

Roane State

COMMUNITY COLLEGE

2022-2025 Strategic Plan

**Vision
Statement**

**Mission
Statement**

**Values
Statement**



Vision
Statement

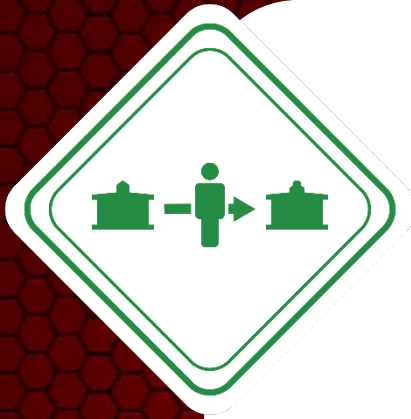
**Mission
Statement**

Values
Statement

Mission Statement Revisited

Mission Statement Through an Equity Lens

“Roane State is committed to providing a safe and inclusive learning and working environment with respect for the culture, identity, experience, beliefs, and abilities of each member of the college community.”



Goal #1: Post Secondary Participation

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.

- Optimize enrollment of student populations, including high school students, recent high school graduates, non-traditional age students, low-income, first-generation, and those with lowest rates of postsecondary enrollment.
- Create and maintain student-centered admissions and onboarding processes and services.
- Increase students' access to market-driven, flexibly-delivered courses and programs.



Goal #3: Quality Learning and Working Environment

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, facilities, personnel, and student learning.

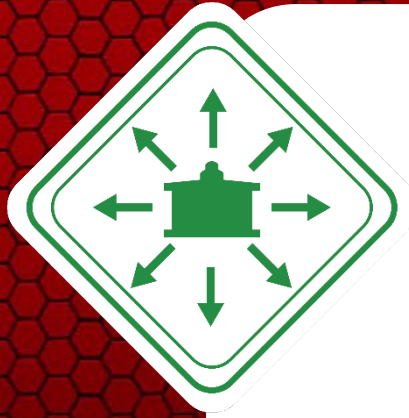
- Demonstrate evidence of effectiveness in every college unit and function.
- Integrate high impact teaching and learning practices into the curriculum.
- Meet or exceed benchmarks for student learning.
- Deliver high quality professional learning for employees.
- Recruit and retain highly qualified faculty and staff
- Construct and maintain facilities, equipment, and safety infrastructure to support quality learning and working environments.
- Maintain CFI score adequate to support financial health.



Goal #2: Student Persistence and Success

Roane State will build pathways, design and deliver learning environments, and provide supportive services that will advance students' accomplishment of their educational goals.

- Improve retention rate of student populations, factoring for age, income, first generation, full-time/part-time status, and historical trends for lower success rates.
- Improve 3-year graduation rate of student populations, factoring for age, income, full-time/part-time status, first generation, and historical trends for lower success rates.
- Create and maintain student-centered scheduling and instructional delivery options.
- Close academic achievement gaps, factoring for age, income, first-generation status, full-time/part-time status, and historical trends for lower success rates.
- Enhance the campus environment to optimize sense of belonging, inclusion, and engagement.



Goal #4: Community Vitality and Workforce Development

Roane State will work to promote community vitality and workforce development through outreach for the establishment of collaborative, entrepreneurial, and innovative partnerships and initiatives.

- Utilize education and business/industry partnerships to support enhanced community and workforce development.
- Increase work-based opportunities for career program students.
- Provide multiple options for workforce training and preparation.



Goal #1 Post Secondary Participation

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.



Supporting Objectives

Objective 1.1:

RSCC will optimize enrollment of student populations, including high school students, recent high school graduates, non-traditional age students, low-income, first-generation, and those with lowest rates of postsecondary enrollment.



Enrollment will exceed fall 2019 levels for each targeted student population by 2024/25.

Objective 1.2:

RSCC will create and maintain student-centered admissions and onboarding processes and services.



75% of entering students will complete a RSCC welcome survey that gathers information not apparent based on their application data in order to facilitate the delivery of needed supports and services.

Objective 1.3:

RSCC will increase students' access to market-driven, flexibly-delivered courses and programs.



New programs developed in collaboration with business and industry will include a needs assessment demonstrating workforce need and validating employment potential.

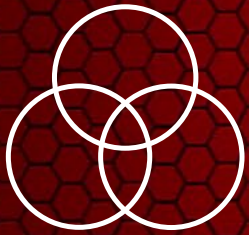


Success Indicators



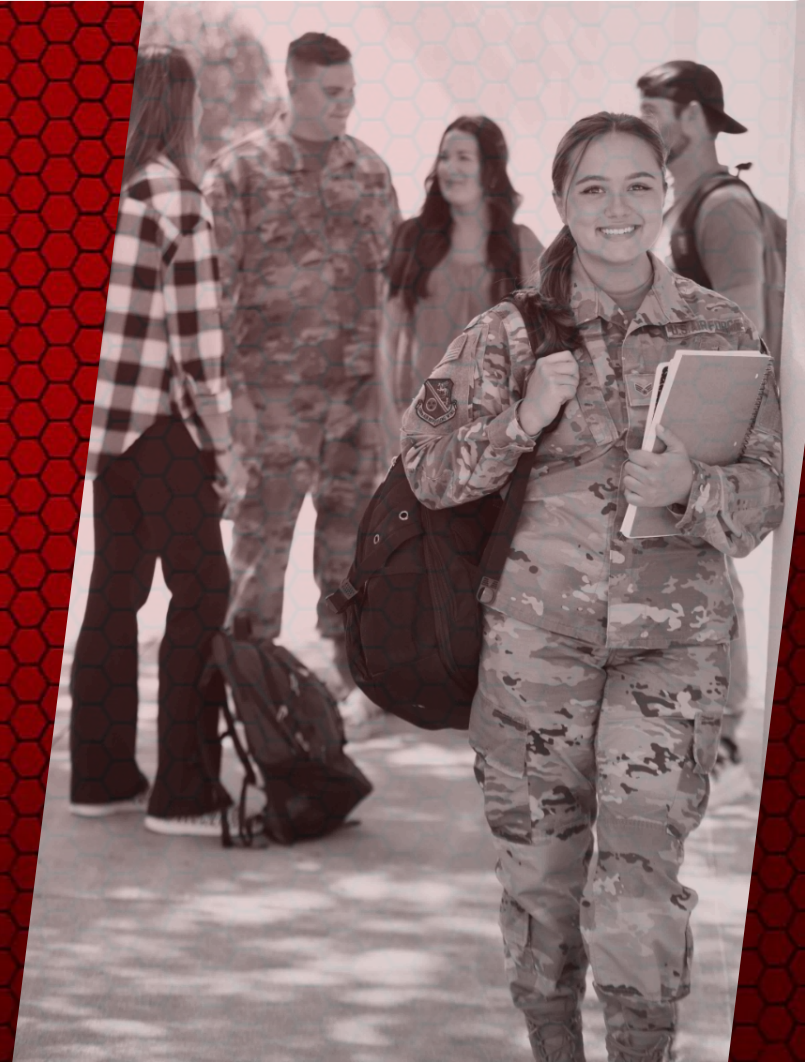
Goal #1 Post Secondary Participation

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.



**Supporting
and Cross
Cutting
Initiatives**

- SEM Plan/Enrollment Strategies
- EPSO's (dual enrollment, Middle College (transfer), Middle College (workforce), Early College
- TN Higher Education in Prison Project
- RSCC Success Coach Model
- ATD Knowing Your Students
- Partnerships for Transfer Pathways
- Partnerships for Workforce Development
- Competency-Based Education





Goal #2 Student Persistence and Success

Roane State will build pathways, design and deliver learning environments, and provide supportive services that will advance students' accomplishment of their educational goals.



Supporting Objectives

Objective 2.1:

RSCC will improve semester-to-semester retention rate of student populations, factoring for age, income, first generation, full-time/part-time status, and those with historical trends for lower success rates.



Overall retention rate will improve by 2% over 2021-22 baseline; gains for populations with gaps will meet or exceed gains for populations without gaps.

Objective 2.2:

RSCC will improve 3-year graduation rate of student populations, factoring for age, income, first generation, full-time/part-time status, and those with historical trends for lower success rates..



Overall 3-year graduation rate will improve by 1.5% over 2021-22 baseline; gains for populations with gaps will meet or exceed gains for populations without gaps.

Objective 2.3:

RSCC will create and maintain student-centered scheduling and instructional delivery options.



The RSCC course schedule will include on-ground, online, and accelerated options for 75% of the academic inventory.



Success Indicators



Goal #2 Student Persistence and Success

Roane State will build pathways, design and deliver learning environments, and provide supportive services that will advance students' accomplishment of their educational goals.



Supporting Objectives

Objective 2.4:

RSCC will close academic achievement gaps, factoring for age, income, first-generation status, full-time/part-time status, and those with historical trends for lower success rates.

Objective 2.5:

RSCC will enhance the campus environment to optimize sense of belonging, inclusion, and engagement.



Achievement gaps for student populations will be reduced incrementally over the planning period in top 10 enrollment courses.



RSCC will incrementally increase over the planning period opportunities for students to build community with other students in non-academic settings.



Success Indicators



Goal #2 Student Persistence and Success

Roane State will build pathways, design and deliver learning environments, and provide supportive services that will advance students' accomplishment of their educational goals.



Supporting
and Cross
Cutting
Initiatives

- SEM Plan/Retention Strategies
- Learning in Action QEP
- HIP's
- Academic Alert
- RSCC CARES
- Student Basic Needs Resources
- Data Science
- ATD Knowing Your Students





Goal #3: Quality Learning and Working Environment

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, facilities, personnel, and student learning.



Supporting Objectives

Objective 3.1:

RSCC will demonstrate evidence of effectiveness in every college unit and function.

Objective 3.2:

RSCC will integrate high impact teaching and learning practices into the curriculum.

Objective 3.3:

RSCC will meet or exceed benchmarks for student learning.



All departments and divisions will document objectives, results, and use of results in Strategic Planning Online by the end of each planning year.



The percentage of faculty integrating collaborative and project-based learning as part of the Learning in Action QEP will increase incrementally over the planning period; the percentage of course sections integrating other TBR recognized HIP's will increase to 10% of all sections by the end of the planning period.



Success Indicator: RSCC will meet or exceed academic benchmarks established in the institutional Achievement Arch.



Success Indicators



Goal #3: Quality Learning and Working Environment

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, facilities, personnel, and student learning.



Supporting Objectives

Objective 3.4:

RSCC will deliver high quality professional learning for employees.



Short-term and long-term strategies in RSCC's ATD Professional Learning Plan will be implemented and annually evaluated for continuous improvement.

Objective 3.5:

RSCC will recruit and retain highly qualified faculty and staff.



New employees participating in onboarding welcome orientation will express positive responses to post-orientation survey.

Objective 3.6:

RSCC will construct and maintain facilities, equipment, and safety infrastructure to support quality learning and working environments.



Education and training plan for emergency procedures will be developed and implemented for all campuses.



Design and construction on Knox County, Cumberland County, and Fentress County will progress on schedule.

Objective 3.7:

RSCC will maintain CFI score adequate to support financial health.



Composite Financial Index score exceeding TBR expected level of 3

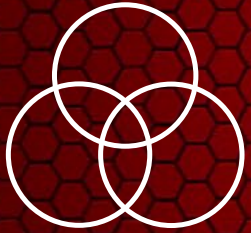


Success Indicators



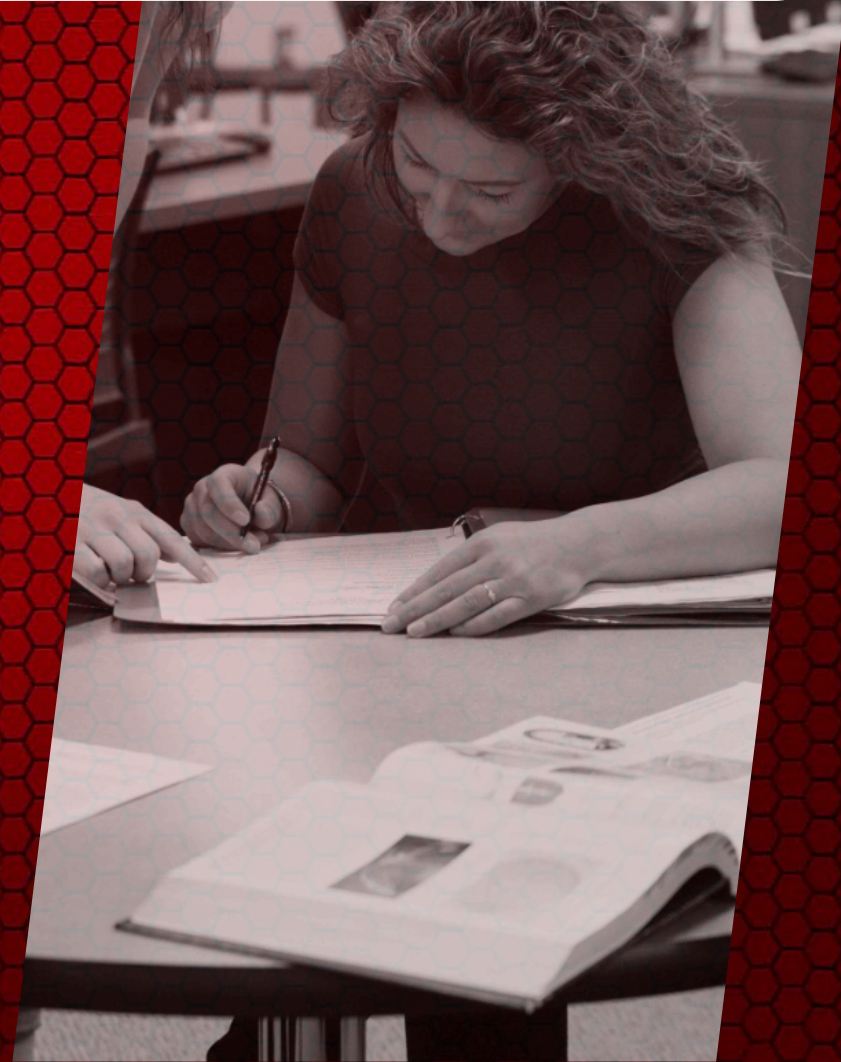
Goal #3: Quality Learning and Working Environment

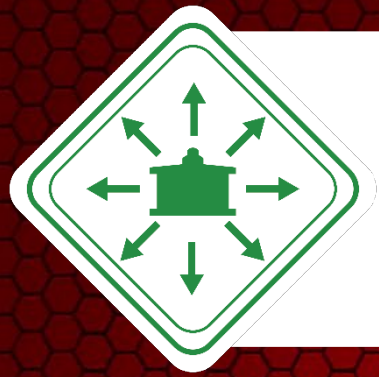
Roane State will demonstrate excellence and institutional effectiveness through a commitment to the identification and maintenance of high standards, ongoing assessment, and continuous improvement of programs, services, facilities, personnel, and student learning.



**Supporting
and Cross
Cutting
Initiatives**

- ATD Professional Learning Plan
- Innovations in Teaching and Learning Committee
- Learning In Action QEP
- TBR Grants (SERS/Course Revitalization)
- OER
- SACSCOC and Program Accreditation/Academic Audit
- TBR Capital Projects Process
- Partnership with RSCC Foundation
- TBR Safety Initiatives
- New Faculty Academy
- President's Mini-Grants





Goal #4: Community Vitality and Workforce Development

Roane State will work to promote community vitality and workforce development through outreach for the establishment of collaborative, entrepreneurial, and innovative partnerships and initiatives.



Supporting Objectives

Objective 4.1:

RSCC will utilize education and business/industry partnerships to support enhanced community and workforce development.

Objective 4.2:

RSCC will increase work-based opportunities for career program students.

Objective 4.3:

RSCC will provide multiple options for workforce training and preparation.

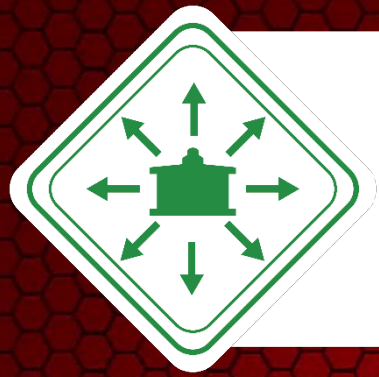


Success Indicators

TCAT diploma graduates transitioning to RSCC to follow new educational pathways will increase incrementally over the planning period.

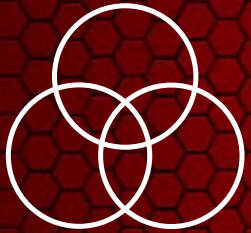
Internship and apprenticeship opportunities offered to career program students will increase incrementally over the planning period.

RSCC will develop new competency-based training based on business/industry needs that can be delivered as non-degree and degree credit offerings.



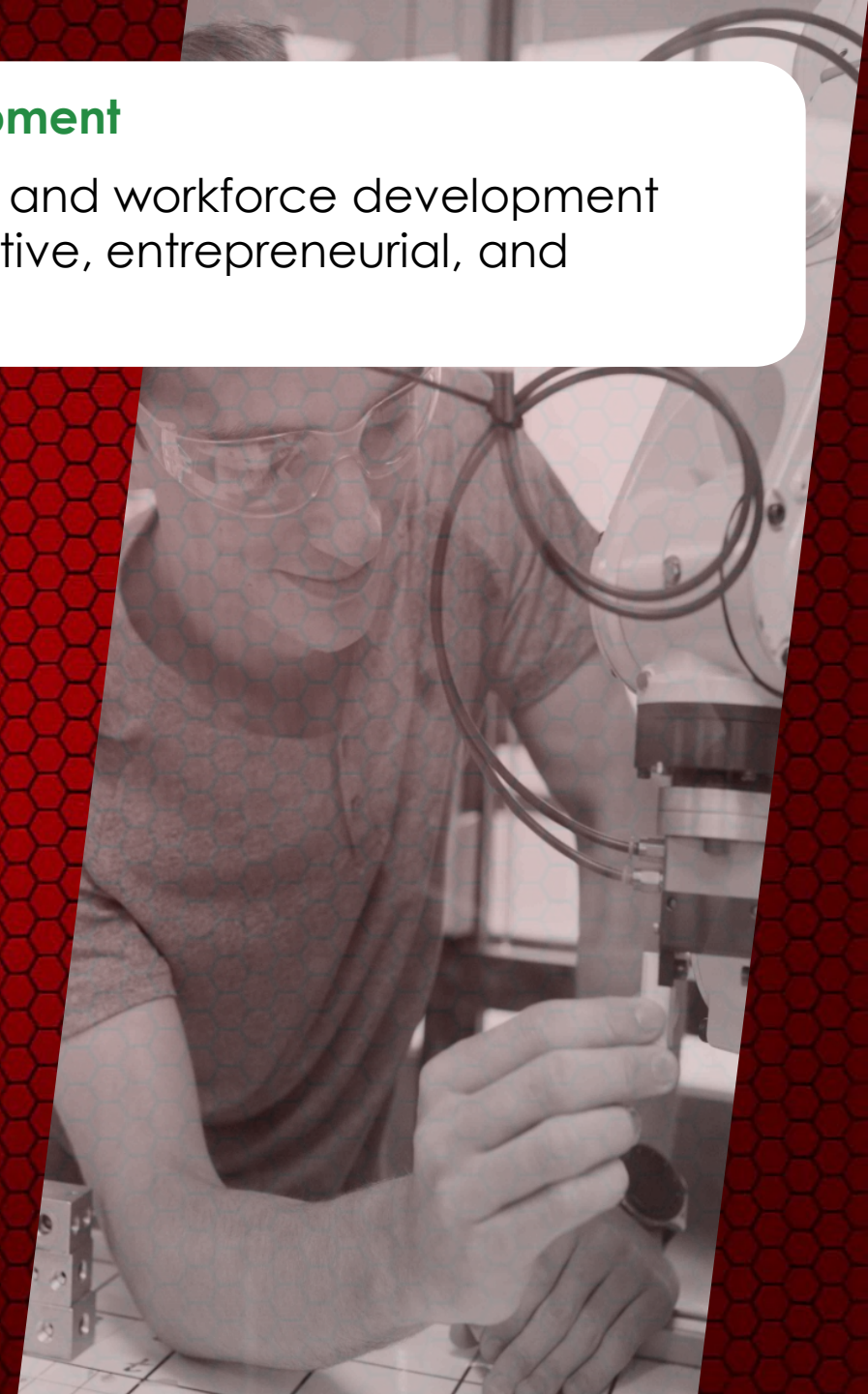
Goal #4: Community Vitality and Workforce Development

Roane State will work to promote community vitality and workforce development through outreach for the establishment of collaborative, entrepreneurial, and innovative partnerships and initiatives.



**Supporting
and Cross
Cutting
Initiatives**

- Skills USA
- NACCE Partnerships
- TN Small Business Development Center
- Partnerships for Transfer Pathways
- Partnerships for Workforce Development
- Apprenticeship Program Development and Expansion
- Competency-Based Education/Non-Credit to Credit



A photograph of a large, modern brick building with large glass windows, likely a Roane State Community College building, set against a sunset sky. The foreground shows a grassy area with a paved walkway where several people are walking. A large tree is on the right side of the frame. The entire image has a semi-transparent hexagonal grid overlay.

Roane State

COMMUNITY COLLEGE

Planning for the Future, Focused on Student Success.