

**Columbia State Community College
2004-2005 Action Plan
February 2, 2004**

Goal I: Educational Attainment

Raise the level of educational attainment within the college's service area through increased access and retention

Objective 1-a

Increase student enrollments with emphasis on populations currently under-represented in the student body.

2000-2005 Performance Standards:

- 17 percent increase in total enrollments from 4299 to 5,030 (revised to 4751 for fall, 2004)
- 8.5 percent increase in minority enrollments from 322 to 428 (revised to 339 for fall, 2004);
- 36 percent increase in male enrollments from 1461 to 1811 (revised to 1641 for fall, 2004);
- 28 percent increase in non-traditional student enrollments from 1648 to 2114 (revised to 1837 for fall, 2004).

Enrollment, Fall Count

	2000-01	2001-02	2002-03	2003-04	2004-05
Total Enrollment	4261	4451	4562	4613	4751
Minority Enrollment	297	323	326	332	339
Male Enrollment	1412	1476	1517	1578	1641
Non-traditional Enrollment	1634	1673	1702	1801	1837

Objective 1-b

Reduce barriers to access through alternative course delivery modes, non-traditional scheduling, and partnerships with other institutions.

2000-2005 Performance Standards

- 11 of 15 general education courses required for a general transfer degree can be acquired via distance education (**RODP addressed standard**);
- Three degree or certificate programs will be available on non-traditional schedules (**none available**);
- Four baccalaureate degrees available in Columbia State service area through partnerships with other institutions (**three available**).

Objective 1-c

Increase the number of degree/certificate seeking students who achieve their educational goals.

2000-2005 Performance Standards

- 10 percent increase in number of degrees awarded in calendar year to 565 (**478 in 2000; 501 in 2001; 468 in 2002**).

Planned 2004-2005 Actions

- Implement Web-based application for admission
- Develop and distribute new recruitment piece
- Implement evening/weekend nursing program
- Continue identification of non-traditional scheduling opportunities
- Continue implementation of SACS Strategic Focus report and CLARUS marketing study initiatives
- Continue discussions with other institutions to increase baccalaureate degree availability in service area

Goal Two: Seamless Transfer

Facilitate the seamless transfer of students through program-to-program articulation agreements with five universities in the majors elected by the majority of students transferring to those institutions

Objective 2-a

Develop program-to-program articulation agreements with five universities in the majors selected by the majority of those students transferring to those institutions.

2000-2005 Performance Standard

- 15 program-to-program articulation agreements per university with APSU, MTSU, TSU, TTU, and UNA (**delayed until programs revised to meet new general education requirements**).

2004-2005 Actions

- Participate in TBR task forces addressing potential transfer problems of courses not included in 41-hour general education core.

Goal Three: Academic Excellence

Enhance academic excellence by strengthening student achievement in general education

Objective 3-a

Provide instruction in critical thinking, communication, and analysis in all degree and certificate programs.

2000-2005 Performance Standards

- All degree and certificate programs will have specific course objectives and assignments/activities designed to improve critical thinking, communication, and analysis (**44.8 percent courses with communication; 44.8 percent with critical thinking; 27.8 percent with analysis**);
- Student performance in critical thinking, communication and analysis will improve over scores achieved in 1999-2000 by graduates.

2004-2005 Actions

- Continue to pilot the portfolio assessment project and integrate the process into additional courses
- Evaluate student artifacts for research skills
- Identify resources needed to support portfolio assessment on a larger scale

Goal Four: Community Needs

Assist communities in meeting their workforce and lifelong learning needs by ensuring that college programs meet community needs

Objective 4-a

Update academic and noncredit programming to ensure that programs meet identified community needs.

2000-2005 Performance Standards

- 100 percent of career programs will have at least ten graduates per year; 90 percent placement in related fields; and program objectives and equipment that conform with industry standards (**47 percent have at least ten graduates per year; 65 percent have 90 percent placement**).
- Needs assessments will be conducted for 100 percent of the counties served and any new credit or noncredit courses/programs identified will be implemented (**needs assessments conducted for Lawrence and Williamson; others will be met through market research study**).

Objective 4-b

Meet business and industry training needs through consultation, brokering, direct service and other collaborative service-delivery methods.

Performance Standards

- Establish ten ongoing formal training partnerships with training firms, workforce development organizations, or community groups (**standard achieved**).
- Establish a cost-effective workforce development program in five counties not currently being served by a center or site.
- Increase the number of people served by 15 percent over the baseline of 1801 (**standard achieved**).
- Increase the number of ongoing training relationships with business and industry customers from 13 to 25 (**standard achieved**).

Progress: Number of Training Partnerships, Participants, and Business/Industry Customers

	2000-01	2001-02	2002-03	2003-04	2004-05
Training Partnerships	5	8	10		10
Participants Served	1902	1995	2175		2072
Business/Industry Customers	49		46		25

2004-2005 Actions

- Complete needs assessment for fire science program
- Initiate noncredit in-service training program for regional law enforcement agencies

Goal Five: Technology

Implement and support technology applications that will increase the effectiveness and efficiency of the instructional program, student support services, and institutional and fiscal management

Objective 5-a

Provide the network infrastructure to support identified technology applications. (standard achieved).

Objective 5-b

Increase the quality of the academic program by identifying and implementing technology applications designed to facilitate learning and/or provide alternative modes of instructional delivery.

2000-2005 Performance Standards

- 50 percent of credit courses will be enhanced through incorporation of technology applications;
- At least one course section in each general education core requirements area (except for sciences and HPED) will be available via electronic technology to students at all sites and centers (**intent met through RODP**);
- 80 percent of student respondents on the enrolled student survey will indicate that they have sufficient access to computer labs (**80 percent of student survey respondents used labs, 90 percent rated labs good or excellent in 2001 survey**).

Objective 5-c

Increase the efficiency and effectiveness of institutional management by identifying and implementing technology applications that will improve the delivery of student and administrative services.

2000-2005 Performance Standards

- Document imaging system installed (**delayed until TBR administrative system decision**)
- 75 percent of paper forms used for employee interactions with business and human resources offices will be replaced by electronic forms (**standard achieved**);
- 100 percent of college personnel will have access to a single electronic mail system (**standard achieved**);
- 100 percent of information management systems will be used to web-based interface within one year of SCT release (**delayed until TBR administrative system decision**);
- Students at 100 percent of sites and centers will be able to communicate with student and academic support services via a personal desktop conferencing system (**standard achieved**).

Objective 5-d

Provide technology training and technical support for faculty and staff.

2000-2005 Performance Standards

- 100 percent of faculty will be trained to use web-based communications to interact with their students; 75 percent to use technology to enhance their courses, and 25 percent to deliver entire courses via electronic technology (**51 percent used web-based communication; 16 percent delivered courses electronically**);
- 100 percent of employees will be trained to use those institutional management applications essential to the performance of their jobs within one year of the time the application is implemented (**faculty received Web for Faculty training**);
- A help desk with employees trained in all college supported hardware and software will be available 12 hours per day to provide assistance to faculty, staff and students in the use of electronic applications.

Objective 5-e

Implement a technology plan that provides for the scheduled replacement of hardware and for the evaluation and upgrade/replacement of software and peripherals as required to meet instructional and support services needs.

2000-2005 Performance Standards

- 100 percent of instructional labs will be on a two-year hardware and software evaluation and replacement schedule (**standard achieved**);
- 100 percent of the individual desktop computers and software on campus will be on a two-year schedule for evaluation and upgrade or replacement as needed to support faculty requirements and institutional and fiscal management (**standard achieved**).

2004-2005 Actions

- Continue FITTS Center training and other services to promote faculty use of technology
- Initiate process mapping in anticipation of new administrative software

Goal Six: Quality

Maintain the college's reputation for high quality by recruiting and retaining a diverse faculty and staff committed to the comprehensive mission of the college and dedicated to meeting the needs of all of its students

Objective 6-a

Implement a staffing plan designed to ensure that there are appropriate numbers of full-time faculty and staff to support the student body as it increases in size and diversity and becomes more widely distributed throughout the service area.

2000-2005 Performance Standards

- 60 percent of student credit hours in each academic division will be produced by full-time faculty (**standard achieved**);
- 50 percent of courses taught at extended campus locations will be taught by full-time faculty (**over 40 percent taught by full-time faculty at three of four extended campus locations**);

Objective 6-b

New faculty and staff understand and accept Columbia State's mission as a comprehensive community college and the diverse needs of its student body.

2000-2005 Performance Standards

- 100 percent of new employees will attend an orientation session on the college's mission and the needs of the diverse groups of students making up its student body within the first year of their employment;
- Questions related to the applicants' understanding of and commitment to a comprehensive community college mission and service area will be included as part of the search process for all faculty and professional staff.

Objective 6-c

Implement and maintain an equitable salary structure that recognizes the value of all faculty and staff.

2000-2005 Performance Standards

- The salary structure recommended by Mercer and Associates will have been implemented, and all employees will be paid equitably as determined by the salary structure (**standard achieved**);
- A plan for the periodic adjustment of the salary structure in order to maintain employee market competitiveness will have been developed and approved by the TBR (**standard achieved**).

Objective 6-d

Implement a professional development program that emphasizes lifelong learning for all employees.

2000-2005 Performance Standards

- The college will provide an in-house professional development program based on an annual inventory of employee needs;
- 100 percent of college employees will attend at least one professional development or training activity related to their jobs each year;
- Sufficient funds will be budgeted to cover in-state costs of employees wishing to use the educational assistance plans available to them.

Goal Seven: Facilities

Provide and maintain the physical facilities necessary to support the educational and public service activities of the college

Objective 7-a

Develop and implement a deferred maintenance plan.

2000-2005 Performance Standards

- A deferred maintenance plan will be in place and projects included in the plan prioritized (**standard achieved**);
- Projects from the plan will be completed annually or as funds are available (**priorities implemented annually as funds are available**).

Objective 7-b

Plan for and document future facilities needs to support increasing student enrollments and changing instructional needs through maintenance of an updated Master Plan for the college.

2000-2005 Performance Standard

- By 2001, the college will have a Master Plan that projects facility needs for the next ten years and will update the plan as needed every five years (**Master Plan developed and updated, project initiation schedule developed**).

2004-2005 Actions

- Update Master Plan for Columbia campus
- Upgrade HVAC in Health Science Building
- Replace section of underground hot water lines
- Upgrade hot water supply system in central plant

Added Initiative: Alternative Self-Study

Prepare for and conduct an alternative institutional self-study which will result in reaffirmation of accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools

Objective AI1-a

Review all must statements in 1998 *Criteria* and make changes as needed to bring departments into compliance (**achieved**);

Objective AI1-b

Initiate the self-study process (**achieved**).

Added Initiative: Program Revision

Revise all academic programs to meet TBR requirements

Objective AI2-a

Revise all academic programs to incorporate new general education requirements by 2004 (**achieved**);

Objective AI2-b

Reduce the degree requirements for all academic programs to 60 semester hours or obtain approval to exceed 60 hours from TBR (**achieved, with exception of nursing and veterinary medicine which will come into compliance in fall, 2005**);

Objective AI2-c

Reduce all developmental studies courses to three semester hours (**achieved**).

Added Initiative: Student Services Model

Design a new student services model and provide appropriate space for the reorganized model

Objective AI-3a

A student services model that results in high student satisfaction and enhances organizational effectiveness is created (**achieved**);

Objective AI-3-b

The current student services facility is renovated, creating a center that will provide adequate space and is designed to support the reorganized student services model (**achieved**).

Added Initiative: Community Perception Survey

Conduct a community perception survey to measure and evaluate perceptions of Columbia State among residents, prospective students, and business leaders in the college's service area.

Objective AI4-a

A community perception survey is conducted and results analyzed (**achieved**).

Added Initiative: Telecommunication

Evaluate Options for improving the effectiveness and cost efficiency of the college's telecommunications capabilities

Objective AI6-a

A study of the options available to the college for improving telecommunications capabilities is conducted and a recommendation on which option would be best is made to the president. (**delayed**)