

Columbia State Community College
2005-2010 Strategic Plan Progress Report

August 23, 2008

1. Goal: Leadership

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

1.1 Objective: P-16 Partnership

Partner with school systems and other stakeholders to develop regional P-16 actions that advance educational attainment in southern middle Tennessee.

Baseline: Columbia State has not formally partnered with school systems and other stakeholders to develop regional P-16 actions.

Year 2005-06

Projected Progress (including percentage accomplished): Partner with school systems and other stakeholders (achieve 20 percent of projected 2005-10 progress)

Activities/Actions During the Year: Partnered with the South Central Tennessee Workforce Alliance and area school systems to form the South Central Tennessee P16 Council; Obtained council recognition by the Tennessee P16 Network; Encouraged school systems and chambers of commerce to participate in the Tennessee Scholars program; Presented information to school systems and county commissions on educational attainment issues facing the region; Encouraged communities to support local Imagination Libraries that provide free books to children under age five; Initiated a Columbia State program that identifies and communicates expectations of students entering higher education; and Held a one-day regional conference that focused on the relationship between education, economic development and employment.

Percent Attainment of Overall Objective: Achieved 20 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Develop regional action 1 (achieve 40 percent of projected 2005-10 progress).

Activities/Actions During the Year: Developed "Student 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; 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; and Developed plans to communicate results of Great Expectations project to P-16 Council members, increase ACT Prep offerings, and offer additional children's camps.

Percent Attainment of Overall Objective: Achieved 40 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Develop regional action 2 (achieve 60 percent of projected 2005-10 progress)

Activities/Actions During the Year: Worked with P-16 partners to obtain funding for biotechnology camps for high school juniors; Communicated College Expectations project findings to 660 students at eleven high school; and Jointly sponsored annual P-16 meeting in partnership with South Central Tennessee Workforce Board.

Percent Attainment of Overall Objective: Achieved 60 percent of 2005-10 objective.

1.2 Objective: Training Partnerships

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.

Baseline: Columbia State developed several training partnerships during the 2000-2005 planning period. The outcomes for this objective are additional partnerships that will be developed during 2005-2010.

Year 2005-06

Projected Progress (including percentage accomplished): Develop partnership 1 (achieve 20 percent of projected 2005-10 progress)

Activities/Actions During the Year: Developed a partnership with the South Central Tennessee Development District, local banks, and area businesses to provide training to entrepreneurs and small business owners; Developed and initiated an eight-week training program on small business fundamentals, including sessions on how to develop a business plan, finance your business, develop a marketing plan, and other topics; Added an international business component to the objective and adjusted projected 2005-10 progress.

Percent Attainment of Overall Objective: Achieved 20 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Develop partnership 2 (achieve 40 percent of projected 2005-10 progress)

Activities/Actions During the Year: Developed partnership with General Motors and United Auto Workers to establish Skills Training Center at Spring Hill GM plant; Developed partnership with Region's Bank to offer Quickbooks training to small businesses at Williamson County campus; Increased participation in small business training program on Columbia campus; and Initiated a partnership with the Rural Development Administration to create a small business development program in Wayne and Lawrence counties.

Percent Attainment of Overall Objective: Achieved 40 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Develop partnership 3 (achieve 60 percent of projected 2005-10 progress)

Activities/Actions During the Year: Developed partnership with the U.S. Rural Development Administration (RDA) to offer Geographic Information System (GIS) training to local governments; Submitted proposal to RDA for funding for entrepreneurship development program in Wayne, Lawrence, Lewis and Perry counties; Developed proposal to the American Association for Community Colleges (AACC) for funding from WalMart Foundation for entrepreneurship development program; Partnered with local governments to conduct needs assessment of criminal justice training needs; and Expanded training offerings at General Motors/United Auto Workers Skills Center.

Percent Attainment of Overall Objective: Achieved 60 percent of 2005-10 objective.

1.3 Objective: K-12 Student Participation

Increase K-12 student participation in college sponsored programs that promote educational attainment, career choices and civic responsibility.

Related Outcomes

Baseline: 4,500 K-12 students participated in Columbia State sponsored programs during 2004-2005.

Year 2005-06

Projected Progress (including percentage accomplished): Serve 4,600 K-12 students (achieve 20 percent of projected 2005-10 progress)

Activities/Actions During the Year: Served 5,485 K-12 students at Columbia State performances, children's camps, high school competitions, career fairs and noncredit programs; and Partnered with school systems, government agencies and other organizations to host additional events and programs.

Percent Attainment of Overall Objective: Achieved 20 percent of projected 2005-10 progress.

Year 2006-07

Projected Progress (including percentage accomplished): Serve 4,700 K-12 students (40 percent of projected 2005-10 progress)

Activities/Actions During the Year: 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.

Percent Attainment of Overall Objective: Achieved 40 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Serve 4,800 K-12 students (60 percent of projected 2005-10 progress)

Activities/Actions During the Year: Developed partnerships with Lawrence County and Lewis County schools to deliver theater camps to grade 4-6 students; Continued partnership with Wayne County Schools to deliver summer camp to grade 6-8 students; Continued Access and Diversity initiatives, including African-American Leadership Forums for high school students; and Served 7,437 K-12 students in various educational, cultural and career programs.

Percent Attainment of Overall Objective: Achieved 60 percent of 2005-10 objective.

2. Goal: Access

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

2.1 Objective: Williamson County Growth

Develop the capacity to address enrollment growth and service needs in Williamson County.

Baseline: Columbia State has the capacity to serve 1,500 students in Williamson County (2004-05).

Year 2005-06

Projected Progress (including percentage accomplished): Increase capacity to serve 1,525 students (10 percent of projected 2005-10 progress)

Activities/Actions During the Year: Increased Williamson County Center fall, 2005 enrollment to 1,295 Increased capacity to serve 1,525 students in Williamson County Arranged to offer three courses at Belmont University, two courses at the University of Phoenix and one course at the Cool Springs Life Science Center; Maximized use of Williamson County Center by filling open scheduling blocks; Hired a student services coordinator to address growing service needs at Williamson County Center; Expanded Williamson County academic offerings in networking, horticulture and business management; Continued efforts to develop local government support for a new, expanded campus in Williamson County; and Modified projected 2005-10 progress to better reflect estimated timing of state funding for new, expanded campus in Williamson County.

Percent Attainment of Overall Objective: Achieved 10 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Increase capacity to serve 1,550 students (25 percent of projected 2005-10 progress)

Activities/Actions During the Year: Increased capacity to serve 1,550 students in Williamson County; Secured evening classroom space at Williamson 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.

Percent Attainment of Overall Objective: Achieved 25 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Increase capacity to serve 1,575 students (40 percent of projected 2005-10 progress)

Activities/Actions During the Year: Upgraded Academic Success Center position to Assistant Director position; Established second Student Services position; Increased capacity to offer

biology courses by adding science lab wall; Delivered courses at space provided by Williamson County Schools at Middle College High School; and Increased visits to Williamson County high schools and implemented new marketing campaign.

Percent Attainment of Overall Objective: Achieved 40 percent of 2005-10 objective.

2.2 Objective: Minority Enrollment

Increase minority enrollment, with an emphasis on the recruitment and retention of African-American students.

Baseline: Columbia State's African-American enrollment for spring, 2005 was 296 students.

Year 2005-06

Projected Progress (including percentage accomplished): Increase African-American enrollment to 299 students(10 percent of projected 2005-10 progress)

Activities/Actions During the Year: Enrolled 294 African-American students for spring, 2006; Provided 93 minority scholarships; Conducted student recruitment and retention activities including initiating a minority student advisor team and generational mentoring program; distributing flyers through local churches and faith based organizations and advertising in local African-American directory and local radio station; Participated in various events to raise awareness of higher education opportunities, including the African American Leadership Forum, Project Learn, Tennessee Scholars and Black History Month; and Modified baseline and outcomes to reconcile with THEC Performance Funding Standard 4.B.

Percent Attainment of Overall Objective: Achieved 0 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Increase African-American enrollment to 305 students (30 percent of projected 2005-10 progress)

Activities/Actions During the Year: Enrolled 306 African American students in spring, 2007, a 4.1 percent increase from spring, 2006; Continued marketing and community outreach activities; and Increased participation in African American Leadership Forum, Minority Student Advisor Team, and Generational Mentoring Team.

Percent Attainment of Overall Objective: Achieved 33 percent of 2005-10 projected progress.

Year 2007-08

Projected Progress (including percentage accomplished): Increase African-American enrollment to 311 students (50 percent of projected 2005-10 progress)

Activities/Actions During the Year: Increased Fall 2007 African American enrollment to 326 and Spring 2008 enrollment to 311; Implemented Diversity Plan actions, including student advising team and and generational mentoring program; Expanded African-American Leadership Forum to 260 students from 15 high schools; and Developed 2008-10 Diversity Plan.

Percent Attainment of Overall Objective: Achieved 50 percent of overall objective.

2.3 Objective: Dual Enrollment

Increase the number of dual enrollment students.

Baseline: Columbia State's dual enrollment for spring, 2005 was 180 students.

Year 2005-06

Projected Progress (including percentage accomplished): 200 dual enrollment students (17 percent of projected 2005-10 progress)

Activities/Actions During the Year: Enrolled 220 dual enrollment students; Worked with local foundations (Ayers, Lawrence County, Marshall, Hassell) to facilitate local funding for dual enrollment students; Provided dual enrollment information to parents, students, high school counselors and home school associations Modified objective, baseline and outcomes to reconcile with THEC Performance Funding Standard 4.B and reflect changes in lottery funded grants for dual enrollment students.

Percent Attainment of Overall Objective: Achieved 33 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): 220 dual enrollment students (33 percent of projected 2005-10 progress)

Activities/Actions During the Year: Enrolled 281 dual enrollment students in spring, 2007, a 34 percent increase from spring, 2006; 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.

Percent Attainment of Overall Objective: Achieved 84 percent of 2005-10 projected progress.

Year 2007-08

Projected Progress (including percentage accomplished): 240 dual enrollment students (50 percent of projected 2005-10 progress)

Activities/Actions During the Year: Increased the number of dual enrollment students to 371; Continued working with high school counselors to provide dual enrollment information to parents and students; Established five new high school dual enrollment locations; Extended dual enrollment pilot program at Williamson County's Middle College High School; and Delivered dual enrollment orientation programs on three Columbia State campuses.

Percent Attainment of Overall Objective: Achieved overall 2005-10 objective.

2.4 Objective: Articulation

Develop articulation agreements with Tennessee Technology Centers and transfer universities.

Baseline: Columbia State has articulation agreements with numerous public and private institutions. The outcomes for this objective address additional agreements or updates to existing agreements.

Year 2005-06

Projected Progress (including percentage accomplished): Participate in TTC articulation task force (20 percent of projected 2005-10 progress)

Activities/Actions During the Year: Participated in task force that developed and approved TTC articulation agreement; Reviewed articulation agreements with key transfer universities; and Reordered outcomes to reflect projected articulation efforts with transfer universities.

Percent Attainment of Overall Objective: Achieved 20 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Refine and finalize TTC agreements as needed (40 percent of projected 2005-10 progress)

Activities/Actions During the Year: Implemented TTC articulation agreements; and Developed articulation agreements with MTSU, TSU, UT Martin, Belmont and Watkins.

Percent Attainment of Overall Objective: Achieved 40 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Develop additional agreements with APSU and TTU (60 percent of projected 2005-10 progress)

Activities/Actions During the Year: Developed articulation agreements with Williamson Christian College and University of Tennessee, Knoxville; and Provided information on new courses and other changes to thirteen universities to update course transfer tables.

Percent Attainment of Overall Objective: Achieved 60 percent of 2005-10 objective.

2.5 Objective: Workforce Development Initiatives

Develop initiatives that address community-specific adult and workforce development needs.

Baseline: Columbia State has several initiatives that address community-specific workforce development needs. The outcomes for this objective are additional projects that will be developed during 2005-2010.

Year 2005-06

Projected Progress (including percentage accomplished): Develop and fund project 1 (20 percent of projected 2005-10 progress)

Activities/Actions During the Year: Developed expanded version of noncredit medical transcription program to train dislocated adult workers in Lawrence County; Expanded information technology networking program to address growing office economy needs in Williamson County; Initiated accelerated business management program in Maury County; Developed anatomy and physiology laboratory for pre-nursing students in Clifton; and Modified objective to encompass both internally and externally funded projects and address adult and workforce development needs.

Percent Attainment of Overall Objective: Achieved 20 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Develop and fund project 2 (40 percent of projected 2005-10 progress)

Activities/Actions During the Year: Developed an accelerated Business Information Technology program; Added a Public Relations emphasis to 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.

Percent Attainment of Overall Objective: Achieved 40 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Develop and fund project 3 (60 percent of projected 2005-10 progress)

Activities/Actions During the Year: Implemented film technology certificate program on Williamson County Campus; Initiated accelerated business information technology program; Increased the number of Foundation scholarships awarded to adults to 122; and Used Perkins funding to upgrade emergency medical technology and respiratory care equipment.

Percent Attainment of Overall Objective: Achieved 60 percent of 2005-10 objective.

3. Goal: Quality

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

3.1. Objective: CCSSE Benchmark

Perform equal to or above the national mean for the Community College Survey of Student Engagement (CCSSE) Active and Collaborative Learning Benchmark.

Baseline: The national mean for CCSSE Active and Collaborative Learning benchmark will serve as the baseline.

Year 2005-06

Projected Progress (including percentage accomplished): Perform equal to or above the national mean (50 percent of projected 2005-10 progress)

Activities/Actions During the Year: Administered Community College Survey of Student Engagement (CCSSE), received results and initiated review of findings; Scored 50.7 on CCSSE Active and Collaborative Learning benchmark compared to national mean of 50.0; and Formed student engagement committee to establish student engagement standards and develop strategies for improvement.

Percent Attainment of Overall Objective: Achieved 50 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): No 2006-07 benchmark

Activities/Actions During the Year: Used 2005-06 CCSSE results to produce recommendations to increase student engagement through active and collaborative learning; Participated in the Classroom Assessment of Student Engagement to assess faculty perceptions of student engagement issues; Launched Student Learning Initiative.

Percent Attainment of Overall Objective: No 2006-07 benchmark

Year 2007-08

Projected Progress (including percentage accomplished): No 2007-08 benchmark.

Activities/Actions During the Year: Conducted pilot project to increase collaborative learning methods in classroom. Published student engagement newsletter presenting results of collaborative learning project. Developed proposal to create learning spaces for students. Conducted Enrolled Student Survey and reviewed 2005 CCSSE results in anticipation of 2009 CCSSE.

Percent Attainment of Overall Objective: No benchmark for 2007-08.

3.2 Objective: Performance Funding

Maximize the number of performance funding points received for the Tennessee Higher Education Commission (THEC) Student Persistence Standard.

Baseline: The maximum number of THEC Performance Funding points for the Student Persistence Standard will serve as the baseline.

Year 2005-06

Projected Progress (including percentage accomplished): Achieve maximum points (20 percent of projected 2005-10 progress)

Activities/Actions During the Year: Attained 100 percent of three indicators and 99 percent of one indicator for THEC performance funding standard 3.A, retention and persistence; Formed a student persistence committee to address THEC performance funding standard 3.A.; Researched barriers to student persistence by reviewing developmental studies course withdrawal forms, conducting a literature review of student retention and success, administering a student persistence survey to a sample of developmental math, developmental writing, math and English students, and administering a similar survey to full-time and part-time faculty who teach these courses.

Percent Attainment of Overall Objective: Achieved 20 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Achieve maximum points (40 percent of projected 2005-10 progress)

Activities/Actions During the Year: Developed Student Persistence Report outlining goals and implementation timeline; Continued 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 Academic Success Center by adding an assistant director and increasing number of tutors.

Percent Attainment of Overall Objective: Achieved maximum points in 2005-06; waiting on 2006-07 point totals.

Year 2007-08

Projected Progress (including percentage accomplished): Achieve maximum points (60 percent of projected 2005-10 progress)

Activities/Actions During the Year: Initiated efforts to increase student awareness of college expectations for participation and responsibility for learning; Made presentations on college expectations to 660 students at 11 high schools; Initiated Right Start Advising sessions for new students to communicate college expectations; Reviewed California Critical Thinking Test to assess critical thinking skills of graduates; Developed assessment plan for writing, oral, communications, mathematics and critical thinking outcomes; Experienced 64.4 percent fall to fall retention rate, a decline of three percent from last year; Experienced 18.6 three-year persistence

to graduation rate (slightly below benchmark comparison) and 41.4 percent six-year rate (above benchmark comparison); and Redesigned developmental programs and identified strategies to improve student success rate.

Percent Attainment of Overall Objective: Will determine attainment when Performance Funding scores are finalized.

3.3 Objective: Program Review

Develop a revised academic program review process based on explicit student outcomes.

Baseline: Columbia State's current academic program review process will serve as the baseline.

Year 2005-06

Projected Progress (including percentage accomplished): Plan, pilot academic program review process (10 percent of projected 2005-10 progress)

Activities/Actions During the Year: Developed process for conducting academic program review based on explicit student outcomes; Piloted process for two programs; and Revised projected progress to reflect first year for process development and pilot.

Percent Attainment of Overall Objective: 10 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Apply revised process to 20 percent of programs (20 percent of projected 2005-10 progress)

Activities/Actions During the Year: Developed curriculum/outcome maps for seven programs.

Percent Attainment of Overall Objective: Achieved 39 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Apply revised process to 40 percent of programs (40 percent of projected 2005-10 progress)

Activities/Actions During the Year: Completed development of outcomes for all programs except nursing; and Developed schedule to initiate assessments in 2008-09.

Percent Attainment of Overall Objective: Achieved 40 percent of overall 2005-10 objective.

3.4 Objective: Department Performance

Develop a revised department evaluation process that documents department performance, employee development, and relationship to annual budgets.

Baseline: Columbia State's existing department evaluation process, used during the 2000-2005 period, will serve as the baseline.

Year 2005-06

Projected Progress (including percentage accomplished): Develop draft department evaluation process (20 percent of projected 2005-10 progress)

Activities/Actions During the Year: Interviewed department heads about current evaluation process and potential changes; Prepared draft revisions of department purpose statements and outcomes; Prepared draft evaluation form for testing in 2006-07; and Revised outcomes to reflect need to further test and improve department evaluation process.

Percent Attainment of Overall Objective: Achieved 20 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Test revised process and make improvements as needed (40 percent of projected 2005-10 progress)

Activities/Actions During the Year: Assessed 2005-06 department evaluations and identified needed improvements; Communicated needed improvements to department heads in workshops and one-one-one meetings; and Incorporated department evaluation results in 2005-06 Institutional Effectiveness Report.

Percent Attainment of Overall Objective: Achieved 40 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Implement revised process and assess improvements (80 percent of projected 2005-10 progress)

Activities/Actions During the Year: Assessed improvements by reviewing completed evaluations and discussions with department heads; and Incorporated department evaluation results in Institutional Effectiveness Report.

Percent Attainment of Overall Objective: Achieved 80 percent of overall 2005-10 objective.

3.5 Objective: Quality Enhancement Plan

Identify a Southern Association of Colleges and Schools (SACS) Quality Enhancement Plan focus and process.

Baseline: Columbia State has not identified a QEP focus and process.

Year 2005-06

Projected Progress: No 2005-06 benchmark.

Activities/Actions During the Year:

Percent Attainment of Overall Objective: No 2005-06 benchmark.

Year 2006-07

Projected Progress (including percentage accomplished): No 2006-07 benchmark

Activities/Actions During the Year: Continued its Student Learning Initiatives as preparation for future QEP focus and process.

Percent Attainment of Overall Objective: No 2006-07 benchmark

Year 2007-08

Projected Progress (including percentage accomplished): No 2007-08 benchmark.

Activities/Actions During the Year: Continued Student Learning Initiative in preparation for QEP.

Percent Attainment of Overall Objective: No 2007-08 benchmark.

4. Goal: Resourcefulness

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

4.1 Objective: External Funding

Increase the five-year total amount of private gifts and grant funds received.

Baseline: Columbia State received \$5.4 million in private gifts and grants during the 2000-2005 planning period. The outcomes for this objective are additional external funds that will be received during 2005-2010

Year 2005-06

Projected Progress (including percentage accomplished): Receive \$1 million in private gifts and grants (17 percent of projected 2005-10 progress)

Activities/Actions During the Year: Received \$643,000 in private gifts and \$428,000 in grants; Explored feasibility of major gifts campaign for new, expanded Williamson County campus; Initiated planning for major gifts campaign for Columbia campus, Lawrence County campus, Lewisburg campus and Clifton campus; Applied for TRIO Talent Search and Education Opportunity grants, Title III grant, FIPSE grant and Community Based Job Training Partnership grant; Revised baseline to more closely reflect funds received rather than raised during previous cycle; and Revised projected outcomes to more closely reflect THEC Performance Funding Standard 4.B and major gifts campaign schedule.

Percent Attainment of Overall Objective: Achieved 21 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Receive \$2 million in cumulative private gifts and grants (33 percent of projected 2005-10 progress)

Activities/Actions During the Year: Received \$1.3 million gifts and \$570,000 grants; Increased 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 institutional capacity to identify and cultivate major gifts.

Percent Attainment of Overall Objective: Achieved 59 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Receive \$3 million in cumulative private gifts and grants (50 percent of projected 2005-10 progress)

Activities/Actions During the Year: Received \$955,000 in grants and \$1.7 million in private gifts in 2007-08; Received \$5.3 million in cumulative grants and gifts from 2005-08; Completed \$5 million major gifts campaign; Implemented second year of Title III program to increase fundraising capacity; and Continued communicating with faculty and staff about grant opportunities and process through workshops and website.

Percent Attainment of Overall Objective: Achieved 80 percent of 2005-10 objective.

4.2 Objective: Technology

Implement information technology infrastructure improvements.

Baseline: Columbia State's current SIS, HRS, and FRS systems; current telecommunications system; and current website serve as the baseline.

Year 2005-06

Projected Progress (including percentage accomplished): Complete ERP financial and human resources modules (40 percent of projected 2005-10 progress)

Activities/Actions During the Year: Completed ERP financial and human resources modules; Initiated implementation of student services module; Initiated planning for Luminus; Conducted planning for telecommunication system; and Revised projected progress to reflect ERP and telecommunication system implementation schedule.

Percent Attainment of Overall Objective: Achieved 40 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Complete ERP student services module and telecommunications system (80 percent of projected 2005-10 progress)

Activities/Actions During the Year: Completed ERP student services module; and Installed new telecommunications system.

Percent Attainment of Overall Objective: Achieved 40 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Complete ERP advancement module, Luminus and revised website (100 percent of projected 2005-10 progress)

Activities/Actions During the Year: Implemented Banner Advancement module and ChargerNet portal; and Implemented telecommunications and emergency broadcast installation.

Percent Attainment of Overall Objective: Achieved 100 percent of projected 2005-10 progress.

4.3 Objective: Kansas Cost Study

Incorporate Kansas Cost Study information into program reviews for all academic programs.

Baseline: Columbia State has not incorporated Kansas Cost Study information into program reviews

Year 2005-06

Projected Progress (including percentage accomplished): Review Kansas Cost Study information and incorporate in program review process (50 percent of projected 2005-10 progress)

Activities/Actions During the Year: Reviewed Kansas Cost Study data; Developed process to use Kansas Cost Study during 2006-07 program reviews; and Added Kansas Cost Study information to program review form.

Percent Attainment of Overall Objective: Achieved 50 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Formally incorporate Kansas Cost Study information into program review process (100 percent of projected 2005-10 progress)

Activities/Actions During the Year: Incorporated Kansas Cost Study information into program review process.

Percent Attainment of Overall Objective: Achieved 100 percent of 2005-10 projected progress.

Year 2007-08

Projected Progress (including percentage accomplished): No 2007-08 benchmark.

Activities/Actions During the Year: Continued review of Kansas data and incorporation into planning.

Percent Attainment of Overall Objective: No 2007-08 benchmark.

4.4 Objective: Facility Improvements

Implement planned facility and equipment improvements to support programs and services

Baseline: Columbia State's existing Facility Master Plan and facility inventory will serve as the baseline.

Year 2005-06

Projected Progress (including percentage accomplished): Update facility master plan and prioritize improvements (10 percent of projected 2005-10 progress)

Activities/Actions During the Year: Updated facility master plan; Implemented HVAC improvements to the Jones Student Center; Initiated improvements to the tennis courts and tracks; and Scheduled improvements to the Finney Library basement, Pryor Administration Building, and Columbia campus sidewalks.

Percent Attainment of Overall Objective: Achieved 10 percent of projected 2005-10 progress

Year 2006-07

Projected Progress (including percentage accomplished): Implement planned 06-07 improvements (40 percent of projected 2005-10 progress)

Activities/Actions During the Year: Implemented planned improvements to Pryor Administration Building, tennis courts, track and Columbia sidewalks

Percent Attainment of Overall Objective: Achieved 40 percent of projected 2005-10 progress.

Year 2007-08

Projected Progress (including percentage accomplished): Implement planned 07-08 improvements (60 percent of projected 2005-10 progress)

Activities/Actions During the Year: Completed improvements to Pryor Administration Building; Completed sidewalk renovation on Columbia campus; Initiated plans for Wellness Center renovation; and Developed plans for Williamson County bookstore renovation.

Percent Attainment of Overall Objective: Achieved 60 percent of 2005-10 objective.