



Cleveland State Community College

2010-15
Strategic
Plan

Introduction

Cleveland State Community College is an accredited public comprehensive community college committed to quality education and open access. The college operates within the governance of the Tennessee Board of Regents. In its 40-year history, Cleveland State Community College has had a total of only five presidents. In their own unique and individual ways, they have furthered the goals and objectives of the founding fathers of Cleveland State Community College. Each successor to the presidency of Cleveland State has been true to the original precept to “fulfill the needs of the community.”

Approximately 3,700 credit students and 1,300 non-credit students enroll in Cleveland State Community College in a typical fall semester. The credit student population is split about evenly in the choice of transfer or career-technical programs. The average age of all students is 28 years. All persons are welcome at Cleveland State and the student population is nonracially identifiable.

There are over 200 employees at the college, including more than 70 full-time faculty members. Eighty-six percent of the faculty hold master’s or doctor’s degrees.

Situated in the scenic corridor of hills and valleys of southeast Tennessee, Cleveland State presents an attractive atmosphere in which to enjoy varied facets of an educational experience. The community offers an abundance of service facilities and recreational opportunities.

The 105-acre campus has ten major buildings housing modern classrooms, laboratories and student activity centers. Additional features include an excellent library, a multimedia Center of Emphasis, computer laboratories, a 400-seat theatre, a 3,000-seat gymnasium, athletic fields and tennis courts, and a satellite downlink receiver which enables the college to serve as a site for many teleconferences. Cleveland State offers classes throughout the service area which includes Bradley, McMinn, Meigs, Monroe and Polk Counties.

The college also maintains an off-site location in Athens, Tennessee, through which a wide selection of credit and non-credit courses are offered. In addition, many college support services are available at these sites to assist students in the college’s northern service area.

Strategic Planning Committee

Statement of Purpose

The purpose of the Strategic Planning Committee is to meet regularly to review the Strategic Plan for Cleveland State Community College. The Strategic Plan is the main planning document for the College.

The Committee will make recommendations to the President, who is designated by the Tennessee Board of Regents as the Chief Planning Officer for the institution.

Membership

Director of Institutional Research, Chair

Vice President for Academic Affairs

Vice President for Finance and Administration

Vice President for Student Services

Deans from the four Divisions of the College

One faculty-at-large selected by the Faculty Senate; one elected by each
Division (Representatives will have two-year terms.)

Director of Institutional Advancement

Two staff selected by the Staff Senate

Two students selected by the Student Senate

President, ex officio

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.

Vision

Cleveland State Community College will be the regional two-year post secondary institution of choice, giving learning its highest priority. The college will be recognized for academic excellence, student success and service to the community.



Cleveland State Community College will strategically support the following statements in the Tennessee Board of Regents Strategic Plan:

Key Priority 1: Access

Improve higher education opportunities for Tennesseans

Improving opportunities for more Tennesseans to earn post-secondary credentials is a primary area of focus for the Tennessee Board of Regents System. Serving the needs of individual Tennesseans who wish to develop their professional skills and enrich their lives is also significant. Vital to those efforts will be addressing barrier issues such as affordability, preparedness and technology, as well as issues related to increasing participation levels of traditionally underserved populations.

Anticipating high demand for post-secondary education, the TBR and its institutions will address capacity issues by promoting internal and external partnerships, using technology effectively, and optimizing the unique characteristics of its three types of institutions (universities, community colleges, and technology centers).

Key Priority 2: Student Success

Increase the number of students receiving post-secondary awards.

Increasing the number of citizens with diplomas, certificates, and degrees is a critical area of focus for the Tennessee Board of Regents System. Fostering greater success of students to persist and complete credentials and degrees enhances the viability of academic programs, the growth of existing businesses and the ability to attract new high paying industries to the state. Measures of student success can be improved by continuing to work with Tennessee high schools through P-16 agreements and dual credit and dual enrollment programs; increasing student success in the areas of developmental studies, e-learning, and the Teaching Quality Initiative; fostering student engagement and persistence through effective support services, co-curricular activities, and faculty-guided research and mentoring; and optimizing new technologies to enhance teaching, research, service and learning.

Key Priority 3: Quality

Achieve excellence in the fulfillment of our institutional missions.

Improving access and completion rates in higher education can improve the lives of Tennesseans only to the degree that students acquire and retain knowledge, skills and abilities they need to become productive employees and responsible citizens. System institutions will address pressing local and global needs by engaging in research, creative work and public service that advance knowledge and create new opportunities. To achieve excellence in all areas of our collective mission, we must provide high quality academic programs, faculty, services and facilities.

Key Priority 4: Resourcefulness & Efficiency --Expand resources and optimize administrative, instructional, and operational efficiencies.

The major sources of revenue for TBR institutions are state appropriations and student tuition and fees. With the financial pressures facing Tennessee, increases in state funding over the next five years are unlikely. On the other hand, increases in student tuition and fees are possible; however, if increases in tuition and fees are not accompanied by increases in alternate revenue enhancements coupled with effective deployment of resources, the ability of TBR institutions to sustain quality and access for all students may be limited.

As a result, achieving our vision will require additional financial resources that can be provided through:

- An increase in administrative, instructional, and operational efficiencies;*
- An emphasis on private fund-raising to support achievement of institutional missions;*
- Development of financial support from external sources, such as federal, state, and local governments, foundations, and corporations.*

A major point of focus must be to identify financial resources that can be used for need-based aid for students who cannot afford the rising cost but are not eligible for achievement-based financial aid. Decisions leading to increasing tuition must include addressing the basic financial needs of these students.

Key Priority 1.1 Access – Improved Use of Technology

1.1 Cleveland State Community College will use technology to increase post-secondary education and workforce development.

Objective	Action(s)	Indicator	Responsible(R) Accountable (A)
<p>1.1.1 Cleveland State will use technology to improve the delivery of distance learning and to enhance student enrollment and retention efforts.</p>	<p>1) Develop, implement and maintain a 5-year Distance Learning Strategic Plan. 2) Purchase and implement DegreeWorks product, Banner Recruitment module, Wilkes Early Alert system, and other appropriate technologies and software enhancements for student enrollment and retention.</p>	<p>1) Distance Learning Strategies Plan carried out and effectiveness report prepared annually. 2) DegreeWorks Software purchased, implemented and training completed. Effectiveness report prepared annually.</p>	<p>Academic Council (R) Instructional Technology Committee (R) Vice President of Academic Affairs (A) Academic Affairs staff (R) Admissions/Records staff (R) Director of ACCESS Center (R) VP for Academic Affairs and VP for Student Services (A)</p>

1.1	INDICATOR	BASELINE	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 TARGET	
	Use of Technology-Distance Learning (Action Plan 1)	Completed plan and narrative evidence of implementation	No current plan exists.	Plan completed	Evaluation of plan goals	Evaluation of plan goals	Evaluation of plan goals	Evaluation of plan goals	Full implementation of all plan goals.
	Use of Technology-Enrollment and Retention Software (Action Plan 2)	Purchase and implement new software applications.	New software applications. No benchmark data available.	Preview and purchase of DegreeWorks package from SunGuard. Testing and development of Wilkes Early Alert module	Set-up and implement DegreeWorks package. Roll out of DegreeWorks package for students for Fall 2012 registration. Training and Implementation for Wilkes Early Alert module	DegreeWorks maintenance. Collect data use and satisfaction w/ DegreeWorks. Collect data use and satisfaction with Wilkes Early Alert (EA) module. Collect and evaluate data on performance measures of students who were contacted through Early Alert. Revisions as necessary for EA module.	Maintain and monitor effectiveness of software.	Full implementation of software packages as described.	Full implementation and ongoing assessment in place.

Key Priority 1.2: Access – Diversity

1.2 In order to increase access at all levels, Cleveland State Community College will develop a methodology to utilize access and diversity resources to implement best practices for increasing levels of traditionally underserved populations.

Objective	Action(s)	Indicator	Responsible(R) Accountable (A)
1.2.1 Cleveland State will develop, implement and maintain a 5-year Diversity Plan.	<ol style="list-style-type: none"> 1) Increase progression rates of students from target subpopulations. 2) Increase awareness and stimulate dialogue on diversity issues through workshops, classroom activities and multicultural events. 3) Explore and expand current resources, activities, and programs related to diversity. 4) Seek alternate sources of funding for college-wide activities. 5) Recruit, train and develop faculty and staff. 6) Foster a teaching and learning environment that integrates, celebrates and values diversity. 	<ol style="list-style-type: none"> 1) Subpopulation headcounts <ul style="list-style-type: none"> • Adults (25 and older) • African-American • Low Income • Males • STEM 2) Bi-annual climate survey 3) Development and maintenance of a comprehensive inventory. 4) Completion of actions plans within grants. 5) Actions of Affirmative Action Committee and number of professional development opportunities 6) Annual review and assessment of participation in courses, events, recognitions 	<p>Committee on Diversity Initiatives (CDI) (R) Cultural and Educational Enrichment Committee (R) International Studies Committee (R)</p> <p>Director of the Access Center (R) Counselor/Coordinator of Student Diversity Programs (R) Grant Coordinator (R) Director of Human Resources (R)</p> <p>Vice Presidents (A) President (A)</p>

1.2	INDICATOR	BASELINE	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 TARGET
1.2.1 Develop, implement and maintain a 5-year Diversity Plan.	Completed plan and narrative evidence of implementation	No current plan exists.	Plan completed	Evaluation of plan goals	Evaluation of plan goals	Evaluation of plan goals	Evaluation of plan goals	Full implementation of all plan goals.

Key Priority 2.1: Student Success – Persistence

2.1 Cleveland State Community College will enhance student persistence to the completion of the post-secondary credential or degree.

Objective	Action	Indicator	Responsible(R) Accountable (A)
2.1.1 Cleveland State’s student persistence rates as measured in the new state funding formula will increase annually	Develop, initiate, and maintain a Strategic Enrollment Plan to enhance student persistence rates consistent with measures included in the new funding formula.	<ul style="list-style-type: none"> • Progression rate of students who have completed 12, 24 and 36 hours will increase annually. • Fall-Spring progression rate will increase annually from the Fall 2010 baseline to a target of 76%. 	Student Services Directors and Academic Deans (R) VP for Student Services and VP for Academic Affairs (A)
2.1.2 Cleveland State’s student persistence and success in learning support classes will increase.	Implement new A-100 guidelines in Mathematics, Reading and Writing by Fall of 2012. This will entail applying redesign principals to these course offerings	Increased success (ABC grade) in learning support classes.	Deans and Department heads(R) Vice President for Academic Affairs (A)
2.1.3 Cleveland State’s dual enrollment unduplicated headcount will increase annually to a target of 600 by 2015.	<ol style="list-style-type: none"> 1) Seek funding for dual enrollment scholarships. 2) Increase number of career-technical dual enrollment courses in high schools. 3) Expand dual enrollment initiatives at the Athens site. 	Unduplicated headcount of dual enrollment students.	Director of Student Relations (R) VP for Student Services (A)

2.1	INDICATOR	BASELINE	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 TARGET
2.1.1	Progression rate Completed Strategic Enrollment Plan and narrative evidence of implementation	No current plan exists.	Plan completed	Evaluation of plan goals	Evaluation of plan goals	Evaluation of plan goals	Evaluation of plan goals	Full implementation of all plan goals.
2.1.2	Learning support success rate Success rate (ABC grades)	70% Fall 2010	71%	72%	73%	74%	75%	75% Success Rate
2.1.3	Dual Enrollment headcount increase. Enrollment increase	456 Fall 2010.	475	500	525	550	600	600 Unduplicated Headcount

Key Priority 2.2: Student Success – Completion

2.2 Cleveland State Community College will increase the number of students who complete a post-secondary credential, including diplomas, certificates, undergraduate and graduate degrees.

Objective	Action	Indicator	Responsible(R) Accountable (A)
2.2.1 Cleveland State’s number of credentials awarded will increase annually.	1) Evaluate existing certificates and degrees with an eye to terminate, redefine, or create new based on demand. 2) Participate in TBR Lumina Grant for cohort and block scheduling by offering two new certificates in a cohort/block schedule format. 3) Redesign the Graduation process for students using technology and focusing on graduation outreach initiatives.	Number of credentials awarded will increase annually over the 2010 baseline of 357 in 2010 to 502 by 2015. As defined by TBR primary indicator “Total Degrees and Certificates.”	Vice Presidents (R) Vice Presidents (A) <hr/> Director of Admissions/ Records (R) VP for Student Services (A)

2.2	INDICATOR	BASELINE	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 TARGET
2.2.1. Credentials awarded	Number of credential awarded annually as defined by TBR Primary indicator “Total Degrees and Certificates”	357 degrees and certificates awarded in 2009-2010	375	400	425	460	502	502 degrees and certificates awarded during the 2014-15 academic year.

Key Priority 3.1: Quality – Program Effectiveness

3.1 Cleveland State will monitor and improve the effectiveness of their educational programs.

Objective	Action	Indicator	Responsible(R) Accountable (A)
3.1.1 Cleveland State degree graduates will demonstrate competency in critical thinking skills.	1)Conduct in-service workshops on the Analysis and Evaluation portions of the CCTST 2)Faculty to write Individual Assessment Plans (IAPs) to support objective. IAPs evaluated at end of each academic year	Mean score on the California Critical Thinking Skills Test (CCTST) must meet or exceed the national mean.	Academic Deans (R) Vice President for Academic Affairs (A)
3.1.2 Cleveland State will monitor the effectiveness of program specific teaching objectives in the Associate of Applied Science (AAS) degree programs.	Program specific testing of AAS degree candidates.	<ul style="list-style-type: none"> • Licensure and certification pass rates and student performance on national subject examinations. • Annual report on measures of the TBR General Education outcomes. • Exceed National mean score for nursing and prior test for other AAS majors. 	Dean of Business and Technology (R) Dean of Health/Wellness and Nursing (R) Vice President for Academic Affairs (A)
3.1.3 All Cleveland State academic programs will undergo academic audits and program reviews on a regular cycle to ensure that a high quality standard is maintained in the general education component of the curriculum.	Cleveland State will develop an aggressive schedule for the evaluation of program quality in non-accredited programs and subject areas	Successful completion of annually scheduled academic audits/program reviews. Total of 15 academic audits/program reviews will be completed over the 5-year period (2010-15)	Academic Council (A) Vice President for Academic Affairs (R)
3.1.4 Cleveland State will create and implement a quality assurance evaluation for all on-line courses.	2011 – Plan development	Percentage of courses that have completed the evaluation process.	Academic Council (R) Vice President for Academic Affairs (A)

3.1	INDICATOR	BASELINE	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 TARGET	
3.1.1	Critical thinking competency	Mean Score on CCTST	National mean score	Meet or exceed	Meet or exceed	Meet or exceed	Meet or exceed	Meet or exceed	Full implementation of all plan goals.
3.1.2	Teaching objectives in AAS degree	Licensure and certification pass rate. TBR gen ed. outcomes	National mean or prior test score	Meet or exceed	Meet or exceed	Meet or exceed	Meet or exceed	Meet or exceed	Annual monitoring and effectiveness assessment by academic leadership.
3.1.3	Academic audits	15 academic audits (AA) over 5 years	Criteria as defined by audits	3 AA	3 AA	3 AA	3 AA	3AA	15 Audits completed
3.1.4	Quality assurance plan for on-line courses	Carry out of actions as outlined in the plan.	Criteria as defined by audits	No courses evaluated. Plan in development	15% of classes evaluated	35% of classes evaluated	55% of classes evaluated	75% of classes evaluated	Plan is developed, implemented and annually evaluated.

Key Priority 3.2: Quality – Public Service and Partnerships

3.2 Cleveland State will monitor and improve the quality of their mission-specific creative activities and public service.

Objective	Action	Indicator	Responsible(R) Accountable (A)
3.2.1 Cleveland State will increase participation in the service-learning initiative.	<ol style="list-style-type: none"> 1) Increase the number of service learning community partners and conduct post service evaluations. 2) Increase the number of students participating in service learning. 3) Evaluate student perception of the service-learning experience. 	<ol style="list-style-type: none"> 1) Service-learning partners will increase annually. Post-service evaluations completed by partners hosting students. 2) Students participating in service-learning will increase annually. 3) End of experience reflection papers will be evaluated using rubric. 	Service Learning Coordinator (R) Vice President for Academic Affairs (A)
3.2.2 Cleveland State will continue sustainability efforts and practices related to facilities and grounds.	<ol style="list-style-type: none"> 1) Increase use of sustainable building products 2) Reduce petroleum usage 3) Add solar panels, water conservation fixtures 4) Expand campus recycling program 	Document reduction in environmental impact annually.	Sustainability Committee (R) Vice Presidents (A)
3.2.3 Cleveland State will increasingly provide students with opportunities for exposure to international cultures.	<ol style="list-style-type: none"> 1) Use student international fee to bring more diverse events and speakers to campus. 2) Provide education a broad experiences for students. 3) Strengthen current international relationships and partnerships (ex. RedCar at Cleveland) and create new relationships 	<ol style="list-style-type: none"> 1) Number of events and speakers on campus will increase annually. 2) Number of students participating in trips abroad will increase annually. 3) Student and/or faculty and staff will visit Redcar at Cleveland at least twice in the 5 year period. CSCC will establish one new partnership with a higher ed institution outside the US. 	International Studies Committee (R) Vice Presidents (A)

Objective	Action	Indicator	Responsible(R) Accountable (A)
3.2.4 Cleveland State's Small Business Development Center's client base will expand.	Expand training initiatives to include: <ul style="list-style-type: none"> • Hispanic outreach • Veterans • On-line training opportunities 	Unduplicated client headcount will increase	Director of Small Business Development Center (R) Vice President for Academic Affairs (A)
3.2.5 Cleveland State will continuously expand business and industry training initiatives.	<ol style="list-style-type: none"> 1) Collaborate with both private (Life Care, Skyridge, Sweetwater, etc.) and public (SETDEV-Aging Council, Cleveland Family Services, etc.) to design and deliver an online training resource targeted at home-based dementia care providers. 2) Collaborate with local business, government, and non-profit organizations to offer Career Opportunity Previews for job openings to selected CSCC students and graduates. 3) Strengthen current international relationships and partnerships (ex. RedCar at Cleveland) and create new relationships. 	<ol style="list-style-type: none"> 1) Number of students completing training will increase annually. 2) Number of previews offered will increase annually. 3) Students and/or faculty will visit RedCar at Cleveland at least twice in the five (5) year periods. 4) New partnerships with a higher education institution. 	Director of Innovation and Development (R) Vice President for Academic Affairs (A)

3.2	INDICATOR	BASELINE	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 TARGET
3.2.1	Service-learning Annual increases: 1) Partnerships 2) Participation	To be established in 2011-12	N/A	Establish baseline	Exceed prior year	Exceed prior year	Exceed prior year	A mature service learning program.
3.2.2	Sustainability efforts Documented reduction in environmental impact	2011-12 Develop a process for tracking improvements.	N/A	Study current status and develop tracking process.	Document improvements and evaluate impact.	Document improvements and evaluate impact.	Document improvements and evaluate impact.	Accrue a body of evidence which demonstrates a positive environmental impact.
3.2.3	International education Annual increases: 1) Events 2) Participants 3) Partnerships	To be established in 2011-12	N/A	Establish baseline	Exceed prior year	Exceed prior year	Exceed prior year	
3.2.4	Small Business Unduplicated client headcount	228 (FY 2010)	239	251	264	277	291	Expand client base to at least 291 by 2015
3.2.5	Collaborative efforts Annual increase in participation.	To be established in 2011-12	N/A	Establish baseline	Exceed prior year	Exceed prior year	Exceed prior year	Documented evidence of annual improvement.

Key Priority 4.1: Resourcefulness

4.1 Cleveland State Community College will address fiscal constraints through multiple approaches such as the prudent management of resources, development of other sources of support, and the pursuit of entrepreneurial initiatives.

Objective	Action	Indicator	Responsible(R) Accountable (A)
4.1.1. Cleveland State will raise \$2,000,000 in private support by 2015.	Target campaigns, i.e. TBR Capital Outlay Challenge, John Bradley Theatre campaign, calls on industries that use campus training programs, etc.	\$2,000,000 accrued in projected increments over 5-year cycle.	Director for Institutional Advancement (R) President (A)
4.1.2 Cleveland State will secure \$1,000,000 in additional funding through grant resources by 2015.	Submit a minimum of 20 grant applications annually.	Accrued in projected increments of \$200,000 annually over 5 years. 50% of grants will be funded.	Grants/Development Specialist (R) President (A)
4.1.3 Cleveland State will demonstrate annual increases in outside revenue for intercollegiate athletics.	Advertising sales Gate Receipts Other fundraising strategies	2009-10 annual outside revenues will serve as the benchmark for 2010-11	Director of Athletics (R) VP for Student Services (A)
4.1.4 Cleveland State will increase campus visits and add revenue above current baseline counts	1) Access current status and establish a baseline in 2011-12 2) Develop a computerized tracking system 3) Create an event planner position if warranted	Annual increase in number of campus/community events annually Annual increase in revenue from campus/community events	Business Manager (R) VP for Administration and Finance (A)
4.1.5 Cleveland State will successfully complete all aspects of the SACS/COC reaffirmation process.	1) Research, software to support efforts to integrate planning and continuous improvement, and documenting evidence of processes. 2) Assess compliance with SACS/COC principles of accreditation and take actions to improve when necessary.	1) Purchase and implementation of software to track planning and documentation. 2) SACS/COC reaffirmation attained.	Director of Institutional Research and Effectiveness (R) President (A)

4.1	INDICATOR	BASELINE	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 TARGET	
4.1.1	Private Giving awarded	/Accrued giving \$2,000,000	\$350,000	\$375,000	\$385,000	\$395,00	\$420,000	\$425,000	\$2,000,000 accrued over 5-year period.
4.1.2	Grant resources	Accrued funding \$1,000,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000 accrued over 5-year period. 50% of all grant applications will be funded.
4.1.3	Revenue from athletics	Revenue Increase	\$60,000 2009-10	\$61,200	\$62,500	\$64,000	\$65,500	\$67,000	\$320,000 accrued over 5-year period.
4.1.4	Revenue from campus visits	Annual increase in events and revenues	Study and establish in 2011-12	Determine need	Development of tracking system	Track and assess	Track and assess	Track and assess	Computerized tracking system in place. Events and revenue increases documented in tracking system.

4.1	INDICATOR	BASELINE	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 TARGET
4.1.5 Reaffirmation Process	Meet SACS/COC reaffirmation requirements	Last reaffirmation 2004	Form leadership team and establish sub-groups. Research software	January- Leadership team orientation conducted and charged with challenge by SACS/COC rep. Continue software implementation and employee training.	Off-Site Review: Mar. 2014 compliance certification and update institutional summary due. April 2014 QEP to on-site review team Fall 2014: On-Site Review	Response to on-site visit due five months after on-site visit June 2014- Review by SACS/COC Board of Trustees	Continued compliance	Successful reaffirmation.

Key Priority 4.2: Efficiency

4.2 Cleveland State Community College will achieve greater efficiency through such means as developing and adopting best practices, pursuing collaboration among institutions to achieve savings through elimination of unnecessary duplications and removing obstacles to competitiveness.

Objective	Action	Indicator	Responsible(R) Accountable (A)
4.2.1 Cleveland State will develop and implement a Cross-Departmental Frontline Services Efficiency Plan.	1) Enrollment Services (Admissions, Records, Recruitment, Dual Enrollment, and Financial Aid) and Business Office Services will be functionally redesigned and relocated. 2) Testing Center and other support services will be functionally and physically redesigned to complement Enrollment Services area.	<ul style="list-style-type: none"> • Annual customer satisfaction survey conducted. • Fall 2011: Functional evaluation and redesign of Admissions, Records, Recruitment, Dual Enrollment and Financial Aid. • Fall 2012: Testing center space redesign. 	1) Director of Admissions and Records (R); Director of Student Relations (R); Director of Financial Aid (R); Business Manager (R); Vice President for Student Services and Vice President for Finance and Administration (A) 2) Director of the ACCESS Center (R); VP for Student Services (A)
4.2.2 Cleveland State will implement a document imaging system to be utilized in key offices to create an electronic inventory of old records and to streamline processing of new records.	Staff will implement a document imaging system.	Spring 2011: Begin projects for old records in Records office and HR. 2011-2012: Begin imaging of incoming records in Admissions/Records and Financial Aid 2012: Complete old records projects	Director of Admissions and Records (R) Director of Financial Aid (R) Director of Human Resources (R) Business Manager (R) All Vice Presidents (A)
4.2.3 Cleveland State will review current business operations practices and implement changes as indicated.	1) Research voucher system and electronic refund process (i.e. card system) option. 2) Conduct physical plant and financial audits.	1) Purchase and implementation voucher system and electronic refund processing software 2) Audits conducted and recommendations addressed.	Vice President of Finance and Administration (R) VP for Finance and Administration (A)

4.2	INDICATOR	BASELINE	2011 Benchmark	2012 Benchmark	2013 Benchmark	2014 Benchmark	2015 Benchmark	2015 TARGET	
4.2.1	Frontline Service Efficiency Plan	Completed plan	No current plan exists.	Functional evaluation and redesign	Physical space redesign	Evaluation of plan goals	Evaluation of plan goals	Evaluation of plan goals	Implementation of all plan goals.
4.2.2	Document imaging project	Completed plan	No current plan exists.	Archived hardcopy records in A&R and HR. Incoming records in A&R	Incoming records in various offices. Effectiveness assessment	Incoming records in various offices. Effectiveness assessment	Incoming records in various offices. Effectiveness assessment	Incoming records in various offices. Effectiveness assessment	Implementation of document imaging process for key functional areas.
4.2.3	Current business operations practices	Review completed annually	No current plan exists.	Review process development.	Assessment and report of progress	Assessment and report of progress	Assessment and report of progress	Assessment and report of progress	Improved and more customer friendly business processes in place.