

**Columbia State Community College
2006-07 Action Plan
Revised October 17, 2006**

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 2006-2007 is to develop one P-16 project. To this end, Columbia State will:

- Co-sponsor an annual P-16 meeting in cooperation with South Central Tennessee Workforce Alliance (Vice-President for Planning and Development);
- Promote the adoption of a regional P-16 project that will be implemented during 2006-2007 (President, Vice-President for Planning and Development);
- Meet with school directors to obtain participation and support for one regional project (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, international business, technology-based training, and related areas.” The benchmark for 2006-2007 is to “develop one partnership.” To this end, Columbia State will:

- Develop partnership with GM/UAW to develop Skills Center at General Motors Spring Hill plant;
- Develop partnerships and obtain external funding leading to the expansion of IT training programs (Vice-President for Planning and Development, Vice-President for Academic Services);

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 2006-07 is to provide services to 4,700 K-12 students. To this end, Columbia State will:

- Expand partnerships with local school systems and park departments to deliver concerts and other services to K-12 students (Vice-President for Planning and Development);

- Continue partnership with Wayne County Schools to deliver summer camps (Vice-President for Planning and Development, Vice-President for Academic Services);
- Deliver six 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 2006-2007 is to increase capacity to 1,550 students. To this end, Columbia State will:

- Seek classroom space at other Williamson County locations (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, Vice-President Financial and Administrative Services);
- Seek community financial support for Williamson County based programs and 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 (spring headcount).” The benchmark for 2006-2007 is to increase African-American enrollment to 305 students.” To this end, Columbia State will:

- Implement 2006-2007 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, Assistant to the President for Minority Affairs).

Dual Enrollment Objective

This objective calls for Columbia State to “increase the number of dual enrollment students (spring headcount).” The benchmark for 2006-2007 is to increase the number of dual enrollment students to 220. To this end, Columbia State will:

- Encourage local education foundations to provide funding for dual enrollment students (Vice-President for Academic Services and Vice-President for Student Services and Enrollment Management); and
- Continue working with high school counselors to provide dual enrollment information to parents and students (Vice-President for Academic Services and Vice-President for Student Services and Enrollment Management).

Articulation Agreements

This objective calls for Columbia State to “develop articulation agreements with Tennessee Technology Centers and transfer universities.” The benchmark for 2006-2007 is to refine and finalize TTC agreements as needed . To this end, Columbia State will:

- Continue review and refinement of TTC articulation agreements (Vice-President for Academic Services).

Address adult and workforce development needs

This objective calls for Columbia State to “develop initiatives that address community-specific adult and workforce development needs.” The benchmark for 2006-2007 is to “develop and fund a project.” To this end, Columbia State will:

- Seek local government, private and grant funds to address community-driven workforce development needs (President, Vice-President for Planning and Development);
- Continue efforts to increase the number of scholarships awarded to adult students (Vice-President for Planning and Development, Vice-President for Student Services and Enrollment Management);
- Assess trends, availability and need of WIA funding and other third party funding for adult students (Vice-President Planning and Development, Vice-President for Student Services and Enrollment Management).

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 2006-2007 calls for Columbia State to perform equal to or above the national mean. To this end, Columbia State will:

- Continue student engagement committee efforts to set engagement standards and develop standards for improvement (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 2006-2007 is to maximize points received. To this end, Columbia State will:

- Continue efforts of the student persistence committee to identify barriers to student persistence and develop strategies for improvement (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 2006-2007 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)

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 2006-2007 is to test preliminary evaluation process. To this end, Columbia State will:

- Continue interviews with department heads to refine purpose, standards and outcomes (Vice-President for Planning and Development); and
- Obtain 2005-06 results that can be incorporated into a 2005-06 institutional effectiveness report (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 2006-2007 is \$2 million cumulative. To this end, Columbia State will:

- Implement a major gifts campaign that addresses community-driven needs (President, Vice-President for Planning and Development);
- Develop and submit TRIO, and NSF grant proposals (Vice-President for Planning and Development, Vice-President for Academic Services, Vice-President for Student Services and Enrollment Management);
- Identify and seek foundation funding opportunities (Vice-President for Planning and Development)
- 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 2006-2007 is to complete ERP student service modules, and telecommunications system.” To this end, Columbia State will:

- Continue to participate in the TBR system's first round of ERP implementation (Vice-President for Finance and Administration, Vice-President for Student Services and Enrollment Management);
- Provide training on ERP financial module to department heads (Vice-President for Financial and Administrative Services)
- 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 2006-2007 is to complete 2006-07 planned improvements. To this end, Columbia State will:

- Implement improvements to the Pryor Administration Building, tennis courts, track, and Columbia campus sidewalks (Vice-President, Financial and Administrative Services).
- Plan improvements for Library basement (Vice-President, Financial and Administrative Services).

Kansas Cost Study Objective

This objective calls for Columbia State to “incorporate Kansas Cost Study information into program reviews for all academic programs.” There is no benchmark for 2006-07