

**Volunteer State Community College**  
**Diversity Strategic Plan 2011**  
**February 11, 2011** revised 4/28/11

Priority I:      Access

**TBR STRATEGIC GOAL: Improve higher education opportunities for Tennesseans**

**VOLUNTEER STATE ACCESS GOALS: Volunteer State will increase the rate and diversity of participation in postsecondary education and workforce development through the use of technology. Volunteer State will develop and implement methodologies for increasing participation levels of traditionally underserved populations through the utilization of technology access and diversity resources.**

**VOLUNTEER STATE DIVERSITY ACCESS GOALS: Volunteer State will develop and implement strategies for increasing the enrollment of sub populations (adults, African-American, first-generation, Hispanic, low income and Veteran students) at Volunteer State and in online courses.**

Objectives	Timeline	Initiatives	Responsible Areas	Baseline and Projections	Outcomes	Est. Budget
<b>1. Increase enrollment of sub populations in online courses</b>	Year 1 2011-12	1. Collect and review data for the enrollment of sub populations in online courses	Vice President IERPA	Fall 2010 Actual Adults      1173 African-Am. 208 Hispanic      43 Veterans      NA		\$6,750
	Year 1 2011-12	2. Research best practices at community colleges for subpopulations within online courses  3. Recommendations	Diversity Committee Chair	Projected 2015 Adults 6% (1243) African-Am. 15% (239)		
	Year 2 2012-13	4. Develop and implement strategies to increase enrollment of student sub-populations for online courses	Diversity Committee Chair	Hispanic 23% (53) Veterans 5% (15)		

	Year 3-4 2014-15	5. Increase enrollment for sub-populations in online courses by 2015	VP SS, VPAA			
<b>2. Increase total enrollment of sub populations at VSCC</b>	Year 1 2011-12	1. Research best practices at community colleges for student recruitment  2. Recommendations	Diversity Committee Chair	Fall 2010 Actual Adults 3203 African-Am. 803 Hispanic 230 Veterans 300 (estimate)		\$6250
	Years 2-4 2012-15	3. Develop and implement strategies to increase headcount enrollment for sub populations	VP SS, Diversity Committee Chair	Projected Fall 2015 Adults 10% ( 3523) African-Am 7% ( 862) Hispanic 17% ( 270) Veterans 10% (330)		
	Year 4 2014-15	4. Increase headcount enrollment for sub populations from 2010 by 2015	VP SS, Diversity Committee Chair			

**Priority II: Student Success**

**TBR STRATEGIC GOAL:** Increase the number of students receiving post-secondary awards

**VOLUNTEER STATE STUDENT SUCCESS GOALS:** Volunteer State will increase academic progress and degree and certificate attainment through innovative student success initiatives.

**VOLUNTEER STATE DIVERSITY STUDENT SUCCESS GOALS:** Volunteer State will increase fall to fall retention and degree and certificate attainment through innovative student success initiatives for sub populations.

Objectives	Timeline	Initiatives	Responsible Areas	Baseline and Projection	Outcomes	Est. Budget
<b>1. Increase fall to fall retention for adults, African-American, first-generation, Hispanic, low income, and veteran students</b>	Year 1 2011-12	1. Review data for the retention rates of sub populations and establish benchmarks	VP IERPA	Determine by Fall 2011		\$5500
	Year 1 2011-12	2. Research best practices for retention programs at other community colleges for sub populations 3. Recommendations	Diversity Committee Chair			
	Year 2 2012-13	4. Develop and implement fall to fall retention strategies and success initiatives to meet the needs of subpopulations	VP SS, VP AA, Diversity Committee Chair			
	Year 3-4 2014-15	5. Evaluate effectiveness of program (s) by Summer 2015	VP IERPA, Diversity Committee Chair, VP SS, VP AA			

<b>2. Increase number of degrees and certificates for each of the sub populations</b>	Year 1 2011-12	<p>1. Review data regarding number of degrees and certificates awarded for sub populations and establish benchmarks</p> <p>2. Research best practices for graduation programs at other community colleges for sub populations</p> <p>3. Recommendations</p>	Diversity Committee Chair			\$6500
	Year 2-3 2012-14	4. Develop and implement graduation initiatives to meet the needs of sub populations	VP SS, VP AA			
	Year 2-3 2012-14	5. Research faculty/mentor initiatives for first-generation and veteran sub populations	VP AA			
	Year 3-4 2014-15	6. Evaluate effectiveness of program(s) by Summer 2015	VP IERPA, VP AA			
<b>3. Increase academic success rate of students in online courses</b>	Year 1-2 2011-13	<p>1. Identify student success in online courses to establish baseline</p> <p>2. Determine the characteristics of successful (C or better) and unsuccessful (D, F, W, I) students in online courses</p> <p>3. Recommendations</p>	VP IERPA			\$5000

	Year 2-3 2012-14	4. Develop and implement strategies to increase the academic success of students in the sub populations (number of students receiving "C" or better)	VP AA			
	Year 3-4 2014-15	5. Evaluate effectiveness of program by Summer 2015	VP IERPA, VP AA ,Diversity Committee Chair, Director-Office of Student Life and Diversity Initiatives			
<b>4. Increase sub population participation in international education curricula and programs</b>	Year 1 2011-2012	1. identify sub population participation in current international education programs and curricula	VP IERPA, VP AA			
	Year 2-3 2012-2014	2. Recommendations				
	Year 2-4 2012-15	3. Develop and implement strategies to increase sub population participation Increase sub population participation in international education programs and curricula	VP IERPA, VP AA			
	Year 3-4 2013-15	4. Evaluate rate of sub population participation in international education programs and curricula compared to general student population	VP IERPA, VP AA			

<b>5. Increase subpopulation student participation in student engagement activities</b>	Year 1-3 2011-2014	1. identify sub population participation in student engagement activities  2. Recommendations	VP IERPA VP IERPA, Diversity Committee Chair			
	Year 2 2012-2013	3. Develop student engagement evaluation tool				
	Year 3-4 2014-2015	4. Increase participation in student engagement activities	VP SS, Diversity Committee Chair			
		5. Evaluate rate of sub population participation in student engagement activities compared to general student population	VP IERPA, VP SS, Diversity Committee Chair			

Priority III: Quality						
<b>TBR STRATEGIC GOAL:</b> <i>Achieve excellence in the fulfillment of our institutional missions</i>						
<b>VOLUNTEER STATE QUALITY GOALS:</b> <i>Volunteer State will assess and implement initiatives to improve the effectiveness of educational programs and services</i>						
<b>VOLUNTEER STATE DIVERSITY QUALITY GOALS:</b> <i>Volunteer State will assess and implement initiatives to improve the effectiveness of educational programs and services for sub populations</i>						
Objectives	Timeline	Initiatives	Responsible Areas	Baseline And Projections	Outcomes	Est. Budget
<b>1. Increase student course completion in “gatekeeper” courses for sub populations</b>	Year 1 2011-12	1. Collect and review “gatekeeper” course completion data for sub populations for 2008-09, 2009-10 and 2010-11.	VP IERPA, VP AA	Determine by Fall 2011		\$6500
	Year 1 2011-12	2. Research best practices for quality delivery of “gatekeeper” courses for sub populations 3. Recommendations	VP AA, Diversity Committee Chair			
	Year 2 2012-13	4. Select 3 “gatekeeper” courses for piloting strategies	VP AA, Diversity Committee Chair			
	Year 2-4 2012-14	5. Develop and pilot strategies to improve completion rates of selected sections of “gatekeeper” courses	VP AA, VP SS, Diversity Committee Chair			
	Year 3 2013-14	6. Assess and refine strategies	VP IERPA, VP AA			
	Year 4-5 2014-15	7. Implement refined strategies for additional sections and evaluate success by Summer 2015	VP AA, VP SS, Diversity Committee Chair			

<b>2. Increase student problem solving skills for sub populations</b>	Year 1 2011-12	1. Review problem solving skills QEP data for sub populations versus general population using Rubric	VP IERPA, VP AA	Determine by Fall 2011		\$3000
	Year 1-3 2011-14	2. Full implementation of QEP by Summer 2014	VP IERPA, VP AA, Diversity Committee Chair			
	Year 4 2014-15	3. Evaluate QEP improvements in problem solving skills for sub populations versus general population	VP IERPA, VP, Diversity Committee Chair			
<b>3. Develop workforce recruitment and retention plan</b>	Year 1 2011-12	1. Identify VSCC's definition of a diverse workforce	VP BF, Diversity Committee Chair	2008 Climate Survey		***\$500
	Year 1 2011-12	2. Research best practices for workforce recruitment and retention programs at other community colleges for sub populations  3. Recommendations	VP BF, Diversity Committee Chair			
	Year 2-3 2012-13	4. Develop and implement programs to meet the needs of a diverse workforce through professional development and diversity training	VP BF, Diversity Committee Chair			
	Year 4 2014-15	5. Evaluate effectiveness of program (s) by Summer 2015	VP IERPA, VP BF, Diversity Committee Chair			

**Priority IV: Resourcefulness & Efficiency**

**TBR STRATEGIC GOAL:** *Expand resources and optimize administrative, instructional, and operational efficiencies*

**VOLUNTEER STATE RESOURCEFULNESS & EFFICIENCY GOALS:** *Volunteer State will respond to fiscal constraints through the strategic development and prudent management of resources, benchmarking, and adopting best practices*

**VOLUNTEER STATE DIVERSITY RESOURCEFULNESS & EFFICIENCY GOALS:** *Volunteer State will develop strategic fund development that support diversity initiatives and sub populations*

<b>Objectives</b>	<b>Timeline</b>	<b>Initiatives</b>	<b>Responsible Areas</b>	<b>Baseline and Projections</b>	<b>Outcomes</b>	<b>Est. Budget</b>
<b>1. Increase total number of grants in support of diversity initiatives</b>	Year 1-2 2011-13	1. Identify and apply for at least 3 new grants 2. Recommendations	VP RD, Diversity Committee Chair	Baseline: 2		NA
	Year 2-4 2012-14	3. Implement diversity grants and reapply when necessary	VP RD, Diversity Committee Chair			
	Year 4 2014-15	4. Evaluate the impact of grants on sub populations' recruitment, retention and graduation	VP IERPA, VP SS, VP RD			
<b>2. Increase total number of partnerships that support sub populations</b>	Year 1-2 2011-13	1. Identify at least 3 partnerships that would benefit sub populations	VP RD, Diversity Committee Chair			NA
	Year 2-4 2012-14	2. Develop and implement initiative maximizing the benefits of the partnership	VP RD, Diversity Committee Chair			
	Year 4 2014-15	3. Evaluate effectiveness of initiative(s)	VP IERPA, VP RD			

<b>3. Develop process to reallocate Access and Diversity funds</b>	Year 1 2011-12	1. Evaluate the budget management process for the A & D recruitment and retention funds and develop a process for allocation and procedure for process review  2. Recommendations	VP SS, VP BF, VP RD, Diversity Committee-Chair			NA
	Year 1-3 2011-13	3. Reallocate Access and Diversity Student, Faculty, and Staff recruitment and retention funds	VP SS, VP BF, VP RD, Diversity Committee-Chair			**\$214,000
	Year 2-4 2012-15	4. Evaluate academic success of the students who received reallocated funds compared to those students in the subpopulations who did not	VP IERPA, VP SS, VP BF, VP RD, Diversity Committee-Chair			NA

**\*39, 500 One Time Rollover Access and Diversity Faculty/Staff Recruitment and Retention. \*\*\$214,000 Recurring Access and Diversity Student Scholarship funds (including a 40%/60% match). \*\*\*\$30,000 Recurring Access and Diversity Faculty/Staff Recruitment and Retention funds.**

**Submitted by 2010-11 Diversity Committee Delois Reagan, Chair**

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