

Columbia State Community College

Strategic Plan 2010 – 2020

Action Plan for 2010-2011

Primary leadership in the attainment of actions comes from the following lead areas: Learning Support in **blue**, Faculty, Curriculum and Programs in **red**, Academic Support Services and Distance Education (ASDE) in **orange**, Student Services (SS) in **purple**, University Center (UC) in **pink**, Health Sciences in **maroon**, Science, Technology and Business in **brown**, Library (LIB) in **teal**, Facilities (FAC) in **navy**, Institutional Effectiveness (IE) in **light blue**, Institutional Technology (IT) in **dark green**, Marketing (MKT) in **bright red**, Advancement (ADV) in **burnt orange**, Human Resources (HR) in **light red**, Extended Services in **dark purple**, Access and Diversity (AD) in **light green**, Humanities (HUM) in black.

Strategic Goal I: Learning Environments and Student Success

Cultivate a learning environment that facilitates student success through enrollment, retention and graduation.

Priority Initiative I.A: Refine a comprehensive and strategic student services program.

Strategies:

I.A.1. Refine process to facilitate student success through admissions and enrollment.

Action 2010-2011

1. Implement Document Imaging in the admissions office. (SS) (IT)
2. Implement sharing of multiple recruitment and admissions reports with other offices and departments. (SS)
3. Initiate Right Start Orientation planning by admissions office. (SS)
4. Increase flow of information between high school guidance counselors and CS admissions staff. (SS)
5. Identify and address barriers between time of application and admission to the college. (SS)
6. Create a First-Time Freshman Enrollment Report template that tracks from recruitment to admission to registered student. (SS)
7. Explore options for supporting students in pre-health sciences period. (HS)
8. Look for ways to disseminate information regarding HS program requirements. (HS)

9. Continue to increase user friendliness of processes. (HS)
10. Review program web sites for accuracy/completeness of admissions information. (HS-RCT)
11. Update/revise/review selection process for limited enrollment programs. (HS-VET, RCT)
12. Enhance program specific recruitment procedures. (HS-VET)
13. Investigate other institutions for possible streamlining of admissions process. (IT)
14. Research and develop Columbia State promotional DVD. (MKT)
15. Implement advertising campaigns and generate a baseline for data to determine if the following are effectively moving forward and what percentage of marketing budget should be dedicated to each. (MKT)
 - a. TV on WSMV, Comcast, Sinclair Broadcasting
 - b. Online Search Pay Per Click Campaigns
16. Implement a Registration Communications Plan (Fall and Spring) coordinated with Student Services area. (MKT)
17. Support college wide on and off campus recruitment events to include Mass Comm Forum, High School Competition, Off-campus recruitment fairs. (MKT)
18. Redesign all program fliers/brochures (also for inclusion in catalog) for all academic disciplines and assist in mass distribution in conjunction with the Provost's Office. (MKT)
19. Assess current scholarships and their criteria. (ADV)
20. Initiate discussions with offices that share responsibility for scholarships to craft a seamless process for awarding student scholarships. (ADV)
21. Develop and distribute Extended Services Survey to student, faculty and staff. (ES)
22. Collaborate with Student Services to expand recruiting initiatives to non-traditional adults. (ES)
23. Realign FCT curriculum with appropriate pre-req's and co-req's. (ES)
24. Direct "Connect to Success Scholarship Program" to assist adult students lacking 12 hours until graduation. (AD)
25. Increase faculty participation in Right Start orientation. (HUM)

I.A.2. Facilitate student success by expanding learning that furthers student learning.

Action 2010-2011

1. Expand teacher station upgrades to 27 classrooms using TAF funds. (AS/DE – MS)
2. Assist Science, Technology and Math division with upgrade to A&P lab in WARF building. (AS/DE – MS)
3. Expand the promotion of the Teaching and Learning Center through use of social media and developing activities that will draw students to tutoring. (AS/DE –AS)
4. Increase the number of part-time tutors and subject availability for tutoring. (AS/DE-AS)
5. Expand ADA services by hiring a part-time ADA test proctor for student attending the Williamson County Campus.(AS/DE-DS)
6. Coordinate individual peer tutoring for student athletes by respective coaches when needed. (SS)
7. Pilot program for Early Alert Program. (SS)
8. Provide student tutors in discipline areas. (HS-NUR and RCT)
9. Investigate existing communication standards, methods and practices for discipline. (HS-NUR and EMR)
10. Increase the number of online and hybrid courses. (STB)
11. Improve student contact and communication in online and hybrid courses. (STB)
12. Continue with outreach to students, faculty, and staff of the college (LIB)
13. Support for expansion and upgrade for ITV across all campuses. (IT)
14. Provide marketing and media support in launch of Student Support Services Programs such as TRIO, Presidential Leadership Program and Pre-Allied Health Advising in conjunction with Student Services. (MKT)
15. Complete capacity project for all 5 campuses. (ES)
16. Conduct “meet and greet” for faculty, staff and underrepresented students to help students make connections to school personnel. (AD)
17. Provide information on diversity and its impact on students through classroom lecture and discussion. (AD)
18. Faculty will participate in Early Alert Pilot. (HUM)

I.A.3. Promote retention through increased student engagement.

Action 2010-2011

1. Multiple Learning Support faculty will participate in Student Success Day at all campuses except Clifton. (LS)
2. Learning Support faculty will participate in Early Alert pilot as applicable in their discipline. (LS)
3. Launch student support services for targeted populations through the TRIO grant. (SS)
4. Investigate, organize and pilot the Presidential Leadership Society, a program focused on academic and civic engagement. (SS)
5. Foster a climate of service by engaging student athletes in work with various service organizations. (SS)
6. Network with area facilities to create “hands-on” student learning opportunities. (HS-NUR)
7. Increase students’ hands-on experience. (HS-VET)
8. Increase student exposure to advanced diagnostic and specialty practices. (HS-VET)
9. Increase amount and types of extracurricular activities available to students. (STB)
10. Increase the amount and types of in-class activities to enhance student engagement. (STB)
11. Obtain and install Wilkes Early Alert system. (IT)
12. Assist in planning, coordination and implementation of Student Success Day. (ES)
13. Conduct a minimum of two student activities at each Extended Campus Fall/Spring. (ES)
14. Increase use of in-class strategies to improve student engagement and student relationships with one another and faculty. (HUM)

I.A.4. Facilitate student success before and after graduation through improved transition services.

Action 2010-2011

1. Collaborate with four-year institutions and other Columbia State personnel to provide students with seamless pathways to continue their education beyond the two-year degrees completed at Columbia State. (UC)

2. Through the Committee for Student Success research and make recommendations that will help students to achieve success during their college experience and ensure that student success efforts are aligned with the campus mission and reinforced through strategic planning. (UC)
3. Explore development of elective transitional courses for graduating health science students. (HS-NUR)
4. Explore methods of improving first attempt pass rates for Board/Licensure exams. (HS-VET, EMS and RCT)
5. Provide students with Career skills to facilitate transition to employment. (HS_RCT)
6. Assist Advancement with additional training for Banner and tracking alumni. (IT)
7. Assist in planning, coordination and implementation of Student Services Initiatives at Extended Campuses. (ES)
8. Increase number of programs using recent graduates to share transition experiences to the workplace or to four year schools. (HUM)

Priority Initiative I.B: Develop a comprehensive student communication program.

Strategies:

I.B.1 Improve electronic and automated communications methods.

Action 2010-2011

1. Review test scheduling software programs. (AS/DE-TS)
2. Implement Degree Verify in records office. (SS)
3. Improve communication with students in areas of financial aid, recruitment and enrollment issues through BANNER, email, outbound phone calls, etc. (SS)
4. Plan and initiate Digital Signage project. (IT); (AS/DE –MS); (SS); (MKT)
5. Identify plans and vendors for Columbia Campus kiosk. (IT)
6. Upgrade Extended Campuses websites. (ES)
7. Develop Campus Facebook pages. (ES)

I.B. 2 Improve direct and indirect student communication and transfer of information.

Action 2010-2011

1. Collaborate with Information Technology to create a digital signage solution. (AS/DE – MS)
2. Add web tailor modifications in Self-Service BANNER to clarify course delivery methods, among other improvements. (SS)
3. Improve Intent to Graduate process. (SS)
4. Improve BANNER registration error messages. (SS)
5. Maintain comprehensive logs of communications with team members by coach (conferences, emails, texts, etc) (SS)
6. Maintain up-to-date information on the website on Transfer Agreements, University Programs on Campus and RODP. (UC)
7. Develop informational resources for prospective and current RODP and 2+2 students. (UC)
8. Establish resource material for pursuit of BS degree and advanced certification. (HS-RCT)
9. Support redesign of website and Charger Net. (IT)
10. Provide electronic-based orientation materials. (IT)
11. Further develop use of social media as communication tool that is effective, informative and appropriate. (MKT)
12. Implement in conjunction with a cross-campus advisory group a revised website and content management system that functions as a complete marketing and communications tool for Columbia State. (MKT)
13. Examine the effectiveness of MyCN Luminus portal to give it a facelift and reorganize existing content based on feedback from a cross-campus advisory group. (MKT)
14. Concept, implement and launch a new searchable easy-to-use employee directory within MyCN that features employee photos in conjunction with IT and Student Services. (MKT)
15. Assess and modify as needed campus communication at Extended Campuses. (ES)
16. Develop bulletin board policy. (ES)

Strategic Goal II: College Culture

Foster a college culture that values social and personal responsibility for all members (community, faculty, staff and students) of the college community and visitors.

Priority Initiative II.A: Increase employee effectiveness and satisfaction.

Strategies:

II.A.1 Provide professional development activities relevant to employee success in their employment.

Action 2010-2011

1. Improve professional development activities for all employees by providing innovative fall/spring convocation sessions and purchasing webinars. (AS/DE – DE)
2. Provide training for division secretaries, deans and Asst. VP for Learning Support for credit class schedule development/maintenance. (SS)
3. Provide training for faculty relevant to the Wilkes Early Alert System and associated processes. (SS)
4. Provide opportunities for a variety of new professional development activities for faculty through utilization of Perkins and college funds. (STB)
5. Coordinate with IT for Banner training for advancement employees. (ADV)
6. Pursue professional development activities. (ES); (ADV);
7. Provide funding for professional development related to diversity. (AD)
8. Increase number of faculty presentations of professional development experiences, research or conference attendance. (HUM)
9. Increase the use of small teams employing brainstorming techniques to help suggest solutions to campus-wide problems. (HUM)

II.A.2 Increase employee engagement in the communications process.

Action 2010-2011

1. Learning Support team will have semi-monthly meetings to develop the LS plan and will communicate to campus departments as needed. (LS)
2. Learning Support team participation in Early Alert will increase employee/advisee communication. (LS)
3. Improve communications within the division. (STB)
4. Reorganize shared drive to provide common use for current documents and those needed for future reference. (ADV)
5. Staff will have personal exchange of ideas and information every even week and odd weeks will communicate by email. (ADV)
6. Re-establish Benefits Fair. (HR)
7. Improve Employee Orientation Process. (HR)
8. Ensure Extended Services is represented on College Committees. (ES)

II.A.3 Provide encouragement and opportunities for workplace innovation.

Action 2010-2011

1. Faculty will be encouraged to be innovative in delivery methods and scheduling. (STB)
2. Implement a marketing and public relations website to improve procedures and improve event-related marketing – establish and streamline internal procedures, standard set-up and materials available to increase employee effectiveness and communications. (MKT)
3. Conduct a survey of library services and collections. (LIB)
4. Encourage more faculty to apply for funding to pilot innovative teaching and learning strategies. (HUM)

II.A.4 Improve employee satisfaction and effectiveness through restructuring of the employee evaluation process.

Action 2010-2011

1. Begin data and information gathering for restructuring of the employee evaluation process. (HR)

II.A.5 Create an environment conducive to service excellence, collegiality, civility, respect and safety

Action 2010-2011

1. Provide opportunities for after-hours social gatherings for the division. (STB)
2. Provide annual opportunities for division to evaluate the performance of the Dean and the division office. (STB)
3. Prepare and present results of Great Colleges to Work For survey to all constituency groups. (HR)
4. Promote events and provide funding to improve awareness of cultural similarities and differences in order to promote stronger relationships. (AD)

Priority Initiative II.B: Expand understanding and integration of global diversity.

Strategies:

II.B.1 Strengthen and sustain a campus climate that prepares students for success in a globally connected and increasingly diverse world.

Action 2010-2011

1. Enhance interactive television technology for dual enrollment courses in our partner high schools. (AS/DE – MS)
2. Explore options for introducing students to some of the challenges that globalization presents. (HS)
3. Explore opportunities for faculty to become involved in education abroad. (STB)
4. Encourage faculty to increase global awareness in coursework. (STB)
5. Pursue International Travel opportunities for students in FCT, CEN and at Extended Campuses. (ES)
6. Explore professional development for faculty in global studies and develop a plan for training. (HUM)

7. Launch first annual Culture Fest. (HUM)
8. Pilot scholarship program for study abroad. (HUM)

II.B.2 Foster a culture that values intellectual vitality, cultural vibrancy and community engagement.

Action 2010-2011

1. Provide audiovisual support for presentations and special events such as Celebrating Our American Heritage, Culture Fest, MLK Celebration, etc. (AS/DE – MS)
2. Investigate, organize and pilot the Presidential Leadership Society. (SS)
3. Begin planning for the fall 2011 implementation of the NEH Lincoln exhibit. (LIB)
4. Explore event tracking tools for reporting volunteer and community involvement. (IT)
5. Provide marketing and media support for cultural and community events in conjunction with Student Services, Access and Diversity and Faculty and Programs. (MKT)
6. Collaborate with faculty and Student Services to provide cultural activities at Extended Campuses. (ES)
7. Direct “Generational Mentors” program and Student Leadership Institute to serve communities by raising awareness of importance of education. (AD)
8. Partner with Martin Luther King, Jr. Celebration to promote awareness of racial issues. (AD)

Priority Initiative II.C: Ensure Columbia State’s structure, policies and practices support the college’s principles and commitment to diversity.

Strategies:

II.C.1 Continually improve recruitment, hiring and retention of underrepresented faculty and staff.

Action 2010-2011

1. Analyze workforce statistics for protected groups to determine areas of underutilization and discuss corrective measures with Office of Access and Diversity for outreach potential. (HR)
2. Review of affirmative action, hiring and recruiting reports for analysis of hiring practices. (AD)

II.C.2 Create an environment conducive to service excellence, collegiality, civility, respect and safety.

Action 2010-2011

1. Explore possibility of tech Friday, newsletters and “IN-box Seminars.” (IT)
2. Update Harassment Training from Sexual Harassment to Workplace Harassment. (HR)

II.C.3 Increase opportunity for enrichment and promotion for all employees.

Action 2010-2011

1. Partner with the Pryor Gallery to purchase African American art for display at all campuses. (AD)

Strategic Goal III: Economic and Community Development

Positively impact economic and community development in the region.

Priority Initiative III.A: Provide an economic development and workforce structure that is responsive to community and regional needs.

Strategies:

III.A.1 Review advisory boards for effectiveness and make changes where necessary.

Action 2010-2011

1. Will revise the Academic Program Review Level I reports to include a summary of work of Advisory Committees. (FCP)
2. Recommend appointment of new HS Program Advisory Committee members. (HS-RAD and VET)
3. Increase Advisory Committee member involvement. (HS-VET and EMS)
4. Encourage program directors to increase utilization of advisory boards. (STB)
5. Explore the creation of a manual for advisory boards. (STB)
6. Evaluate the effectiveness of FCT and CEN Advisory Boards. (ES)
7. Determine the feasibility of Advisory Board for Extended Campus Locations. (ES)

III.A.2 Establish systematic method of identifying existing and future workforce needs.

Action 2010-2011

1. Monitor state agency activity and changes that impact curricular requirements. (HS-EMS)
2. Research work force needs in the division disciplines. (STB)
3. Conduct or identify a training needs assessment of service area. (ES)
4. Pursue email/constant contact implementation through EWD. (ES)
5. Ensure representation on county/city organizations that focus on workforce. (ES)

III.A.3 Develop an institutional workforce development plan.

Action 2010-2011

1. Develop and implement a five year strategic plan for EWD. (ES)

III.A.4 Transition Economic and Workforce Development to an innovative, entrepreneurial center.

Priority Initiative III.B: Strengthen or initiate partnerships with education providers, government agencies and community organizations that contribute to the growth and well-being of our college and our communities.

Strategies:

III.B.1 Explore and expand opportunities with local education agencies and higher education.

Action 2010-2011

1. Provide increased access to higher education through a collaboration of resources with RODP-TBR campuses. (UC)
2. Collaborate with TBR campuses to provide RODP student services. (UC)

3. Facilitate collaborative partnerships that support a smooth transfer of courses to four-year institutions. (UC)
4. Facilitate collaborative partnerships that support program-to-program articulation agreements between the AAS degree, private and out of state institutions. (UC)
5. Facilitate collaborative partnerships with higher education institutions to provide graduate and undergraduate degrees on the Columbia State campuses. (UC)
6. Work with university advisors and offices providing academic support and student services to students enrolled in baccalaureate degrees on campus. (UC)
7. Explore articulation and transfer agreements with other higher education institutions within the division disciplines.(STB)
8. Explore articulation and transfer agreements with area high schools in the service area. (STB)
9. Ensure representation on county/city organizations focused on education. (ES)
10. Assess feasibility of a Regional and/or expanded local P-16 Council. (ES)
11. Partner with local middle schools to deliver an annual Math Academy for students. (AD)

III.B.2 Explore and identify potential projects with adult education programs to support educational progression.

Action 2010-2011

1. Learning Support team will investigate opportunities for students to obtain basic skills prior to enrollment at Columbia State and to help with transition from basic skills development to Columbia State. (LS)
2. Enhance the lecture series within the division by increasing the number of speakers and making more events available to the public. (STB)
3. Ensure representation on Statewide Adult Education Transition Committee. (ES)
4. Support Adult Education Transition Program. (ES)
5. Serve on board of directors for Project Learn/Adult Education in Maury County to identify ways the college can assist students completing the GED. (AD)

III.B.3 Identify revenue sources and strengthen relationships with key stakeholders.

Action 2010-2011

1. Plans for renovations/creations of LS labs at most campuses to support new LS program will occur during this academic year. (LS)
2. Explore entrepreneurship potential for academic disciplines working with ECD. (HS-EMS)
3. Identify needs for advanced classes within our service area. (HS)
4. Research and implement a Williamson County Promotional DVD to raise awareness for the need of a new campus in Williamson County. (MKT)
5. Support the office of the president and the office of advancement with various community events that provide access to Columbia State. (MKT)
6. Support office of EWD, Performance Series and Pryor Art Gallery with collateral materials, monthly press releases, email blasts, etc. (MKT)
7. Office of Advancement will meet regularly with Lawrence and Williamson County Development committees to cultivate the service area for continued and increased support. (ADV)
8. New staff will begin relationships with a wide representation of the college's service area. (ADV)
9. Staff will make a concentrated effort to explore options for website as it supports the work of Advancement. (ADV)
10. Work with PR/Marketing to explore options for website as it supports work of Advancement. (ADV)

III.B.4 Identify and implement methods of educating state and local governments on the role of community colleges in order to build support for college initiatives.

Action 2010-2011

1. Office of Advancement will work in conjunction with the President's Office to have local and state officials on campus for informational breakfast. (ADV)

2. Office of Advancement will meet with key state and local government officials to provide information regarding the role of CoSCC with a focus on the role/need in Williamson County. (ADV)
3. Serve as an elected member of the Columbia City Council which results in multiple opportunities to promote higher education in general and Columbia State specifically. (AD)

III.B.5 Identify and sponsor activities to enhance the quality of life throughout the region.

Action 2010-2011

1. Investigate viability of becoming a provider/site. (HS)
2. Continue with outreach to area schools and community groups and organizations to promote the Tennessee Electronic Library. (LIB)
3. Continue the American Lecture Series, Socratic and Lyceum events which are open to the public. (HUM)

III.B.6 Encourage employee participation in community events and organizations.

Action 2010-2011

1. Foster a climate of service through participation in various service projects. (SS)
2. Office of Advancement will work with the Foundation Board to provide cultural opportunities. (ADV)
3. Office of Advancement will work with Public Relations/Marketing to promote events. (ADV)
4. Explore event tracking tools for reporting volunteer and community involvement. (IT)
5. Office of Advancement will attend events within the service area such as chamber meetings, service clubs, and social occasions. (ADV)

Strategic Goal IV: Resourcefulness and Continuous Improvement

Manage financial and physical resources to ensure the college mission and dedication to continuous improvement.

Priority Initiative IV.A: Manage financial resources to support the college mission.

Strategies:***IV.A.1 Pursue relevant and appropriate grant funding opportunities.***

Action 2010-2011

1. Await notification of funding for Perkins Grant for Pre-Allied Health Advisor. (SS)
2. Await notification of funding for the TRIO Support Services Grant. (SS)
3. Secure TBR – sponsored, ARRA-funded grant for Presidential Leadership Society. (SS)
4. Faculty will be encouraged to increase the amount of grant funding utilized in all programs. (STB)
5. Prepare and submit grants identified. (ADV)
6. Submit grants to TBR Access and Diversity program which are appropriate for college projects. (AD)

IV.A.2 Increase private gifts to support the institutional mission.

Action 2010-2011

1. Participate as necessary and provide information and ideas as necessary in any efforts that lead to a remodeling of the library facility in Columbia. (LIB)
2. Office of Advancement will use information gained from prospect research to cultivate potential donors. (ADV)
3. Office of Advancement will conduct an Annual Fund. (ADV)
4. Ensure representation on Development Committees. (ES)
5. Ensure representation on Golf Tournament Committees. (ES)

IV.A.3 Budget funds from current resources to be consistent with the strategic plan.

Action 2010-2011

1. Incorporate all unit budget requests into one report. (IE)
2. Track and implement effective media coverage tracking system revolving around newspaper clips from nine-county service area. (MKT)
3. Implement efficient department procedures given a new staff/team with “shared services’ approach in harmony with filling the marketing and public relations coordinator position. (MKT)
4. Implement new printing initiative to print “on demand” and save paper and money. (MKT)
5. Rewrite and implement new marketing policies and procedures. (MKT)

Priority Initiative IV.B: Maintain and improve physical facilities to maximize student success.

Strategies:

IV.B.1 Develop an operations plan based on projected enrollment.

Action 2010-2011

1. Assist in development of operations plan by serving on committees and providing data. (IE)

IV.B.2 Secure facilities in Williamson County consistent with population needs.

Action 2010-2011

1. Office of Advancement (Foundation Board) will hire consulting group to help create a plan of action. (ADV)
2. Office of Advancement will assist in applying for Community College Special Capital Outlay Program. (ADV)

IV.B.3 Continue to study, review, and renovate existing campus facilities for increased student success.

Action 2010-2011

1. Create suite for the TRIO Student Support Services at the Lawrence County Center. (SS)
2. Study feasibility of Jones Student Center redesign. (SS)
3. Explore opportunities to enhance student's learning environments outside of the classroom. (STB)
4. Explore opportunities to renovate labs and classrooms. (STB)
5. Complete energy conservation project to reduce campus utility costs. (FAC)
6. Replace a portion of underground hot water lines to eliminate emergency repairs. (FAC)
7. Perform facility condition assessment to locate and evaluate deficiencies in campus systems and to project future capital costs. (FAC)
8. Complete replacement of air handler 5 in Jones Student Center to provide more comfort for areas served by the unit. (FAC)
9. Perform accessibility audit to identify site related accessibility issues and provide a plan for dealing with the issues systematically. (FAC)
10. Renovate natatorium to wellness center. (FAC)
11. Upgrade IT space in Warf building to be used for class/lab. (FAC)
12. Study and renovate reallocation of space in Student Center for better service. (FAC)
13. Design new classroom furniture layout and replace in selected areas on each campus with provisions for power and networks. (IT)
14. Remove remaining network gear from Warf to anticipate new learning spaces and labs. (IT)

IV.B.4 Continue to fund maintenance improvements and upkeep on existing campus facilities to increase student success.

Action 2010-2011

1. Renovate/construct college wellness center. (SS)
2. Initiate renovation of baseball press box. (SS)
3. Maintain the newly constructed outside volleyball court. (SS)
4. Establish learning spaces in the following Columbia State main campus buildings: Warf, Clement, Walters, Hickman, Health Sciences, and Student Center and Columbia State sites and centers. (UC)
5. Renovate classroom designated for MTSU students. (UC)
6. Actively pursue replacement of classroom furniture to accommodate technology. (HS)
7. Submit capital maintenance requests to TBR based on administration direction, Facility Condition Assessment and program needs. (FAC)

Priority Initiative IV.C.: Renew the college's commitment to an organizational culture of continuous improvement and sustainability.

Strategies:

IV.C.1 Work with college faculty and staff to expand data-driven and transparent decision-making.

Action 2010-2011

1. Will revise the Academic Program Review Level I reports to include Assessment of Student Learning Outcomes Assessment. (FCP)
2. Will conduct information sessions to explain to faculty how to document efforts to monitor and improve programs using the Academic Program Review Level 1 reports. (FCP)
3. Develop student evaluation tools that simplify data collection. (HS-NUR and RCT)
4. Update IE manual to include revised purpose statements and outcomes for college units. (IE)

5. Develop research and communication plans for surveys conducted by the college. (IE)
6. Identify IE report structure. (IE)
7. Continue working with college staff to provide ARGOS reporting and reporting tools. (IT)
8. Complete annual report on Access and Diversity for TBR. Shared with employees. (AD)

IV.C.2 Develop and begin implementation of a formal sustainability action plan.

Action 2010-2011

1. Encourage faculty to increase knowledge of sustainability. (STB)
2. Encourage faculty to incorporate sustainability into existing course work. (STB)
3. Produce logo for Sustainability Committee. (MKT)
4. Increase awareness of college efforts in this area via Earth Day media and events on all campuses. (MKT)

IV.C.3 Identify and implement a Quality Enhancement Plan.

Action 2010-2011

1. Participate in QEP Identification Committee by providing research into key areas. (IE)
2. Division participation in identifying a QEP topic. (HUM)

IV.C.4 Seek and receive reaffirmation of accreditation.

Action 2010-2011

1. Work with provost to develop plan for Compliance Certification report development. (FCP)
2. Work with QEP Research Team to develop topics for QEP to submit to Cabinet and hold elections from campus community for QEP topic selection. (FCP)
3. Begin updating all IE files on the web and in Compliance Assist for SACS accreditation. (IE)
4. Participate in professional development activities such as the NCMPR conference and others. (MKT)

Strategic Goal V: Educational Programming

Provide high quality programs and services to allow learners to attain their educational and career goals.

Priority Initiative V.A: Develop a Learning Support program.

Strategies:

V.A.1 Research best practices for Learning Support and develop curriculum to meet A-100 guidelines. Develop proposal for full implementation by 2013.

Action 2010-2011

1. Learning Support team will research best practices for learning support redesign. (LS)

V.A.2 Begin implementation of pilot courses, assess pilots, modify as needed, and determine tutoring/staffing needs for full implementation.

V.A.3 Full implementation of Learning Support courses by Learning Support Team, assess and modify as needed, and train non-learning support faculty for full implementation in divisions.

Action 2010-2011

1. Execute admissions, records, and student support processes consistent with Learning Support guidelines. (SS)

V.A.4 Full implementation of Learning Support returns to college divisions.

Priority Initiative V.B: Promote strategies to increase excellence in teaching and learning.

Strategies:

V.B. 1 Support faculty in instructional innovation.

Action 2010-2011

1. Learning Support faculty will participate in professional development related directly to instructional innovation. (LS)
2. Provide weekly online subscriptions to “Faculty Focus” and “Online Classroom” to faculty to teach strategies that will enhance student learning in traditional and online courses. (AS/DE – DE)
3. Collaborate with deans to assign RODP faculty. (UC)
4. Encourage and support Columbia Stat faculty to develop additional RODP courses. (UC)
5. Involve faculty in implementation of lecture capture. (HS – NUR)
6. Incentives will be offered for innovative deliver methods. (STB)
7. Rebuild, reimage and connect music lab to existing campus network. (IT)
8. Assist Foundation Board in providing funds for faculty grants. (ADV)

V.B.2 Employ strategies to increase student engagement in the classroom.

Action 2010-2011

1. Reading and Writing will increase student engagement by doubling the contact hours per term in each of its classes this year. (LS)
2. Reading and Writing students will be given the opportunity to attend technology orientation sessions prior to the start of class for Fall 2010 semester. (LS)
3. Improve student/teacher relationships by providing ADA students with letters to be given to their instructors during the first week of class listing any accommodations required for the course by the student. (AS/DE – DS)
4. Expand Online Campus delivery to encourage student understanding of content and deadlines. (HS – VET)
5. Faculty will be encouraged to increase student engagement activities in the classroom. (STB)
6. Establish and install new pc labs for learning support in all facilities. (IT)

V.B.3 Seek and develop initiatives that support and develop part-time faculty.

Action 2010-2011

1. Learning Support Reading and Math will submit grant proposals for professional development of part-time faculty in these disciplines. (LS)
2. Will plan part-time faculty meetings at the beginning of the Fall semester. (FCP)
3. Will plan part-time faculty orientation for new part-time faculty at the beginning of the Spring semester. (FCP)
4. Will develop plan for support and development of part-time faculty for LS redesign. (FCP)
5. Increase adjunct training. (STB)
6. Support Lyceum Events with promotional materials, news releases, photos and web coverage in conjunction with Lyceum committee to track effectiveness of various methods and establish a baseline for how to promote in the future. (MKT)
7. Increase number of professional development opportunities for part-time faculty. (HUM)

Priority Initiative V.C: Develop innovative, flexible course offerings and programs to improve enrollment, retention and graduation.

Strategies:

V.C.1 Develop innovative scheduling.

Action 2010-2011

1. The Learning Support Plan will reduce the number of low enrollment required course sections at each campus location in each LS discipline. (LS)
2. Work with divisions to develop adult evening cohort programs. (FCP)
3. Work with divisions to develop 4-week optional terms for Summer. (FCP)
4. Investigate alternative scheduling formats. (HS-PAAH)
5. New schedules will be researched to serve various student needs. (STB)
6. Investigate and research virtual desktop solutions. (IT)
7. Develop and implement three year schedule at Extended Campuses. (ES)

V.C.2 Update and expand programs to meet the changing needs of the community.

Action 2010-2011

1. Learning Support team will develop plan for LS redesign to submit to TBR by December 2010 to meet the needs of our service area. (LS)
2. To improve student success and retention in LS courses and next college level course, the team will develop a plan and courses for implantation during the next academic year. (LS)
3. Work with divisions to place Universal Transfer Pathways in the college catalog. (FCP)
4. Develop an online GEN ED degree and increase the number of web-enhanced courses. (AS/DE – DE)
5. Improve the quality of newly created internet and hybrid courses. (AS/DE – DE)
6. Expand the number of testing programs administered. (AS/DE – TS)
7. Support RODP students seeking alternative and flexible education through online courses to achieve academic success and meet career goals. (UC)
8. Develop programs for the changing needs of the community. (STB)
9. Explore possibilities of adult evening cohort. (HUM)
10. Develop policies and procedures, along with operational plans, for the Wellness Center. (HUM)
11. Research and identify needed equipment for Wellness Center. (HUM)
12. Identify areas to expand HPERS programming. (HUM)

Activities for College Improvement

The following are activities for college improvement that represent a composite of ideas and suggestions from community and college planning group meetings. These activities are to be studied and used by Departments/Units in their development of initiatives if applicable. In that these are initiatives that have come from the planning process, Departments/Units should be prepared to discuss rationale for any initiatives not included.

Learning Environments and Student Success

1. Initiate pre-admissions advising programs for students that include a face-to-face contact to ensure the students have the correct information submitted and understand the admissions process.
2. Expand learning support systems for students to include such things as an early alert system, student success course, tutoring, peer leaders, advocacy for learning support students, or academic and career advising skills to include all employees.
3. Promote student engagement through student life activities, learning spaces, and international studies.
4. Provide career counseling, job placement and academic transition services.
5. Provide digital signage throughout each campus.
6. Provide an information kiosk on the Columbia campus.
7. Develop a comprehensive recruitment plan that includes internal and external resources.
8. Promote student academic and personal success by encouraging students to take personal responsibility to utilize student support services.
9. Identify programs to support students who are also parents or are providing elder care.
10. Define and initiate a customer relationship management process including: coordination of efforts from all departments – ensure all related areas are open and staffed during critical periods; provide expanded hours for services for students.
11. Institute a staff mentoring program for first year students.
12. Explore options to increase attendance at club meetings and other activities.
13. Establish a program to assist students with making connections to workplace experiences.
14. Examine and expand support for RODP students.
15. Provide support for veterans
16. Provide support for students with disabilities.
17. Strengthen new students' introduction to the college through orientation

College Culture

1. Assist supervisors with skill development in the areas of personnel management and project management.
2. Increase community awareness of successful alumni, students and staff.
3. Evaluate job descriptions to align with responsibilities and strategic goals.
4. Develop staffing policy goals to increase opportunities for all employees.
5. Provide professional development to include student engagement and job specific skills.
6. Refresh and re-establish a systematic training ladder for developing and maintaining skills in academic advising and career planning including a rewards system for exemplary advising.
7. Deliver programming focused on civil engagement, cultural understanding, and community outreach.
8. Explore programming that encourages students to interact with community and business leaders.
9. Foster dialogue and cooperative relationships with school systems to promote access and diversity.
10. Increase marketing that showcases alumni, students, and staff that engage successfully in their professions and in the community.
11. Improve the web page

Economic and Community Development

1. Establish the South Central Tennessee Education Consortium with the purpose of identifying mutually beneficial education projects.
2. Continue to participate in the P-20 Initiative.
3. Identify and sponsor activities to enhance the quality of life throughout the region (Lyceum, Performance Series, Art Gallery, and Culture Fest).
4. Establish strategic partnerships through advancement activities.
5. Identify and expand education partnerships for recruitment, retention and graduation.
6. Evaluate and improve processes and delivery methods associated with dual enrollment.
7. Investigate opportunity to provide professional development associated with Race to the Top.

Resourcefulness and Continuous Improvement

Tie employee recruitment and hiring processes to the college's strategic goals.

1. Provide for more tenure-track faculty positions where needed and actively recruit accordingly.
2. Review job descriptions to align with strategic goals.
3. Implement an improved employee management system that aligns with the college's strategic plan: develop employee manual, formalize employee orientation, update/redesign employee evaluation process and instrument to align with institutional effectiveness goals, provide access to employee FAQ's on ChargerNet.
4. Update college-wide Emergency Plan to include automated text alerts.
5. Review and update Master Plan as needed.
6. Conduct a physical facilities inventory including identifying options to accommodate rapid growth.
7. Implement an entrepreneurial and market oriented approach to create self-sustaining enterprises.
8. Market college facilities as a site location for various business meetings, conferences and special events.
9. Investigate the possibility of additional fees to generate revenue in high cost or high demand courses.
10. Develop policies and procedures to measure the effectiveness of the college's programs and activities.

Educational Programming

1. Develop cohort programs to provide additional scheduling choices for students, to provide learning communities for students and a clear path to degree completion.
2. Expand online and hybrid course offerings so students may complete all General Education core requirements by enrolling in courses taught by Columbia State faculty.
3. Completion of half of General Education core requirements.
4. Develop a new Technical Certificate for AEMT.
5. Investigate the establishment of three new programs per year.
6. Create a path for Pre-Allied Health majors who will not be accepted into program.
7. Recruit campus wide for advocates and train advocates to work with Learning Support students.

8. Revamp the college catalog to include career information.
9. Encourage development of more RODP courses by Columbia State faculty.
10. Add more general purpose computer labs at all campuses.