

## 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; Business Services (**light green**)

#### **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)  
**Accomplished. Admissions worked with IT to implement document imaging. Historical files have not been imaged. Admissions began in February 2011 with digital records. (Admissions/Recruitment)**  
**Accomplished. All hardware, software and training were completed for admissions imaging. (IT)**
2. Implement sharing of multiple recruitment and admissions reports with other offices and departments. (SS)  
**Accomplished. Office sends status reports regularly to testing, extended campuses, and learning support. Fall enrollment report shared with College Leadership Council in Fall 2011. (Admissions/Recruitment)**
3. Initiate Right Start Orientation planning by admissions office. (SS)  
**Accomplished. In Spring 2011, Admissions and Recruitment began working with an Orientation Committee.**

The committee makes planning decisions; however, implementation is the responsibility of Admissions/Recruitment and the Retention Coordinators. Registration process is automated; more orientation sessions (50 sessions) added; sessions are redesigned to better accommodate student/advisor contact. (Admissions/Recruitment)

4. Increase flow of information between high school guidance counselors and CS admissions staff. (SS)  
Accomplished. High school counselors in all schools in the service area received an email that notified them of their school's graduates that enrolled in Columbia State. High schools need the information for tracking purposes, and it benefits Columbia State in building relationships. Recruitment sent information for Fall and Spring registrations.
5. Identify and address barriers between time of application and admission to the college. (SS)  
In Progress. Tracking has been improved. Department continues to address barriers as identified. A report is generated monthly for students who have not paid the \$10 application fee. Students are contacted.  
Accomplished. The consultants, Drs. Ron and Dori Ingersoll, collaborated with the AVP, Student Services and/or Enrollment Services staff on a weekly basis. As a result of their input, we have increased communications with students and among enrollment services personnel, increased contacts with Marketing and Public Relations, and have refined the use of data for decision-making. (SS)
6. Create a First-Time Freshman Enrollment Report template that tracks from recruitment to admission to registered student. (SS)  
Not Accomplished. The data is present to track by individual student; however, the department has not worked with IT to determine how best to pull this data. (Admissions/Recruitment)
7. Explore options for supporting students in pre-health sciences period. (HS)  
Accomplished. PAAH advisor hired.
8. Look for ways to disseminate information regarding HS program requirements. (HS)  
Accomplished. PAAH Communication grid created and published electronically.
9. Continue to increase user friendliness of processes. (HS)

**Not Accomplished.**

10. Review program web sites for accuracy/completeness of admissions information. (HS-RCT)  
**Accomplished. All department web sites updated.**
11. Update/revise/review selection process for limited enrollment programs. (HS-VET, RCT)  
**Accomplished. Program “Admissions Requirements” web page revised for clarity. System developed to evaluate/rank and accept applicants in phases.**
12. Enhance program specific recruitment procedures. (HS-VET)  
**Accomplished. Program information sheets revised into standard format.**
13. Investigate other institutions for possible streamlining of admissions process. (IT)  
**Accomplished. Participated in action team meetings to report findings.**
14. Research and develop Columbia State promotional DVD. (MKT)  
**Accomplished. Completed in May/June 2011.**
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)
  - TV on WSMV, Comcast, Sinclair Broadcasting
  - Online Search Pay Per Click Campaigns**Accomplished.**
16. Implement a Registration Communications Plan (Fall and Spring) coordinated with Student Services area. (MKT)  
**In Progress. To be completed October 2011.**
17. Support college wide on and off campus recruitment events to include Mass Comm Forum, High School Competition, Off-campus recruitment fairs. (MKT)  
**Completed.**
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)

Accomplished. Completed June 2011

19. Assess current scholarships and their criteria. (ADV)

In Progress. Working with Financial Aid and Business Office to document scholarship history. Consulting with donors when possible to review criteria. Created a scholarship report template for annual reporting to donors.

20. Initiate discussions with offices that share responsibility for scholarships to craft a seamless process for awarding student scholarships. (ADV)

Accomplished. Initial meeting held.

21. Develop and distribute Extended Services Survey to student, faculty and staff. (ES)

In Progress. A draft of an Extended Services Survey was completed. The draft will be circulated to appropriate college units for input.

22. Collaborate with Student Services to expand recruiting initiatives to non-traditional adults. (ES)

Not Accomplished. The main focus on recruiting non-traditional adults during the 2010-2011 year was the development of the CORE program. This is a pilot program for Columbia Campus. If the program extends to other campuses it will be supported.

23. Realign FCT curriculum with appropriate pre-req's and co-req's. (ES)

Accomplished. The realignment of curriculum was completed. Entertainment Business was deleted from the FCT program and is being replaced with the development of a course in Sound. This is based on recommendations from Advisory Board members to ensure students have the most current skills.

24. Direct "Connect to Success Scholarship Program" to assist adult students lacking 12 hours until graduation. (AD)

Accomplished. 515 pool; 260 contacts; 40 experienced success in program

25. Increase faculty participation in Right Start orientation. (HUM)

Partially accomplished. Established a sign-up page online for faculty to volunteer for summer advising. Faculty encouraged to sign-up for two sessions. Those teaching summer classes are expected to do two

sessions per taught course. Volunteer hours offered to faculty without summer assignments. Insufficient response.

***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)  
Accomplished. Media Services outfitted 27 classrooms with state of the art multimedia teacher stations. Faculty used the equipment to enhance instruction.
2. Assist Science, Technology and Math division with upgrade to A&P lab in WARF building. (AS/DE – MS)  
Partially accomplished. Media Services submitted a Multimedia Teacher Station Request for Proposal to Mandy Carter Lowe in the Science, Technology and Math division, as well as Purchasing for issue to vendors. Media Services is awaiting outcome of the bid process and will manage the installation of the equipment upon award.
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)  
Accomplished. Number of students making appointments increased from 698 to 732, a 15.82% increase. The number of tutoring sessions increased from 5798 to 5917.
4. Increase the number of part-time tutors and subject availability for tutoring. (AS/DE-AS)  
Accomplished. The number of tutors for 2009-2010 and 2010-2011 was 20 and 21 respectively but increased approximately 35% from 2008-2009.
5. Expand ADA services by hiring a part-time ADA test proctor for student attending the Williamson County Campus.(AS/DE-DS)  
Accomplished. Disability Services provided more options for proctored tests at Williamson County Campus. Adjunct Faculty Professor, Dr. Larita Alford provided testing options from reading exams, proctoring exams and provided monitored space.

6. Coordinate individual peer tutoring for student athletes by respective coaches when needed. (SS)  
Not accomplished.
7. Pilot program for Early Alert Program. (SS)  
Accomplished. Outline of pilot program for Early Alert Program was submitted Fall 2010. Pilot ran during Spring 2011. Data collected January-May 2011. Professional development provided on Wilkes Early Alert to full-time faculty.
8. Provide student tutors in discipline areas. (HS-NUR and RCT)  
Accomplished. Upper level students serve as formal student tutors in Nursing.
9. Investigate existing communication standards, methods and practices for discipline. (HS-NUR and EMR)  
Accomplished. Faculty review of available products; TAF purchase recommendation.
10. Increase the number of online and hybrid courses. (STB)  
Accomplished. Number of total sections of online and hybrid courses offered from Fall 2010 to Fall 2011 increased by 20.
11. Improve student contact and communication in online and hybrid courses. (STB)  
Accomplished. Communication between students and faculty improved by having a primary contact person for all sections of one hybrid or online course.
12. Continue with outreach to students, faculty, and staff of the college (LIB)  
Accomplished. 52 instruction classes provided.
13. Support for expansion and upgrade for ITV across all campuses. (IT)  
Accomplished. All additional and upgrade ITV installations successfully completed.
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)  
Accomplished.
15. Complete capacity project for all 5 campuses. (ES)

*Accomplished. Results were presented by Ralph Walker to the Cabinet and College Leadership.*

16. Conduct “meet and greet” for faculty, staff and underrepresented students to help students make connections to school personnel. (AD)

*Accomplished.*

17. Provide information on diversity and its impact on students through classroom lecture and discussion. (AD)

*Accomplished. Guest lecturer in Local Government Class Spring 2011.*

18. Faculty will participate in Early Alert Pilot. (HUM)

*Deferred. Deferred pending pilot data reports. Will expand to all classes including those taught by part-time faculty.*

### ***1.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)

*Accomplished.*

2. Learning Support faculty will participate in Early Alert pilot as applicable in their discipline. (LS)

*Accomplished.*

3. Launch student support services for targeted populations through the TRIO grant. (SS)

*Accomplished. TRIO Student Support Services Program launched December 1, 2010. The award announcement was made in August 2010. Job descriptions were written, positions were advertised, search committees were formed and in November, the committees interviewed for three positions.*

4. Investigate, organize and pilot the Presidential Leadership Society, a program focused on academic and civic engagement. (SS)

*Accomplished. With the leadership of the part-time program facilitator, the President’s Leadership Society began its pilot program in Spring 2011. The facilitator will assess the pilot by August 2011.*

5. Foster a climate of service by engaging student athletes in work with various service organizations. (SS)

Accomplished. The best way to demonstrate community service and stewardship is by example. Various team members were encouraged and participated in various community awareness programs including People's Table, Community Trash Pick-up, CSCC 5K Run, etc. Several team members participated in other community awareness/support programs individually or in small groups. (Athletics)

6. Network with area facilities to create "hands-on" student learning opportunities. (HS-NUR)

Accomplished. FRA Nur students participated in Flu Shot Clinic

7. Increase students' hands-on experience. (HS-VET)

Accomplished. Vet Tech students experience additional surgical/anesthetic procedures by restructuring lab experiences.

8. Increase student exposure to advanced diagnostic and specialty practices. (HS-VET)

Accomplished. New clinical partnerships established (Vet & Rad)

9. Increase amount and types of extracurricular activities available to students. (STB)

Accomplished. Field trips outside of class were added for pre-engineering students to Tennessee Tech and local industry.

10. Increase the amount and types of in-class activities to enhance student engagement. (STB)

Accomplished. Project competitions were added to all physical science and physics classes.

11. Obtain and install Wilkes Early Alert system. (IT)

Accomplished. Wilkes was installed and piloted in Spring 2011.

12. Assist in planning, coordination and implementation of Student Success Day. (ES)

Accomplished.

13. Conduct a minimum of two student activities at each Extended Campus Fall/Spring. (ES)

Accomplished.

14. Increase use of in-class strategies to improve student engagement and student relationships with one another and faculty. (HUM)

In Progress. Compiled list of innovative classroom strategies and insist that faculty try two separate strategies

in Fall 2011 recording results and effectiveness.

***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)  
**Accomplished. Completed and on-going. Columbia State has developed articulation agreements with 4-year institutions and continue to expand its partnerships.**
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)  
**In Progress.**
3. Explore development of elective transitional courses for graduating health science students. (HS-NUR)  
**Accomplished. NUR opened a dialog with a potential instructor to identify options.**
4. Explore methods of improving first attempt pass rates for Board/Licensure exams. (HS-VET, EMS and RCT)  
**Accomplished. Vet Tech implementation of graded weekly assignments to promote student preparation. Additional board review/preparation incorporated into lab/class.**
5. Provide students with Career skills to facilitate transition to employment. (HS\_RCT)  
**Accomplished. Career coach sessions for resume construction and interview skills.**
6. Assist Advancement with additional training for Banner and tracking alumni. (IT)  
**Accomplished. Worked with Advancement Office to arrange additional training from SunGuard, and have made contact with TBR schools currently using Banner for discussions with advancement resources.**
7. Assist in planning, coordination and implementation of Student Services Initiatives at Extended Campuses. (ES)  
**In Progress. Recognize a need to have more communication with Student Services during the planning stages.**

Implementation of initiatives can vary by Extended Campus due to available personnel.

8. Increase number of programs using recent graduates to share transition experiences to the workplace or to four year schools. (HUM)

Deferred. Did revise Fall 2011 catalog to reflect UTP's as a result of the Complete College Act of 2010.

**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)

Accomplished. Reviewed the Xenegrade software program in June 2010. Attended several training sessions but were unsuccessful in becoming a user of the program due to the complexity in making the software program easily accessible to our students and clients. In November 2010, reviewed the Appointment Plus software program and found it to be a better fit for our students/clients. Testing services purchased the software program in April 2010.

2. Implement Degree Verify in records office. (SS)

Accomplished. Clearinghouse is used by agencies, postsecondary institutions, etc. for verification services.

3. Improve communication with students in areas of financial aid, recruitment and enrollment issues through BANNER, email, outbound phone calls, etc. (SS)

Accomplished. Prospects are now entered into BANNER. A plan is in place to automatically generate contact with prospective students. Depending on student action, a student may receive up to four communications from the College encouraging them to attend Columbia State. The Admissions/Recruitment Office started using "Robo" calls for Fall 2010 enrollment push. Students are contacted about issues such as incomplete files, fee payment, deletion from class for lack of payment, etc. Admissions/Recruitment contacts students by

email (Columbia State and Personal) with issues related to enrollment such as fee payment, orientation, etc. (SS-AR)

Accomplished. Financial aid communication plan: award notifications and missing document requests are being sent to students via email. Most forms are on ChargerNet and students are able to see their awards and requests on ChargerNet. (SS – AR)

4. Plan and initiate Digital Signage project. (IT); (AS/DE –MS); (SS); (MKT)

Accomplished. Digital signage in place by July 1. (Mkt)

Accomplished. Digital signage project planned, purchased and installation of displays initiated. (IT)

5. Identify plans and vendors for Columbia Campus kiosk. (IT)

Not accomplished. Will continue into 2011-12.

6. Upgrade Extended Campuses websites. (ES)

In Progress. An initial meeting was held with Marketing to discuss revisions.

7. Develop Campus Facebook pages. (ES)

Accomplished. Facebook pages were developed for Clifton, Lewisburg and Lawrenceburg. The Williamson County Campus will need to decide if one will be developed and who will administer and update the page.

8. Explore electronic contract files. (BS)

Accomplished. After exploration, we implemented an electronic contract file. All contracts are scanned and kept on a shared drive with a shared log files showing contract status.

9. Explore use of Banner for on-line requisitions. (BS)

Accomplished. Explored on-line requisitions with several institutions. Plan to implement in coming year.

10. Explore use of direct deposit for employee accounts payable checks. (BS)

Accomplished. Explored with several institutions.

***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)  
*Accomplished. Media Services collaborated with IT and Marketing by researching and furnishing a vendor to supply television displays at all Columbia State campuses. The project is expected to be completed no later than July 1, 2011.*
2. Add web tailor modifications in Self-Service BANNER to clarify course delivery methods, among other improvements. (SS- Records)  
*Accomplished. Course delivery methods are viewable and available in class schedule.*
3. Improve Intent to Graduate process. (SS - Records)  
*Accomplished. Students can view status online.*
4. Improve BANNER registration error messages. (SS-Records)  
*Accomplished. Messages are clearer for students and staff.*
5. Maintain comprehensive logs of communications with team members by coach (conferences, emails, texts, etc) (SS-Athletics)  
*Accomplished. Each coach maintained comprehensive logs of communication with team members, including conferences, emails, texts, calls, among other methods.*
6. Maintain up-to-date information on the website on Transfer Agreements, University Programs on Campus and RODP. (UC)  
*Accomplished and on-going. Website is updated as new information is received.*
7. Develop informational resources for prospective and current RODP and 2+2 students. (UC)  
*Completed and ongoing.*
8. Establish resource material for pursuit of BS degree and advanced certification. (HS-RCT)  
*Accomplished. Exploring articulations; recruitment visit arranged by local university; RAD students completed BS simultaneously with AAS at Columbia State. Multiple students accepted to Adv. Cert.*

programs.

9. Support redesign of website and Charger Net. (IT)

Partially accomplished. Had meetings and discussions with consulting firms involved in the project, as well as with marketing resources.

10. Provide electronic-based orientation materials. (IT)

Accomplished. CDs available to students in IT Office.

11. Further develop use of social media as communication tool that is effective, informative and appropriate.

(MKT)

Not Accomplished.

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)

In Progress. Actual launch date of the new site is September 26, 2011 so as not to conflict with daily operations during peak enrollment/admissions time, per Student Services.

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)

In Progress. Launch date is August 1, 2011

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)

Accomplished.

15. Assess and modify as needed campus communication at Extended Campuses. (ES)

In Progress. Campus directors continue to distribute information that is campus specific to faculty at the beginning of each semester. We had planned to use the results of the Extended Campus Survey to determine the effectiveness of current communications.

16. Develop bulletin board policy. (ES)

Not Accomplished. Upon evaluation, the Extended Campuses did not feel an official policy was needed at

this time. Each Campus has a method for deciding what is placed on the bulletin boards. Continued discussion on the length of time information should be posted is still needed.

## **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)  
*Accomplished. Offices were closed on day at the beginning of fall and spring semesters for professional development. All employees attended. Eleven webinars were purchased and made available to all employees online. Five live webinars were provided and there were 47 participants. Online tutorials for Microsoft Office 2007 and 2010 were made available online to all employees. Online tutorials for content management of web pages were made available online.*
2. Provide training for division secretaries, deans and Asst. VP for Learning Support for credit class schedule development/maintenance. (SS)  
*Accomplished. Division secretaries provided baseline schedules for spring 2011, summer 2011, and fall 2011.*
3. Provide training for faculty relevant to the Wilkes Early Alert System and associated processes. (SS)  
*Accomplished. Three members of the Early Alert Committee provided training January 5, 2011 and January 28, 2011 for all full-time faculty during faculty in service on the Wilkes Early Alert System and associated processes.*

4. Provide opportunities for a variety of new professional development activities for faculty through utilization of Perkins and college funds. (STB)  
Accomplished. Dr. Grubb presented materials at several conferences about Cyber Security. Dr. Talele, Michael Darrell, Kim Santee, Angela Malone, Linda Horner, Tammy Boren, and Holly Brew all attended conferences for professional development.
5. Coordinate with IT for Banner training for advancement employees. (ADV)  
In Progress. Complete evaluation of data management system in progress.
6. Pursue professional development activities. (ES); (ADV);  
Accomplished. Extended Services attended professional development. (ES)  
Accomplished. Executive Director attended training in Washington, DC in November. Six webinars have been completed dealing with prospect building and alumni.
7. Provide funding for professional development related to diversity. (AD)  
Accomplished. Announced funding opportunity in September 2010 for all employees. Purchased diversity related books for new Retention Coordinators. Purchased webinars with college access for all employees who wanted to join the presentation.
8. Increase number of faculty presentations of professional development experiences, research or conference attendance. (HUM)  
Accomplished. Faculty took summer trips outside the US in 2010, discussed their trips and learning experiences (Spain, China, Haiti). Encouraged faculty to pursue conferences as additional funds were made available. Increased the opportunity for professional development.
9. Increase the use of small teams employing brainstorming techniques to help suggest solutions to campus-wide problems. (HUM)  
In Progress. HSS faculty met to suggest ways to improve Right Start orientations. Committees formed to investigate a global studies emphasis using a multidisciplinary approach. Strong faculty divide in approach to global issues. The subject will require more study.

## ***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)

Accomplished. LS team will have semi-monthly meetings to develop the LS plan. The team will communicate the plan to campus departments, as needed. The LS team met semi-monthly during the Fall 2010 and Spring 2011 semesters. The LS plan was submitted to TBR by the required deadline in December and the team received approval to proceed in February with additional information required for submission to TBR in May. Information sessions open to all employees were conducted by various members of the LS team during the Spring 2011 semester.

2. Learning Support team participation in Early Alert will increase employee/advisee communication. (LS)

Accomplished. LS team participated in the Early Alert pilot as defined by the committee overseeing this project. LS advisors attempted to contact their students who received an alert. There were a total of 15 students who were contacted by LS advisors as a result of 40 alerts. 40% of the students who were contacted did not respond to voice or email messages. Awaiting additional analysis of the Early Alert pilot to determine the success of the program.

3. Improve communications within the division. (STB)

Accomplished. Coordinators and directors meet with Dean on a monthly basis.

4. Reorganize shared drive to provide common use for current documents and those needed for future reference.

(ADV)

Accomplished. Standardized protocol is in place and Department Secretary is maintaining the drive.

5. Staff will have personal exchange of ideas and information every even week and odd weeks will communicate by email. (ADV)

Accomplished. Minutes and email updates are kept for reference.

6. Re-establish Benefits Fair. (HR)

Accomplished. Fair conducted September 2010 with 14 vendor booths. Budget was \$350.

7. Improve Employee Orientation Process. (HR)

Accomplished. Revise checklist developed; some group sessions conducted with introductions of President and/or cabinet.

8. Ensure Extended Services is represented on College Committees. (ES)

Accomplished. Extended Services representation has been added to several standing committees.

### *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)

Accomplished. Faculty were offered release time or pay for development of new online and hybrid courses.

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)

Accomplished

3. Conduct a survey of library services and collections. (LIB)

Accomplished. The library surveys 15 classes in fall 2010 and 12 classes in spring 2011. Survey results were similar to past surveys and did not result in any issues that needed to be addressed.

4. Encourage more faculty to apply for funding to pilot innovative teaching and learning strategies. (HUM)

Accomplished. Reactivated faculty grants of \$500 each. Faculty using grants were very successful in student engagement. Professor Warner took Social Problems class to Riverbend Prison where students interacted with inmates. Dr. Katz used money to take twenty psychology students to their first Tennessee Psychological Association conference.

***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)  
Not accomplished. Beginning process in June 2011.

***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)  
Accomplished. The STM division held a “meet and greet” at a local winery the afternoon following fall convocation. A picnic was held for all STM faculty and staff following graduation.
2. Provide annual opportunities for division to evaluate the performance of the Dean and the division office. (STB)  
Accomplished. The STM faculty participated in an evaluation of the performance of the Dean and the Division Office at the beginning of spring 2011.
3. Prepare and present results of Great Colleges to Work For survey to all constituency groups. (HR)  
Accomplished. Prepared and presented results of survey to all constituency groups.
4. Promote events and provide funding to improve awareness of cultural similarities and differences in order to promote stronger relationships. (AD)  
Accomplished. Offered several events across all college sites and centers. Partnered with various college departments and external groups to provide funding and support for diversity and cultural awareness and education.

**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)  
**Accomplished.**
2. Explore options for introducing students to some of the challenges that globalization presents. (HS)  
**Accomplished. Program curricula incorporated cultural diversity objectives.**
3. Explore opportunities for faculty to become involved in education abroad. (STB)  
**Accomplished. Michael Darrell and Kristy Wasmundt each had a teaching tour in China.**
4. Encourage faculty to increase global awareness in coursework. (STB)  
**Accomplished. Faculty were encouraged to join the campus group involved with global awareness.**
5. Pursue International Travel opportunities for students in FCT, CEN and at Extended Campuses. (ES)  
**Accomplished. FCT Director and two students traveled to Guatemala in Spring 2011. Clifton student participated in a London Study Abroad program.**
6. Explore professional development for faculty in global studies and develop a plan for training. (HUM)  
**Accomplished. Professors Warner, Bosoa-McMillan, and Bennis attended a global emphasis conference in San Francisco in January 2011. Professors report little practical procedures obtained on how to interject global emphasis into the curriculum.**
7. Launch first annual Culture Fest. (HUM)  
**Accomplished. Campus-wide cultural activities demonstrated global themes. WCC initiated their own international fest including food from around the world. Student perceptions of global culture stimulated.**

8. Pilot scholarship program for study abroad. (HUM)

Accomplished. International fee of \$10 per student per semester instituted in AY 2010-2011. Twelve C-State students were able to study abroad.

### ***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)  
Accomplished. Media Services supported sixteen culturally diverse events during 2010-2011.
2. Investigate, organize and pilot the Presidential Leadership Society. (SS)  
Accomplished. With the leadership of the part-time program facilitator, the President’s Leadership Society began its pilot program in spring 2011.
3. Begin planning for the fall 2011 implementation of the NEH Lincoln exhibit. (LIB)  
In Progress. Contract paperwork is in progress for an appearance by Dennis Boggs, a Lincoln interpreter. Since Cherry Theater could not be booked until June 1, packets will go out to area schools at the end of July to invite them to a special performance by Mr. Boggs and provide them with other information about the exhibit.
4. Explore event tracking tools for reporting volunteer and community involvement. (IT)  
Accomplished. Presented information to IE and President for use of survey in Banner. Suggestions made to improve survey questions.
5. Provide marketing and media support for cultural and community events in conjunction with Student Services, Access and Diversity and Faculty and Programs. (MKT)  
Accomplished.
6. Collaborate with faculty and Student Services to provide cultural activities at Extended Campuses. (ES)  
In Progress. Williamson County hosted an International Love Feast. The Clifton Campus hosted “Gourdin 101”, a Lyceum event, in which demonstration of creating art from gourds was provided for students and

community participants.

7. Direct “Generational Mentors” program and Student Leadership Institute to serve communities by raising awareness of importance of education. (AD)

Accomplished. Generational mentors program is active in five of the nine counties that are served by the college. Continued contact with mentors by mail, newspaper announcements, face to face meetings and phone calls. Mentors volunteered at various events throughout the year. Student Leadership Institute was held in November 2010 with a theme of “Delegating and Teamwork in the Classroom and Workplace.”

Approximately 143 attendees and participants from seven service area high schools and the college.

8. Partner with Martin Luther King, Jr. Celebration to promote awareness of racial issues. (AD)

Accomplished. Active member of the county-wide committee, college resources are utilized for all events including printing and use of the Cherry Theater and staff.

**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)

Accomplished. Analyzed statistics for protected groups and discussed corrective measures with Office of Access and Diversity for outreach potential.

2. Review of affirmative action, hiring and recruiting reports for analysis of hiring practices. (AD)

On-going. Meetings held with HR and President to request the employment reports. Need to revise this to a quarterly review meeting. Some reports sent one or two times and none since that time. Need to establish process for review of each position to verify that diverse pools are met at time of position search and hiring.

***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)

Not Accomplished. Not been initiated because of other unanticipated problems and projects that were not originally planned but require the same resources that would work on this action.

2. Update Harassment Training from Sexual Harassment to Workplace Harassment. (HR)

Accomplished. Updated in October 2010.

***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)

Not accomplished. Grant proposal submitted to TBR as an initial attempt in the 2009-2010 reporting year. It was not awarded. Student Success/Learning Spaces committee used stimulus ARRA money to purchase some inventory for use in this program.

**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)

Accomplished. Revised the Academic Program Review Level 1 Reports to include a summary of work of Advisory Committees.

2. Recommend appointment of new HS Program Advisory Committee members. (HS-RAD and VET)

Accomplished. New members appointed to RAD, VET, EMS.

3. Increase Advisory Committee member involvement. (HS-VET and EMS)

Accomplished. Solicited input/advice reading learning dilemmas (Vet Tech). Committee members distributed program materials during statewide professional veterinary community meeting.

4. Encourage program directors to increase utilization of advisory boards. (STB)

Accomplished. An advisory board was created for the General Technology Degree Program.

5. Explore the creation of a manual for advisory boards. (STB)

Accomplished. The advisory boards for all programs were reviewed and made more functional.

6. Evaluate the effectiveness of FCT and CEN Advisory Boards. (ES)

Not Accomplished. FCT and CEN did not hold formal advisory board meetings during 2010-2011. The current membership of each board was reviewed.

7. Determine the feasibility of Advisory Board for Extended Campus Locations. (ES)

Accomplished. It was decided that it is not feasible at this time to create individual advisory boards for Extended Campuses. Currently, each Campus has several methods for obtaining feedback and support.

### ***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)

Accomplished. EMS revisions submitted to Curriculum Committee.

2. Research work force needs in the division disciplines. (STB)

Accomplished. Surveys of employers were conducted for the Medical Office BIT program and the Restaurant Management Business Program.

3. Conduct or identify a training needs assessment of service area. (ES-EWD)

Partially accomplished. EWD Director attended Breakfast Brainstorm meetings, which lead to client meetings to discuss training in various counties. Scheduled meetings with some of the best clients from prior years to discuss training needs, IWT funding, new class offerings, etc. Reviewed data available from DOL reports, websites that identify high demand training, etc. Began the identification of relevant training courses/programs in high demand that lead to certification. Several regional studies have been conducted, but they did not provide county specific information that EWD needed. EWD will continue to collaborate with organizations that support and identify workforce needs.

4. Pursue email/constant contact implementation through EWD. (ES-EWD)

In Progress. Met with PR Director and discussed pros and cons of various email management programs. Identified MyEmma as best product. Funding is needed to implement.

5. Ensure representation on county/city organizations that focus on workforce. (ES)

Accomplished. The Dean and each Campus Director serves or participates in organizations focused on education.

In Progress. Director and Dean serve on various boards/committees and participate in workforce development related activities. However, a systematic identification of existing workforce organizations for each county will help us to identify where resources are deployed that can help in information gathering. There are several college representatives that serve in workforce related organizations, and a more comprehensive approach is needed to complete this activity. (EWD)

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

Action 2010-2011

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

In Progress. A review of EWD's financial picture and a comprehensive review of courses/programs were conducted. A draft of a comprehensive five year strategic plan was completed.

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

See III.A.3 Action 1.

**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)  
On-going.
2. Collaborate with TBR campuses to provide RODP student services. (UC)  
Accomplished.
3. Facilitate collaborative partnerships that support a smooth transfer of courses to four-year institutions. (UC)  
On-going.
4. Facilitate collaborative partnerships that support program-to-program articulation agreements between the AAS degree, private and out of state institutions. (UC)  
On-going.
5. Facilitate collaborative partnerships with higher education institutions to provide graduate and undergraduate degrees on the Columbia State campuses. (UC)  
Accomplished. MTY and Trevecca University offer baccalaureate and masters programs on Columbia State campuses.

6. Work with university advisors and offices providing academic support and student services to students enrolled in baccalaureate degrees on campus. (UC)

Not accomplished.

7. Explore articulation and transfer agreements with other higher education institutions within the division disciplines.(STB)

Accomplished. 2+2 programs were explored with TSU in criminal justice, Trevecca in business information technology, MTSU in agriculture, and UT Martin in agriculture business. A 1+1 with Austin Peay State University in Chemical Engineering Technology is being negotiated.

8. Explore articulation and transfer agreements with area high schools in the service area. (STB)

Accomplished. A 1+1 program was researched for Engineering Technology with area high schools. ITV delivery methods were used to link area high schools with the college to service dual enrollment students.

9. Ensure representation on county/city organizations focused on education. (ES)

Accomplished.

10. Assess feasibility of a Regional and/or expanded local P-16 Council. (ES)

Not accomplished.

11. Partner with local middle schools to deliver an annual Math Academy for students. (AD)

Accomplished. Offered summer math academies in June and July 2010 in Columbia, Lawrenceburg, Lewisburg, Franklin and Clifton, TN with a total of 86 students attending out of 95 applications.

### ***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)

Accomplished. LS 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. The LS team has

published on its website multiple ways, including partnerships with outside agencies, for students to improve their placement scores prior to challenging the Compass test.

2. Enhance the lecture series within the division by increasing the number of speakers and making more events available to the public. (STB)

Accomplished. The number of events for presentations by faculty and guest speakers increased from 3 in 2010 to 6 in 2011.

3. Ensure representation on Statewide Adult Education Transition Committee. (ES)

Accomplished. Dean of Extended Services serves as representative.

4. Support Adult Education Transition Program. (ES)

Ongoing. A pilot project is taking place in Williamson County.

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)

Accomplished. Graduation ceremony held at Columbia State in June 2010 and Assistant to the President participated in the ceremony program.

### ***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)

In progress.

2. Explore entrepreneurship potential for academic disciplines working with ECD. (HS-EMS)

Accomplished. Agreement developed for ECD to “contract” with EMS to offer refresher courses necessitating clinical components.

3. Identify needs for advanced classes within our service area. (HS)

Accomplished. Continue to include advanced certification options in grant proposals.

4. Research and implement a Williamson County Promotional DVD to raise awareness for the need of a new campus in Williamson County. (MKT)

Accomplished. Completed in September 2010 and delivered at Williamson County-Franklin Chamber of Commerce Meeting and on Columbia State website and YouTube.com.

5. Support the office of the president and the office of advancement with various community events that provide access to Columbia State. (MKT)

Accomplished. Activities include: Coffee with your Commissioners; Senator Bob Corker visit; Daily Herald Debates; Leadership Maury; Leadership Franklin; Williamson County Franklin Chamber Presentation; Legislative Breakfast; Maury Alliance Annual Dinner; Federal Education and Economic and Workforce Development Committee Meeting.

6. Support office of EWD, Performance Series and Pryor Art Gallery with collateral materials, monthly press releases, email blasts, etc. (MKT)

Accomplished.

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)

Not Accomplished.

8. New staff will begin relationships with a wide representation of the college's service area. (ADV)

Accomplished. Well over 60 external community events attended – calendar of events and artifacts collected.

9. Staff will make a concentrated effort to explore options for website as it supports the work of Advancement. (ADV)

Not Accomplished.

10. Work with PR/Marketing to explore options for website as it supports work of Advancement. (ADV)

In Progress. Development officer is serving on PR/Marketing website design committee.

***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)  
*Accomplished. January 28, 2011 with record of contributions from Trustees and attendance.*
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)  
*Accomplished. Calendar contacts and letters of support received from Mayor of Franklin, Mayor of Brentwood, and Williamson County Mayor.*
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)  
*Accomplished. Announcements made at regularly scheduled city council meetings related to events at Columbia State. City Council meetings are televised and played back on the TV cable channel multiple times each day for extra exposure of the announcement. Columbia State students participated in the Strategic Planning Process for the City of Columbia as volunteers.*

***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)  
*Not accomplished. AHA declined to accept Columbia State's request for recognition.*
2. Continue with outreach to area schools and community groups and organizations to promote the Tennessee Electronic Library. (LIB)  
*Accomplished. Outreach activities numbered 6. They include TEL training to high school teachers, inservice for Bluegrass Regional Public Library, and Genealogy support to Maury County Historical Society.*

3. Continue the American Lecture Series, Socratic and Lyceum events which are open to the public. (HUM)  
*Accomplished. All three programs were very successful in Academic YR 2010-2011.*

***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)  
*Not accomplished.*
2. Office of Advancement will work with the Foundation Board to provide cultural opportunities. (ADV)  
*Accomplished. Performance Series – 6 performances, Pryor Art Gallery exhibits, and Lyceum activities supported by Foundation funds.*
3. Office of Advancement will work with Public Relations/Marketing to promote events. (ADV)  
*Accomplished. Signage for award luncheon, promotional materials for the golf classics, Annual Fund contribution cards, Performance Series promotion and marketing material, Channel 4 Snowbird at 5K, etc.*
4. Explore event tracking tools for reporting volunteer and community involvement. (IT)  
*Partially accomplished. Gave IE and the President's Office a preview of a survey to collect this data in Banner; got feedback for changes to the survey to include more data.*
5. Office of Advancement will attend events within the service area such as chamber meetings, service clubs, and social occasions. (ADV)  
*Accomplished. Well over 60 external events have been attended. Calendar of events and artifacts collected.*

## **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)  
*Accomplished. The college received notification of the award in Summer 2010. The advisor was hired in September 2010.*
2. Await notification of funding for the TRIO Support Services Grant. (SS)  
*Accomplished. Grant award notification received August 2010.*
3. Secure TBR – sponsored, ARRA-funded grant for Presidential Leadership Society. (SS)  
*Accomplished.*
4. Faculty will be encouraged to increase the amount of grant funding utilized in all programs. (STB)  
*Accomplished. Perkins grant money was used to purchase equipment for A&P labs as well as professional development travel for AAS programs in STM.*
5. Prepare and submit grants identified. (ADV)  
*Accomplished. Researched, assisted with, and submitted approximately 10 grants.*
6. Submit grants to TBR Access and Diversity program which are appropriate for college projects. (AD)  
*Accomplished. Process five grants college-wide and submitted the program during the grant period. None were awarded. Need to get additional training in this process and work with college departments and grants director to prioritize grants.*

***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)  
*Accomplished. Library director discussed and provided ideas to the grants director for a federal humanities grant and provided a letter of support for the grant project.*
2. Office of Advancement will use information gained from prospect research to cultivate potential donors. (ADV)  
*Not Accomplished. Names of potential prospects have been identified but further information has not been identified and used for targeted solicitation.*
3. Office of Advancement will conduct an Annual Fund. (ADV)  
*Accomplished. As of June 2011 raised \$51,331. Increase of \$8,529 over 200-10. Williamson County not solicited pending capital campaign.*
4. Ensure representation on Development Committees. (ES)  
*Accomplished. Dean of ES serves on the Williamson County Development Committee and Director of Lawrence County Campus serves on the Lawrence County Development Committee.*
5. Ensure representation on Golf Tournament Committees. (ES)  
*Accomplished. Directors of Clifton and Lewisburg serve and assist in leading the golf tournament committees for their respective counties.*

***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)  
*Not Accomplished. This activity will take place in July and should be on the strategic plan for next year. This*

is the first year of this report, and the timing is off for the current year's unit plan.

2. Track and implement effective media coverage tracking system revolving around newspaper clips from nine-county service area. (MKT)

In Progress.

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)

Accomplished.

4. Implement new printing initiative to print “on demand” and save paper and money. (MKT)

Accomplished.

5. Rewrite and implement new marketing policies and procedures. (MKT)

Not Accomplished. Implementation dates moved forward.

**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)

Accomplished. Director of IR served on the capacity study project and worked closely with the committee to provide retention data.

*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)

Accomplished. Hired Clements Group and Plan of Action on file.

2. Office of Advancement will assist in applying for Community College Special Capital Outlay Program.

(ADV)

Accomplished. Grant application submitted to TBR on October 31, 2010.

#### ***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)

Accomplished. Suite completed and occupied December 1, 2010 at Lawrence County Center.

2. Study feasibility of Jones Student Center redesign. (SS)

Accomplished. After local collaboration, the Cabinet engaged the services of an architectural firm to draft the design. At the same time, the Learning Spaces Committee chose additional furnishings, upholstery, and color palette to complement the new design. The plan was sent to TBR for approval.

3. Explore opportunities to enhance student's learning environments outside of the classroom. (STB)

Accomplished. New furniture and décor added to the hallways of Warf for student study areas. (STB)

Accomplished. New learning spaces/furniture installed in Walter and HS Bldgs. (HS)

4. Explore opportunities to renovate labs and classrooms. (STB)(LS)

Accomplished. Money was appropriated for renovation of A&P labs, the biology prep room, and 108 computer lab. Money was appropriated for new microscopes for biology and new equipment for physical science. Money appropriated for the new Cyber Security Center in WARF. (STB)

Ongoing. Plans for renovations/creations for LS labs at most campuses to support new LS program will occur during this academic year. Renovations are planned for new LS labs at each extended campus and for LS Math and Reading in Columbia. (LS)

5. Complete energy conservation project to reduce campus utility costs. (FAC)

Accomplished. Project completed 12/2010, some debugging of controls continues.

6. Replace a portion of underground hot water lines to eliminate emergency repairs. (FAC)  
*Accomplished. Project completed 10/2010.*
7. Perform facility condition assessment to locate and evaluate deficiencies in campus systems and to project future capital costs. (FAC)  
*Accomplished. Project completed 12/2010.*
8. Complete replacement of air handler 5 in Jones Student Center to provide more comfort for areas served by the unit. (FAC)  
*Accomplished. Project completed 12/2010*
9. Perform accessibility audit to identify site related accessibility issues and provide a plan for dealing with the issues systematically. (FAC)  
*Accomplished. Project completed 8/2010*
10. Renovate natatorium to wellness center. (FAC)  
*In Progress. Project completion targeted for 7/2011*
11. Upgrade IT space in Warf building to be used for class/lab. (FAC)  
*In Progress. Project completion targeted for 9/2011. Project start delayed during review by State Fire Marshall.*
12. Study and renovate reallocation of space in Student Center for better service. (FAC)  
*In Progress. Study completed 3/2011. Project submitted 6/2011. Targeted for 8/2012*
13. Design new classroom furniture layout and replace in selected areas on each campus with provisions for power and networks. (IT)  
*Accomplished. Nine classrooms have either been completed or will be completed before Fall including learning support labs, but all designated areas from the original project have been designed.*
14. Remove remaining network gear from Warf to anticipate new learning spaces and labs. (IT)  
*Accomplished. Remaining gear moved in during holiday break in December 2010.*

***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)  
*Accomplished. The Athletics Department collaborated with various departments during the planning and construction of the college wellness center. (Athletics)*
2. Initiate renovation of baseball press box. (SS)  
*Accomplished. The Athletic Director initiated the renovation of the baseball press box. (Athletics)*
3. Maintain the newly constructed outside volleyball court. (SS)  
*Accomplished. The department maintained the newly constructed outside volleyball court.*
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)  
*Accomplished. Identified vendor, design and implemented learning spaces in every building on the Columbia State campus and enhanced spaces at Clifton, Lawrenceburg and Lewisburg.*
5. Renovate classroom designated for MTSU students. (UC)  
*Accomplished. Warf 107 has new carpet and updated distance learning equipment.*
6. Actively pursue replacement of classroom furniture to accommodate technology. (HS)  
*Accomplished. Technology friendly replacement furniture order placed for HS 114 & Walter 105.*
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)  
**Accomplished. Revised the Academic Program Review Level I Reports to include assessment of student learning outcomes assessment.**
2. Will conduct information sessions to explain to faculty how to document efforts to monitor and improve programs using the Academic Program Review Level I reports. (FCP)  
**Accomplished. Conducted multiple information sessions to explain to faculty how to document efforts to monitor and improve programs using the Academic Program Review Level I Reports. Not all lead faculty attended and some departments still did not document student learning outcomes assessment in this past year's report.**
3. Develop student evaluation tools that simplify data collection. (HS-NUR and RCT)  
**In Progress. TAF proposal to purchase hardware for data collection in clinical (RCT) submitted.**
4. Update IE manual to include revised purpose statements and outcomes for college units. (IE)  
**Partially Accomplished. The Institutional Effectiveness and Planning manual has been updated to include new processes. The manual is in final revisions.**
5. Develop research and communication plans for surveys conducted by the college. (IE)  
**Accomplished. Administration and Analysis Procedures have been identified for all college surveys being conducted at this time. The written procedures have been submitted to the Office of the President.**
6. Identify IE report structure. (IE)  
**Accomplished. Included in the Administration and Analysis Procedures is the reporting structure for results.**

In addition, Enrollment Data will be presented to the College Leadership Council each Fall, Spring and Summer.

7. Continue working with college staff to provide ARGOS reporting and reporting tools. (IT)  
Accomplished. Completion of Banner 8.2 upgrade in 2010, users have been trained and all modules are functioning. Many Argos reports are available for end users to run independently of IT intervention.
8. Complete annual report on Access and Diversity for TBR. Shared with employees. (AD)  
Accomplished. Report completed and posted on website for employees to view.

#### ***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)  
Accomplished. Dean Lampley attended the Conference on Sustainability for Higher Education in Denver and presented his findings and recommendations to the Leadership Council of the college.
2. Encourage faculty to incorporate sustainability into existing course work. (STB)  
Accomplished. Mandy Carter-Lowe attended the Conference on Integration Sustainability in to Curriculum in Atlanta. Carter-Lowe has begun advising other faculty on how to integrate sustainability into their curriculum.
3. Produce logo for Sustainability Committee. (MKT)  
Accomplished. Completed Fall 2010.
4. Increase awareness of college efforts in this area via Earth Day media and events on all campuses. (MKT)  
Accomplished. Completed by April 2010.

#### ***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)  
Accomplished. The Director of IE and the Director of IR served on the committee. The Director of IR led

research efforts into the topic of Teaching Math Across the Curriculum. The Director of IE participated in the sub-group researching the First Year Experience. The IR office conducted and analyzed stakeholders' survey to assist with the identification of the topic to be proposed to the cabinet.

2. Division participation in identifying a QEP topic. (HUM)

Accomplished. Professor Jeff Hardin hosted an information session on the final three topics. Significant number of HSS faculty took survey as part of the QEP selection process.

***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)

Accomplished. The Compliance Certification director has been appointed. This department has a Representative on the Compliance Certification team.

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)

Accomplished. Topic selected.

3. Begin updating all IE files on the web and in Compliance Assist for SACS accreditation. (IE)

Accomplished. The Director of IE attended the Fall SACS conference and gained information on how best to present evidence of compliance in the area of IE. The IE office worked with IT and others to identify and purchase a SACS compliance software system to assist with reaccreditation. Work has begun on identifying evidence and uploading it into Compliance Assist.

4. Participate in professional development activities such as the NCMPR conference and others. (MKT)

Accomplished. Attended NCMPR Conference in March 2011.

**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)

Accomplished. Develop proposal for full implementation by 2013. The LS plan was submitted to TBR by the required deadline in December and the team received approval to proceed in February with additional information required for submission to TBR in May.

**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)  
*Accomplished.*
  - A. LS faculty (8) attended and co-facilitated at TNADE.
  - B. LS Math faculty (2) attended ICTCM.
  - C. LS faculty (3) attended Commission of the States Developmental Redesign meeting.
  - D. LS will present at Cengage Team-up College Survival National Conference.
  - E. LS Writing faculty (3) attended Cengage Team-Up in Ashville, NC.
  - F. All LS faculty collaborated with faculty from other redesign projects via visits to other campuses, participation at conferences and via phone interviews.
  - G. LS faculty (1) continued to take graduate classes.
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)  
*Accomplished.* Licenses were purchased for both publications for all full-time faculty.
3. Collaborate with deans to assign RODP faculty. (UC)  
*Accomplished and On-going.* During Spring 2011 semester, 41 RODP courses were taught by Columbia State faculty.
4. Encourage and support Columbia Stat faculty to develop additional RODP courses. (UC)  
*Accomplished.* Columbia State faculty has developed six RODP courses.

5. Involve faculty in implementation of lecture capture. (HS – NUR)  
Partially Accomplished. Nursing/Perley involved in capture pilot.
6. Incentives will be offered for innovative deliver methods. (STB)  
Accomplished. Faculty were offered pay or release time for creation of new hybrid or on-line courses.
7. Rebuild, reimage and connect music lab to existing campus network. (IT)  
Accomplished. Complete rebuild of the music lab has been done, and classes were taught in Spring 2011 with positive results.
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)  
Accomplished. Reading and Writing increased student engagement by doubling the contact hours per term in each of its classes this year.
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)  
Accomplished. Reading and Writing conducted technology orientation sessions prior to the start of class for Fall 2010 semester.
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)  
Accomplished. 123 of 180 (68%) letters were returned back by students to Disability Services for Fall 2010. With more preparation, students improved by returning 110 of 152 letters for Spring 2011 (72%). This system should continue to improve as communication continues to improve.

4. Expand Online Campus delivery to encourage student understanding of content and deadlines. (HS – VET)  
*In Progress. Health Science faculty members continue further development of OnLine Campus courses.*
5. Faculty will be encouraged to increase student engagement activities in the classroom. (STB)  
*Accomplished. The following strategies were employed by faculty to increase student engagement in the classroom: use of YouTube videos; use of Panopto recording; pens with voice over capabilities; project competitions*
6. Establish and install new pc labs for learning support in all facilities. (IT)  
*In Process. This was delayed by renovation delays in the Warf.*

***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)  
*Accomplished. LS Reading and Math received mini-grants for professional development of part-time faculty in these disciplines. These meetings with the part-time faculty will be scheduled prior to the beginning of the Fall semester.*
2. Will plan part-time faculty meetings at the beginning of the Fall semester. (FCP)  
*Accomplished. Organized part-time faculty meetings at the beginning of the Fall 2010 semester.*
3. Will plan part-time faculty orientation for new part-time faculty at the beginning of the Spring semester. (FCP)  
*Accomplished. Organized part-time faculty orientation for new part-time faculty at the beginning of Spring 2011 semester.*
4. Will develop plan for support and development of part-time faculty for LS redesign. (FCP)  
*Accomplished. Developed a plan for training for part-time faculty for LS redesign.*
5. Increase adjunct training. (STB)  
*Accomplished. The amount of training for adjunct faculty for online and hybrid classes increased.*

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)  
*Accomplished.*
7. Increase number of professional development opportunities for part-time faculty. (HUM)  
*Accomplished. Each department established “best practices” and activities list for part-time instructors. Psychology department met with part-time faculty to demonstrate successful classroom activities. English faculty met with all part-time instructors to emphasize core course objectives and student outcomes.*

**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)  
*Accomplished. The plan reduces the number of low enrollment required course sections at each campus location in each LS discipline.*
2. Work with divisions to develop adult evening cohort programs. (FCP)  
*Accomplished. Worked with divisions to develop adult evening cohort programs. This department has representation on the Adult Evening Cohort Committee. The curriculum is planned to start Fall 2011 semester based on results of recruitment efforts by the committee. Information sessions about this program are on-going during the summer.*
3. Work with divisions to develop 4-week optional terms for Summer. (FCP)  
*Accomplished. Worked with divisions to develop 4-week optional terms for Summer 2011 semester.*

4. Investigate alternative scheduling formats. (HS-PAAH)  
*Accomplished. Proposal for PAAH certificate for an evening cohort.*
5. New schedules will be researched to serve various student needs. (STB)  
*In progress. STM Division established an initiative to increase enrollment and student success in all science, technology, and math programs through intensive recruitment by faculty, intensive advising, curriculum review, and transfer alliances. This is a two-year project at the end of which it is hoped that several programs will benefit and expand.*
6. Investigate and research virtual desktop solutions. (IT)  
*In Process. The strategies are being tested in certain areas on campus and is planned for implementation in all learning support labs.*
7. Develop and implement three year schedule at Extended Campuses. (ES)  
*In Progress. The Deans Council completed a comprehensive listing of every degree program/technical certificate that is offered at Extended Campuses. This list will be used to determine which courses must be offered at Extended Campuses to complete the degree. An extensive review of the course schedule will take place during 2011-12.*

***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)  
*Accomplished. Plan submitted by deadline.*
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)  
*Accomplished. LS team received approval to proceed on its plan for LS redesign from TBR in Spring 2011. The goal of LS Plan is to improve student success and retention in LS course and next level college course.*

3. Work with divisions to place Universal Transfer Pathways in the college catalog. (FCP)  
Accomplished. Worked with divisions to place Universal Transfer Pathways in the college catalog. Ongoing with new target for completion by July 15, 2011.
4. Develop an online GEN ED degree and increase the number of web-enhanced courses. (AS/DE – DE)  
Accomplished. 10 new online courses were added to the schedule in 2011-2012. All can be applied to GEN ED degree. 29 new faculty were trained on D2L (Online Campus).
5. Improve the quality of newly created internet and hybrid courses. (AS/DE – DE)  
Accomplished. Faculty can no longer add new internet and hybrid courses to the course schedule until it has been reviewed for quality standards by the Instructional Design Team and Director of Distance Education.
6. Expand the number of testing programs administered. (AS/DE – TS)  
Accomplished. Experienced significant increases in the volume of participants, transcripts released, and scores uploaded into the Banner system this year. Seven types of tests are administered by Testing Services. Test proctoring is provided for Distance Education courses, RODP, ADA and other TBR schools. 2352 were proctored in 2010-2011.
7. Support RODP students seeking alternative and flexible education through online courses to achieve academic success and meet career goals. (UC)  
Accomplished and On-going.
8. Develop programs for the changing needs of the community. (STB)  
Accomplished. The following are actions taken for innovative scheduling and to meet the changing needs of the community: development of the Adult Evening Cohort AS Degree Program; development of the Pre Allied Health Certificate Program; ITV delivery to area high schools for dual enrollment; development of the Personal Finance course on-line for high school requirements; development of the Medical Office Administration BIT AAS degree; development of the Restaurant Management Business AAS degree; and development of the Cyber Security Option for Criminal Justice. STB  
Accomplished. Worked with divisions to develop new certificate programs and prepare proposal for General

Education Core for the AA/AS, the AAS and for Pre-Allied Health programs. (FCP)

9. Explore possibilities of adult evening cohort. (HUM)

Accomplished. Planning committee established to organize schedule and advertisement of new program for adult learners. New adult evening core cohort group in process of forming for Fall 2011. Plans to establish C-State general education core at Northfield. Location and schedule in progress.

10. Develop policies and procedures, along with operational plans, for the Wellness Center. (HUM)

In Progress. Operational plans in progress.

11. Research and identify needed equipment for Wellness Center. (HUM)

In Progress.

12. Identify areas to expand HPERS programming. (HUM)

In Progress. Introduction to Exercise Science and Prevention and Care of Athletic Injuries to be developed as new Health and PE courses in exercise science UTP.

## 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.