

Columbia State Community College
Strategic Plan 2010 – 2020
Strategic Initiatives 2010 - 2015

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.
- I.A.2. Facilitate student success by expanding learning that furthers student learning.
- I.A.3. Promote retention through increased student engagement.
- I.A.4. Facilitate student success before and after graduation through improved transition services.

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

Strategies:

- I.B.1 Improve electronic and automated communications methods.
- I.B.2 Improve direct and indirect student communication and transfer of information.

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.
- II.A.2 Increase employee engagement in the communications process.
- II.A.3 Provide encouragement and opportunities for workplace innovation.
- II.A.4 Improve employee satisfaction and effectiveness through restructuring of the employee evaluation process.
- II.A.5 Create an environment conducive to service excellence, collegiality, civility, respect and safety

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

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.
- II.C.2 Create an environment conducive to service excellence, collegiality, civility, respect and safety.
- II.C.3 Increase opportunity for enrichment and promotion for all employees.

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.
- III.A.2 Establish systematic method of identifying existing and future workforce needs.
- III.A.3 Develop an institutional workforce development plan.
- 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.
- III.B.2 Explore and identify potential projects with adult education programs to support educational progression.
- III.B.3 Identify revenue sources and strengthen relationships with key stakeholders.
- 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.
- III.B.5 Identify and sponsor activities to enhance the quality of life throughout the region.
- III.B.6 Encourage employee participation in community events and organizations.

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.
- IV.A.2 Increase private gifts to support the institutional mission.
- IV.A.3 Budget funds from current resources to be consistent with the strategic plan.

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.
- IV.B.2 Secure facilities in Williamson County consistent with population needs.
- IV.B.3 Continue to study, review, and renovate existing campus facilities for increased student success.
- IV.B.4 Continue to fund maintenance improvements and upkeep on existing campus facilities to increase student success.

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.
- IV.C.2 Develop and begin implementation of a formal sustainability action plan.
- IV.C.3 Identify and implement a Quality Enhancement Plan.
- IV.C.4 Seek and receive reaffirmation of accreditation.

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.
- 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.
- 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.
- V.B.2 Employ strategies to increase student engagement in the classroom.
- V.B.3 Seek and develop initiatives that support and develop part-time faculty.

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

Strategies:

- V.C.1 Develop innovative scheduling.
- V.C.2 Update and expand programs to meet the changing needs of the community.

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.

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.