliver RSCC nursing program at PSTCC Magnolia Avenue campus in partnership agreement to extend access and increase nursing graduates.
4. Added two new clinical sites for medical-surgical nursing.
5. Developed and implemented credit classes for licensed physical therapist assistants to refresh and upgrade their skills in orthopedic conditions; new classes are being developed in areas such as neurological and pediatric conditions.
6. RSCC Paramedic program now includes a required course focusing on homeland security.
7. Community College Week reported that RSCC ranked 5<sup>th</sup> in the nation in number of degrees granted in the science technologies/technicians category; in 2003 RSCC graduated 39 students in this category.
8. Developed and/or adapted 12 additional courses for delivery via distance learning formats.
9. Increased participation in ROPD program: number of faculty increased from 5 teaching 7 sections in 2002 to 16 teaching 26 sections (fall 2003); students increased from 70 with 367 credit hours (F02) to 80 with 440 credit hours (F03).

**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. Equipped Roane County Anatomy and Physiology lab with 16 laptops for cooperative learning and interactive lab activities, resulting in 10% increase in quiz scores.
2. Updated Biology lab manuals to reflect more current theory and practice.
3. Developed course in Tennessee history.
4. Associate Professor of English, Jim Knox, used methodologies learned from attendance at summer institute on "Teaching Multi-America: redefining Multiculturalism and U.S. Literatures" to enhance Survey of American Literature and Survey of World Literature courses. Students use pairings of traditional and non-traditional materials in course assignments to stimulate deeper analysis and broader perspective.
5. New faculty member, Brad Fox, an M.B.A. in International Business, used material from conference on "Entrepreneurship in a Diverse World," to revise business course curriculum to include increased coverage of entrepreneurship, international commerce, and problem-based learning.

**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. RSCC Business programs received Full Accreditation with no conditions or notes from the ACBSP (Association of Collegiate Business Schools and Programs).
3. Increased participation in pilot project for pre-and-post test assessment of general education outcomes in selected courses; over 800 students participated in the testing.
4. Increased student scores on Academic Profile exit exam.
5. Received 100 points on all assessment standards for the THEC Performance Funding Program (2002-2003).
6. Piloted critical thinking pre-and-post test project administered through Freshman Experience.

7. Job placement rate for graduates of career programs averaged 92%; 10 programs had 100% placement.
8. Incorporated GASB 39 reporting guidelines into FY2004 Financial Report by including Roane State Foundation as component unit.
9. Continuous improvement of fiscal and administrative processes resulting in increased efficiency and cost savings included: Availability of payroll stub information on Web for Employees, resulting in savings on printing and distribution costs; initiation of E-print for ready access to financial/budget reports, resulting in savings on printing costs; change of vendors for T-1 telephone/communication lines into main campus realized annual savings of 56.56% (\$43,750).

**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. Continued off-site training opportunities for new supervisors.
2. Dean of Enrollment Management initiated "Making A Difference" campaign to recognize employees in the frontline offices of Admissions, Records, and Financial Aid for exemplary service.
3. Awarded Faculty Emeritus status to three outstanding former faculty members.
4. Conducted first annual PIE (Professional Involvement Experience) Day during fall break for administrative and support staff; activities included keynote speaker and concurrent workshops.
5. RSCC Centers for Training conducted Workplace Security seminar for frontline staff.
6. CTAT (Center for Teaching Arts and Technology) staff initiated a rotating schedule among all campuses to provide one-on-one and small group training for faculty and staff in a wide variety of technology training topics.
7. Broadcast teleconference series on teaching, learning, and student engagement.
8. CTAT conducted week-long, hands-on WEB CT Academy for 58 faculty and 10 support and administrative staff.

**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. Completed architectural design for construction of permanent teaching center in Campbell County.
2. Completed main campus infrastructure project.
3. Renovated space in Oak Ridge Branch Campus library to create the Rush Learning Center with computer lab, quiet areas for study rooms, open tables for tutors, and individual study carrels.
4. Began project with privately-donated funds to double the size of the Scott County Higher Education Center library.
5. Physical Plant implemented computerized work order program to more efficiently manage orders.
6. Commissioned external study of HVAC needs/usage to determine ways to optimize energy utilization through the Energy Savings Performance Contracting process.
7. Completed the chiller and cooling tower replacement project on the main 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 Invest in the Vision capital campaign with the assistance of the Clements Group; developed four major giving priorities, conducted successful internal campaign, and recruited and trained campaign chairpersons.
2. Received \$3,600 donation from NHC Foundation for Geriatric Education for nursing laboratory equipment; obtained donation of state-of-the-art intravenous infusion pump valued at \$4,300 from Hospira/Abbott.
3. Raised \$2 Million from private donors to support college facilities, activities, and scholarships.
4. Received \$30,000 in “seed” donation to initiate plans for the development of a satellite center in Fentress County.
5. Utilized \$1,176,135 in TAF funds to upgrade technology resources in computer and science labs in all academic divisions and across all campuses.

**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 increased by 2.9% (5385); FTE increased by .2% (3774).
2. Increased number of first time freshmen by 2% (1039).
3. Increased non-traditional (over age 21) student enrollment by 2% (3411).
4. Increased African-American enrollment by 5% (146).
5. Increased Hispanic enrollment by 13% (35).
6. Loudon County Higher Education Center increased enrollment to 397 (F03) – a 39% increase since fall 2000.
7. RSCC Public Relations implemented targeted marketing campaign to reach Hispanic and African-American populations within the service area.

**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. Increased the number of WebCT-enhanced courses to 94 (F03) and 98 (S04) — an increase of 64% over 2002-2003.
2. Developed and/or adapted 12 additional courses for delivery via distance learning formats.
3. Implemented Payment Gateway to allow for processing of credit card and e-check payment over the Internet; implemented PCCharge for receipt of credit card payments for non-credit student fees.
4. In response to Defining Our Future initiative, developed and delivered Web sections for Pre-Algebra, Beginning Algebra, and Intermediate Algebra; demand is high, classes fill quickly, and persistence to completion and grades awarded are comparable to traditional courses.
5. Developed Web option for Anatomy and Physiology I and II lecture courses.
6. Developed various online advisement services for students through Web for Students and Campus Pipeline: advisor assignments are automatically sent to students (updated continuously upon registration) via email through Campus Pipeline; Change of Major and Intent to Graduate forms have been converted to online, email-able format accessible through Web for Students.

**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 placed 895 individuals in work from July 2003 – May 31, 2004.

2. RSCC Centers for Training and Development entered into 50+ contracts for training with a variety of service area businesses, offering 950+ courses and enrolling 6,100 students.
3. Conducted economic impact study to measure the direct economic impact of RSCC on its local service area from 1998-2003 in terms of business volume, individual income, and employment. The study showed that the five-year direct economic impact of RSCC in the service area was \$333.4 million, or an average of more than \$66.6 million per year.
4. Hosted Workforce Development Summit at the Oak Ridge Branch Campus in partnership with the Oak Ridge Chamber of Commerce.
5. RSCC Centers for Training and Development added 16 new training offerings to meet market demand and service area 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**

1. Worked with K-12 and area business and political representatives to establish the Big South Fork Regional P-16 Council to enhance working partnerships and improve the educational process within the eight county service area.
2. Began first cohorts (Fall 2003) for Tennessee Technological University Bachelor's degree in elementary education delivered through 2+2 program at RSCC Oak Ridge Branch Campus and Cumberland County Higher Education Center.
3. Added articulation agreements with University of Tennessee/Knoxville, East Tennessee State University, and Trevecca Nazarene University.
4. Continued summer workshop opportunity for minority youth to encourage exploration of careers in math and science.
5. Partnered with Scott High School to host week-long Gear-Up Summer Academy with sessions in Geology, AutoCad, Biology, Astronomy, Chemistry, Speech, Art, and Math.
6. Entered into agreements with Tennessee Technological University, Trevecca Nazarene University, and Tusculum College to deliver junior, senior, and graduate level classes on-site at multiple RSCC locations.
7. Partnered with NSCC, PSTCC, and UT/K on NSF grant (Center for Information Technology Education in TN) to develop Oak Ridge High School IT Academy with tracks in Networking, Programming, Office Administration, and Business.
8. Dean of Enrollment Management visited area high schools to provide three-year data profiles of their graduates.
9. Director of Admissions conducted open house for Home School/Private School students and parents; received invitation to Smoky Mountain Home School Association college fair.
10. Initiated plans to deliver RSCC nursing program at PSTCC Magnolia Avenue campus in partnership agreement to extend access and increase nursing graduates.
11. Strengthened articulation agreement with Tennessee Technology Centers to enable TTC graduates to receive 28 hours of general elective credit toward A.A.S. degree in General Technology.

**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 conducted a Fun Filing Day with party atmosphere and refreshments to encourage students to complete necessary paperwork in a timely manner and to assist them with all aspects of the process.
2. Conducted first two-day Freshman Experience event to provide special orientation for incoming freshmen; the event gives 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. Results of student surveys conducted at the conclusion of the two-

day event were overwhelmingly positive. Suggestions for improvement will be used to enhance the August 2004 event.

3. Conducted joint meeting of Admissions, Records, Financial Aid, and Student Services to identify and implement improvement opportunities to more effectively assist students in the enrollment process.
4. Cumberland County Higher Education Center created dual credit CD and Information notebook for prospective students, parents, and high-school counselors as well as “Early Graduate” initiative to enroll students who complete high school graduation requirements as of December and wish to enroll at RSCC.
5. Scott County Higher Education Center conducted Advisement Day during early registration period to assist students and increase retention.
6. Implemented online access for completion and submission of Change of Major and Intent to Graduate forms; posted A-89 Deficiency information for students, parents, and high school counselors prominently on the Record and Registration web page.
7. Added Guide for Advisors to Web for Faculty integrated system of web access to student institutional records to provide step-by-step instructions for a full range of processes.
8. Provided hands-on training during New Student Orientation sessions to enable students to register for classes using Web for Students; a second “refresher” presentation is provided during Day One of the Freshman Experience event.
9. Developed and implemented Business 100 (Career Planning), a one-credit course open to students from all degree programs. In five one-hour sessions, students learn to build a resume, practice interviewing skills, and learn the best way to act, speak and dress for the workplace. Combined with BUS 101, the course can transfer as BA 201 to UT/K for four credit hours in Business.

**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. Implemented new RSCC webpage using national best practice benchmarks for design and ease of use; standing committee monitors for continuous improvement.
2. Deployed Microsoft Sharepoint to facilitate online discussion; the software enables the creation of team-oriented Web sites to share information and collaborate with other users on documents.
3. Updated network infrastructure for all campuses resulting in 10 times faster processing.
4. Migrated all internal network addressing and routing from public IP addresses to private addressing to enhance security.
5. Studies of student usage reveal increased use of libraries at all campuses as the computer labs of choice.
6. CTAT (Center for Teaching Arts and Technology) conducted extensive faculty survey to determine needs for audiovisual and multimedia equipment in classrooms; reconfigured 172 classrooms at all campuses with audiovisual carts and/or multimedia stations based upon survey responses and differing instructional needs.
7. CTAT provided staff members at each campus on a rotating schedule to assist faculty in the use of classroom equipment.
8. RSCC Centers for Training offered Computer Forensics course, offering government and private sectors training to upgrade the technical skills of investigative and support personnel.
9. CTAT conducted week-long, hands-on WebCT Academy for 58 faculty and 10 support and administrative staff.