

**Columbia State Community College  
2005-2006 Action Plan  
July 18, 2005**

**Leadership Goal**

**Advance the role of higher education in helping individuals and communities succeed in a changing economic and social environment.**

**P-16 Objective:**

This objective calls for Columbia State to partner with school systems and other stakeholders to implement P-16 actions that advance educational attainment in southern middle Tennessee. The benchmark for 2005-2006 is to: “partner with a P-16 council.” To this end, Columbia State will:

- Establish a partnership with the South Central Tennessee Workforce Alliance (SCTWA) to develop an E<sup>3</sup> initiative that will serve as the region’s P-16 council (Vice-President for Planning and Development; President);
- Meet with school directors to obtain participation and support for E<sup>3</sup> initiative and discuss potential regional projects (President, Vice-President for Planning and Development);
- Apply to state P-16 council for recognition of regional E<sup>3</sup>/P-16 council
- Co-sponsor an E<sup>3</sup> Summit and annual meeting (Vice-President for Planning and Development);
- Promote the adoption of a regional E<sup>3</sup> project that will be implemented during 2005-2006 (President, Vice-President for Planning and Development).

**Training Resources Objective**

This objective calls for Columbia State to “develop partnerships with business, industry and government that increase the region’s training resources in small business development, technology-based training, and related areas.” The benchmark for 2005-2006 is to “develop one partnership.” To this end, Columbia State will:

- Develop partnerships and seek external funding leading to the establishment of a small business development center (President, Vice-President for Planning and Development);
- Develop partnerships and seek external funding leading to the expansion of IT training programs (Vice-President for Planning and Development, Vice-President for Academic Services);
- Expand current partnerships that lead to a noncredit medical coding program and the expansion of the noncredit medical transcription program (Vice-President for Planning and Development).

### **K-12 Student Participation Objective**

This objective calls for Columbia State to “increase K-12 student participation in college sponsored programs that promote educational attainment, career choices, and civic responsibility.” The benchmark for 2005-2006 is to increase participation from 4,500 to 4,600 K-12 students. To this end, Columbia State will:

- Develop materials and announcements promoting educational attainment, career choices and civic responsibility for distribution at college-sponsored programs for elementary children (Vice-President for Planning and Development, Director of Marketing and Public Relations);
- Expand partnerships with local school systems and park departments to deliver concerts to elementary children (Vice-President for Planning and Development);
- Expand partnership with Wayne County Schools to deliver summer camps (Vice-President for Planning and Development, Vice-President for Academic Services);
- Conduct puppet camp for Boys and Girls Club participants (Vice-President for Planning and Development);
- Seek funding to hold one-two children’s performances (Vice-President for Planning and Development);
- Track K-12 student participation in college sponsored recruitment, career, diversity and cultural programs (Vice-President for Student Services and Enrollment Management, Vice-President for Academic Services, Vice-President for Planning and Development, Assistant to the President for Minority Affairs).

## **Access Goal**

**Help individuals and communities succeed in a changing economic and social environment by increasing access to higher education.**

### **Williamson County Objective**

This objective calls for Columbia State to “develop the capacity to address enrollment growth and service needs in Williamson County.” The benchmark for 2005-2006 is increasing capacity from 1,500 to 1,550 students. To this end, Columbia State will:

- Seek classroom space from Williamson County Schools, Belmont University, the University of Phoenix and other sources (Vice-President for Academic Services);
- Develop a Student Services plan and Academic Services plan that outlines staffing and funding needs to accommodate Williamson County growth (Vice-President for Student Services and Enrollment Management, Vice-President for Academic Services);
- Determine the feasibility of obtaining local matching funds to facilitate state funding for a new Williamson County campus (President, Vice-President for Planning and Development);
- Initiate a major gifts campaign that seeks local government and private support for a new Williamson County campus (President, Vice-President for Planning and Development).

### **Minority Enrollment Objective**

This objective calls for Columbia State to “increase minority enrollment with an emphasis on the recruitment and retention of African-American students.” The benchmark for 2005-2006 is to increase African-American enrollment from 347 to 362 students.” To this end, Columbia State will:

- Develop a 2005-2006 Diversity Plan that outlines minority recruitment, retention and scholarship activities (Vice-President for Planning and Development);
- Implement 2005-2006 Diversity Plan actions (Assistant to President for Minority Affairs);
- Continue Office of Minority Affairs activities in student recruitment and retention (Assistant to the President for Minority Affairs);
- Identify and implement Minority Recruitment and Retention Subcommittee recommendations that have been approved by the Enrollment Management Committee (Vice-President for Student Services and Enrollment Management, Assistant to President for Minority Affairs, Director of Marketing and Public Relations);
- Assess need and potential sources for non-state funded diversity scholarships in post-Geier era (Vice-President for Student Services and Enrollment Management, Vice-President Planning and Development).

### **Dual Enrollment and Adult Student Objective**

This objective calls for Columbia State to “increase the number of dual enrollment and adult students receiving scholarships.” The benchmark for 2005-2006 is to increase the number of dual enrollment and adult students receiving scholarships from 180 to 215. To this end, Columbia State will:

- Encourage local education foundations to increase the number of scholarships for dual enrollment and adult students (Vice-President for Academic Services)
- Work with communities to develop a case statement for major gifts to support scholarships for dual enrollment and adult students (Vice-President for Planning and Development).
- Request funding from Columbia State Foundation for dual enrollment and adult student scholarships if needed to achieve the benchmark (Vice-President for Student Services and Enrollment Management; Vice-President for Planning and Development).

### **Articulation Agreements**

This objective calls for Columbia State to “develop articulation agreements with Tennessee Technology Centers and transfer universities.” The benchmark for 2005-2006 is to participate in a TTC articulation task force. To this end, Columbia State will:

- Participate on system task force to develop system articulation with TTC (Vice-President for Academic Services);
- Initiate a review of existing individual and program articulations and align with system criteria (Vice-President for Academic Services)

### **Externally Funded Initiatives**

This objective calls for Columbia State to “develop externally funded initiatives that address community-specific workforce development needs.” The benchmark for 2005-2006 is to “develop and fund a project.” To this end, Columbia State will:

- Work with communities to develop case statements for major gifts that address workforce development needs (Vice-President for Planning and Development);
- Raise local government and private funds to address community-driven workforce development needs (President, Vice-President for Planning and Development);
- Identify and seek foundation and government grants that address community-specific workforce development needs (Vice-President for Planning and Development).

## Quality

### **Demonstrate that Columbia State provides quality programs and services that prepare students for a changing economic and social environment.**

#### **CCSSE Objective**

This objective calls for Columbia State to “perform equal to or above the national mean for the Community College Survey of Student Engagement (CCSSE) Active and Collaborative Learning benchmark.” The benchmark for 2005-2006 calls for Columbia State to perform equal to or above the national mean. To this end, Columbia State will:

- Explore best practices and develop a plan for increasing active and collaborative learning throughout the curriculum (Vice-President for Academic Services)

#### **Performance Funding Objective**

This objective calls for Columbia State to “maximize the number of performance funding points received for the Tennessee Higher Education Commission (THEC) Student Persistence Standard.” The benchmark for 2005-2006 is to maximize points received. To this end, Columbia State will:

- Assess success rates compared to peer institutions in college algebra, English composition, and transition from developmental to college courses (Vice-President for Academic Services)
- Identify strategies to increase student success (Vice-President for Academic Services)

#### **Academic Program Review Objective**

This objective calls for Columbia State to “develop a revised academic program review process based on explicit student outcomes.” The benchmark for 2005-2006 is for 20% of programs to have outcomes. To this end, Columbia State will:

- Identify program or transfer emphases student learning outcomes for 20 percent of programs (Vice-President for Academic Services);
- Develop curriculum/outcomes maps for 20 percent of programs (Vice-President for Academic Services);
- Identify and assess outcomes indicators for 20 percent of programs (Vice-President for Academic Services)
- Revise program review report so that it more clearly indicates program weaknesses, plans for improvement, and results of implementation of plan (Vice-President for Academic Services).

#### **QEP Objective**

This objective calls for Columbia State to “identify a SACS Quality Enhancement Plan focus and process.” There are no benchmarks for this objective until 2008-2009.

### **Department Evaluation Objective**

This objective calls for Columbia State to “develop a revised department evaluation process that documents department performance, employee development and relationship to annual budgets.” The benchmark for 2005-2006 is to revise the evaluation process for 100 percent of departments. To this end, Columbia State will:

- Develop purpose statements for all departments (Vice-President for Planning and Development);
- Identify components that will be included in department evaluation process (Vice-President for Planning and Development);
- Develop new evaluation format that includes new purpose statement and other components (Vice-President for Planning and Development);
- Develop evaluation schedule (Vice-President for Planning and Development);
- Communicate new evaluation format, process and schedule to department heads (Vice-President for Planning and Development).

## **Resourcefulness Goal**

**Advance entrepreneurial and technological initiatives that demonstrate Columbia State's commitment to success in a changing economic and social environment.**

### **Gifts/Grants Objective**

This objective calls for Columbia State to “increase the five-year total amount of private gifts and grant funds.” The benchmark for 2005-2006 is \$1 million. To this end, Columbia State will:

- Develop and initiate a major gifts campaign that addresses community-driven needs (President, Vice-President for Planning and Development);
- Develop and submit TRIO, FIPSE, NSF, and Title III grant proposals (Vice-President for Planning and Development, Vice-President for Academic Services);
- Continue educating faculty and staff about grant opportunities and process through workshops, website and other communications (Vice-President for Planning and Development).

### **Information Technology Objective**

This objective calls for Columbia State to “implement information technology infrastructure improvements.” The benchmark for 2005-2006 is to complete ERP financial and HR modules, and telecommunications system.” To this end, Columbia State will:

- Participate in the TBR system's first round of ERP implementation for Financial, HR and student services modules (Vice-President for Finance and Administration);
- Purchase and install a new telecommunications system (Vice-President for Finance and Administration).

### **Facility and Equipment Objective**

This objective calls for Columbia State to “implement planned facility and equipment improvements to support programs and services.” The benchmark for 2005-2006 is to update the Facility Master Plan and prioritize improvements. To this end, Columbia State will:

- Update Facility Master Plan by incorporating results of 2005 space utilization study (Vice-President for Finance and Administration, Vice-President for Academic Services);
- Identify and prioritize improvements for 2005-2006 and 2006-2007 (Vice-President for Finance and Administration).

**Kansas Cost Study Objective**

This objective calls for Columbia State to “incorporate Kansas Cost Study information into program reviews for all academic programs.” The benchmark for 2005-2006 is to incorporate this information into 100 percent of program reviews. To this end, Columbia State will:

- Incorporate Kansas cost Study faculty productivity measures into program review (Vice-President for Academic Services);
- Revise program review report so that it more clearly indicates program weaknesses, plans for improvement, and results of implementation of plan (Vice-President for Academic Services).