

Strategic Enrollment Management Committee Report 2012-2013

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**Strategic Enrollment Management Committee
2012-13**

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Background

The Strategic Enrollment Management (SEM) Committee was formed as a standing committee of the college during the Fall Semester of 2011 as a mechanism to bring together campus resources to focus on issues of enrollment and student success.

The purpose of the SEM Committee is to develop, implement, and maintain a Strategic Enrollment Plan as part of the college's overall planning and effectiveness effort. The 2012-13 academic year was the first year during which the Committee focused on implementing and maintaining the Plan that it had developed previously. The Committee met five times during the year; minutes for all meetings are available in the office of the Vice President for Student Services. In response to several developments, including the statewide Access to Success (A2S) initiative, the development of a Quality Enhancement Plan focused on the First Year Experience, redesign of Learning Support Courses, and the implementation of changes in the college's academic advising system, new committee members were added and will bring additional strategies for addressing issues of enrollment and student success/progression/completion.

The following pages contain updates on progress toward goals identified in the SEM Plan. A meeting will be scheduled for July/August for the committee to review the Plan, make appropriate changes, and agree on activities for 2013-14.

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Strategic Enrollment Management Goals

Goal 1. INCREASE CAMPUS-WIDE AWARENESS OF AND INVOLVEMENT IN THE PRINCIPLES OF STRATEGIC ENROLLMENT MANAGEMENT

CSCC Strategic Plan Link: Key Priority 3: Quality

OBJECTIVE: **Communicate enrollment news, SEM principles, and opportunities for faculty/staff involvement in SEM activities.**

Strategy: Develop communications for faculty and staff to support their roles in the SEM process

Tactics: Presentations at In-service in August and January
Electronic Newsletters in October and March

Indicator: Presentations made and newsletters distributed; pre-test/post-test for faculty/staff on SEM principles

Responsible/

Accountable: SEM Committee chair and members

Cost: Staff Time

2012-13 Update:

SEM Newsletters were distributed electronically to all employees in November and April. These newsletters included information about SEM principles, the college's SEM Plan, and specific SEM-related initiatives across the college. Several committee members contributed information for the newsletters. In addition, the committee chair made presentations highlighting SEM initiatives at convocation in August and at faculty in-service in January.

OBJECTIVE: **Deliver Outstanding Customer Service**

Strategy: Establish customer service expectations

Tactics: Adopt and deliver customer service training for staff and faculty

Indicator: Training program initiated in Fall 2012 with all departments participating by June 30, 2013

Responsible/

Accountable: VP's, Staff Senate, Faculty Senate

Cost: To Be Determined

2012-13 Update:

Several conversations were held with the staff senate and faculty senate presidents during the summer and fall. The staff senate president researched numerous customer service programs for possible use. In consultation with faculty senate, the staff senate formed a "Culture of Care" committee to provide structure for customer service initiatives. The committee has recommended a customer service vision for the college, and has planned the 2013 staff in-service program around different customer service topics.

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OBJECTIVE: Strengthen Data collection and analysis

Strategy: Develop a standard form to request data/reports from Institutional Research

Tactics: To Be Developed

Indicator: Form Developed and adopted

Responsible/

Accountable: Institutional Research and Effectiveness Office

Cost: Staff Time

2012-13 Update:

Data requests forms from other institutions were reviewed and an informal SWAT analysis was conducted. Through this process it was determined that the design of the form should be postponed until a College Data Team is formed so that input from areas outside of the Institutional Research and Effective Office could be considered. Further, a request was sent to the President to reassign the IT report writer staff member to IRE. Approval was granted at the President's Cabinet on May 7, 2013, and the staff member relocated on May 10, 2013. It is anticipated that this move will greatly benefit the communication between core data team members (O'Connor, Hawkins, and Parsons) as they seek to serve the day-to-day data needs of the College. This summer the Data Team will be officially established and begin work.

Outline of SWAT analysis:

I. Strengths

- a. Streamline report requests
- b. Use of common data definitions

II. Weaknesses

- a. Short form – too little information to be of value
- b. Long form – frustrating for the requester

III. Opportunities

- a. Improved consistency
- b. Lower risk of inaccurate published data

IV. Threats

- a. Create an unnecessary bureaucracy
- b. Hinder individual/departmental feedback in the decision making process

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Goal 2. DETERMINE ENROLLMENT OBJECTIVES FOR CSCC.

CSCC Strategic Plan Link: Key Priority 4: Resourcefulness and Efficiency

OBJECTIVE: Increase headcount enrollment for Fall Semester to 4000 by Fall 2015

Strategy: To be developed

Tactics: To be developed

Indicator: Numbers of students enrolled each Fall semester

Responsible/

Accountable: Director of Student Relations; Academic Deans; Director of Off-Campus Sites; Director of Marketing & Public Relations/ VPSS; VPAA; VPFA

Cost: To be Determined

2012-13 Update:

Fall headcount decreased from previous year by 4.5%, but was still the 5th highest enrollment in the history of the college. New initiatives to improve processes in Enrollment Services and increase communication to both prospective and currently enrolled students were put into practice during the year. Any impact of these changes should be evident in Fall 2013. Staff will continue to develop specific strategies to increase headcount enrollment.

OBJECTIVE: Increase the percentage of graduating seniors from high schools in service area counties who enroll at CSCC to 30% for Bradley County/Cleveland, 25% for McMinn and Polk, 20% for Meigs, and 15% for Monroe

Strategy: To be developed

Tactics: To be developed

Indicator: Number and percentage from high school graduating classes who enrolled at CSCC each Fall Semester.

Responsible/

Accountable: Director of Student Relations/VPSS

Cost: To be Determined

2012-13 Update:

For Fall 2012 the following percentage of seniors from each HS enrolled at CSCC:
Bradley 26%, Cleveland 27%, Walker Valley 29%
Polk 24%, Copper Basin, 29%
McMinn County 17%, McMinn Central 18%
Meigs County 16%
Sequoyah 8%, Sweetwater 5%, Tellico Plains 10%
Increased visits at each high school during 2012-13 and TnAchieves offerings in Bradley and Meigs County may contribute to increased enrollment in those schools for Fall 2013.

CLEVELAND STATE COMMUNITY COLLEGE

OBJECTIVE: Increase the percentage of adults enrolled at CSCC from each service area county to a level greater than or equal to that of the state as a whole.

Strategy: To be Developed

Tactics: To be Developed

Indicator: Percentage of adult students enrolled each Fall semester, compared to data from THEC county education profile

Responsible/

Accountable: Director of Student Relations; Director of Off-Campus Sites; Director of Marketing & Public Relations/ VPSS; VPFA

Cost: To Be Determined

2012-13 Update:

Data is not available. Statewide tracking and reporting by THEC now reports the percentage of adults with postsecondary degrees, rather than enrollment. Objective will be revised for 2013-14.

OBJECTIVE: Increase enrollment at Athens and Madisonville off-campus sites

Strategy: To be Developed

Tactics: To be Developed

Indicator: Numbers of students enrolled for classes at each site each Fall semester

Responsible/

Accountable: Director of Off-Campus Sites/VPAA

Cost: To Be Determined

2012-13 Update:

Staff from enrollment services and off-campus sites participated in recruitment fairs, high school visits, classroom visits, and financial aid information sessions at high schools in McMinn and Monroe counties. Staff also participated in middle school career fairs in Monroe County. Discussions with Monroe County schools resulted in dual enrollment programs for those three high schools returning to Cleveland State for Fall 2013, with over 30 possible courses being offered. Math faculty and off-campus site staff to introduce the bridge math program through the SAILS initiative, with all three high schools planning to implement for Fall 2013. Staff from the off-campus sites distributed brochures, Enrollment Guides, and program information to local Career Centers and Chambers of Commerce, and also participated in recruitment sessions held at various business and industry companies such as Denso and Heil. The Electrical Maintenance Certificate "cohort" option was offered in Athens during Spring 2013. Twelve students were enrolled, with 10 scheduled to complete the program in Summer 2013. Other cohort options are being explored, including Office Administration and another Electrical Maintenance group.

CLEVELAND STATE COMMUNITY COLLEGE

The Director of Off Campus Sites continues involvement with local Chambers of Commerce to provide information regarding CSCC, and participated in a college/ career fair alumni project for 8th graders. The director also attended "Business after Hours" and monthly "Meet and Greet" events, and participated in area Summit meetings.

In addition, the director is a member of the McMinn County Workforce Development Committee, which consists of local industry plant managers, TWC, CSCC, TTC, local school system, and WIA to discuss training needs in local business and industry. The director also serves on the McMinn County Junior Achievement Board of Directors and delivered JA courses at two high schools and one middle school. The director works with Marketing/Public Relations to promote the off-campus sites. An open house is planned for June 20th at the CSCC site in Madisonville.

OBJECTIVE: Increase enrollment and completions in programs identified as high demand programs across the state: STEM professions, high tech manufacturing, and allied health

Strategy: To be developed

Tactics: To be developed

Indicator: Numbers of students enrolled each Fall semester; number of certificates/ degrees awarded in related fields

Responsible/

Accountable: Director of Student Relations; Director of Marketing & Public Relations; Academic Deans/ VP's

Cost: To Be Determined

2012-13 Update:

Only specific activities for 2012-13 were the cohort offering in Electrical Maintenance and the discussions on the Allied Health cohort. Enrollment in STEM majors (including AA/AS/AAS/ Certificates related to pre-health professions, pre-allied health, technology, math, science etc.) increased from 1450 for Fall 2011 to 1487 for Fall 2012 (an increase of 2.5%). Completions in those majors increased from 187 in 2011-12 to 243 in 2012-13 (an increase of 30%).

OBJECTIVE: Increase dual enrollment headcount and FTE to 600 HC and 175 FTE by 2015

Strategy: To be developed

Tactics: To be developed

Indicator: Numbers of students enrolled each Fall semester

Responsible/

Accountable: Director of Student Relations; Academic Deans; Director of Off-Campus Sites/VPSS; VPAA

Cost: To Be Determined

CLEVELAND STATE COMMUNITY COLLEGE

2012-13 Update:

581 students enrolled through the dual enrollment program for Fall 2012. Thirty-nine classes were offered at the HS campuses in the Fall and 51 were offered in the spring. Students also have the option of attending classes at CSCC campuses if approved by their high school. Discussions with Monroe County Schools and Copper Basin High School may result in classes offered at those sites for Fall 2013.

OBJECTIVE: Increase summer term headcount and FTE

Strategy: To be Developed

Tactics: To be Developed

Indicator: HC and FTE Enrollment

Responsible/

Accountable: Director of Student Relations; Academic Deans; Director of Marketing & Public Relations; Director of Off-Campus Sites/ VPSS; VPAA; VPFA

Cost: To be Determined

2012-13 Update:

Divisions and sites reviewed Summer 2012 enrollment and worked together to build a summer schedule that reduced duplicative course offerings in order to increase fill rates of courses so that more courses would be able to “make”. Two new cohorts in Electrical Maintenance were scheduled to run Spring-Summer semesters. Summer 2013 will also see the continuation of an evening cohort in Nursing. A “pre-mester” for high-level Learning Support students was added to late summer as a jump start to fall. Preliminary application numbers increased about 5% from the previous summer, while preliminary enrollment was flat. The change to mandatory advising resulted in a large increase of students participating in the New Student Advising and Registration process; much of that increase was from students who were readmitting or transferring in. NSAR sessions will need to be scheduled earlier next year (beginning in early April) to better accommodate student needs. Increased communication via automated calls, emails, and social media focused on information applicants of deadlines and registration times.

Goal 3. PROMOTE THE DEVELOPMENT AND EXPANSION OF ACADEMIC PROGRAMS BASED ON COMMUNITY NEEDS

CSCC Strategic Plan Link: Key Priority 3: Quality
Key Priority 2: Student Success

OBJECTIVE: Engage High School students in CSCC Curriculum

Strategy: Create Dual Enrollment Pathways

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Tactics: Review HS focus areas; link Advance Placement and Dual Enrollment Courses; create promotional materials for 9th grade students outlining their progression through a program into CSCC.

Indicator: Number of Pathways created; number of Students in Pathways

Responsible/

Accountable: Director of Student Relations; Academic Deans; Director of Off-Campus Sites/VPSS and VPAA

Cost: Staff Time and Publication Cost (TBD)

2012-13 Update:

Continue to work with HS counselors and teachers with providing the HS students with the most opportunities that we can offer from both Dual Enrollment & Dual Credit programs. Academic areas reviewed AP course content during summer 2012 and determined that it did not align with dual enrollment course content. Responsibility for Dual Credit is being assigned to Enrollment Services Office for 2013-14.

Goal 4. MAXIMIZE THE USE OF TECHNOLOGY IN ENROLLMENT MANAGEMENT

CSCC Strategic Plan Link:

Key Priority 1: Access

Key Priority 4: Resourcefulness and Efficiency

OBJECTIVE: Increase use of mobile technologies in delivering web content and services to students

Strategy: Acquire or develop a CSCC app for mobile devices to assist in recruitment

Tactics: To be Developed

Indicator: App in use

Responsible/

Accountable: Director of Student Relations; Director of Marketing & Public Relations/VPSS; VPFA

Cost: To be Determined

2012-13 Update:

Originally the mobile app was scheduled to be unveiled during freshmen frenzy in August of 2012. We had the wrong type of Apple developer account, which prevented us from distributing the app publicly. It took several months to redo the contract in order to correct the oversight. In that time, our network administrator in IT, who was spearheading the Apple developer account project, resigned. Since he generated all agreements and contracts with Apple, they would not allow transfer of the account. We had to reestablish all agreements with Apple. Reestablishing the accounts took another several months. We are now poised to unveil the new mobile app for this year's freshmen event in August. The mobile app includes access to class schedule, grades, course catalog, library resources, campus directory, campus news, athletic news, campus events, interactive map, and all CSCC social media accounts.

CLEVELAND STATE COMMUNITY COLLEGE

OBJECTIVE: Continue to utilize features of Banner to improve response time for student inquiries, applications, etc.

Strategy: To be Developed

Tactics: To be Developed

Indicator: New processes in use

Responsible/

Accountable: Director of Admissions/Records; VPSS

Cost: To be Determined

2012-13 Update:

Processing time for applications for admission improved greatly over previous years, due to a variety of factors. More experience with the online application process, relocation of admissions coordinators away from front line responsibilities, and training for additional staff in application processing all contributed to staff being able to process applications and student documents more quickly. Further improvements in technology, including Runner Technology and Touchnet, are in progress, but not fully implemented.

Goal 5. CONTINUE TO IMPROVE STUDENT SUCCESS AND COMPLETION RATES

CSCC Strategic Plan Link: Key Priority 2.1: Student Success

OBJECTIVE: Strengthen academic advising process

Strategy: Create standing Advising Committee to evaluate and recommend changes

Tactics: Survey of students and advisors; research on best practices; engage consultant

Indicator: Committee recommendations to VPSS and VPAA by November 1, 2012
List of recommendations implemented

Responsible/

Accountable: Advising Committee Chair/Director of ACCESS Center/VPSS; VPAA

Cost: To Be Determined

2012-13 Update:

Advising Committee Accomplishments 2012 – 2013

1. A consultant through the National Academic Advising Association (NACADA) was employed to visit campus in order to make and prioritize recommendations for improving advising services.
2. Advisor training and development was enhanced by devising an Online Advisor Manual and weekly email advising tips, in addition to the Advisor Round Table series (monthly workshops) and Advisor Training 101.
3. Division/departmental Advising Parties were held for students during pre-registration.
4. A Mandatory Advising Policy (including use of an alternate Personal Identification Number during registration) was implemented April 1, 2013.

CLEVELAND STATE COMMUNITY COLLEGE

5. Advisors were given electronic access to updated advisee lists.
6. Advisor assignments moved from the Records Office to the deans. New students will now be assigned to an advisor during their first semester of enrollment.
7. Transfer and readmitted students are now attending New Student Advising and Registration (NSAR) sessions.
8. Degree Works training was provided to faculty and staff advisors.
9. A workshop introducing Degree Works was held for students.
10. Advising Syllabus, including student learning outcomes, expectations and resources, was devised.
11. Advising has been added to faculty job descriptions.

OBJECTIVE: Increase completion rates

Strategy: Implement Reverse Transfer Process

Tactics: Set up process with at least two universities by December 2012

Indicator: Number of certificates/degrees awarded through reverse transfer

Responsible/

Accountable: Director of Admissions & Records/VPSS

Cost: Staff Time

2012-13 Update:

No agreements were initiated due to the ongoing statewide reverse transfer initiative. On a very small scale, the college has been engaged in reverse transfer initiatives for quite some time. Students lacking only one or two courses that could not be taken during the summer at CSCC are permitted to transfer those back once they were completed at the four year institution. The statewide task force on Reverse Transfer issued recommendations in late April, and funds were allocated for reverse transfer initiatives in the FY 2014 state budget. The task force intends to have a state-wide process in place by December 2013. Enrollment Services staff will be prepared to participate in the new process as it is instituted.

Strategy: Simplify/limit choices for students regarding curricula and scheduling options

Tactics: To Be Developed

Indicator: Number of certificates/degrees awarded

Responsible/

Accountable: Academic Deans/VPAA

Cost: Staff Time

2012-13 Update:

Elimination of Coding Certificate and combined with Medical Office certificate. Pre-Allied Health certificate Humanities elective designated as a specific course. Fall 2013 schedule removed duplicate evening Business courses from competing

CLEVELAND STATE COMMUNITY COLLEGE

with the Advance Business management cohort. Electrical Maintenance cohort offered during Spring/Summer 2013.

Strategy: Implement cohort groups in new curriculum areas
Tactics: Use Perkins funds to create Cohort Coordinator position
Indicator: Number of cohort groups created; completion rates of students in cohorts
Responsible/
Accountable: Academic Deans/VPAA
Cost: Funded by Perkins Grant for 2012-13

2012-13 Update:

All cohort (structured learning community—SLC) programs are now branded under the ADVANCE umbrella. A new SLC was offered in Electrical Maintenance, with over 20 students enrolling in January, and nearly all of them on track to complete at the end of Summer 2013.

Strategy: Award more embedded certificates
Tactics: Develop and implement process for awarding embedded certificates
Indicator: Written process developed, communicated, and implemented; number of embedded certificates awarded

Responsible/

Accountable: Director of Admissions & Records/Academic Deans/VPSS/VPAA
Cost: Staff Time

2012-13 Update:

Our first embedded certificates were awarded in the fall of 2011. At the end of that term, 74 certificates were awarded. During the past year, the process has become more formalized. When students turn in their Intent to Graduate Form, they may choose to “opt out” of the embedded credential. If they do not check the opt-out box, they are automatically awarded the certificate along with their original credential. During 2012 there were a total of 322 embedded certificates awarded over the course of the three semesters. Our goal is to continue to search for ways to make students aware of this option and complete them. Preliminary numbers for the 2012-13 academic year show an increase of 18% for embedded academic certificates over 2011-12, and an increase of 6% for other certificates.

OBJECTIVE: Increase persistence rates

Strategy: To Be Developed
Tactics: To Be Developed
Indicator: Fall-Spring progression rate will increase annually to a target of 76%
Progression rate of students completing 12, 24, and 36 hours will increase annually

CLEVELAND STATE COMMUNITY COLLEGE

Responsible/

Accountable: VPSS; VPAA

Cost: Staff Time; to be Determined

2012-13 Updates:

Faculty training in Service learning made part of each in-service. Reported number of students engaged in service learning at 19.5%.

Supported professional development in retention strategies—6 faculty and staff attended the Retention Summit at MTSU in February 2013.

The recommendations of the advising committee were adopted and implementation has begun. QEP development has focused on tying together first year experience activities for new students, along with the development of a first year seminar course. The overall fall-spring retention rate was unchanged at 71%, with increases for both sophomores and non-degree students and a decrease in the retention rate of returning freshmen.

OBJECTIVE: **Improve support services for students, especially entering students, ensuring that services are consistent with student needs**

Strategy: Compile data from variety of sources on use and effectiveness of support services for students; research best practices

Tactics: Conduct focus groups; Participate in SENSE survey

Indicator: Revisions to support services

Responsible/

Accountable: Student Services Directors/VPSS and Director of Institutional Research and Effectiveness

Cost: To Be Determined

2012-13 Update:

The college has decided to make our QEP topic the “First Year Experience.” Developers are designing the program to support and challenge first year students by creating a First Year Seminar course and making enhancements to several already existing student support programs:

The FYS course is being piloted 2013 summer, 12 course sections will be available 2013 Fall to the tnAchieves cohort, and full implementation is scheduled for 2014 Spring. Faculty and staff volunteers will be trained to serve as instructors and also assist with advising students.

Enhancements to NSOO are being developed for Spring 2014. The college’s webmaster and instructional technologist are researching software packages that will allow improvements in audio, video, text, and embedded assessment. The intent is to make the experience more interactive for students.

CLEVELAND STATE COMMUNITY COLLEGE

Enhancements to the advising portion of NSAR will begin in June 2013. Group advising components, an advising syllabus, and the Degree Works planning tool are to be utilized.

An intentionality plan that will ensure students are getting the right information at the right time is being developed for the Freshmen Frenzy event.

Promoting faculty participation in the college's Early Alert program is also included in the QEP.

Improved assessment measurements for all of the programs mentioned above are components of the QEP.

Re-admitted and all transfer students are to be included in NSAR beginning 2013 summer.

A "Peer Advising Program" is being developed for 2013 Fall.

A Student Withdrawal Task Force has been established and will be making recommendations for an improved procedure to take effect in 2013 Fall.

The college participated in the SENSE survey during Fall 2012. Results were received in April and will be evaluated over the summer to use in planning for 2013.

Goal 6. DEVELOP AND IMPLEMENT STRATEGIES TO MINIMIZE COSTS TO STUDENTS AND TO EMPHASIZE AFFORDABILITY

CSCC Strategic Plan Link: **Key Priority 1: Access**

OBJECTIVE: **Explore use of institutional/foundation scholarship dollars to encourage completions and to assist students who are not receiving federal/state awards.**

Strategy: To be Developed

Tactics: To be Developed

Indicator:

Responsible/

Accountable: Director of Financial Aid/ VPSS

Cost: To be Determined

2012-13 Updates:

The Office of Financial Aid was responsible for awarding Institutional and Foundation Scholarships for 2012-2013. To comply with the CCTA, scholarships are also awarded to returning students to encourage completion.

For 2012-2013, 208 Institutional Scholarships were awarded totaling \$398,271.00. Out of the 208, 47 were renewal scholarships. One hundred fourteen students were awarded Foundation Scholarships totaling \$127,100.00.

CLEVELAND STATE COMMUNITY COLLEGE

Out of the 114 students, 35 were renewals. 54 scholarship recipients graduated spring semester 2013.

Staff are investigating awarding scholarships to help cover summer semesters so students can stay on track and graduate in 2.5 years. Staff will review funds available in February 2014 and make offers to summer students to help retention and graduation rates.

OBJECTIVE: Provide ongoing funding for Bradley Achieves and expand program to other counties

Strategy: To be Developed

Tactics: To be Developed

Indicator: Funds available; existence of program in other counties

Responsible/

Accountable: Director of Institutional Advancement

Cost: To be Determined

2012-13 Updates:

A total of \$151,420 was provided through a donor for students participating in the Tennessee Achieves program during 2012-13. One hundred seventy three students enrolled for fall semester, with 143 (82.66%) returning for spring semester. Tennessee Achieves staff will be using grant funds to initiate the program for Meigs County students for 2013-14.