

**Columbia State Community College
2008-09 Institutional Effectiveness Report
August 14, 2009**

Introduction

This report assesses the effectiveness of Columbia State Community College in achieving its mission. The Planning Council will use this report and other relevant information to recommend specific actions for 2009-10. These recommendations, in turn, will fold into the budgeting process that begins in early 2010. The report also provides background information that will help the Planning Council as it enters the 2010-15 strategic planning cycle.

The report has four sections. The first three sections summarize achievements, issues and opportunities for each of the three major areas of Columbia State's mission: providing access to collegiate education, promoting lifelong learning, and supporting community development. The fourth section summarizes other achievements, issues and opportunities that impact institutional effectiveness.

The report is derived from Columbia State's Strategic Plan Progress Report, Performance Funding Report, Integrated Postsecondary Education Data System (IPEDS) Feedback Report, Community College Survey of Student Engagement (CCSSE), National Community College Benchmark Project (NCCBP), college fact sheets, and department assessments.

Providing Access

Key Achievements

Enrollment increased by 4 percent in fall 2008 (headcount) and early indicators show that enrollment will dramatically increase in fall 2009. This follows a 2.7 percent headcount increase in fall 2007. Expanded marketing and recruitment efforts over the past several years have helped to reverse a 2006 enrollment decline.

Columbia State continued to increase the number of dual enrollment students, from 412 (spring, 2008) to 455 (spring, 2009). The 2009 number is a 152 percent increase over the 2005 baseline. Lottery funded grants, enhanced recruiting efforts, and an increasingly receptive high school audience have contributed to this increase.

The College developed several initiatives that address workforce development needs. Achievements included implementing a Film Crew Technology program, offering a full EMT course in Perry County, and creating courses for an accelerated Business Information Technology program, scheduled to start fall 2009.

Columbia State continued to increase the number of adults receiving scholarships from 122 in 2007-08 to 126 in 2008-09. This resulted from an increase in scholarships funded by the Columbia State Foundation, particularly in nursing. The number of adults receiving scholarships was 60 in 2005.

The College continued to improve marketing and recruitment materials that help students navigate entry into college. To this end, the College revised its website to improve student access to important admissions and other Columbia State information.

Issues and Opportunities

Columbia State has initiated steps to improve data collection and analysis that will strengthen student recruitment, admissions, financial aid, orientation and other student services that strengthen access. It is essential that Columbia State develop consistent practices that produce accurate data that's readily available when needed.

Enrollment growth in Williamson County presents both opportunities and challenges. To address these challenges, Columbia State adopted a Williamson County Enrollment Growth Plan in 2007. Budget difficulties prevented the College from making planned investments in Williamson County in 2008-09. The inability to add faculty and staff, office space, and classrooms in Williamson County will hinder future growth opportunities.

Adult enrollment (age 25 and over) declined 7.9 percent in fall 2009 to 1,405 students. Adult students now make up only 29 percent of Columbia State enrollment and the average student age has dropped to 24.6. The decline in adult enrollment is a state and national trend. Possible contributing factors include the availability of programs and services that fit working adult schedules and needs, ongoing tuition increases, and insufficient adult scholarships and other financial aid.

Columbia State developed a new Diversity Plan in 2008-09. As a result of the plan, Columbia State will consider new objectives that address an expanded interpretation of diversity during the upcoming 2010-15 strategic planning process.

The College has restructured its student services area to improve student recruitment, admissions, orientation and related services. The full implementation of the restructuring effort and adoption of new processes will continue in 2009-10. It is imperative to monitor these changes, adjust course as necessary to maximize effectiveness, and continue working toward improvement.

Promoting Learning

Key Achievements

Although Tennessee Higher Education Commission Performance Funding scores have not been finalized for 2008-09, early reports indicate that Columbia State (1) exceeded the national average on the California Critical Thinking and Skills Test, a standardized general education test for graduates; (2) met or exceeded national pass rates on licensure exams for Veterinary Technology, Radiologic Technology, and Nursing; (3) ensured that all accreditable academic programs are accredited; and (4) met 100 percent of academic program standards for programs reviewed during 2008-09.

Columbia State continued its institution-wide initiative to strengthen student learning. The initiative, *Enhancing Student Learning through Integrated Expectations*, consists of a number of related committee-led efforts in student learning, student expectations, student engagement, student persistence, student services and student academic support. During 2008-09 the College increased its College Expectations program to include 19 high schools, 30 faculty, and 2,951 high school students. The purpose of the program is to prepare students and parents for the greater academic demands that will be placed on them in college.

The college had a 92 percent placement rate for career program graduates in related career fields. Several programs had 100 percent placement rates, notably Nursing, Veterinary Technology, Radiologic Technology, and Respiratory Care.

Some other achievements include: expanding the use of technology for all instructors by making multi-media instructor stations available in all classrooms; implementing DSPW and DSPR as hybrid accelerated courses to allow students to complete developmental requirements in shorter timeframes; and implementing the Right Start program to provide new students with the guidance and support needed to be successful.

Issues and Opportunities

Two key Community College Survey of Student Engagement (CCSSE) indicators were lower in 2009 than in 2006. For example, the College received a 47.9 score in active and collaborative learning, compared to a 50.3 comparison group score, and 2006 score of 50.7. Similarly, Columbia State received a 44.2 score for support for learners, compared to a 49.5 comparison group score, and 2006 score of 45.0. Although Columbia State slightly improved its 2006 scores in student effort, academic challenge, and student faculty interaction, the College still fell below comparison group scores in these areas.

Columbia State's fall-to-fall retention rates for first-time, full-time students declined slightly to 63.6 percent (fall 2008) from 64.6 percent (fall 2007). This continued the decline from 66.7 percent (fall 2006) and 67.9 (fall, 2006). Despite this decline, Columbia State is still above the average retention rate for state community colleges. In addition, Columbia State's National Community College Benchmark Project (NCCBP) three-year graduation rate fell from 18.6 percent to 17.3 percent. Columbia State's three year rate is below the 19.6 percent of NCCBP peer institutions.

Supporting Community Development

Key Achievements

Columbia State hosted 7,765 K-12 students who attended performances, children's camps, high school competitions, career fairs and noncredit programs on its five campuses. The college continued to partner with school systems, government agencies and other organizations to host additional events and programs.

Columbia State continued its partnership with General Motors and the United Auto Workers to operate the GM/UAW Training Skills Center at the Spring Hill plant. The center provides noncredit training for UAW members in software applications, math, writing, learning skills and various other topics.

Columbia State continued partnerships with Regions Bank to deliver Quicken training; local police departments for in-service law enforcement training; South Central Tennessee Workforce Board for learning skills and software applications training; Oak Horizons for medical transcriptions training; and Gatlin Resources and Ed-to-Go for online training. The college developed additional partnerships with the U.S. Rural Development Administration for GIS training and entrepreneurship. Overall, Columbia State increased its number of noncredit students from 3,079 in 2007-08 to 3,160 in 2008-09.

The Governor's Highway Safety Office Grant enabled Columbia State to provide Spanish training to 268 Law Enforcement personnel throughout the state of Tennessee. In addition, the College provided four forty-hour in-service training programs attended by 250 police officers from 19 departments.

Columbia State fulfilled its 2008-09 P-16 objective by using grant funding to implement eight Biotechnology Camps for high school juniors and seniors.

Issues and Opportunities

In an era of budget reductions, it will be important for Columbia State to identify the proper role and scope of community development activities. This includes identifying appropriate indicators for assessing effectiveness in continuing education, noncredit professional development, cultural activities, K-12 student outreach, and community outreach. It also includes determining cost effectiveness and pricing criteria for community development services.

Other Institutional Effectiveness Achievements, Issues and Opportunities

Key Achievements

Key achievements include installing the operational data store and developing reports for Banner; replacing out of warranty computers for 100 faculty and staff; and upgrading to Office 2007. The College continued its partnership with MTSU for helpdesk support and IT responded to over 6,500 helpdesk requests from faculty and staff.

Columbia State has received over \$6.2 million in private funds and grants during the past four years, including \$1.4 million in 2008-09. Columbia State strengthened its annual fund effort to increase both the availability of unrestricted funds and the number of donors giving regularly to the College. Columbia State also formed new community based development committees in Lawrence and Williamson Counties to strengthen fundraising in those areas.

Columbia State completed several facility improvements, notably renovation of the library basement for a new IT center and a new bookstore at the Williamson County campus. The College also worked with TVA to conduct a campus wide energy audit to identify energy cost saving opportunities.

The college continued to incorporate Kansas Cost Study information into program review, incorporate department evaluation results into the Strategic Plan Progress Report and Institutional Effectiveness Report, and conduct its planning calendar to better mesh planning initiatives and organizational improvements with the annual budget cycle.

Issues and Opportunities

Recovery Act funds present a tremendous opportunity for Columbia State to make targeted investments in classrooms, laboratories, technology and other improvements that will provide an important and lasting value for Columbia State students. It is important to note that these are one-time funds and the College may be facing severe budget issues in two-three years.

Over the next year, Columbia State plans to implement a data warehouse to streamline access to Banner data and provide end user training for the Argos reporting tool. This action has great potential in changing how data is accessed and used in analysis and decision making.

Columbia State growth in Williamson County will have a major impact on Columbia State operations and budgets. When a new campus is finally achieved, it will be a major challenge to incorporate additional square footage, students and services within the current funding formula.

Columbia State's next major gift campaign could occur in two-three years. To prepare for this, the College should continue efforts to lay the groundwork for a campaign by strengthening corporate relationships, increasing visibility in Williamson County, and conducting a focused annual fund to expand the donor base.