

Annual Unit Plan

College-wide Action Plan

Strategic Initiatives 2011-2012

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**.

Columbia State Community College Strategic Plan 2010 – 2020 Strategic Initiatives 2011-2012

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 success program.

Strategies:

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

Actions:

1. LS team will continue to support Right Start advising and will hold additional advisor training prior to advising for the Spring semester to explain the 0802 classes. (LS)
2. The Office of Faculty and Programs will continue to support Right Start advising. Will support efforts by Student

Services to develop a comprehensive advising program for undeclared students and updating Advising Handbook/Training for advisors. (FPC)

3. Develop a policies and procedural manual for Recruitment and Admissions by Summer 2012. (SS- Adm/Rec)
4. Establish a separate office of Admissions both a physical and procedural change. (SS – Adm/Rec)
5. Develop a new method of faculty involvement in Right Start, especially for the summer months when majority of faculty are away from the college. (HUM)
6. Support “Apply to College” week with activities at each campus. (ES)
7. Support “Preview Day” at each campus. (ES)
8. STM faculty/staff will continue to be actively involved in the modification and implementation of Right Start Orientation. (STMB)
9. Under the Student Services’ umbrella of Student Development and Success, integrate counseling, disability services, and TRIO services into a comprehensive student support function serving the various identified populations. (SS-Counseling)
10. Obtain and utilize College Source as a tool to assist in transfer evaluations, course substitution and waivers processes, etc. (SS-Records)
11. Obtain funding for an outside vendor to image and scan archived non digital records. (SS – Records)
12. Expand implementation of document imaging to include financial aid and student records. (IT)
13. Assist financial aid and other functions within student services to streamline process and provide automation where feasible and possible. (IT)
14. Continue to work as a member of the Action Team and provide technical assistance for initiatives defined by that group. (IT)

I.A.2. Facilitate student success by expanding support systems that further student learning.

Actions:

1. Work with other departments on student success including: increase communication with schools; support Right Start; increase tracking; increase user friendliness; redesign webpage. (AD)
2. Work with Allied Health to increase underrepresented enrollment and graduation in related degree programs. (AD)
3. Create a sense of need by faculty for the Early Alert Program. (HUM)
4. Support the implementation/transition of Phase II of the Early Alert Retention System. (SS-SD)
5. Update and expand programs to meet the changing needs of the community by expanding the number of testing programs administered in support of the Dual Enrollment area, Graduate Assessment area and GED programs. (SS-Testing)
6. Full implementation and support for all learning support labs. (IT)
7. Work with faculty to provide alternative learning environments, programs and locations – for example, online classes, evening cohorts, classes held at other non-campus locations. (IT)

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

Actions:

1. Explore development and sponsorship of a Multi-Cultural Club. (AD)
2. New LS courses are designed to increase student engagement during class time by providing individual learning plans for students and are held in a lab environment for students to obtain tutoring during class time. (LS)
3. Begin compiling various student engagement techniques for experimentation by instructors. Record successful engagement activities. (HUM)
4. Evaluate and explore strategies to increase retention. (HS)
5. Continue to strive for 100% retention by encouraging student engagement. (SS-Athletics)

6. Develop a video of Student Organizations to engage Extended Campus students. (ES)
7. STM faculty/staff will promote retention through increased student engagement such as lab competitions, increasing field trips, and increasing number of guest speakers. (STM)
8. In collaboration with the Director of Student Development and Success, the Counseling and Disabilities staff will begin working with students with undeclared majors to develop an Academic Plan for graduation. (SS-Counseling)
9. Testing services will use the automatic email response feature of the Appointment Plus software program to communicate with students that fail to follow up completing their assessment requirements. (SS-Testing)
10. Continue service on early alert committee and action teams. (IT)
11. Expand implementation of the Wilkes (or other) early academic alert initiatives. (IT)
12. Assist the TBR in development of RFP to outline early alert systems. (IT)
13. Provide support for new initiatives to target specific student related programs for retention. (IT)

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

Actions:

1. Tweak the new 2011-2012 Catalog to ensure programs and new UTPs are accurate. (HUM)
2. Support advancement and alumni resources on initiatives to define and develop processes, reports and data collection. (IT)

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

Strategies:

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

Actions:

1. Explore new ways to improve electronic and automated communication methods. (UC)
2. Support Marketing and Public Relations Office updating Columbia State website. (UC)
3. Provide content for new college website. (LS)
4. Provide content for new college website. (FAC)
5. Support website changes by MKT. (HUM)
6. Upgrade Extended Campus website. (ES)
7. STM faculty/staff will improve electronic and automated communication through enhanced websites. (STM)
8. Support marketing initiative to upgrade website content in Counseling area. (SS-Counseling)
9. Update departmental policies/procedures for Counseling department. (SS-Counseling)
10. Organize and lead committee efforts for improved student communications through revised email technologies and policies and other initiatives as defined by the campus and the committee. (IT)
11. Migration of student email to a more effective and efficient method of communications with streamlined mobile access. (IT)
12. Begin implementation of on-line requisitions with select campus groups. (BS)
13. Implement direct deposit of employee accounts payable checks. (BS)
14. Explore increasing student participation in ACH. (BS)
15. Continue TBR Complete College Act Business Process meetings. Explore best practices suggested by consultants in this process. Business Processes include payroll, student accounts receivable, and finance. (BS)
16. Work with Marketing and Public Relations to provide content for the new website. (SS)

17. Work with Marketing and Public Relations and Information Technology to provide appropriate content for digital signage. (SS)
18. Create a blog for internal communications. (SS)

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

Actions:

1. Redesign and launch new Alumni Website. (MKT)
2. Make improvements to www.ColumbiaState.edu and backend Content Management System. (MKT)
3. Redesign MyCN. (MKT)
4. Explore new ways to improve transition services to facilitate student success before and after graduation. (UC)
5. In cooperation with MKT, update and launch new admissions website. (SS-Adm/Rec)
6. Pilot a Preview Day for prospective students with the purpose of bringing prospective students on campus for activities related to attending Columbia State. (SS-Adm/Rec)
7. Write a procedures manual (liability waiver, usage protocol, etc) for the Wellness Center. (SS-Athletics)
8. Establish appropriate public recognition ceremonies for each sports program, including special opportunities such as tournament championships. (SS-Athletics)
9. Monitor the use of social networking relative to tutoring services. (IS &ES)
10. Identify and implement software which would enable students to make tutoring appointments electronically. (IS&ES)
11. Assist with implementation of new web and intranet/portal design. (IT)
12. Continue support for orientation and provisions for automated and electronic based information for new and current students. (IT)

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.

Actions:

1. The office will support implementation of Phase II in the Early Alert System and will provide necessary information to part-time faculty, if included in this phase. (FAC)
2. Provide a schedule for professors who go to professional development events to discuss what was learned. (HUM)
3. Increase funding for professional development and encourage instructors who have not been going to events to consider a professional development opportunity. (HUM)
4. Address the issue of global emphasis in curriculum. (HUM)
5. Professional development will be encouraged amongst STM faculty/staff. (STM)
6. Provide training for adjunct faculty relevant to the Wilkes Early Alert System and associated processes. (SS-Counseling)
7. Encourage student service employees to participate in professional development opportunities, especially as presenters. (SS)

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

Actions:

1. Provide more opportunity to share survey and report analysis with college-at-large. (IE)
2. STM faculty/staff will be given more opportunities to engage in the communication process through increased division meetings. (STM)

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

Actions:

1. Work to continue \$500 grant funding for innovative teaching experiences. (HUM)
2. Be responsive to students' interests in developing programs for presentations and panel discussions. Survey students for suggestions. (HUM)
3. STM faculty/staff will be encouraged to become more innovative in the classroom and advising during evaluation process. (STM)

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

Actions:

1. Revise employee performance evaluation process. (HR)
2. Revise recruiting and employment process to align with institution requirements. (HR)
3. Revise business processes in line with TBR analysis and recommendations. (HR)

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

Actions:

1. Design and launch a new Columbia State TV Campaign. (MKT)
2. Complete program fliers for all academic disciplines. (MKT)
3. Complete a Columbia State Promotional DVD. (MKT)
4. Enhance Awareness Events (re-engineer to address short-term , intermediate and long-term goals and objectives)
(AD)
5. Update Facility Services safety training and plans. (FAC)

6. Develop and distribute Extended Services Survey to students, faculty and staff. (ES)
7. STM faculty/staff will have more opportunities to socialize and communicate. (STM)
8. For evening students and faculty, identify and market the Office of Evening Services as the “go to” place for emergencies, needs or excellent customer service. (IS&ES)

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.

Actions:

1. Look for another conference or workshop on global studies and how it can be incorporated into the current curriculum. (HUM)
2. Establish Culture Fest as an annual event. (HUM)
3. Continue to advertise Study Abroad. Develop criteria for selection of student participants.
4. STM faculty/staff will be encouraged to participate in any programs to gain international experience which will benefit the global awareness of students in the classroom. (STM)

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

1. Display student work in hallways of Clement to give the building new life. (HUM)
2. Develop an operational plan for Health and Wellness Center. (HUM)
3. Develop new programs in Exercise Science. (HUM)
4. Promote physical fitness. (HUM)

5. STM faculty/staff will be encouraged during evaluations to increase the amount of community involvement.
(STM)

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.

Actions:

1. Work with Human Resources on employment diversity and training. (AD)

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

Actions:

1. Design and deliver technology knowledge transfer sessions for employees. (IT)
2. Expand the use of secure access card readers to other locations on campus. (IT)
3. Implement text and emergency messaging system. (IT)

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.

Actions:

1. TECTA is cutting funding by 35% in 2011-2012. The college will identify ways to help ECED students continue their education. (HUM)
2. Hold a FCT and CEN Advisory Board meeting. (ES)
3. An increased effort will be made to expand the size and scope of all STM advisory boards. A formal survey of all members will be taken in regards to graduate performance course work functionality, and future workforce needs. (STM)

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

Actions:

1. Develop and conduct a training needs assessment for the SDA. (ES-EWD)
2. Create an improved webpage for EWD which will make it easier for customers to find information , register and pay.(ESED)

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

Actions:

1. The FAC Office will support the needs assessment to be conducted by Economic and Workforce Development to determine both credit and noncredit workforce needs. (FAC)
2. Finalize the five year EWD Strategic Plan. (ES-EWD)

3. Create a new “innovative” brand for EWD. (ES-EWD)

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.

Actions:

1. Explore new ways to expand opportunities with local education agencies and higher education through 2+2 and 3+1 programs. (UC)
2. Continue to provide high quality online programs and services, and on-campus university programs that support learners to attain their educational and career goals. (UC)
3. Plan/propose one or more new articulation agreements. (HS)
4. Expand delivery to alternative sites (EMT/Paramedic – Northfield). (HS)
5. Participate in Health Sciences AAS (planning/proposal/implementation); create pathways to articulate with TTC diplomas. (HS)
6. Assess feasibility of a Regional and/or expanded local P-16 Council. (ES)
7. Establish a Counselors’ Breakfast/Luncheon at each campus. (ES)
8. Opportunities will be explored with the TTCs, high schools and universities for program expansion and partnership. (STM)

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

Actions:

1. LS team will continue to investigate options for students to obtain skills prior to enrollment at Columbia State. (LS)
2. The FAC Office will work with the Academic divisions to develop/provide pathways of courses to offer at the Northfield facility and will continue to support the Adult Evening Cohort. (FAC)
3. Develop informational meetings into signed “intent to register” students and launch Adult Cohort Evening Program. (HUM)

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

Actions:

1. Implement data management system within Office of Advancement to better identify prospects, manage data, and communicate with donors. (ADV)
2. Review all Foundation policies, procedures, and the reciprocal agreement with the College to assure all policies and procedures are in compliance with regulations and best practices. (ADV)

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

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

Actions:

1. Work with consultant to evaluate strengths and opportunities for growth that will lead to a plan of action for increasing the viability of the Performance Series and the Pryor Art Gallery. (ADV)

2. Provide advanced notice and publicity for the presentations of American Heritage Lecture Series and Lyceum events. (HUM)

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

Activities:

1. Give the C-State family more information about community events and how faculty/staff can get involved. (HUM)
2. STM faculty/staff will be encouraged to participate more often in community events during the evaluation process. (STM)

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.

Actions:

1. Form grants team to help identify, evaluate and write grants. (ADV)

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.

Actions:

1. Work in concert with the President's Office to secure funding for a new campus in Williamson County. (ADV)

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

Actions:

1. Establish learning spaces in the Jones Student Center. (UC)
2. The plans to renovate LS labs are on-going but may continue into the Fall 2011 semester. (LS)
3. Install state of the art medical imaging equipment. (HS – RAD/VET)
4. Renovate FCT area. (ES)
5. Continue to study and review existing facilities for opportunities for improvement in student success. (STM)
6. Continue to lead and meet with the Classroom and learning spaces committee. (IT)
7. Expand and update the existing wireless infrastructure to accommodate the growing population of mobile devices such as iPads, Touchpads, Smartphones and student owned laptops. (IT)
8. Collaborate with Facility Services to establish timelines for JSC redesign project work. (SS)

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

Actions:

1. Complete Library HVAC upgrade. (FAC)
2. Complete Warf Classroom update. (FAC)
3. Continue to strive for facilities beautification and upkeep that promotes student success. (SS-Athletics)

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.

Actions:

1. After analysis of surveys and reports, meet with areas where a need for improvement is indicated and capture plans to improve. (IE)
2. Work with all functional areas to improve access to data, report writing and analysis. (IT)
3. Continue to work with TBR business intelligence initiatives to develop key performance indicators and data warehousing technologies for historical data trend analysis. (IT)
4. Work with college leadership to define and select contact management system that includes analytics for selection of targeted programs. (IT)

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

Actions:

1. Work with instructors to embed sustainability across the curriculum. Work with sister institutions to develop "green" courses/curriculums. (STM)

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

Actions:

1. Director of IR will continue to serve on the QEP Implementation Committee and provide input as needed. (IE)
2. Work with QEP director to establish a first year experience that will have an impact. Begin action to accurately assess QEP First Year Experience using Fall to Fall Retention Rates with a goal of 69.68%. (HUM)
3. Support the QEP as requested. (STM)
4. Support the QEP initiative of a program to support first-year student success. (SS-Counseling)
5. Support the College's efforts in developing a QEP. (SS)

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

Actions:

1. Provide proof of institutional effectiveness requirements by the SACS reaffirmation deadline. (IE)
2. The FAC Office will continue to support the efforts to obtain SACS reaffirmation of accreditation. (FAC)
3. Work closely with Compliance Manager for SACS accreditation. (HUM)
4. Support the college's efforts toward reaffirmation of accreditation. (SS-Counseling)

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. Accomplished in 2010-2011.

V.A.2 Begin implementation of pilot courses, assess pilots, modify as needed, and determine tutoring/staffing needs for full implementation. 2011-12 Activity.

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.

Actions:

1. LS faculty will continue to attend conferences, workshops and take courses as is feasible. (LS)
2. Encourage faculty to build C-State internet and hybrid courses and ensure that faculty have necessary platforms for lecture capture. (HUM)
3. Support faculty in instructional innovation – STM faculty will continue to attend workshop and conferences and experiment with new technologies. (STM)
4. Revise process for contracting with online and hybrid course developers to provide a smoother process for issuing

- payments upon completion of work. (IS&ES)
5. Consider activities that will increase quality of ITV instruction and implement useful ideas. (IS&ES)
 6. Work with TBR initiatives for development and selection of mobilized applications for teaching and learning. (IT)
 7. Replace current music lab components with Mac-based computers and software in keeping with already established music lab technology in commercial entertainment and in conjunction with accepted industry standard technology. (IT)

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

Actions:

1. Redesigned LS courses increase student engagement during class time by providing individual learning plans for students and are held in a lab environment for students to obtain tutoring during class time. (LS)
2. Encourage faculty to try one documented student engagement activity per semester and report of its effectiveness. Use latest CCSSE results to determine progress in area of active and collaborative learning. (HUM)
3. Employ strategies to increase student engagement in the classroom – STM faculty will be encouraged to develop methods of student engagement such as lab competitions, field trips and guest speakers. (STM)

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

Actions:

1. LS Reading and Math will conduct professional development for part-time faculty based on mini-grant received in previous year. LS Team will increase communications with the part-time faculty in these disciplines. (LS)
2. A representative from the FAC Office is a member of the Task Force on Adjunct Faculty at TBR. Once recommendations from that workgroup are available, the office will develop plans to implement strategies that support and develop part-time faculty. (FAC)
3. Encourage each department to meet with adjuncts to demonstrate best practices in academic area. Create an inclusive network partnership with part time instructors. (HUM)
4. An increased effort will be made to develop and support STM part time faculty. (STMB)

5. Provide free training and assistance to those who wish to integrate technology into their classes or who wish to be trained to teach online. (IS&ES)

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

Strategies:

V.C.1 Develop innovative scheduling.

Actions:

1. Monitor the success of students participating in the adult evening cohort. (IS&ES)
2. Participate in schedule development to assure that evening students have access to the courses needed to progress toward completion. (IS&ES)

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

Actions:

1. The FAC Office will assist divisions in program proposals for new/revised programs and will assist with development of a three year schedule for Extended Campuses. (FAC)
2. Cooperate with Extended Services in delivering dual enrollment services in all service area counties including Williamson County Schools. (HUM)
3. Initiate new general education classes at Northfield. (HUM)
4. Investigation of potential for offering degree/certificate in health information field (HIM or HIT). (HS)
5. Explore new program offerings (PT-A, Polysomnography). (HS)
6. Develop and implement three year schedule at Extended Campuses. (ES)
7. Consider other cohort groups that could benefit evening students such as AST or Pre-Allied health. (IS&ES)

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.

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.

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.