

Columbia State Community College
2008-09 Action Plan
January 29, 2008

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 2008-09 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 Student Expectations findings to school directors and other P-16 Council members.
- Develop a joint grant proposal involving SCTWA and P16 Council members.

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 2008-09 is to “develop one partnership.” To this end, Columbia State will:

- Develop a grant-funded small business development program in Wayne, Lawrence, Lewis, and Perry counties.
- Establish a community based committee to promote corporate training partnerships in Williamson County.

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 2008-09 is to provide services to 4,900 K-12 students. To this end, Columbia State will:

- Continue partnerships with local school systems and park departments to deliver concerts and other services 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 2008-09 is to increase capacity to 1,600 students. To this end, Columbia State will:

- Seek classroom space at other Williamson County locations.
- Implement 2008-09 WCC Enrollment Plan Actions (hire two FT faculty and four PT faculty, hire one PT coordinator for off-campus site, hire additional tutors, develop additional office space and renovate bookstore at the current campus, establish a leadership structure and strategy, and increase the level of advertising and marketing materials).
- Continue to develop Williamson County Advancement Committee.

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 2008-09 is to increase African-American enrollment to 317 students.” To this end, Columbia State will:

- Implement 2008-09 Diversity Plan actions.
- 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 2008-2009 is to increase the number of dual enrollment students to 270. 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.
- 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 2008-09 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 2008-09 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.
- Develop a grant-funded program to produce science technicians for the biotechnology, medical and related science industries.
- Implement Stage Crew Technology Program.
- Explore options for adapting Business Management Degree and/or Certificate Programs to meet need of local fast food industry.

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 2008-09 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.
- Conduct CCSSE Survey in spring, 2009.

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 2008-09 is to maximize points received. To this end, Columbia State will:

- Continue the efforts of the Student Persistence Committee to identify barriers to student persistence and develop strategies for improvement.
- Communicate Student Expectations findings to potential students.

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 2008-09 is for 60% of programs to have outcomes. To this end, Columbia State will:

- Identify program or transfer emphases student learning outcomes for 60 percent of programs.
- Develop curriculum/outcomes maps for 60 percent of programs.
- Identify and assess outcomes indicators for 60 percent of programs.

QEP Objective

This objective calls for Columbia State to “identify a SACS Quality Enhancement Plan focus and process.” The benchmark for 2008-2009 is to assess student learning. To this end, Columbia State will:

- Continue committee research and discussions.

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 2008-09 is to assess improvements. To this end, Columbia State will:

- Continue interviews with department heads to refine purpose statements, standards and outcomes.
- Incorporate an employee development component into assessments.
- Explore feasibility of placing department evaluations on the planning website.
- Incorporate assessment results into 2007-08 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 2008-09 is \$4 million cumulative. To this end, Columbia State will:

- Finalize agreements and receive pledge payments from 40th Anniversary major gifts campaign;
- Implement an Annual Fund drive;
- Implement the third year of a Title III program to increase fundraising capacity;
- 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.” There is no benchmark for 2008-09. However, Columbia State will continue implementing information technology improvements. To this end, Columbia State will:

- Continue participation in TBR’s ERP implementation by completing the Advancement module, Workflow, and operational data store.
- Continue implementation and expansion of telecommunications and emergency broadcast installation.

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 2008-09 is to complete planned improvements. To this end, Columbia State will:

- Implement Wellness Center renovation.
- Initiate improvements to the Library basement.
- Develop plans to renovate space in Warf vacated by Information Technology.
- Develop plan and pursue funding for the creation of student learning spaces at all campuses.

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 2008-09.

Added Initiative I

Explore the feasibility of changing the name of Columbia State Community College to a new name that reflects the college's regional scope and mission.

To this end, Columbia State will:

- Hold discussions with faculty, staff, students, Foundation members and community leaders to gauge support for a name change.
- Research policies, steps and costs that would accompany a name change.