Volunteer State Community College

Five Year Strategic Plan
2000-2005

Submitted to the Tennessee Board of Regents
By
Hal R. Ramer, President

May 16, 2000
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Mission Statement

Volunteer State Community College was established in 1970 to satisfy the educational and training needs of the urban, suburban, and rural residents of northern Middle Tennessee. The College is a public, two-year, open-access, comprehensive community college governed by the Tennessee Board of Regents. The institution's primary focus is on effectively providing quality education relevant to all. The College grants associate degrees and technical certificates of credit and is committed to excellence in

- Disseminating knowledge and skills necessary in achieving lifelong goals;
- Providing undergraduate, technical, and continuing education;
- Providing community services and promoting cultural and economic development; and
- Preparing a diverse student population for successful careers, university transfer programs, and meaningful civic participation.

Volunteer State Community College provides quality educational offerings and services in a safe, secure, and clean environment that inspires lifelong learning in pursuit of personal and professional goals. The College provides and promotes innovative learning systems to respond to the ever-changing needs and interests of a diverse and dynamic community and developing workforce. Volunteer State maintains articulation, collaboration, and partnerships with educational entities, business and industry, and other agencies to enhance student learning. The College supports equal opportunities, rights, access, and treatment of students, faculty, and staff. Through a mutual, cohesive working environment, Volunteer State fosters the enhancement of teaching and learning through the professional development of its faculty and staff and other educators to achieve institutional and academic excellence.

Volunteer State encourages students to think critically and creatively, communicate clearly, to develop leadership and ethical standards, and compete effectively in the global community. This is achieved through a responsive curriculum, effective student and institutional support services, and a strong community partnership. The College enables the community to access education and training by offering instruction at multiple sites, on flexible schedules, and through technological delivery systems. The institution is committed to institutional effectiveness and broad-based planning in order to ensure accountability to all constituents of the College and the community.
Statement of Involvement for the Strategic Planning Process

Volunteer State Community College supports and encourages a broad-based planning process. The Executive Council is the primary formalized planning body on campus. The council consists of thirty-one members representing the major units of the institution. The mission statement of the Executive Council most clearly states the role of the council as a broad-based, deliberative body whose mission is to serve as the chief planning, policy making body. The council operates as a consensus forming body designed to facilitate communication among all units of the College and aids in linking planning to the budget process. The Council meets once each month. The Executive Council makes recommendations to the President’s Cabinet, which consist of the four Vice Presidents and the President.

Advisory committees and other members of the service area community are requested to review and react to planning materials developed by the Executive Council. Both parties also assist with ensuring that long-range objectives are met by providing suggestions on how to accomplish the task specified. Student involvement is encouraged and sought by involving the Student Government Association in the planning processes. Two members of the Executive Council are students, one represents the Student Government Association and the other is editor of the school newspaper.

A variety of techniques have been utilized by the College to ensure broad-based planning at all levels of the institution. An annual planning retreat provides a means for the faculty, students, staff and administrators to share thoughts and ideas. Open forums are held throughout the year to permit individuals to have easy access and opportunities to have input into decisions regarding the planning initiatives of the institution. Three workshops focusing on specific needs of the institution are held each year to facilitate the planning process.
# Headcount and FTE Projections

<table>
<thead>
<tr>
<th>Term &amp; Year</th>
<th>Headcount</th>
<th>FTE</th>
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<tbody>
<tr>
<td>Fall 2000</td>
<td>6,788</td>
<td>4,257</td>
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<tr>
<td>Fall 2001</td>
<td>6,856</td>
<td>4,305</td>
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<tr>
<td>Fall 2002</td>
<td>6,925</td>
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<td>Fall 2003</td>
<td>6,994</td>
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<td>Fall 2004</td>
<td>7,064</td>
<td>4,447</td>
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Strategic Goals for 2000-2005

Goal I:
The College will ensure academic excellence and institutional quality.

Goal II:
The College will improve its image with all constituents.

Goal III:
The College will create a more conducive climate for productive teaching, learning, work and community participation.

Goal IV:
The College will provide and support competitive compensation for all employees, as well as, enhance opportunities for professional development.

Goal V:
The College will improve internal and external communication.

Goal VI:
The College will assure access to programs and services.

Goal VII:
The College will ensure equal opportunity rights, access and treatment of all individuals.

Goal VIII:
The College will create an atmosphere which promotes awareness and sensitivity of cultural and gender differences.

Goal IX:
The College will enhance services that will afford a safe, clean and secure campus.

Goal X:
The College will design and implement workforce development initiatives that strengthen relationships with business and industry and provide training for a diverse community and developing workforce.

Goal XI:
The College will increase contributions from private sources and pursue external grant funding.

Goal XII:
The College will develop and implement initiatives to increase enrollment by 4% over the next five years.
Goal I: The College will ensure academic excellence and institutional quality.

Objectives:

1. Improve College-wide access to institutional data to provide decision makers with critical information from which to manage.

   TBR Goal: Institutional Quality, Accountability

   Measures: Institutional Effectiveness Survey
              Annual inventory of assessment and evaluation activities

   Baseline: 1999 Institutional Effectiveness Survey
              1999-2000 Inventory of assessment and evaluation activities

   2005 Target: 80% user satisfaction
                 Increase the number of assessment and evaluation activities.

2. Refine the institutional effectiveness process and develop systematic measures of assessment for improvement.

   TBR Goal: Institutional Quality

   Measures: Assessment measures
              Quality indicators

   Baseline: Identification of assessment measures and instruments
              Schedule of assessment activities
              Narrative description of current institutional effectiveness process

   2005 Target: Meet or exceed baseline measure
                 Completion of all assessment activities
                 Narrative description of actions resulting in improvement

3. Seek and maintain all appropriate accreditations and approvals for programs offered in the instructional area.

   TBR Goal: Academic Excellence, Accountability

   Measures: Performance Funding THEC Accreditation Report
              Report of Major Field Peer Review
Baseline: Performance Funding percentage of eligible programs accredited
Peer Review Team Reports

2005 Targets: 100% of all eligible programs will be accredited
100% of all recommendations made by peer review teams will be
reviewed for appropriate implementation

4. Enhance efforts to ensure quality of all academic programs.

TBR Goal: Academic Excellence, Accountability

Measures: Fall 1999 adjunct faculty usage
Alumni satisfaction
Enrolled student satisfaction
Employer satisfaction
Course completion rates
University transfer reports
THEC Fall to Fall Retention Rate Report
THEC Retention to Graduation Rate Report

Baseline: 1998-1999 Retention Rate (fall to fall)
1999-2000 Desegregation Committee Retention to Graduation Rate
Report
1998-1999 Enrolled Student Survey
1999-2000 Employer Satisfaction Survey
1999-2000 Alumni Satisfaction Survey

2005 Targets: The retention rate (fall to fall) will increase by 5% over 5 years
The retention to graduation rate will exceed the TBR two-year mean
Increase over baseline in all satisfaction surveys
Reduce the percentage of instruction taught by adjunct faculty

Goal II: The College will improve its image with all constituents.

Objectives:

1. Strengthen the public image of the College.

TBR Goal: Accountability, Workforce Development

Measures: Assessment of public opinion
Narrative description of existing community relations
Number of persons attending activities sponsored by the Speaker’s Bureau
Number of press releases, advertisements, and other communications to constituents
Number of visits to service area high schools
Number of civic and government relationships

**Baseline:**
- Assessment results collected in 2000
- Fall 2000 measures taken to communicate with constituents
- Fall 2000 participation in Speaker’s Bureau
- Fall 2000 level of communications to the public
- 1999-2000 number and percentage of high school visits
- 1999-2000 number of civic and government collaboratives

**2005 Targets:**
- Increase the number of constituents with a positive public opinion above the baseline
- Indicate through narrative description improvements in community relations
- Campus participation in Speaker’s Bureau will increase by 100% above baseline
- 100% of all Chamber of Commerce in the service area will be contacted annually
- Visit and deliver to 100% of all high schools in the service area presentations designed to enhance the value of the College and its programs
- 50% increase in the number of civic and government collaborates
- Reinstate Faculty-at-Work-Program
- Develop and implement a Marketing Plan

**Goal III:** The College will create a more conducive climate for productive teaching, learning, work and community participation.

**Objectives:**

1. College-wide planning retreat will be held each year.

**TBR Goal:** Academic Excellence and Institutional Quality

**Measures:**
- Accomplishment of VSCC planning goals
- Participation rate in planning retreat

**Baseline:**
- Assessment of present five-year goal attainment
- Winter 2000 planning retreat participation rate

**2005 Targets:**
- Meet or exceed 75% of 1999-2000 planning goals
- Increase participation in college-wide planning retreat by 5%
2. Create a college-wide in-service activity and ensure the participation of all grand divisions.

**TBR Goal:** Academic Excellence, Accountability, Workforce Development

**Measures:**
- In-service participation rate
- Development of a college-wide in-service activity

**Baseline:** Fall 2000 In-service participation rate

**2005 Targets:**
- Full participation by all grand divisions
- 75% of all employees in each grand division

3. Expand the role of the Executive Council to include the improvement of intra-organizational communication.

**TBR Goal:** Institutional Quality

**Measures:**
- Assessment of current Executive Council role
- Narrative description of current organizational communication
- Employee evaluation

**Baseline:**
- 2000 assessment of Executive Council role
- 2000 narrative of activities undertaken to result in intra-organization communication

**2005 Targets:**
- Improvement in employee evaluations of Executive Council role
- Identification of new initiatives in narrative form of major activities implemented resulting in intra-organizational communication

4. Increase the rate of students, faculty, staff and community participation in College events.

**TBR Goal:** Access, Accountability

**Measure:** Student, faculty, staff and community participation rates

**Baseline:** 2000-2001 student, faculty, staff and community participation rates

**2005 Targets:**
- 10% increase in college event attendance
- Broaden scheduling of events

**Goal IV:** The College will provide and support competitive compensation for all employees as well as enhance opportunities for professional development.

**Objectives:**
1. Full implementation of the salary study to meet or exceed TBR two-year averages and/or regional labor market through internal budgeting priorities and state revenue enhancements.

   **TBR Goal:** Academic Excellence and Institutional Quality

   **Measure:** TBR averages and/or regional labor market

   **Baseline:**
   - October 1999 classified staff salaries
   - October 1999 professional salaries
   - October 1999 faculty salaries
   - October 1999 executive salaries

   **2005 Target:** Salary levels will meet or exceed current TBR averages and/or regional labor market

2. Increase the number participating in and the opportunity for professional development activities.

   **TBR Goal:** Academic Excellence and Institutional Quality

   **Measures:**
   - Non-faculty participation rate
   - Faculty participation rate
   - Number of professional development opportunities available

   **Baseline:**
   - 1999-2000 non-faculty participation rate
   - 1999-2000 faculty participation rate
   - 1999-2000 number of professional development opportunities available

   **2005 Targets:**
   - 100% of all regular employees will participate in at least one professional development activity annually
   - Adjunct faculty and part-time personnel opportunities for professional development will increase by 20%
Number of employees trained on common email system
Narrative description of existing methods of using technology as a means of communicating
Campus communication satisfaction level

Baseline: Establishment of computer templates for each full-time position
June 2000 number of employees trained on Outlook
2000-2001 campus communication satisfaction levels
1999-2000 policy on electronic access of policies and committee minutes

2005 Targets: 100% access for all full-time employees according to their templates
100% of all employees trained on common email system
Identification through narrative of improvements made in using technology as a means of communicating
Full implementation of policy on electronic access
25% increase in campus communication satisfaction levels

2. Improve communication with external constituents.

TBR Goal: Institutional Quality, Access

Measure: Current campus-wide external distribution list

Baseline: June 2000 external distribution list
Establishment of central electronic directory of external constituents

2005 Targets: Full implementation of a central electronic directory of external constituents

Goal VI: The College will ensure access to programs and services.

Objectives:

1. Increase articulation with public and private institutions.

   TBR Goal: Articulation, Access

   Measures: General education articulation initiatives
   Compliance with TBR initiatives
   Inventory of secondary school articulation agreements

   Baseline: 1999-2000 General education articulation initiatives
   1999-2000 Inventory of secondary school articulation agreements


2005 Targets: 100% of the TBR general education distribution core will articulate to Tennessee public universities
Increase articulation agreements with secondary schools
Increase general education core articulation with private institutions within the service area

2. Expand the use and ensure the quality of technology-based learning.

TBR Goal: Articulation, Access

Measures: Needs assessment of technology-based learning plan
Narrative description of courses offered using technology

Baseline: 2000-2001 needs assessment of technology-based learning
1999-2000 number of courses offered through technology
2000-2001 development of a technology-based learning plan

2005 Targets: Full implementation of technology-based learning plan
Development and implementation of courses designed to meet needs identified through needs assessment
Increase number of courses offered through technology as determined by the needs assessment

3. Extend services provided through student support services to underserved areas and populations through the use of technology.

TBR Goal: Access, Institutional Quality

Measures: Needs assessment of available services
Identification of underserved areas and populations
Enrolled Student Survey

Baseline: 2000 Enrolled Student Survey
2000 number of areas requiring extension of services

2005 Targets: 80% of student support services identified through the needs assessment will be accessible through technology-based systems
Provide technology-based delivery of student support services to identified underserved areas and populations
Increase student satisfaction to meet or exceed satisfaction levels

4. Extend library services to underserved areas and populations through the use of technology.

TBR Goal: Access, Institutional Quality
**Measures:** Needs assessment of available library services
Library User Survey
Identification of underserved areas and populations
Enrolled Student Survey
Library usage statistics

**Baseline:**
- 1998-1999 Enrolled Student Survey
- 2000 Library User Survey
- 2000 number of areas requiring extension of library services

**2005 Targets:**
- 80% of library services identified through the needs assessment will be accessible through technology-based systems
- Provide technology-based delivery of library services to identified underserved areas and populations
- Increase student satisfaction to meet or exceed 2000 satisfaction levels

**Goal VII:** The College will ensure equal opportunity rights, access and treatment of all individuals.

**Objectives:**


   **TBR Goal:** Access, Accountability

   **Measures:** Affirmative action goals
   Desegregation goals

   **Baseline:**
   - October 31, 1999 achievement of affirmative action goals
   - October 31, 1999 achievement of desegregation goals

   **2005 Targets:**
   - Exceed affirmative action goals
   - Exceed desegregation goals

2. Develop and implement a student recruitment plan.

   **TBR Goal:** Access, Accountability

   **Measures:** Narrative of recruitment initiatives
   Identification of services provided to students

   **Baseline:**
   - 2000 narrative of recruitment initiatives
   - 2000 inventory of services provided
2005 Targets: Narrative of new recruitment initiatives
Increase in number of services provided

3. Develop and implement an employee recruitment plan.

TBR Goal: Access, Accountability

Measures: Narrative of recruitment initiatives

Baseline: 2000 narrative of recruitment initiatives
2000 position descriptions

2005 Targets: Narrative of new recruitment initiatives
Maintain position descriptions to ensure appropriate qualifications

4. Plan and implement an Employee Training and Development Program.

TBR Goal: Access, Academic Excellence and Institutional Quality, Accountability

Measures: Training and Development Program Plan

Baseline: Establishment of Training and Development Program Plan
Identification of training and development needs

2005 Targets: Implementation of Training and Development Program Plan

Goal VIII: The College will create an atmosphere which promotes awareness and sensitivity of cultural and gender differences.

Objectives:

1. Provide an environment that promotes awareness and sensitivity of cultural and gender differences.

TBR Goals: Access, Accountability

Measures: Existing cultural and gender awareness programs and services
Cultural and gender awareness training participation rates
Cultural and gender awareness professional development participation rates

Baseline: Evaluation of existing cultural and gender awareness programs and services
2000 training participation rate of employees and students
2000 professional development participation rates of employees

**2005 Targets:** Establishment and maintenance of a college-wide standing committee on diversity
Documented use of integrating cultural and gender sensitivity into the classroom and student support functions
100% of all personnel will attend at least one training session on cultural and gender awareness issues by year 2005
50% of all personnel will attend one professional development activity focusing on the needs of the growing ESL population
Initiate contact with an international college or university to establish a global education partnership

**Goal IX:** The College will enhance services that will afford a safe, clean and secure campus.

**Objectives:**

1. Refine the facilities maintenance plan to address the beautification and proper upkeep of on and off campus facilities.

   **TBR Goal:** Academic Excellence and Institutional Quality, Access
   
   **Measures:** Opinion survey of internal and external constituents concerning beautification and proper maintenance of all facilities
   Facilities Maintenance Plan
   
   **Baseline:** 2000 opinion survey
   1999-2000 Facilities Upkeep Plan
   
   **2005 Targets:** Increase in satisfaction of constituents
   Adoption and implementation of revised Facilities Maintenance Plan

2. Develop facility standards for all locations.

   **TBR Goal:** Academic Excellence and Institutional Quality, Access
   
   **Measures:** Facilities standards
   
   **Baseline:** Establish facilities standards
   Assess the adequacy of facilities
   Applicable OSHA/TOSHA standards
   ADA standards
   State and local codes
2005 Targets: Complete development of facilities standards

3. Develop a Campus Security Plan to ensure the safety of all personnel and constituents.

TBR Goal: Access, Accountability

Measures: Campus Security Plan

Baseline: Public Safety Procedures Manual

2005 Targets: 100% implementation of all requirements in the Campus Security Plan

Goal X: The College will design and implement workforce development initiatives that strengthen relationships with business and provide training for a diverse community and developing workforce.

Objectives:

1. Evaluate, strengthen and increase the number of business and industry relationships in the service area.

TBR Goal: Workforce Development

Measures: Workforce Development Plan
 Narrative inventory of business and industry relationships
 Collegiate work based experience programs

Baseline: 1999-2000 goals and objectives in Workforce Development Plan
 Establish relationship criteria
 Evaluation of existing business and industry relationships
 1999-2000 number of business and industry relationships

2005 Targets: Refine and fully implement the Workforce Development Plan
 25% increase in the number of business and industry relationships
 Develop and implement 3 collegiate work based experience programs

Goal XI: The College will increase contributions from private sources and pursue external grant funding.

Objectives:

1. Increase private gifts.
TBR Goal: Access, Academic Excellence and Institutional Quality, Workforce Development

Measures: Alumni giving program
Endowment dollars
Annual campaign dollars
Annual Report

Baseline: 1999-2000 Campaign Total
1999-2000 Endowment Total
1999-2000 Annual Report

2005 Targets: Increase private gifts to 5% of E&G expenditures
Participate in the standardization of the TBR reporting definitions
Develop an alumni giving initiative
30% increase in annual campaign dollars excluding one time gifts
Increase college endowment by 100% to 3.4 million dollars

2. Investigate and evaluate the availability of grant funds.

TBR Goal: Access, Academic Excellence and Institutional Quality, Workforce Development

Measures: Grant fund sources reviewed

Baseline: Identification of grant fund needs

2005 Targets: Centralize the review process

Goal XII: The College will develop and implement initiatives to increase enrollment by at least 4% over the next five years.

Objectives:

1. Increase enrollments by targeting specific populations.

TBR Goal: Access

Measures: Number of students by populations
Appropriateness of programs of study

Baseline: Fall 1999 14th Day census headcount
Accreditation status
Graduate placement
Transfer success
Licensure attainment
Employer satisfaction
Program enrollment trends

**2005 Targets:**
- 5% increase in non-traditional students (25 years of age and older) enrollment
- 5% increase in number of traditional age students (17 to 24 years of age) enrollment
- Increase number of academically talented students enrolling by 5 per year
- Develop and implement a comprehensive enrollment plan