

Columbia 2010 AY06/07 Action Items

The President's Council has identified thirteen Columbia 2010 action items that the 2010 implementation teams will complete by the end of 06/07 Academic Year. The President's Council consists of the President, the Vice-Presidents and their direct reports.

In the next year-and-a-half, the implementation teams will undertake other actions plans. However, these plans are the shared priorities of the College administration. The administration will use these priorities as performance benchmarks and as a guide for resource use.

The thirteen action items are:

Learning – Innovate Arts and Media Education and Practice

1. Complete plans for linking a body of work to learning outcomes and curriculum in each major.
2. Plan and begin implementation of a comprehensive student advising plan.
3. Complete planning and begin implementing a comprehensive faculty evaluation program.
4. Complete market and feasibility studies for one or more new academic programs.

B. Enrollment - Maintain and Manage Steady Annual Enrollment Growth

5. Implement a majority of the recommendations included in the *Minority Student Enrollment and Retention Plan*.
6. Develop a coordinated college-wide approach for supporting at-risk students.
7. Complete market and feasibility study for programs to increase enrollment of non-traditional students.

C. Affordability – Make Columbia Affordable for Students at All Income Levels

8. Plan and begin implementation of an alumni giving program with the objective of substantially increasing alumni contributions.
9. Formalize the scholarship stewardship program.
10. Plan and begin implementation of the student one-card program.

D. Campus – Create a Coherent, Student- Centered Campus

11. Complete the financing plan for a Campus Center, which encompasses, but is not limited to, completing a feasibility study for a major capital campaign and the related case statements.
12. Implement improved class scheduling.

E. Marketing – Build a Reputation for Excellence and Innovation in Arts and Media Education

13. Complete and roll-out renovated web site.

Please see the following pages for additional information on these actions items.

A. Learning – Innovate Arts and Media Education and Practice

The President's Council selected four action items on the Learning objective that address key components of the Learning strategies: transforming the student learning experience; supporting a faculty that advance student-centered learning; and developing academic programs that respond to changes in the arts and media and market opportunities.

1. Complete plans for linking a body of work to learning outcomes and curriculum in the major. (A.1 Transform arts and media education by incorporating the principles and practices of student-centered arts and media pedagogy.)

Organizing attaining a degree around production of a body of work as a central component of the strategy to transform arts and media education through the principles of student-centered learning. This action item will create a structure and systems for carrying out this strategy. This action item builds upon an initiative completed last year to identify learning outcomes for each of the academic programs, including the undergraduate LAS core and to set plans for systematically assessing those outcomes.

2. Plan and begin implementation of a comprehensive student advising plan. (A.1)

The Learning Team in partnership with the Enrollment Team has begun planning for an orientation-to-employment student advising system and will begin implementation during AY06/07. Planning is focused on student outcomes; collaboration between faculty and staff; and continuity and consistency of service. The teams are giving special attention to the role of the faculty in advising. This action item is partially funded by a US Department of Education Title III grant.

3. Complete planning and begin implementing a comprehensive faculty evaluation program. (A.2 Develop a faculty and staff that advance student-centered arts and media education.)

The Learning team has begun working on a revised and updated evaluation program for both full-time and part-time faculty. The team expects to substantially complete plan during the current academic year and to begin implementing the plan in AY06/07. The plan will emphasize evaluation of teaching, but will include collecting and recording information on scholarly and artistic work. The revised plan will incorporate best practices in faculty evaluation and development.

4. Complete market and feasibility studies for one or more new academic programs. (A.1 Introduce new or re-designed programs that respond to emerging trends in the arts and media.)

During AY06/07 the Learning team will study the market potential for new arts and media programs at Columbia and will study the College's capability to effectively and profitably offer such programs. This initiative will look at a range of possibilities in areas such as arts therapy and digital media and will identify with those with the greatest opportunity for the College. This is a critical planning step for the development of the academic programs.

B. Enrollment - Maintain and Manage Steady Annual Enrollment Growth

The President's Council selected three action items on the Enrollment objective. These actions items focus on developing a diverse student body and maintaining a strong market position for the College in the future. In the coming years, the number of minority and non-traditional students will make up an increasing large portion of the pool of potential students. The three action items address the College's goal of developing a diverse student body and will help the College adapt to expected market changes:

5. Implement a majority of the recommendations included in the *Minority Student Enrollment and Retention Plan*. (B.1 Expand the ethnic, geographic and educational diversity of the student population.)

The Enrollment Team completed the *Minority Student Enrollment and Retention Plan* earlier this year. During AY06/07 the team will implement as many of the recommendations as possible, including initiatives such as a pilot recruiting program in Detroit and more outreach to people in minority communities who are in a position to influence potential students' college decisions.

6. Develop a coordinated college-wide approach for supporting at-risk students. (B.6 Fully implement existing retention strategies.)

The Enrollment Team is researching how to identify students at Columbia who are at greatest risk for dropping out and the best practices for serving this category of students. During AY06/07, the team will develop plans for a holistic program for working with at-risk student to improve their academic performance and retention.

7. Complete market and feasibility study for programs to increase enrollment of non-traditional students. (B.7 Introduce new or redesigned learning delivery formats that make Columbia's programs accessible to new markets of students.)

During AY06/07 the Enrollment Team will study the market for programs targeted at non-traditional students - primarily adults working full-time and attending school part-time and will study the College's capacity to effectively and profitably provide such programs. The studies will primarily focus on instructional delivery methods, e.g. evening and weekend programs, but will also look at the potential of programs in specific disciplines.

C. Affordability – Make Columbia Affordable for Students at All Income Levels

The President's Council selected three actions items on the Affordability objective that encompass the three of the four groups of Affordability strategies. The five year budget plan has already addressed the fourth strategy group, tuition pricing. The action items address increasing non-tuition revenue, increasing scholarship aid and efficient and strategic use of resources; they are:

8. Plan and begin implementation of an alumni giving program with the objective of substantially increasing alumni contributions. (C.1 Reduce dependence on tuition revenue in order to fund college operations.)

The Affordability Team has identified alumni giving as a significant opportunity to increase contributed income. Over the last few years, the College has increased outreach to alumni. During AY06/07, the team will build on those outreach efforts to put in place a comprehensive alumni giving program.

9. Formalize the scholarship stewardship program. (C.3 Increase amount of aid available for students.)

During AY06/07 the Affordability Team will put in place a formal system for developing prospects and securing funding for endowed scholarships. This will continue and build on Institutional Advancement's ad hoc work over the last few years.

10. Plan and begin implementation of student one-card program. (C.7 Maximize strategic use of college resources.)

During the AY06/07 the Affordability Team will begin the roll out of a student one-card program. The one-card is an electronically readable card that can be used for a wide range of payment and identification purposes. When fully implemented, the card will improve the productivity of managing student accounts and improve student service. The team also anticipates that this initiative will increase revenues.

D. Campus – Create a Coherent, Student-Centered Campus

On the Campus objective, the President's Council selected two action items from the Campus Master Plan. Both address needs for future enrollment growth and for improving the student experience. The two action items are:

11. Complete the financing plan for a Campus Center, which encompasses, but is not limited to, completing a feasibility study for a major capital campaign and the related case statements. (D.1 Develop a coherent campus layout with a focal axis on Wabash Avenue; D.2 Create a distinct sense of place with a recognizable street presences.)

During the AY06/07 the Campus Team will complete a financing plan for the design and construction of the Campus Center which will house a student center and academic space for the Schools of Liberal Arts and Science and Fine and Performing Arts. The team will consider all funding options including debit, operating surplus and fund raising. As part of this action item, the Administration will substantially complete the planning phase of a capital campaign.

12. Implement improved class scheduling. (D.3 Develop flexible and adaptable facilities.)

During AY06/07 the Campus Team will complete an initiative to significantly improve utilization of existing teaching space by changing how classes and classrooms are scheduled. Research for the Campus Master Plan identified opportunities for more efficient use of classrooms equal to 23,000 square feet of new classroom space.

E. Marketing – Build a Reputation for Excellence and Innovation in Arts and Media Education

The President's Council selected completion of the web site renovation as the action item for Marketing. The purpose of this initiative, which is now in its second year, is to improve the quality and consistency of information on the College web site, to make the site more user friendly and to build the College brand.

13. Complete and roll-out renovated web site. (E.4 Recognize that Columbia is a single institution with common objectives.)

During AY06/07 the Marketing Team will complete implementation of best practice standards for managing and organizing content on the web site. The Team has already successfully implemented a new visual design for the web site.