**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 **access, community, diversity, equity, excellence, innovation, integrity, learning, respect, and success**. These values guide and direct Columbia State as we pursue our vision.

**Vision**

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**Columbia State Community College will be the "1st Choice" for citizens of South Central Tennessee seeking post-secondary learning and hailed as outstanding by students, community partners, and national benchmarks as a student-ready college.**

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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.

*Equity Statement*
Columbia State Community College intentionally cultivates a climate which values every individual student, employee, and community member and fosters success for all. We recognize and embrace individual differences through a culture of listening and empathy to achieve equity, including social and economic opportunity.

*College Goals…*

1.  Student Success and Completion
    Columbia State will grow the number of students successfully attaining their educational goals.

2.  Quality
    Columbia State will maintain high-quality educational programs, services, and facilities supporting the workforce and higher educational needs of citizens.

3.  Access and Equity
    Columbia State will increase education and training opportunities for all students through equitable access to student-ready programs and services.

4.  Resourcefulness
    Columbia State will grow new streams of resources and will increase the efficiency of use for existing resources.

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

**College Goal 1 - Student Success and Completion**
Columbia State will grow the number of students successfully attaining their educational goals.

**Student Success and Completion Strategies**
1.1 Ensure college programs meet the needs of a diverse student population through multiple delivery methods and convenient time offerings.
1.2 Provide support structures and services including financial assistance that help students succeed.
1.3 Increase student success through early connections with relational advising, college success courses, faculty interactions, and student engagement that continue throughout the student's lifecycle with the College.
1.4 Support student success through engagement of faculty in more pedagogical training for continued implementation and success of existing and innovative high-impact practices.
1.5 Review and revise practices, policies, and procedures for remote learning providing consistent learning experiences and promoting student success.

| | Baseline | 2020-21 | 2021-22 | 2022-23 | 2023-2024 | 2025 | 2030 |
|---|---|---|---|---|---|---|---|
| Columbia State will increase three year graduation rates. | 29% | | | | | 35.0% | 40% |
| Columbia State will increase retention rates. (Fall to Fall retention) | 55% | | | | | 70% | 75% |
| Columbia State will increase the progression rate. (Fall to Spring retention) | 74% | | | | | 85% | 90% |
| Success in top ten enrollment courses determined by the percentage of students achieving an A, B, or C grade in a particular course. | 70% | | | | | 70% | 70% |

**College Goal 2 – Quality**
Columbia State will maintain high-quality educational programs, services, and facilities supporting the workforce and higher educational needs of citizens.

**Quality Planned Strategies**
2.1 Strengthen instructional methodology to support learning and actively engage students.
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 Provide a high level of customer service and effective communication through the whole student lifecycle from recruitment to graduation.
2.4 Revaluate departmental processes and procedures for modifications to address potential inefficiencies of faculty and staff while removing barriers to student success.
2.5 Maintain facilities that are up-to-date at all locations and provide a safe, healthy, and comfortable learning environment.

| | Baseline | 2020-21 | 2021-22 | 2022-23 | 2023-2024 | 2025 | 2030 |
|---|---|---|---|---|---|---|---|
| Accreditation will be maintained or acquired by all accreditable programs. | 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%) | 95% | | | | | 98% | 100% |
| Columbia State will achieve a 2.9 average score on peer reviews and academic audits. | 2.5 | | | | | 2.7 | 2.9 |
| 90% or more of Columbia State students will indicate an overall level of satisfaction with the **quality of academic instruction** at the two highest survey levels (good or excellent) in student satisfaction surveys. | 90% | | | | | 95% | 98% |

## College Goal 3 – Access and Equity

Columbia State will increase education and training opportunities for all students through equitable access to student-ready programs and services.

## Access and Equity Planned Strategies

3.1 Utilize intentional communication strategies that connect student populations to educational opportunities aligning with the student's career and professional goals.

3.2 Nurture a global and equitable environment that supports understanding and relationships in an inclusive society.

3.3 Provide programs and support services that enhance the achievement of all students and reduce the equity gap for minority, special, and underserved populations.

3.4 Review and revise processes and communication strategies to increase the conversion ratio of applied to enrolled students.

3.5 Improve recruitment methods and outreach efforts throughout the nine-county service area by focusing on improved access to all populations.

| | Baseline | 2020-21 | 2021-22 | 2022-23 | 2023-2024 | 2025 | 2030 |
|---|---|---|---|---|---|---|---|
| Enrollment will show a steady increase and reach 6,500 Fall enrollment by 2025. | 6,000 | | | | | 6,500 | 6,700 |
| The number of non-traditional class sections delivered by Columbia State will increase annually. | 400 | | | | | 750 | 1000 |
| Headcount of pre-college dual enrollment students will remain at or above current levels in Fall enrollments. | 950 | | | | | 1,200 | 1,400 |
| Application to Acceptance rate will be at or above 88%. | 83% | | | | | 85% | 88% |
| Application to Registration rate will be at or above 75%. | 57% | | | | | 60% | 65% |
| Acceptance to Registration rate will be at or above 80%. | 68% | | | | | 75% | 80% |

| | Baseline | 2020-21 | 2021-22 | 2022-23 | 2023-2024 | 2025 | 2030 |
|---|---|---|---|---|---|---|---|
| Enrollment of underrepresented minorities in Fall will increase annually. *TBR Access Metric* | 850 | | | | | 1000 | 1200 |
| Enrollment of Pell eligible students in Fall will increase annually. *TBR Access Metric* | 1,850 | | | | | 1,900 | 2,000 |
| Enrollment of adults in Fall will increase annually. *TBR Access Metric* | 1,250 | | | | | 1,500 | 1,750 |

## College Goal 4 – Resourcefulness

Columbia State will grow new streams of resources and will increase the efficiency of use for existing resources.

## Resourcefulness Strategies

4.1 Grow financial support of the Columbia State Foundation to support the College's operation and mission.

4.2 Enhance college services and programs through strategic cross-campus involvement for securing grant resources.

4.3 Review and modify processes and procedures for equity, effectiveness, efficiency, and conservative stewardship of resources resulting in a dynamic, student-ready college.

4.4 Continue to develop and practice fiscally conservative practices and procedures resulting in a Consumer Financial Index that is favorably compared to national benchmark standards.

4.5 Build relationships with students throughout the student lifecycle and continuing as alumni for college engagement and support.

| | Baseline | 2020-21 | 2021-22 | 2022-23 | 2023-2024 | 2025 | 2030 |
|---|---|---|---|---|---|---|---|
| Total amount of funds raised through giving. | $325,000 | | | | | $400,000 | $750,000 |
| Maintain grant resources within a five year variability of 25%. *TBR Resourcefulness and Efficiency Metric* | $550,000 | | | | | $620,000 to $1M | $620,000 to $1M |
| Proportion of outcomes model dollars received by TBR community colleges. | 5.8% | | | | | 6.0% | 6.5% |
| The Quality Assurance Funding Score will be at or above 90. | 80 | | | | | 90 | 95 |
| Composite financial index score | +3 | | | | | +3 | +3 |
| Maintain Return on Net assets at or above 2%. | +2% | | | | | +2% | +2% |

## College Goal 5 – Community and Partnerships

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

## Community and Partnerships Strategies

5.1 Build a diverse college community with access to data and information that shapes student success, enhances employee relationships, and creates a collegial environment with a culture of individual accountability that advances economic and social opportunities.

5.2 Assess needs and increase partnerships with business/industry to ensure graduates will be valuable members of the community's workforce.

5.3  Develop and offer in-demand, 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.

5.4  Actively participate in the surrounding communities through collaborative projects and hosting of events.

5.5  Cultivate an atmosphere of collegiality, transparency, open communication, and appreciation.

| | Baseline | 2020-21 | 2021-22 | 2022-23 | 2023-2024 | 2025 | 2030 |
|---|---|---|---|---|---|---|---|
| The percentage of new graduates surveyed that report a strong or very strong connection to Columbia State will increase. | 50% | | | | | 55% | 60% |
| The number of alumni giving will increase by an average 20% annually. | 55 | | | | | 80 | 110 |
| Columbia State will increase contact hours for Workforce development by 2% annually. | 50,000 | | | | | 70,000 | 90,000 |
| Columbia State will be the top college selected by high school graduates. | 5/9 | | | | | 7/9 | 8/9 |