

**Columbia State Community College  
2006-07 Strategic Plan Progress Report  
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 2006-07 was to develop one P-16 project. Columbia State met the benchmark and achieved 40 percent of projected 2005-10 progress. During 2006-07, the college:

- Developed the College Expectations project which used various surveys and focus groups to identify student and faculty expectations for student preparation, workload, and experiences;
- Held regional meeting to review K-12 and higher education initiatives to increase educational attainment;
- Hosted campus events for high school students including talent search for prospective applied science students, mass communications forum, liberal arts competition, and technology fair;
- Hosted college transfer day;
- Delivered in-service training to Maury County teachers on dual enrollment and math education;
- Delivered four-week children's camp at Clifton campus;
- Expanded ACT prep courses for high school students at Columbia, Lawrence County, Lewisburg and Williamson County campuses;
- Visited area high schools to discuss college expectations with students; and
- Developed plans to communicate results of the College Expectations project to P-16 Council members, increase ACT prep offerings, and offer additional children's camps.

**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 2006-07 was to “develop one partnership.” Columbia State met the benchmark and achieved 40 percent of projected 2005-10 progress. During 2006-07, the college:

- Developed a partnership with GM/UAW to develop Skills Center at General Motors Spring Hill plant;

- Developed a partnership with Region’s Bank to offer Quickbooks training to small businesses at Williamson County campus;
- Increased participation in its small business training program at Columbia campus; and
- Initiated a partnership with the Rural Development Administration to create a small business development program in Wayne, Perry, Lewis and Lawrence 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 2006-07 was to provide services to 4,700 K-12 students. Columbia State exceeded the benchmark and achieved 677 percent of projected 2005-10 progress. During 2006-07, the college:

- Served 7,883 K-12 students through cultural and educational events;
- Expanded partnerships with local school systems to market educational and cultural opportunities to K-12 students;
- Obtained Tennessee Arts Commission and Columbia State Foundation funds to deliver children’s performances; and
- Developed plans to add a staff person with responsibility for increasing children’s and youth programs throughout service area.

**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 2006-07 was to increase capacity to 1,550 students. Columbia State met the benchmark and achieved 40 percent of projected 2005-10 progress. During 2006-07 the college:

- Increased capacity to serve 1,550 students in Williamson County;
- Secured evening classroom space at Middle College High School;
- Renovated laboratory/classroom space to increase Williamson County Center capacity; and
- Developed Williamson County plan to increase faculty and staff, secure off-campus space, and strengthen marketing.

**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 2006-07 was to increase African-American enrollment to 305 students.” Columbia State exceeded the benchmark and achieved 33 percent of projected 2005-10 progress. During 2006-07, the college:

- Enrolled 306 African-American students in spring, 2007, a 4 percent increase from spring, 2006;
- Continued marketing and community outreach activities;
- Increased participation in African American Leadership Forum, Minority Student Advisor Team, and Generational Mentoring Team;
- Modified scholarship criteria according to TBR guidance and recent legal rulings; and
- Continued monitoring access and diversity issues that will affect future enrollment objectives.

**Dual Enrollment Objective**

This objective calls for Columbia State to “increase the number of dual enrollment students (fall headcount).”

The benchmark for 2006-07 was to increase the number of dual enrollment students to 220. Columbia State exceeded the benchmark and achieved 84 percent of projected 2005-10 progress. During 2006-07, the college:

- Enrolled 282 dual enrollment students in fall, 2006, a 34 percent increase from fall, 2005;

- Continued providing dual enrollment information to parents, students and high school counselors;
- Expanded partnerships with high schools to facilitate dual enrollment processes; and
- Delivered two dual enrollment orientation sessions at each campus.

### **Articulation Objective**

This objective calls for Columbia State to “develop articulation agreements with Tennessee Technology Centers and transfer universities.”

The benchmark for 2006-07 was to refine and finalize TTC agreements. Columbia State met this benchmark and achieved 40 percent of projected 2005-10 progress. During 2006-07, the college:

- Implemented TTC articulation agreements; and
- Developed articulation agreements with MTSU, TSU, UT Martin, Belmont and Watkins.

### **Adult and Workforce Development Objective**

This objective calls for Columbia State to “develop initiatives that address community-specific adult and workforce development needs.”

The benchmark for 2006-07 was to “develop and fund a project.” Columbia State met this benchmark and achieved 40 percent of projected 2005-10 progress. During 2006-07, the college:

- Developed an accelerated Business Information Technology program;
- Added a Public Relations emphasis to the Mass Communications program;
- Increased the number of scholarships awarded to adult students to 82; and
- Received approval to add Stage Crew Technology and Film Crew Technology certificate programs.

**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.”

Columbia State performed above the national mean in 2005-06, but will not administer the CCSSE again until 2008-09. During 2006-07, the college:

- Used 2005-06 CCSSE results to produce recommendations to increase student engagement through active and collaborative learning; and
- Participated in the Classroom Assessment of Student Engagement to assess faculty perceptions of student engagement issues.

**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 2006-07 is to maximize points received. Columbia State maximized points in 2005-06 and is waiting on 2006-07 results. During 2006-07, the college:

- Developed a Student Persistence Report outlining goals and implementation timeline;
- Continued its Student Learning Initiative to identify college expectations for potential students;
- Finalized general education assessment plan;
- Provided faculty training in active and collaborative learning;
- Increased services to nontraditional students through the Academic Success Center; and
- Developed Plans to strengthen the Academic Success Center by adding an assistant director and increasing the number of tutors.

**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 2006-07 was for 20 percent of programs to have outcomes. Columbia State met the benchmark and achieved 39 percent of projected 2005-10 progress. During 2006-07, the college:

- Developed curriculum/outcome maps for seven programs.

**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 2006-07 was to test preliminary evaluation process. Columbia State met the benchmark and achieved 40 percent of projected 2005-10 progress. During 2006-07, the college:

- Assessed 2005-06 department evaluations and identified needed improvements;
- Communicated needed improvements to department heads in workshops and one-on-one meetings; and
- Incorporated department evaluation results in the college’s 2005-06 Institutional Effectiveness Report.

**QEP Objective**

This objective calls for Columbia State to “identify a SACS Quality Enhancement Plan focus and process.”

Although here are no benchmarks for this objective until 2008-09, Columbia State:

- Continued its Student Learning Initiative as preparation for a future SACS QEP focus and process.

## **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 was \$2 million cumulative. Columbia State met this benchmark and achieved 59 percent of projected 2005-10 progress. During 2006-07, the college:

- Received \$1.3 million gifts and \$570,000 grants;
- Increased its 2005-10 cumulative total to \$2.9 million;
- Conducted a \$5 million major gifts campaign that has achieved \$4.6 million in cash, pledges and planned gifts; and
- Obtained a Title III grant to increase fundraising capacity in major gifts.

#### **Information Technology Objective**

This objective calls for Columbia State to “implement information technology infrastructure improvements.”

The benchmark for 2006-2007 was to complete ERP student service modules, and telecommunications system.” Columbia State met the benchmark and achieved 40 percent of projected 2005-10 progress. During 2006-07, the college:

- Completed ERP student services and financial aid modules; and
- Installed new telecommunications system with emergency broadcast and other expanded capabilities; and
- Provided wireless access 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.”

The benchmark for 2006-07 was to incorporate Kansas Cost Study information into the program review process. Columbia State met the benchmark and achieved 100 percent of projected 2005-10 progress. During 2006-07, the college:

- Incorporated Kansas Cost Study information into program review process.

#### **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 was to complete 2006-07 planned improvements. Columbia State met this benchmark and achieved 40 percent of projected 2005-10 progress. During 2006-07, the college:

- Implemented planned improvements to Pryor Administration Building, tennis courts, track, and Columbia campus sidewalks.