



NOVEMBER 3, 2015

COLUMBIA STATE COMMUNITY COLLEGE  
2015 -2025 STRATEGIC PLAN

COLUMBIA STATE  
1665 Hampshire Pike, Columbia, TN 38401

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## Mission

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**Columbia State Community College nurtures success, and positively changes lives through teaching, learning, and service.**

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### *We are committed to ...*

the core values of **excellence, learning, success, integrity, access, leadership, responsibility, diversity, service,** and **community**. These values guide and direct Columbia State as we pursue our vision.

## Vision

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**Columbia State Community College will be the “1<sup>st</sup> Choice” for those seeking post-secondary learning and hailed as outstanding by students, community partners, and national benchmarks.**

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### *Student Success is our cause!*

Student success at Columbia State is defined as the completion of educational, professional, and personal goals resulting from increased knowledge and skills. Success encourages lifelong learning, promotes responsible citizenship, and enhances the quality of life for self and others.

### *College Goals...*

1. Enrollment (corresponding to TBR’s Access priority)  
Columbia State will increase the number and diversity of students served.
2. Quality (corresponding to TBR’s Quality priority)  
Columbia State will provide and maintain high-quality academic programs, faculty, staff, services, and facilities.
3. Student Success (corresponding to TBR’s Student Success priority)  
Columbia State will increase the number of citizens with diplomas, certificates, and degrees in our nine-county service area.
4. Resourcefulness (corresponding to TBR’s Resourcefulness and Efficiency priority)  
Columbia State will work to identify and enhance alternate revenue sources and continue to efficiently use all available resources.
5. Community  
Columbia State will be an active participant in the development and growth of the service area.

# College Goal 1 – Enrollment

Columbia State will increase the number and diversity of students served.

## Enrollment Planned Actions

- 1.1 Actively support the growth of the student enrollment
- 1.2 Deliberately be innovative in the delivery of classes including online, mobile, and traditional
- 1.3 Create a streamlined admissions process.
- 1.4 Create a college that allows students to interact with a global environment similar to the one they will be entering

## Measurable Enrollment Outcomes

### 1.1 Actively support the growth of student enrollment

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Enrollment will show a steady increase and reach 6,000 Fall enrollment by 2020.* <i>TBR Access Metric</i>	5,117	5,298					6,000	6,500
Enrollment will show a steady increase and reach 5,480 Spring enrollment by 2020.*	4,673						5,480	5,950
FTE will show a steady increase averaging at or above 2% for Fall enrollment.* <i>TBR Access Metric</i>	3,117	3,502					3,655	3,959
FTE will show a steady increase averaging above 2% for Spring enrollments.*	2,859						3,005	3,147
Full-time enrollment in Fall semesters will increase by an average of 2% annually.* <i>TBR Access Metric</i>	2,092	2,580					2,500	2,750
Full-time enrollment in Spring semesters will increase by an average of 2% annually.*	1,902						1,999	2,101

### 1.2 Deliberately be innovative in the delivery of classes including online, mobile, and traditional.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Number of students enrolled in non-traditional** class sections at Columbia State will grow annually.*	3,004						3,157	3,318
The number of non-traditional class sections delivered by Columbia State will increase annually.	193						218	243
Headcount of pre-college dual enrollment students will remain at or above current levels in Fall enrollments.* <i>TBR Access Metric and THEC Funding Formula</i>	882	841					925	974
Headcount of pre-college dual enrollment students will remain at or above current levels in Spring enrollments.* <i>THEC Funding Formula</i>	651						684	719

**1.3 Create a streamlined admissions process.**

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Application to Acceptance rate will be at or above 88%.*	83.3%	80%					85%	88%
Application to Registration rate will be at or above 75%.*	56.6%	54%					60%	65%
Acceptance to Registration rate will be at or above 80%.*	68.0%	67%					75%	80%

**1.4 Create a college that allows students to interact with a global environment similar to the one they will be entering.**

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Enrollment of underrepresented minorities in Fall will increase annually.* <i>TBR Access Metric</i>	740	629					868	940
Enrollment of underrepresented minorities in Spring will increase annually.*	644						677	711
Enrollment of Pell eligible students in Fall will increase annually.* <i>TBR Access Metric</i>	1,978	1,963					2,319	2,513
Enrollment of Pell eligible students in Spring will increase annually.*	1,961						2,061	2,166
Enrollment of adults in Fall will increase annually.* <i>TBR Access Metric</i>	1,510	1,193					1,587	1,668
Enrollment of adults in Spring will increase annually.*	1,362						1,431	1,505
Maintain and/or increase the number of international activities available for student participation. <i>TBR Quality Metric</i>	9						9	9
Maintain and/or increase the number of students participating in study abroad programs. <i>TBR Quality Metric</i>	24						24	24

\*All enrollment numbers will be revisited annually and adjusted as needed due to the unknown impact of TN Promise and Williamson County Campus opening.

\*\* Non-traditional classes refer to all classes that do not have the required seat time per credit hour with an instructor in the same classroom as the students. Examples include but are not limited to online, hybrid, ITV, and DVC.

## College Goal 2 – Quality

Columbia State will provide and maintain high quality academic programs, faculty, staff, services, and facilities.

### Quality Planned Actions

- 2.1 Strengthen the focus on academics and teaching.
- 2.2 Create/adopt more educational pathways that lead to employment in the community using active industry participation to generate industry specific programs that include certificates, degrees, and industry certifications.
- 2.3 Ensure students view innovation, academic challenge, and student engagement as positive experiences at Columbia State.
- 2.4 Commit to and demonstrate effective customer service internally and externally.
- 2.5 Reevaluate department processes and procedures to determine if they are student-friendly and modify as possible and/or needed.
- 2.6 Maintain facilities that are up-to-date at all locations and provide a comfortable learning environment.
- 2.7 Cultivate an atmosphere of collegiality, transparency, open communications, and appreciation between departments and employees.

### Measurable Quality Outcomes

#### 2.1 Strengthen the focus on academics and teaching.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Accreditation will be maintained or acquired by all accreditable programs. <i>TBR Quality Metric; THEC Quality Assurance</i>	100%						100%	100%
Professional Licensure exam performance will exceed the national average for 100% of the appropriate programs. (This is calculated by taking the average Institutional Score/National Comparison Score ≥100%) <i>TBR Quality Metric; THEC Quality Assurance</i>	93%						98%	100%
Columbia State will achieve a 99% average in “mets” on peer reviews and academic audits. <i>TBR Quality Metric; THEC Quality Assurance</i>	91%						93%	96%
90% or more of Columbia State students will indicate an overall level of satisfaction with the <b>quality of academic instruction</b> at the two highest survey levels (good or excellent) in student satisfaction surveys.	83.5%						85%	90%

#### 2.2 Create/adapt more educational pathways that lead to employment in the community using active industry participation to generate industry specific programs that includes certificates, degrees, and industry certifications.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
2 new or modified degree or certificate credit programs will be proposed annually.	6						10 (total by 2020)	20 (total by 2025)

\*This number may be adjusted once all curriculum alignment of AAS and transfer degrees has taken place.

#### 2.3 Ensure students view innovation, academic challenge, and student engagement as positive experiences at Columbia State.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Columbia State will increase CCSSE scores to 50 or above on each of the five benchmarks. <i>THEC Quality Assurance</i>	45.4 50.6 48.5 46.9 46.9	N/A		N/A		N/A	50 51 50 50 50	60.3 58.6 57.4 59.1 60.2

**2.4 Commit to and demonstrate effective customer service internally and externally.**

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
98% or more of Columbia State students will indicate an <b>overall level of satisfaction with Columbia State</b> at the two highest survey levels (strongly agree and agree) in student satisfaction surveys.	97.9 Enrolled 98.1 New Grad						98%	99%
CCSSE scores reflecting the helpfulness of instructors will be at or above the national mean. (11b) (1-7 scale)	5.62/5.69 /5.7 CS/TN/ Nat						5.69	5.75
CCSSE scores reflecting the helpfulness of Administrative Personnel and Offices will be above the national mean. (11c) (1-7 scale)	5.28/5.09 /5.03						5.30	5.30
CCSSE scores reflecting an evaluation of the students' entire educational experience will be above the national mean. (27) (1-4 scale)	3.05/3.17 /3.14						3.14	3.20

**2.5 Reevaluate department processes and procedures to determine if they are student-friendly and modify as possible and/or needed.**

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Student satisfaction with Information Technology will be at 90% or above as indicated by Enrolled Student Survey.	88.5%						90%	95%
Student satisfaction with Records will be at 90% or above as indicated by the Enrolled Student Survey.	89.9%						90%	95%
Student satisfaction with Records will be at 90% or above as indicated by the New Graduate Survey.	84.4%						90%	95%
Student satisfaction with Financial Aid will be at 90% or above as indicated by the Enrolled Student Survey.	80.7%						85%	90%
Student satisfaction with Financial Aid will be at 90% or above as indicated by the New Graduate Survey.	74.7%						85%	90%
Student satisfaction with Business Services will be at 90% or above as indicated by the Enrolled Student Survey.	90.0%						90%	95%
Student satisfaction with Business Services will be at 90% as Indicated by the New Graduate Survey.	84.5%						90%	95%
Student satisfaction with Admissions will be at 90% or above as indicated by the Enrolled Student Survey.	89.4%						90%	95%
Student satisfaction with Admissions will be at 90% or above as indicated by the New Graduate Survey.	86.5%						90%	95%

**2.6 Maintain facilities that are up-to-date at all locations and provide a comfortable learning environment.**

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Student satisfaction with custodial services will be at 95% or above.	94.8%						95%	95%
Student satisfaction with classroom facilities will be at 90% or above.	83.2%						85%	90%
Student satisfaction with learning spaces will be at 90% or above.	76.5%						80%	90%

*2.7 Cultivate an atmosphere of collegiality, transparency, open communication, and appreciation between departments and employees.*

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
75% of full-time faculty and professional staff will be enrolled in a course or have attended a professional workshop each year. <i>TBR Quality Metric</i>	n/a						70%	75%
Faculty turnover will be at a level of 15% or below.	6%						<15%	<15%
Professional Staff turnover will be at a level of 15% or below.	13%						<15%	<15%
Support Staff turnover will be at a level of 15% or below.	6%						<15%	<15%



## College Goal 3 - Student Success

Columbia State will increase the number of citizens with diplomas, certificates, and degrees in our nine-county service area.

### Student Success Planned Actions

- 3.1 Ensure the availability of services to help students succeed.
- 3.2 Refine procedures for workplace experience and service learning that result in effective placement learning.
- 3.3 Encourage student engagement by assisting students in taking active roles in the college and its communities.

### Measurable Student Success Outcomes

#### 3.1 Ensure the availability of services to help students succeed.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
The 12 credit hour benchmark for Columbia State will increase annually. <i>TBR Student Success Metric, THEC Formula Funding</i>	1,572	1,452					1,675	1,800
The 24 credit hour benchmark for Columbia State will increase annually. <i>TBR Student Success Metric, THEC Formula Funding</i>	1,333	1,197					1,300	1,500
The 36 credit hour benchmarks for Columbia State will increase annually. <i>TBR Student Success Metric, THEC Formula Funding</i>	1,067	1,001					1,250	1,350
Six year graduation rates will increase by an average of 1% until reaching the top 75% nationally. <i>TBR Student Success Metric</i>	34.9%						36.0%	40.0%
Columbia State will increase three year graduation rates. <i>TBR Student Success Metric</i>	18.47%						21.5%	35.9%
Columbia State will increase retention rates. (Fall to Fall retention)	63.7%						70%	73.5%
Columbia State will increase the progression rate. (Spring to Fall retention)	76%						80%	85%
Average number of credit hours accumulated beyond needed hours for degree per student ignoring learning support hours. <i>TBR Student Success Metric</i>	N/A							
Success in obstacle courses identified by TBR, determined by the percentage of students achieving an A, B, or C grade in a particular course. <i>TBR Student Success Metric</i>	67%						70%	70%
Degrees awarded <i>TBR Vital Statistic, THEC Funding Formula</i>	689						690	770
Awards per 100 FTE students. <i>TBR Vital Statistic, THEC Funding Formula</i>	19.5						21.0	25.0
Technical Certificates awarded <i>TBR Vital Statistic, THEC Funding Formula</i>	153						166	192

#### 3.2 Refine procedures for workplace experience and service learning that result in effective placement for student learning.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
The percentage of eligible graduates placed into employment will increase. <i>TBR Resourcefulness and Efficiency Metric, THEC Quality Assurance Funding</i>	209 or 89%						92%	93%
The number of students involved in workplace experiences will be maintained or increase. <i>TBR Quality Metric</i>	920*						950	950

\*13 in Co-op/116 in Internships/791 in Clinicals

**3.3 Encourage student engagement by assisting students in taking active roles in the college and its communities.**

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
The number of students involved in study internationally abroad will be maintained or increase. <i>TBR Quality Metric</i>	24						24	24
The number of students involved in service learning projects will be maintained or increase. <i>TBR Quality Metric</i>	120						120	120

## College Goal 4 - Resourcefulness

Columbia State will work to identify and enhance alternate revenue sources and continue to efficiently use all available resources.

### Resourcefulness Planned Actions

- 4.1 Grow public financial support of Columbia State to advance the Columbia State Foundation as a leader among community college foundations in the southeast.
- 4.2 Develop and implement processes and procedures for cross-campus involvement resulting in grants for enhanced colleges and services and programs.
- 4.3 Review and modify processes and procedures to become more efficient and effective.
- 4.4 Continue to develop and practice fiscally conservative practices and procedures.

### Measurable Resourcefulness Outcomes

#### 4.1 Grow public financial support of Columbia State to advance the Columbia State Foundation as a leader among community college foundations in the southeast.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Total amount of funds raised through restricted giving.	\$61,916							
Total amount of funds raised through unrestricted giving. <i>TBR Resourcefulness and Efficiency Metric</i>	\$324,309							
Columbia State's endowment will increase in contributions by an average of \$100,000 annually over the next five years. <i>TBR Resourcefulness and Efficiency Metric</i>							\$500,000	\$1M

#### 4.2 Develop and implement processes and procedures for cross-campus involvement resulting in grants for enhanced colleges and services programs.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Acquire funding from at least 30% of grants submitted. <i>TBR Resourcefulness and Efficiency Metric</i>	55%						30%	30%
Percent of continuing grants' annual portions maintained for the potential life of the grant. <i>TBR Resourcefulness and Efficiency Metric</i>	100%						100%	100%
Maintain grant resources within a five year variability of 25%. <i>TBR Resourcefulness and Efficiency Metric</i>	\$559,827						\$620,000 to \$1M	\$620,000 to \$1M

#### 4.3 Review and modify processes and procedures to become more efficient and effective.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Proportion of outcomes model dollars received by TBR community colleges. <i>THEC Funding Formula</i>	5.92%						6.25%	6.5%
The Quality Assurance Funding Score will be at or above 90. <i>THEC Quality Assurance Funding and Funding Formula</i>	88						92	95

4.4 Continue to develop and practice fiscally conservative practices and procedures.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Composite financial index score. <i>TBR Resourcefulness and Efficiency Metric</i>	3.48						+3	+3
1 or less findings in biennial audit with an unqualified opinion.	1						0	0
Maintain Return on Net assets at or above 2%. <i>TBR Resourcefulness and Efficiency Metric</i>	3.40%						+2%	+2%

## College Goal 5 - Community

Columbia State will be an active participant in the development and growth of its service area.

### Community Planned Actions

- 5.1 Provide easily accessible information to the college's constituents. *(TBR Access Priority)*
- 5.2 Continue to actively build relationships with alumni to encourage engagement with and support of the college. *(TBR Resourcefulness and Efficiency and Access Priorities)*
- 5.3 Develop innovative and responsive technical and educational training (credit and non-credit) programs so that Columbia State is recognized as the go to place for employees, worker training, and professional development. *(TBR Access Priority)*
- 5.4 Increase community involvement through projects and host of events. *(TBR Access Priority)*
- 5.5 Increase recruitment and outreach throughout the nine county service area. *(TBR Access and Quality Priorities)*

### Measurable Community Outcomes

#### 5.1 Provide easily accessible information to the college's constituents.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
100% of the Columbia State website will be accessible. <i>TBR Access Priority</i>	0%						100%	100%

#### 5.2 Continue to actively build relationships with alumni to encourage active engagement and support of the college.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
The percentage of new graduates surveyed that report a strong or very strong connection to Columbia State will increase.	50.5%						55%	60%
The number of alumni giving will increase by an average 20% annually.	52						125	300

#### 5.3 Develop innovative and responsive technical and educational training (credit and non-credit) programs so that Columbia State is recognized as the go to place for employees, worker training, and professional development.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Columbia State will increase contact hours for Workforce development by 2% annually.	62,933						70,000	74,000
Columbia State will maintain or increase the number of organizations served using Workforce development.	50							

#### 5.4 Increase community involvement through projects and hosting of events.

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Columbia State will work to maintain and create partnerships throughout the community including K-12, industry, and non-profits.	20						30	40
Columbia State employees participate in their communities and serve a minimum of 2500 volunteer hours annually.	2442						2750	3000
Columbia State hosts a minimum of 250 special events annually that are open to the community.	249						250	250

*5.5 Increase recruitment and outreach throughout the nine county service area.*

	Current	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Columbia State will draw 40% or more of high school graduates in at least 75% (7/9) of our nine county service area.	5/9 = 22%						6/9 = 56%	7/9 = 75%