

**Columbia State Community College**  
**2007-08 Action Plan**  
**Revised October 17, 2007**

**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 2007-08 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;
- Communicate College Expectations project findings to school directors and other P-16 Council members;
- Continue visits to high schools to communicate college expectations to students;
- Continue hosting conferences, forums, camps, and other campus events for K-12 students; and
- Meet with school directors to obtain participation and support for P-16 initiatives.

**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 2007-08 is to “develop one partnership.” To this end, Columbia State will:

- Expand offerings at GM/UAW Skills Center;
- Develop partnership with Gatlin Education Services to provide online career training;
- Partner with local health providers to make human simulation lab available for nursing and other healthcare professional training; and
- Seek Rural Development Administration funds to develop small business development program in Wayne, Lawrence, Lewis, and Perry counties.

**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 2007-08 is to provide services to 4,800 K-12 students. To this end, Columbia State will:

- Expand partnerships with local school systems and park departments to deliver concerts to K-12 students;
- Continue partnership with Wayne County Schools to deliver summer camp;

- Develop partnership with an additional school system to deliver a summer or spring camp for K-12 students;
- Track K-12 student participation in college sponsored recruitment, career, diversity and cultural programs.

**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 2007-08 is to increase capacity to 1,575 students. To this end, Columbia State will:

- Seek classroom space at other Williamson County locations (Vice-President for Academic Services);
- Implement 2007-08 WCC Enrollment Plan Actions (upgrade Academic Success Center position to an Assistant Director; establish a second Student Services position; increase the number of tutors; construct a science lab wall; increase high school visits, direct mailing, marketing materials and advertising); and
- Develop Williamson County Advancement Committee to begin building community ownership and strengthen community relationships.

**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 2007-08 is to increase African-American enrollment to 311 students.” To this end, Columbia State will:

- Implement 2007-08 Diversity Plan actions;
- Continue Office of Access and Diversity activities;
- Continue monitoring access and diversity issues and data that will affect future enrollment objectives;
- Implement Access and Diversity grant funded projects.

**Dual Enrollment Objective**

This objective calls for Columbia State to “increase the number of dual enrollment students (fall headcount).” The benchmark for 2007-2008 is to increase the number of dual enrollment students to 240. Although Columbia State has exceeded this goal, it will continue working to increase dual enrollment. To this end, Columbia State will:

- Continue working with high school counselors to provide dual enrollment information to parents and students;
- Facilitate adjustment of dual enrollment admission requirements in partnership with WC Middle College High School; and
- Continue dual enrollment orientation sessions at all Columbia State campuses.

**Articulation Agreements**

This objective calls for Columbia State to “develop articulation agreements with Tennessee Technology Centers and transfer universities.” The benchmark for 2007-08 is to develop additional agreements. To this end, Columbia State will:

- Continue review and development of articulation agreements with public and private transfer universities.

**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 2007-08 is to “develop and fund a project.” To this end, Columbia State will:

- Continue foundation and college efforts to increase the number of scholarships awarded to adult students;
- Initiate stagecraft technology and film technology certificate programs;
- Implement a night-weekend nursing program; and
- Apply for Community Based Jobs Grant to develop program to produce science technicians for the biotechnology, medical and related science industries.

**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 2007-08 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.

**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 2007-08 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.

**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 2007-08 is for 40% of programs to have outcomes. To this end, Columbia State will:

- Identify program or transfer emphases student learning outcomes for 40 percent of programs;
- Develop curriculum/outcomes maps for 40 percent of programs; and
- Identify and assess outcomes indicators for 40 percent of programs.

**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 2007-08 is to assess improvements. To this end, Columbia State will:

- Continue interviews with department heads to refine purpose, standards and outcomes; and
- Incorporate 2006-07 results into institutional effectiveness report.

**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 2007-08 is \$3 million cumulative. To this end, Columbia State will:

- Complete a \$5 million major gifts campaign;
- Implement an Annual Fund drive;
- Implement the second year of a Title III program to increase fundraising capacity;
- Develop and submit CBJTG proposal; and
- Continue educating faculty and staff about grant opportunities and process through workshops, website and other communications.

**Information Technology Objective**

This objective calls for Columbia State to “implement information technology infrastructure improvements.” The benchmark for 2007-08 is to complete ERP advancement module and Luminis portal.” To this end, Columbia State will:

- Continue participation in the TBR system's ERP implementation by implementing Advancement modules, Luminis portal, and Workflow;
- Replace instructional lab computers;
- Continue implementation and expansion of telecommunications and emergency broadcast installation; and
- Implement new cashiering system.

**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 2007-08 is to complete 2006-07 planned improvements. To this end, Columbia State will:

- Complete improvements to the Pryor Administration Building;
- Implement improvements to Williamson County bookstore;
- Implement Wellness Center renovation; and
- Initiate improvements to the Library basement.

**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 2007-08.