



CLEVELAND STATE 2020
COMMUNITY FIRST PLAN

Preamble

Higher education is going through a significant transformation with many societal, economic and political implications. In many respects, community colleges have never been more relevant than they are today as they are challenged to address educational and workforce development demands. The *Cleveland State 2020 Community First Plan* is intended to position the college to successfully meet those demands in our service area and to be better prepared for future opportunities to serve our students, business, industry, education and community partners. In recognition of our 50th Anniversary in 2017, this planning process will be energized by honoring our past, but more so by enthusiastically anticipating renewal that will allow us to better fulfill our mission in the future.

Mission

Cleveland State Community College provides accessible, responsive, and quality educational opportunities primarily for residents of southeastern Tennessee. The College delivers developmental education, university transfer programming, workforce training and continuing education activities. By engaging a diverse student body in the learning process, the College aspires to promote success, enhance quality of life and encourage civic involvement. The College strives to be a responsible partner in lifelong learning for the individual and in the economic development of the region.

Values

These values will promote learning and guide the successful implementation of our goals and objectives:

The needs and interests of the community - particularly students - should always be at the heart of all we do.

Our faculty and staff are the foundation of our enterprise. That foundation and our achievements will be strengthened through our commitment to high respect for all people.

Quality education leads to meaningful employment which strengthens families and builds communities. Our programs must support the needs of a dynamic and changing workforce.

We must connect with every student and provide an experience that gives each one the best opportunity to achieve their goals.

By running an effective business, we can establish an economy that powers our mission.

To achieve the future, we desire we must always aspire to be the best we can be.

Goals

- I.** CSCC will be known as a “Best Place to Work” among community colleges in the Southeast.
 - a. Update the Employee Compensation Plan every two years and bring all employees to the median salary (100% of market) or higher for their classification.
 - b. Re-examine campus policies and practices (other than salary and benefits) that may provide greater support and flexibility for employees.
 - c. Fully implement the Healthy Campus Initiative including annual survey to assess the impact on the campus community.
 - d. Design and offer an Employee Development Series throughout the year consisting of programs that provide cross-training, professional development and faculty/staff interaction.
 - e. Design and implement convenient communication tools that keep faculty and staff informed about campus events and decisions in a timely manner.
 - f. Build an expectation that all employees are encouraged to participate in at least one professional development experience every year.
 - g. Plan regular campus events and traditions that bring the whole campus together.

- II.** CSCC will provide state-of-the-art learning environments that promote student success.
 - a. Construct a new academic building to support health sciences on the main campus.
 - b. Implement a facilities renovation and renewal process at the main campus to achieve condition scores at/above the median of TBR Community Colleges.
 - c. Develop a new Athens Center that establishes a northern hub for our service area that incorporates programs, employees and services to maximize enrollment and completion.
 - d. Establish a comprehensive system of technology connectivity that supports innovations in teaching, learning and student engagement.
 - e. Create a Department of Dynamic Instruction to provide on-going leadership and support for innovations in teaching, learning and student engagement.
 - f. Renovate and furnish classrooms and the Library to facilitate innovations in teaching, learning and student engagement.

- III.** CSCC will be considered a top performing college for effective educational practices and a thriving campus community through student engagement.
 - a. Establish a childcare program to support the needs of students and employees with children.
 - b. Implement a program of intercollegiate academic competition.
 - c. Implement a robust Honors Program including scholarships to recruit additional high-achieving students.
 - d. Implement a required First Year Seminar program.
 - e. Design and implement comprehensive tutoring programs.
 - f. Implement a comprehensive Career Planning & Placement Program.

- g. Evaluate and redesign the inquiry and intake processes of new students to ensure all receive appropriate information, advising and guidance necessary for success.

IV. CSCC will be a significant community partner throughout the service area.

- a. Establish the CSCC Advisory Board comprised of members from all five counties in the service area and college personnel to provide an ongoing framework to ensure meaningful community relations.
- b. Develop and maintain a comprehensive annual calendar of community events, civic meetings and activities throughout the service area. A college representative will participate in a minimum of three (3) events per month in each county.
- c. CSCC employees will be encouraged to provide community service throughout the five counties through membership in civic organizations, sponsorships and volunteer activity. CSCC students will participate in service-learning projects that grow the college's partnerships throughout the five counties.
- d. Implement a business plan for Continuing Education that will double participation levels and yield a profit within three years. Classes will be presented throughout the 5-county service area focusing on topics of interest in each community.
- e. Present the CSCC 50th Anniversary Celebration throughout 2016-2017.
- f. Conduct a feasibility study to establish a Regional Disaster Preparedness Center.

V. CSCC will offer relevant programs that satisfy the needs of students and the workforce, and deliver them in modes that maximize student engagement and completion.

- a. Increase faculty adoption of high impact engagement practices by providing instructional design support through a Department of Dynamic Instruction who will educate and mentor faculty in pedagogical innovations, including but not limited to online and hybrid offerings, adaptive learning, learning communities and competency based education.
- b. Establish student-centered methods of program delivery in all degree and certificate programs by spring 2018, including the following:
 - 1. Redesign (or develop) at least two additional cohort-based learning communities for certificate or degree programs.
 - 2. Offer the opportunity to complete general education requirements through online or hybrid courses for all programs and one hybrid section of each general education course.
 - 3. Expand block scheduling opportunities to allow for more flexible scheduling for students.
 - 4. Establish accelerated programs in at least two certificate or degree programs.
 - 5. Create apprenticeship partnerships with the local advanced manufacturing industry.
 - 6. Fully implement the Guided Pathway System (GPS) as established by the Completion Academy Team.
- c. Establish the Athens Center as the northern hub of Cleveland State.
 - 1. Establish the Athens Center as the anchor location for at least three degree programs, beginning with Agriculture programs.

2. Schedule courses so that students will be able to complete at least two certificates, TTPs and/or degree programs solely by attending classes at the Athens Center (supplemented with online).
3. Establish a cohort of at least three full-time, general education faculty based in Athens.
- d. Establish an Early College High School within the Cleveland State service area.
- e. Create a data-informed process for the development of new degree and certificate programs that incorporates best practices and the 5 R's. At least one new program will be implemented per year.
- f. Increase the number of opportunities for STEM partnerships with local school systems and community organizations.
- g. Provide employment pathways such as cooperative education, internships or apprenticeships for all AAS degrees and certificates.
- h. Create a market-driven summer program that increases overall enrollment and completion.
- i. Increase student credits earned toward degrees through participation in international education by planning and leading TNCIS study-abroad programs.

VI. CSCC will be a regional leader in workforce development.

- a. Develop an Advanced Manufacturing degree program at the main campus.
- b. Re-establish an Industrial Training Center in Vonore, TN.
- c. Present robust certificate and degree programs in Agriculture at Athens Center in collaboration with related business and industry.
- d. Establish the OneSource Workforce Development Assessment and Training Center as a recognized regional center of excellence for advanced manufacturers, industry and business specializing in testing, training and personnel development.
- e. Grow the OneSource program to a level of profitability within three years.
- f. Relocate the Cleveland Career Center to the main campus.
- g. Work with the Cleveland Bradley Chamber, local high schools and Cleveland Associated Industries to establish an Apprentice Training Center.

VII. CSCC will implement a comprehensive enrollment management plan that includes strategic and goal-driven approaches to recruitment and retention. Particular attention will be given to issues of diversity and accessibility.

- a. Increase enrollment to consistently exceed 4000 Headcount and 2800 FTE by Fall Semester 2020, with specific enrollment targets and strategies for specified populations, including:
 1. Increase enrollment at the Athens Center to 750 headcount and 250 FTE.
 2. Increase enrollment rates of graduating seniors from service area high schools to:
 - 40% of class for Bradley Central, Cleveland, McMinn Central, McMinn County, Polk County and Walker Valley high schools.
 - 30% of class for Copper Basin, Meigs County, Sequoyah, Sweetwater and Tellico Plains high schools.
- b. Increase the percentage of adult/nontraditional (over 24) students in the total headcount enrollment to a level of 40%.
- c. Retain students in the cohort of first time freshmen at a rate of 60% or greater fall to fall and all students at a rate of 75% or greater Fall to Spring.

- d. Increase student progression and success rates as defined by the following targets:
 - 35% progress to 24 hours
 - 35% progress to 36 hours
 - 25% of degree-seeking students complete 15 hours/semester
 - 40% 6 year graduation rate of First Time/Full Time cohort
 - 27 awards per 100 FTE
- e. Increase CSCC summer enrollment to consistently exceed 1200 headcount and 480 FTE, including 250 headcount and 100 FTE at the Athens Center, by Summer 2020.
- f. Increase the enrollment and success rates of low income students and students who identify as members of under-represented minority groups to achieve the following benchmarks:
 1. Students identifying as Hispanic should make up at least 6% of headcount enrollment by Fall Semester 2020, and should succeed at a rate equal to or greater than the rate of majority students.
 2. Students identifying as African-American should make up at least 6% of headcount enrollment by Fall Semester 2020, and should succeed at a rate equal to or greater than the rate of majority students.
 3. Low income students (those receiving Pell Grant) should succeed at a rate equal to or greater than the rate of non-Pell students by Fall Semester 2020.
- g. Enhance programs for academically talented students, including Dual Enrollment and honors students, to achieve the following benchmarks:
 1. Enroll at least 1000 dual enrollment students by fall semester 2020 and increase the percentage of those students who enroll as first time freshmen at CSCC to 50%.
 2. Enroll a cohort of 20 students through the Honors Program annually and achieve a completion rate of 65% of students in that program.

VIII. CSCC will secure, successfully manage and prioritize funding derived from state allocations, student fees, private donations and reallocation of resources to support the goals of the 2020 Community First Plan and the TBR Strategic Plan.

- a. Institute controls and procedures to ensure a balanced annual budget while directing funds to support institutional priorities and achieving optimal reserve account levels.
- b. Implement a comprehensive, data-informed efficiency and best-practice audit.
- c. Achieve THEC Performance Funding scores consistently at 95 or higher.
- d. Direct grant-writing efforts toward opportunities that directly support objectives of the *Cleveland State 2020 Community First Plan*.
- e. Conduct the *Cleveland State 2020 Community First Campaign* – a five year comprehensive fundraising campaign with a total goal of \$20M including:
 - Scholarships/Endowment
 - Operations
 - Capital Projects (including state funding)
 - Planned Giving
 - Grants
 - 50th Anniversary

- f. Develop a comprehensive Annual Campaign including revised Giving Societies.
 - g. Present a signature annual fundraising event titled the *CSCC Foundation Community First Gala* which will include the presentation of the *Annual Community First Awards*.
 - h. Establish an Alumni Affairs Program to maximize engagement of alumni with the college and support fundraising efforts.
- IX.** CSCC will develop a culture that reflects a commitment to institutional planning, assessment, evaluation and data-informed decision making.
- a. Develop a comprehensive and integrated Annual Planning, Assessment, Budgeting and Reporting Calendar (2014-15).
 - b. Engage all employees and programs in the establishment and review of annual goals (2014-15).
 - c. Engage all employees and programs in the establishment and review of assessment plans (2014-15).
 - d. Provide regular assessment and reporting related to *the Cleveland State 2020 Community First Plan* (annual).
 - e. Implement a program evaluation process by analyzing the productivity and viability of all campus programs using the 5 R's.
 - f. As an addendum to the *CSCC 2020 Community First Plan* complete a Master Plan and a Marketing Plan (2015).

Approved by Cleveland State Community College President Dr. William A. Seymour March 6, 2015 as recommended by the Cleveland State 2020 Community First Plan Steering Committee.