

Walters State Community College
2015-2016 Strategic Plan Accomplishments

WSCC Access Goals

A1. Walters State will provide more opportunities for citizens of its region to access courses and programs and complete a certificate, degree, or workforce development credential through the use of technology and the development of campus sites.

Accomplishments:

- Admissions processed a total of 10,884 applications during summer 2015, fall 2015 and spring 2016; representing a 10.5% increase from the previous year.
- All of the public high schools in WSCC's local service area are participating in the SAILS math program, in which students with ACT Math scores of 18 or below complete all learning support math requirements while in high school. The completion rate has doubled since fall 2013, and continues to increase.
- Faculty involved with online teaching have participated in Quality Matters Faculty Development; a natural science faculty member was inducted into the Hall of Excellence of Master Reviewers by the QM organization.
- Natural Science Division faculty were involved in the following technology related activities such as: faculty-driven eTextbook, two Revitalization/four Redesign Grants for eCampus courses, Respondus LDB & Monitoring in AP I/II & Intro. Bio. Web Pilots, and TN eCampus Geology Course Delivery.
- In the Walters State Promise Scholarship program for the 2015-16 award year, 119 students have received guaranteed scholarships for a total of \$130,387.
- Total dual enrollment at the Greeneville/Greene County campus was 409 students during academic year 2015-2016.
- At the Claiborne County campus 119 students received scholarships in the 2015-2016 award year: 34 were awarded the Senators Scholar award for a total of \$63,247; 10 students were awarded the Senators Scholar Dual Enrollment Award for a total of \$9,005; 60 students awarded the Senators Dual Enrollment Achievement Award for a total of \$53,965; and 15 students were awarded the Senators Adult Learner Completion award for a total of \$4,170.
- Faculty have implemented strategies to increase student success in select general education art courses by encouraging completion of learning support (LS) modules in reading and writing; by adopting a textbook with strong online companion material to be used in the online art courses.
- A program director was hired for the new Occupational Therapy Assistant Program on the Greeneville/Greene County Campus. The application for accreditation of the occupational therapy assistant program was submitted in November 2015 to the Accreditation Council for Occupational Therapy Education (ACOTE).
- A program director was hired for the new Occupational Therapy Assistant program on the Greeneville/Greene County Campus.

A2. Walters State will provide greater accessibility and a broader array of student services through the use of technology.

Accomplishments:

- Admissions staff responded to approximately 320 live chat sessions to date with students via the Live Chat function on the Admissions webpage.
- EMT Basics and Advanced EMT programs acquired pediatric mannequins and obstetric mannequins to enhance students' attainment of necessary skills in various realistic scenarios. As a result, EMT and Paramedic program graduates have experienced an increased pass rate in national certification and licensure testing for basic and advanced airway management and childbirth and OB/GYN emergencies.
- All dual enrollment activities for PSYC 1030 in Sevier County have transitioned from paper to digital and may be delivered via eLearn.
- All videos used in the PSYC 2130 now have 100% accurate closed-captioning capability.
- All of the institution's website pages have been enhanced and meet ADA compliance.
- The Humanities Division has developed a five-year plan for improving their advising processes using electronic tools and a faculty-developed advising script and agenda consistently within the division.
- The English Department has established a five-year plan for developing open access material to increase the quality of the general education English courses and the online developmental course shells.
- The Student Success Center assisted in training faculty and students how to use the CAPP degree evaluation online tool as part of the advising process for students in an effort to increase retention and completion.
- Natural Science Division faculty addressed retention concerns in Anatomy & Physiology I with Learnsmart.

A3. Walters State will increase participation levels of historically underrepresented and underserved populations through its Access and Diversity Plan.

Accomplishments:

- The college received diversity grant funding for its week-long Mathematics and Science Summer Camp program, offered at WSCC's main campus to middle school students throughout the service area.
- Retention Services directed the multi-year TBR Access and Diversity grant for Student Learning Support Academy. In the summer 2015 cohort, 100% of students showed gains in pre-post tests for math and reading, and 94% gained in pre-post tests for writing.
- Counseling and Testing mentored students who had received Access and Diversity grant money during 2015-2016; there was an 89.5% retention rate from fall to spring semester.
- The ESL Language Center, part of the Humanities Division, established a five-year plan improving its tutoring, advising and mentoring services, thereby, improving participation and success rates of ESL and DACA students.

- The Division of Workforce Training continued to increase the number of non-traditional and underserved students enrolled in its non-credit healthcare classes, with more than 200 students served each of the past two years.
- The coordinator of Multicultural Engagement attends functions in the community and makes visits various establishments in order to represent the college and engage potential students.

A4. Walters State will seek partnerships with private, public, and corporate entities to provide and expand educational and workforce development opportunities, especially for non-traditional students and underserved populations.

Accomplishments:

- The Division of Workforce Training increased its contractual affiliations for non-credit healthcare students' externships by 25 percent.
- The college expanded the Mid-East TN Regional P-16 Council membership by adding two new executive committee members and 16 new regional educational and private sector members.
- The Humanities Division, Communication Department, increased the number of internships available to mass communications students, based on input from area businesses.
- The Communication Department strengthened community connections through its continued and increasing support and collaboration of debate activities with area high schools.
- The Division of Distance Education increased enrollment at off-campus sites located at Cherokee and Cocke County high schools.

WSCC Student Success Goals

S1. Walters State will enhance student persistence to the completion of the postsecondary credential or degree.

Accomplishments:

- Efforts to support the tnAchieves Bridge Program and Learning Support Academies include: a THEC grant for \$24,000 for a summer Bridge Program on the WSCC Sevier Co. campus; two three-week learning support academies held on the Morristown campus; and implementation of a co-requisite learning support/general education mathematics curriculum designed to enable students to complete learning support and general education mathematics requirements within a single semester.
- The English Department is developing two supplemental instruction lecture sessions for students on basic MLA and thesis statements and essay structure, to be incorporated in eLearn in fall 2016.
- The Student Success Center has increased efforts to increase success of students who transfer to senior institutions by: increasing awareness of transfer requirements for students by increasing the number of college visits to campus; creating tools to help train faculty/advisors on issues related to advising practices;

and by continuing to communicate with partners at senior institutions to decrease student problems in transitioning.

- The Art Department adopted a two-tiered approach to creating a sense of community and bolstering persistence to graduation through the use of Art Club activities and departmental events.
- Retention Services Faculty Feedback - Student Progress Reporting:
 - Progress submissions: Fall 2015 – 28,284 duplicated/17,331 unduplicated; Summer 2015 – 851 duplicated/659 unduplicated; Spring 2015 - 21,822 duplicated/15,254 unduplicated
 - Success of alerted at-risk students: 40.2% passed fall 2015 compared to 50% passed fall 2014; 16.99% withdrew fall 2015 compared to 12.2% withdrew fall 2014; 41% of students passed that had a referral to Tutoring Services, Math Lab, and English Lab

S2. Walters State will develop student support and communication strategies to foster student success.

Accomplishments:

- The Behavioral and Social Science Division rebranded EDUC 1030, The College Experience, and returned it to the curriculum as a required 3-credit college success course as a condition of enrollment for first-time college students with ACT sub scores below 14 in reading, writing, or mathematics. Training sessions were held for academic faculty/advisors.
- The Office of Marketing and Communications implemented a new, responsive online student orientation site; and produced the following videos in support of the college's admissions and retention efforts: Getting Started at Walters State (student accounts; college catalog navigation; what to expect next), Getting Started at Walters State - Dual Enrollment Orientation, and a new television commercial.
- The college has enhanced its social media presence to communicate the college's programs and services: an Instagram page was created in response to students' requests; the college has 9,782 followers on Facebook; and its Twitter reach increased from 76,600 in January 2015 to 227,000 in January 2016.
- Student Affairs hosted Learning in the Lyceum each Wednesday on the Morristown campus and video-streamed to the other three campuses during fall semester; speakers from off-campus organizations included the Freedom Riders panel and a Veterans Day program.
- The 12th Annual International Festival was held on Oct. 5-6, 2015. There were a total of 32 live programs/presentations on all four campuses during day and evening time periods allowing all students an opportunity to participate; total attendance during the two days for all campuses was over 1,600.

S3. Walters State will increase the number of students who complete a postsecondary credential, including certificates and associate degrees.

Accomplishments:

- Retention Services Student Completion Initiatives:
 - Post-term graduation follow-up on non-completers - Completed degree evaluations for 438 students during 2015: spring, summer, and fall semesters

- and contacted 88 students to discuss a completion plan, collaborated with division deans on course substitutions and reported to the Records Office
- Pre-class/semester analysis for priority applicants - Completed 403 degree evaluations and registration reviews for priority graduation applicants and contacted 125 students lacking courses needed for degree requirements, collaborated with academic divisions to facilitate course substitutions and reported to the Records Office prior to the start of spring semester for 2016 spring/summer graduates
- Transfer or returning student transcript review – Completed a degree evaluation and enrollment review for 145 students and contacted 59 students to discuss a completion plan
- Contacted 91 students with a grade of incomplete fall 2015: spring, summer, and fall
- Completed 30 academic action plans for all suspended students during the semester of re-entry requiring them to meet with retention staff at set intervals to improve their chances of recovery
- Completed degree evaluations for student appeals and assisted with student schedules as outline in their academic plan for Financial Aid.
- Met with 19 Adult Learner Scholarship recipients to review degree evaluation and current semester registration
- The Division of Workforce Training developed a new Welding/Advanced Manufacturing building using TNCPE processes.
- Financial Aid implemented functionality within Banner to award and adjust student accounts to ensure compliance with the new Tennessee Promise Scholarship program.
- The English Department reviewed assessment processes and instruments for all general education English courses and determine strengths and weaknesses, and revised the multiple section verification exams for all courses.
- The Humanities Division developed a cohesive strategy for recruiting both majors and non-majors to its classes, including a Social Media Outreach subcommittee, an Advisor Outreach Subcommittee, and a Humanpalooza event planned for Sept. 2016 that will include workshops, panel discussions and interactive displays.

WSCC Quality Goals

Q1. Walters State will monitor and improve the effectiveness of its educational programs.

Accomplishments:

- The Division of Behavioral and Social Sciences: Based on student evaluations reflecting a high level of student perception of the effectiveness of efforts to discourage academic dishonesty, the division focused on plagiarism and using TURNITIN in web classes and all written work products, as well as using proctored exams in video streaming classes.
- The Humanities Division had implemented a five-year plan for impacting student success in its educational programs through restructuring their advising processes.

- To improve the quality and effectiveness in online art appreciation classes, the Art Department adopted a textbook for fall 2015 with stronger online companion material; the department will monitor student success rates in subsequent semesters.
- The Division of Workforce Training established focus groups to provide input for better meeting the needs of area businesses and industries represented. Regular meetings and trainings include the East TN Safety Roundtable, 3 Digger Derrick programs, Active Shooter awareness training, Greeneville manufacturing Council, Pigeon Forge Hospitality Association), and SCLA (Sevier County Lodging Association); implemented a new IRT (welding) training program; received \$7500 3-STAR grant in conjunction with Claiborne County and Kim Bolton (WSCE Dean).
- Through Instructional Design's Quality Matters training program for faculty, online courses were reviewed and faculty developed a course improvement plan to guide course revisions.

Q2. Walters State will monitor and improve its effectiveness in the areas of administrative support services, academic and student support services, and community and public service.

Accomplishments:

- The Instructional Design Office held 83 training sessions that were attended by 1,005 full-time and adjunct faculty.
- The Office of Communications and Marketing held student focus groups to gather feedback in order to improve and enhance marketing and communications materials and other office initiatives.
- Behavioral and Social Science (BSS) faculty were added as members on state-level committees to standardize general education history, sociology, and psychology and educational psychology; a state-wide task force to study High Impact Practices with the Learning Communities subgroup; and the Service Learning subgroup.
- Cultural awareness activities were held with a proportionate number of events for each of the four campuses: Morristown Campus – 19, Sevier County Campus – 18, Claiborne Campus – 17, and Greeneville/Greene County Campus – 16; with a total attendance of about 3,000; the History Club toured the High Museum in Atlanta to further their study of Habsburg dynasty; and the Social Sciences Club won the Community Service Award for 3rd consecutive year.
- Financial Aid:
 - Reviewed the financial aid awards for the last complete academic year (2014-2015): \$17.3 million dollars awarded in financial aid (an increase from \$16.5 million in 2013-14. Increases were noted in the number of students receiving the Tennessee Hope Lottery scholarship and also external scholarships.); reviewed/verified over 9,800 financial aid applications (an increase of 700 over prior year); and 5,278 student awards with an average award amount per student of \$3,278 (unduplicated)
 - Implemented changes in regulations governing the Tennessee Education Lottery scholarship program and changes to ensure that student accounts are awarded correctly due to changes in amounts in the Dual Enrollment Grant program.

- Completed a successful transition and awarding of student accounts with no impact to student services.
- Participated in 19 new student orientation events, three Health Program new student orientation events (Nursing/PTA), nine financial aid awareness workshops at area high schools, one Vocational Rehabilitation Counselor workshop, one DCS Independent Living event, two Adult Learner events, College ACT day (four sessions) for area high school students, and area high school FAFSA events and hosted a FAFSA frenzy day on the main campus.
- Division of Distance Education held extensive training for the FLAC process, which went live in fall 2015; eight academic divisions and IET are using FLAC for processing adjunct contracts and payroll.
- Service Learners and Social Sciences club students on the Greeneville/Greene County Campus collected 462 pounds of food for the local Food Bank, and the Service Learners helped 96 students through the Service Learners Store.
- Public Safety division personnel conducted phase II of the Active Shooter training for 290 faculty and staff from all campuses.
- The vice president for the Office of Planning, Research and Assessment was an invited member of an off-site SACSCOC review team and the executive director was an invited participant in the SACSCOC institutional effectiveness evaluator training.

Q3. Walters State will provide effective educational programs, activities, and services by continuously enhancing quality through the use of data from monitoring multiple indicators.

Accomplishments:

- Academic Enrichment:
 - 13 new honors students were admitted to the honors program in fall 2015.
 - Implemented 100% co-requisite Learning Support instruction, in fall 2015, in compliance with TBR mandate.
 - Supported the revitalized New Student Orientation processes by providing an academic presence at the registration point at 22 New Student Orientation sessions on multiple campuses, in order to resolve any Learning Support placement and/or registration issues.
- As part of the Instructional Design Office's Quality Matters initiative, 14 online courses were evaluated by faculty reviewers.
- The Library analyzes website usage data as well as student use in the physical location to make informed decisions for the Library's collection development; website usage was up 19% over the previous year.
- The Respiratory Care program uses annual student surveys to maintain student satisfaction with the program; during 2015-16, there was a 100% graduate satisfaction level.
- The Music and Theatre Department has developed a five-year plan for program development; assessment methods include faculty brainstorming sessions, concentrated recruitment efforts of homeschooled students and area high school students, analysis of majors, and student surveys.

Q4. Walters State will develop and maintain effective partnerships in support of its institutional mission.

Accomplishments:

- The Respiratory Care program was granted continuing accreditation through 2021 by CoARC without submission of a self-study or a site visit, based on CoARC's determination of the program's submission of "excellent annual reports."
- The Division of Workforce Training continues to sustain an established cross-agency rural healthcare consortium and expand organizational partnerships by 25% to facilitate regional healthcare workforce recruitment, training and education efforts. Membership in the consortium represents varied healthcare facilities in area counties.
- The Division of Workforce Training has developed a welding focus group to gain input from area business and industry and strengthen its welding program in Greeneville; and Workforce Training staff continues their association with the East Tennessee Safety Roundtable by attending monthly meetings.
- The Division of Distance Education held several outreach activities for area high schools in efforts to strengthen the support for the college's dual enrollment program, including 15 Dual Enrollment night events with 981 participants.
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WSCC Resource and Efficiency Goals

R1. Walters State will address efficient use of resources through multiple approaches such as prudent management, development of other sources of support, and pursuit of entrepreneurial initiatives.

Accomplishments:

- Business Affairs implemented several process in SciQuest in order to achieve greater efficiency: electronic budgeting for the budget transfer and approval process; the processing and approval of Travel Authorizations and associated Travel Claims.
- Accounts Payable established an oversight process to ensure vendor payments are timely so resources (supplies, equipment, instructional materials) are available to support the learning environment.
- Various departments participated in FLAC training for web-based automated payrolls to pay Federal work study, Expo Center, Public Safety, and eLearn.
- Payroll assisted Academic Affairs in the implementation of FLAC to pay adjunct instructors. Following training, the transition to FLAC was made during fall 2015 semester.
- Payroll has successfully implemented the Banner codes and accounts for the newly offered Consumer Driven Health Plan benefit and has successfully set up a process for transferring seed money for participants of the Health Savings Plan.
- The Cashier's Office has successfully implemented document scanning (BDMS); documents will be scanned and no longer required to be stored in the Cashier's Office or off site.

- Accounts Receivable implemented a joint effort with Financial Aid to administratively withdraw financial aid recipients who never attended. For FY15, AR currently has been reduced by \$13,049.00; implemented a second joint effort with Financial Aid – implemented an on-line process where by students may authorize WSCC to pay for outstanding debt with current Title IV aid; no outstanding regulatory compliance issues were recorded for 2015, therefore no regulatory audit responses were required.
- Custodial Services instituted 10 process improvements to improve the efficiency of different services across the campuses.
- Expo Center: Produced one in-house event, the Demolition Derby, that resulted in approximately \$4,000 in profit to the Foundation, and \$3,000 to the Expo Center in concessions profits.

R2. Walters State will achieve greater efficiency through developing and adopting best practices, pursuing collaborations, and eliminating duplication and obstacles to competitiveness.

Accomplishments:

- A multi-disciplined committee of staff and faculty was created to help maintain environmental health and safety at Walters State; have completed Campus Safety Assessments at all campus locations.
- To maintain compliance with new OSHA Global Harmonization guidelines, Facilities Management instituted a system, MSDS Online, to maintain master chemical lists and inventory updates for each campus department. Training was conducted on converting existing material safety data sheets to the online system; and, Jason Martin has been overseeing the process to ensure compliance.
- Facilities Management worked with HR to institute necessary custodial staff training modules required to maintain environmental, health and safety regulatory compliance and to incorporate the use of industry best practices in routine operations.
- Facilities Management staff have installed LED lighting fixtures in Gymnasium and replaced some of the lighting in the College Center Lobby; and are preparing to install a more energy efficient boiler as well as better controls to further regulate energy required for heating and cooling (SBC#166/023-01-2015).
- The Division of Workforce Training implemented customized corporate training manuals for computer applications programs; provided multiple versions of Excel training, resulting in a cost savings over the prior method of ordering guides; implemented new DISC supplier with a new report format used in training, which also provides materials for students to use as after class resources, and resulted in a cost saving for the department of \$10-\$15 per assessment (costs vary depending upon order quantity previously).