

DECEMBER 2, 2016



## 2015 -2016 INSTITUTIONAL EFFECTIVENESS REVIEW

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. 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.
2. Quality (corresponding to TBR’s Quality priority)  
Columbia State will provide and maintain high-quality academic programs, faculty, staff, services, and facilities.
3. Enrollment (corresponding to TBR’s Access priority)  
Columbia State will increase the number and diversity of students served.
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 - 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

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

## Measurable Student Success Outcomes

	2014-15	2015-16	2016-17	2020
The 12 credit hour benchmark for Columbia State will increase annually. <i>TBR Student Success Metric, THEC Formula Funding</i>	<b>1,489</b> 1,328	<b>1,330</b> 1,464	<b>1,466</b> 1,502	<b>1,625</b> 1,622
The 24 credit hour benchmark for Columbia State will increase annually. <i>TBR Student Success Metric, THEC Formula Funding</i>	<b>1,202</b> 1,104	<b>1,104</b> 1,209	<b>1,210</b> 1,241	<b>1,340</b> 1,340
The 36 credit hour benchmarks for Columbia State will increase annually. <i>TBR Student Success Metric, THEC Formula Funding</i>	<b>1,037</b> 955	<b>955</b> 1,016	<b>901</b> 1,042	<b>1,250</b> 1,125
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%	36.5%		36.0%
Columbia State will increase three year graduation rates. <i>TBR Student Success Metric</i>	<b>18.47%</b> 20.3%	<b>16.1%</b> 20.6%	 20.8%	<b>21.5%</b> 21.7%
Columbia State will increase retention rates. (Fall to Fall retention)	63.7%	59.0%	51.5%	70%
Columbia State will increase the progression rate. (Spring to Fall retention)	76%	74.3%		80%
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%	72.5%		70%
Degrees awarded <i>TBR Vital Statistic, THEC Funding Formula</i>	<b>687</b> 687	<b>660</b> 655	 673	<b>690</b> 726
Awards per 100 FTE students. <i>TBR Vital Statistic, THEC Funding Formula</i>	<b>24.6</b> 14.0	<b>21.3</b> 14.0	 14.0	<b>21.0</b> 14.0
Technical Certificates awarded <i>TBR Vital Statistic, THEC Funding Formula</i>	<b>155</b> 155	<b>190</b> 115	 119	<b>166</b> 129
The percentage of eligible graduates placed into employment will increase. <i>TBR Resourcefulness and Efficiency Metric, THEC Quality Assurance Funding</i>	93% TLDS and 209 or 89% in field	93% TLDS and 265 or 79% in field		92%
The number of students involved in workplace experiences will be maintained or increase. <i>TBR Quality Metric</i>	920	948		950
The number of students involved in study internationally abroad will be maintained or increase. <i>TBR Quality Metric</i>	24	28		24
The number of students involved in service learning projects will be maintained or increase. <i>TBR Quality Metric</i>	120	448		120

## Commendations:

1. Columbia State Community College is to be commended for addressing student success as demonstrated by the number of degrees and certificates available and earned by students.
2. Columbia State Community College is to be commended for addressing student success by offering tutoring and student support services especially when utilized as early intervention.
3. Columbia State Community College is to be commended for addressing student success through a caring, high quality full-time faculty and staff.

## Affirmations:

1. It is affirmed Columbia State Community College should continue to address student success by continuously exploring, developing, and implementing new program offerings.
2. It is affirmed Columbia State Community College should continue to address student success by continuing to review and improve COLS 101 as well as expand student support services.
3. It is affirmed Columbia State Community College should continue to address student success through the use of social media in increasing the value of the college brand and effective communication of all college services, and it is affirmed emphasis of social media in increasing effective communication should continue.

**Recommendations:**

1. It is recommended that Columbia State address student success through exploration of ways to increase progression from Fall to Spring and retention Fall to Fall including dual enrollment retention and conversion with set targets for each population.
2. It is recommended that Columbia State address student success by updating the retention plan to reflect current college goals and achievements and communicate the new retention plan across the college embedding retention actions into the Columbia State Community College culture.
3. It is recommended that Columbia State address student success through the continuous review and revision of processes and procedures to increase efficiency, insure student-friendliness, and align with institutional goals.

**Activities addressing Student Success during 2015-2016 fiscal year include:**

1. Tutoring services were available on all campuses and online 24/7. Additional tutoring subjects were introduced (ECON & INFS). The TLC co-sponsored Praxis Open House event, webinar, and made available practice tests for Praxis I. Tutoring sessions were offered through Vidyo and Skype in selected subject areas.
2. Calculators were transferred to the Library and processed in August for semester checkout to students. Additional units have been added as purchased.
3. Initial discussions have taken place involving internships/apprenticeships for FCT students with the Local Union and Workforce Development.
4. Career Services tested an employer post-interview feedback component for students and/or graduates, and found responses were difficult to obtain. Future plans include exploration of an online survey form.
5. Ongoing efforts to increase the retention and graduation rate of student athletes through coaching and tracking as well as continuous involvement in community service by athletes continue. Additionally, the athletic department will continue efforts to increase participation and offerings of intramural programs.
6. Student affairs increased active membership in the President's Leadership Society, reorganized SGA to include each of the five campuses, and updated the Peer Leader Program.

## 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.
- 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

	2014-15	2015-16	2016-17	2020
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%	100%		98%
Columbia State will achieve a 2.9 average score on peer reviews and academic audits. <i>TBR Quality Metric; THEC Quality Assurance</i>	N/A	2.5		2.7
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%	91.9%		85%
2 new or modified degree or certificate credit programs will be proposed annually.	6	5+		10
Columbia State will increase CCSSE or SENSE scores to 50 or above on each of the five or six benchmarks. <i>THEC Quality Assurance</i>	CCSSE 45.4 50.6 48.5 46.9 46.9	SENSE 54.1 50.4 41.2 40.0 43.7 45.7	CCSSE	50 51 50 50 50
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	97.2%		98%
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	83% comfort interact		5.69
CCSSE scores reflecting the helpfulness of Administrative Personnel and Offices will be above the national mean. (11c) (1-7 scale)	5.28/5.09/5.0 3	83% comfort interact		5.30
CCSSE scores reflecting an evaluation of the students' entire educational experience will be above the national mean. (27) (1-4 scale)	3.05/3.17/3.1 4	88.5% comfort interact		3.14
Student satisfaction with Information Technology will be at 90% or above as indicated by Enrolled Student Survey.	85.5%	86.9%		90%
Student satisfaction with Records will be at 90% or above as indicated by the Enrolled Student Survey.	89.9%	89.0%		90%
Student satisfaction with Records will be at 90% or above as indicated by the New Graduate Survey.	84.4%	85.1%		90%

	2014-15	2015-16	2016-17	2020
Student satisfaction with Financial Aid will be at 90% or above as indicated by the Enrolled Student Survey.	80.7%	86.4%		85%
Student satisfaction with Financial Aid will be at 90% or above as indicated by the New Graduate Survey.	74.7%	81.0%		85%
Student satisfaction with Business Services will be at 90% or above as indicated by the Enrolled Student Survey.	90.0%	89.2%		90%
Student satisfaction with Business Services will be $\geq 90\%$ as Indicated by the New Graduate Survey.	84.5%	86.4%		90%
Student satisfaction with Admissions will be $\geq 90\%$ as indicated by the Enrolled Student Survey.	89.4%	90.2%		90%
Student satisfaction with Admissions will be $\geq 90\%$ as indicated by the New Graduate Survey.	86.5%	84.4%		90%
Student satisfaction with custodial services will be $\geq 95\%$ .	94.8%	89.3%		95%
Student satisfaction with classroom facilities will be $\geq 90\%$ .	83.2%	80.8%		85%
Student satisfaction with learning spaces will be $\geq 90\%$ .	76.5%	79.1%		80%
70% 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	63.7%		70%
Faculty turnover will be at a level of $\leq 15\%$ .	6%	6%		<15%
Professional Staff turnover will be at a level of $\leq 15\%$ .	13%	15%		<15%
Support Staff turnover will be at a level of $\leq 15\%$ .	6%	14%		<15%

#### **Commendations:**

1. Columbia State Community College is to be commended for addressing quality by providing an affordable stepping stone to the next role in life through the provision of tutoring, a college success course, multiple instructional methods, multiple articulation agreements, and access to high quality course offerings.
2. Columbia State Community College is to be commended for addressing quality by developing and maintaining relationships with county school boards, implementing a college-wide recycling program, providing up-to-date computer labs and IT support, being visible in local newspaper, and providing access to degree completion at various locations.
3. Columbia State Community College is to be commended for addressing quality through encouragement of professional development and availability of faculty to students.

#### **Affirmations:**

1. It is affirmed Columbia State Community College should continue to address quality through continuous upgrade of facilities to provide positive learning environments.
2. It is affirmed Columbia State Community College should continue to address quality by maintaining professionalism among faculty/staff and by continuing to expand full-time, effective faculty/staff recruitment, providing opportunities for faculty/staff to stay current in their areas of responsibility, and continuing to review and improve as needed the new hire orientation process.
3. It is affirmed Columbia State Community College should continue to address quality through seeking improvement in graduation rates using multiple methods including the offering of additional embedded technical certificates.

#### **Recommendations:**

1. It is recommended that Columbia State address quality by researching possible reasons for higher turnover in support and professional staff and recognizing accomplishments and rewarding work environment enhancement.
2. It is recommended that Columbia State address quality through full-/part-time faculty training and recruitment (including pay).
3. It is recommended that Columbia State address quality through the active use of language corresponding to CCSSE and SENSE surveys in advising, classroom, and office environments.

**Activities addressing Quality across the college during the 2015-2016 fiscal year included:**

1. Respiratory Therapy program received continued accreditation including a commendation for the program's self-study report.
2. New programs were explored including those considered attractive to adult and evening students. Hospitality and Tourism Management Certificate, CITC technical certificates, additional TTP options, Medical Laboratory Technician, and Computed Tomography were approved and are in various stages of implementation. Additionally exploration continues for Public Health, Social Media, and Geospatial Information Sciences Certificates and programs
3. Individualized Academic Plans were created for all First Time Freshmen in Fall 2015 including TnPromise students and Adult Evening students. TnPromise students also received success plans involving required milestones to remain eligible for the scholarship program.
4. Introduced Digital Video Conferencing Best Practices, developed accessibility online course, increased use of social media, and corresponded with distance education faculty at the beginning of the semester on effective teaching practices to engage students.
5. COLS 101 Columbia State College Success course was piloted in Fall 2015 and Spring 2016.
6. Developed an on-campus presence of workforce community partners during Career Services events and activities to increase interactivity with our students for career development, engagement and networking, and also direct access to job and internship opportunities.
7. Established Internal Audit office and shared information through a newsletter, brochure, and emails during Internal Audit Awareness Month, May 2016.
8. Human Resources offered several sessions of Customer appreciation training. Training aided in offering exceptional customer services to students and clients by engaging them in positive experiences at Columbia State.
9. Athletics module developed and implemented for all teams in Banner
10. Continued retention efforts and activities with the Retention Coordinators, Deans and Campus Directors, Disability Services, all Directors/Coordinators and all other stakeholders in the success of our students.
11. Developed preventative maintenance plans for all college owned satellite campuses, and contracted maintenance contractors to perform preventative maintenance at the Williamson and Clifton Campuses.
12. Continued to support spirit and branding of the college through go Green Wednesdays. Refocused approach to cross-campus involvement in grants to encourage greater participation/interaction and enhanced resources. New employee welcome bags (green swag and information) and a letter to be given when HR does new employee orientation.
13. Professional development course offered online for interested part-time faculty.
14. Overhaul of new employee on-boarding process including assessment of orientation processes of other schools through review of websites and discussions. Focus migrated to educating new employees on Columbia State's history/mission/strategic plan.
15. For fall 2015, Title VI training was moved to Online Campus to allow easier tracking of participants. New online Title IX training with Everfi was implemented in spring 2016. Training conducted for Clery CSA.
16. There were 23 professional development online courses available, 18 technical/work related training, and 4 webinars to increase knowledge base relevant to employee success in employment.
17. Desktop Video Conferencing was used throughout all campuses by faculty (in-classroom and office hours), Faculty Senate, Student Government, Tutors, and College Committees providing greater access while saving time and monies for travel.
18. Technical support for key strategic goals identified by the college was fully supported by the Information Technology department.



## College Goal 3 – Enrollment

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

### Enrollment Planned Actions

**3.1 Actively support the growth of the student enrollment**

**3.2 Deliberately be innovative in the delivery of classes including online, mobile, and traditional**

**3.3 Create a streamlined admissions process.**

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

### Measurable Enrollment Outcomes

	2014-15	2015-16	2016-17	2020
Enrollment will show a steady increase and reach 6,000 Fall enrollment by 2020. <i>TBR Access Metric</i>	5,117	5,298	5,645	6,000
	5,231	5,329	5,397	5,609
Enrollment will show a steady increase and reach 5,480 Spring enrollment by 2020.	4,552	4,598		5,480
FTE will show a steady increase averaging at or above 2% for Fall enrollment. <i>TBR Access Metric</i>	3,117	3,502	3,658	
	3,263	3,379	3,423	3,557
FTE will show a steady increase averaging above 2% for Spring enrollments.	2,859	2,956		3,005
Full-time enrollment in Fall semesters will increase by an average of 2% annually. <i>TBR Access Metric</i>	2,092	2,580	2,607	2,500
Full-time enrollment in Spring semesters will increase by an average of 2% annually.	1,902	2,105		1,999
Number of students enrolled in non-traditional class sections at Columbia State will grow annually.	3,004	3,320		3,157
The number of non-traditional class sections delivered by Columbia State will increase annually.	193	208		218
Headcount of pre-college dual enrollment students will remain at or above current levels in Fall enrollments. <i>THEC Funding Formula</i>	905	853	956	
	905	853	863	894
Headcount of pre-college dual enrollment students will remain at or above current levels in Spring enrollments. <i>THEC Funding Formula</i>	774	736		684
Application to Acceptance rate will be at or above 88%.	83.3%	80%	85.1%	85%
Application to Registration rate will be at or above 75%.	56.6%	54%	56.9%	60%
Acceptance to Registration rate will be at or above 80%.	68.0%	67%	66.8%	75%
Enrollment of underrepresented minorities in Fall will increase annually. <i>TBR Access Metric</i>	740	629	653	868
Enrollment of underrepresented minorities in Spring will increase annually.	644	536		677
Enrollment of Pell eligible students in Fall will increase annually. <i>TBR Access Metric</i>	1,978	1,963	1,825	2,319
Enrollment of Pell eligible students in Spring will increase annually.	1,961	1,710		2,061
Enrollment of adults in Fall will increase annually. <i>TBR Access Metric</i>	1,510	1,193	1,257	1,587
Enrollment of adults in Spring will increase annually.	1,362	1,126		1,431
Maintain and/or increase the number of international activities available for student participation. <i>TBR Quality Metric</i>	9	6		9
Maintain and/or increase the number of students participating in study abroad programs. <i>TBR Quality Metric</i>	24	28		24

### Commendations:

1. Columbia State Community College is to be commended for addressing enrollment through outreach efforts including orientations, parent sessions, embedded dual enrollment, high school visits to promote dual enrollment and educational opportunities, and increased communications to students and families throughout their enrollment.
2. Columbia State Community College is to be commended for addressing enrollment by Department of Defense Memorandum of Understanding, emphasizing TN Promise and other scholarship programs, personal attention by recruiters, redesign of Jones Student Center, and continuing emphasis of quality programs.
3. Columbia State Community College is to be commended for addressing enrollment through dramatic improvement in public relations and use of media to recruit

**Affirmations:**

1. It is affirmed Columbia State Community College should continue to address enrollment by continued broadening of communication to all students at all campuses assuring the disbursement of uniform information.
2. It is affirmed Columbia State Community College should continue to address enrollment through increased emphasis on student sub populations (i.e. TnPromise, TRiO, Adults, Minorities, and Males) using data to address concerns as early as possible in the enrollment process.
3. It is affirmed Columbia State Community College should continue to address enrollment by expanding healthcare education programs and skilled labor offerings and increasing emphasis of AS/AA/AST/AFA degree transferability to multiple colleges and universities.

**Recommendations:**

1. It is recommended that Columbia State address enrollment by continuous review and improvement of orientation, financial aid processes, communications, and purge processes.
2. It is recommended that Columbia State address enrollment by reviewing areas directly impacting student success including full-time faculty and financial aid and provide resources as possible to areas of need.
3. It is recommended that Columbia State address enrollment by involving students in recruiting potential students, market more to adult learners, and connect with students via their cell phones by expanding usage of the Columbia State Mobile App and social media presence.

**Activities addressing Enrollment across the college during the 2015-2016 fiscal year included:**

1. First-Time-Freshmen (FTF) were placed in 3 distinct funnels (TnPromise, non-TN Promise, and non-traditional). Weekly Point-In-Time reports were utilized to track progress toward goal. Metrics were maintained for each funnel to assess conversion strategies. Unsatisfactory results were monitored and adjustments made for 16-17 recruitment cycle. An area identified as an opportunity includes the non-traditional FTF funnel. An area identified as a challenge is the "Confirm & Pay" process coupled with purge and associated billing. Students did not seem to understand and/or respond to multiple communications employed to reduce high purge numbers. Multiple channels of communication were used to inform students of "Important Deadlines" including: Flyers sent to home, Campus signs, TXT messages, E-Mail, Robo Calls, Web-site announcements and Social Media.
2. The analysis and implementation of Dynamic Forms allows Columbia State to out-source verifications. Dynamic forms is an opportunity to greatly improve customer service, reduce error and make business processes more efficient for Financial Aid.
3. Community events hosted and/or attended included Jones Apparel Group (JAG) info night in Lawrence County-spoke with dislocated workers, Chamber of Commerce Career Fair in Lawrence County, two Reconnect training events in Nashville (discussed set up for Reconnect and the student process), Goodwill Career Fair in Lawrence County and Lewisburg, two launches related to the Reconnect grant (two regions—Middle Tennessee at the Northfield site and Southwest in Wayne County).
4. Increased involvement with Agriculture Leaders in Marshall County to promote Agribusiness 2+2 program at Lewisburg. Explored offering Scholarship for Business Management Technical Certificate for Adults at the Lewisburg Campus.
5. Enrollment targets were presented to Leadership in November and December of the 2015-2016 academic year.
6. 18 classrooms were upgraded to digital system in Columbia, Lawerenceburg and Lewisburg; lecture capture technology users increased significantly; 9 faculty and staff succesfull completed the iPad program;, past iPad participants continue using the device to increase student success; 10 faculty taught DVC courses in at least one course section.
7. A new scholarship application has been created, new timeline for awarding scholarships is in progress, awarding process is under modification with one change being that of anonymous/blind award, and a review of processes to ensure sharing of current and accurate scholarship criteria is in progress.
8. Developed a Student Success map that covers application through enrollment in the first semester of classes and with outlined steps to graduation.
9. Collaboration resulted in Welcome Week activities during the first week of each semester at all campus locations.

## 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

	2014-15	2015-16	2016-17	2020
Total amount of funds raised through restricted giving.	\$61,916	\$275,935		
Total amount of funds raised through unrestricted giving. <i>TBR Resourcefulness and Efficiency Metric</i>	\$324,309	\$49,398		
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>		(\$190,477)		\$500,000
Acquire funding from at least 30% of grants submitted. <i>TBR Resourcefulness and Efficiency Metric</i>	55%	67%		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	\$877,312		\$620,000 to \$1M
Proportion of outcomes model dollars received by TBR community colleges. <i>THEC Funding Formula</i>	5.92%	6.01%	5.93%	6.25%
The Quality Assurance Funding Score will be at or above 90. <i>THEC Quality Assurance Funding and Funding Formula</i>	91	92		92
Composite financial index score. <i>TBR Resourcefulness and Efficiency Metric</i>	3.48	5.71	5.82	+3
1 or less findings in biennial audit with an unqualified opinion.	1	1	1	0
Maintain Return on Net assets at or above 2%. <i>TBR Resourcefulness and Efficiency Metric</i>	3.40%	55%	18%	+2%

### Commendations:

1. Columbia State Community College is to be commended for addressing resourcefulness through procurement and maintenance of funding from grants.
2. Columbia State Community College is to be commended for addressing resourcefulness by maintaining an excellent composite index score
3. Columbia State Community College is to be commended for addressing resourcefulness through continued fundraising growth and vision similar to the vision resulting in the Williamson Campus.

### Affirmations:

1. It is affirmed Columbia State Community College should continue to address resourcefulness by continuing to grow unrestricted funds.
2. It is affirmed Columbia State Community College should continue to address resourcefulness by continuing, improving, and increasing fundraising efforts.
3. It is affirmed Columbia State Community College should continue to address resourcefulness by increasing communications about resourcefulness.

### Recommendations:

1. It is recommended that Columbia State address resourcefulness to address the needed facelift at other campuses highlighted by the new campus.

2. It is recommended that Columbia State address resourcefulness by exploring the needs for more staff.
3. It is recommended that Columbia State address resourcefulness accepting that SENSE and CCSSE are a fact of life and find ways to improve scores including possible classroom methods.

**Activities addressing Resourcefulness across the college during the 2015-2016 fiscal year included:**

1. An emergency action plan has been written and submitted to the Maury County Emergency Management Office in October 2015 for coordination with local plan prior to dissemination to leadership.
2. RxTN program "Coach" resigned in December 2015; PD resigned in January 2016; existing Data/Clerk appointed Interim PD to oversee grant closeout; Training ended March 31, 2016; Final Purchases had Mar 31 EOB deadline (replacement of consumables and durable supplies within stated monetary limits); focus shifting toward on-going student follow up (to document placement/wage-increase), inventory, reporting, and creation of E-files; lone remaining grant position ends Oct 31, 2016. Promotion, registration, and training delivery shifted to Workforce Development personnel April 1, 2016
3. Educational Talent Search Grant was submitted.

## 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.**
- 5.2 Continue to actively build relationships with alumni to encourage engagement with and support of the college.**
- 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.**
- 5.4 Increase community involvement through projects and host of events.**
- 5.5 Increase recruitment and outreach throughout the nine county service area.**

### Measurable Community Outcomes

	2014-15	2015-16	2016-17	2020
100% of the Columbia State website will be accessible. <i>TBR Access Priority</i>	0%	3.46%		100%
The percentage of new graduates surveyed that report a strong or very strong connection to Columbia State will increase.	50.5%	57.6%		55%
The number of alumni giving will increase by an average 20% annually.	52	87		125
Columbia State will increase contact hours for Workforce development by 2% annually.	62,933	48,595		70,000
Columbia State will maintain or increase the number of organizations served using Workforce development.	50	149		
Columbia State will work to maintain and create partnerships throughout the community including K-12, industry, and non-profits.	20	70		30
Columbia State employees participate in their communities and serve a minimum of 2500 volunteer hours annually.	2442	4,914		2750
Columbia State hosts a minimum of 250 special events annually that are open to the community.	249	270		250
Columbia State will draw 25% or more of high school graduates in at least 75% (7/9) of our nine-county service area.	5/9 = 56%	5/9=56%		6/9 = 56%

### Commendations:

- Columbia State Community College is to be commended for addressing community by engaging with communities during activity periods and through the hosting of events for outside parties on Columbia State campuses.
- Columbia State Community College is to be commended for addressing community through faculty and staff engagement with a variety of community groups to share the work being done and Columbia State.
- Columbia State Community College is to be commended for addressing community through the Performance Series, Stem Girls, Pryor Art Gallery Shows, Phi Theta Kappa Community Service, athlete community service, Access and Diversity baby wipes and diapers drive, and Health Science student organizations community service continuing to build upon the good reputation of Columbia State in the communities served.

### Affirmations: It is affirmed Columbia State Community College should continue to address community...

- It is affirmed Columbia State Community College should continue to address community by maintaining and increasing recruitment in community schools.
- It is affirmed Columbia State Community College should continue to address community by building on the outreach occurring during the 50<sup>th</sup> celebration.
- It is affirmed Columbia State Community College should continue to address community by continuing and increasing testing services available to the community for non-credit certificates.

**Recommendations:**

1. It is recommended that Columbia State address community at remote campuses by outreach to the surrounding workforce and communities utilizing campus coordinators, faculty and staff.
2. It is recommended that Columbia State address community by increasing our service learning activities, enrichment classes, research presentations, and academic presentation.

**Activities addressing Community across the college during the 2015-2016 fiscal year included:**

1. A new college logo and athletic logo was developed and unveiled on Friday, May 13.
2. Web accessibility project is on-going. The PR & Marketing department contracted with a web development company to make all the website templates accessible. Work is being done on a page-by-page to fix additional accessibility issues. The top 40 most visited pages are now accessible and work continues down the list.
3. Co-organized Transfer Days in Columbia, Clifton, Franklin, Lawrenceburg, and Lewisburg in fall 2015 and spring 2016. Bachelor's degree in Elementary Education and Management and Human Relations were available in Columbia. B.S. in Agri-Business was available in Lewisburg. Graduate courses were offered in Columbia, Lawrenceburg and Lewisburg during summer, fall and spring semesters.
4. 64 program-to-program articulation agreements are posted on the transfer website for student access.
5. Recreate WiT center in Lawrenceburg as LiT Center.
6. Formalized the Booster Club for athletics to build community support resulting in defrayed cost to hold tournaments through contributions.
7. Increased number of students attending Maury County Career & Technical Fair hosted at Columbia State by 150. The College Fair had an increase of 50 students and yielded \$183.11 for the Recruitment Budget.
8. Discussion and initial planning has taken place between Enrollment Services and Athletics for possible programming for 2016-17. Staff increased attendance at games!
9. Marketing/Public Relations provided leadership, planning, and support for 50th Anniversary activities. The department played an integral role in the planning and execution of the 50th Anniversary activities.
10. Increased high school visits throughout recruitment cycle. In addition, we received multiple invitations to participate in events outside our service area that may increase applicant pool : Pope John Paul II High School (Hendersonville), Siegel High School Fair, Coffee Co. Central High School College Fair, Cheatham Central HS College Fair, Sycamore HS College Fair, Dickson County HS College Fair, Creekwood HS College Fair and Bedford County College Fair.
11. Community events hosted resulted in Franklin Hearts (12 students), Mt. Pleasant High School Freshmen (65 students), Educational Talent Search at Lawrenceburg Campus (100 students), Grassland Middle School (200 students), Fairview Middle School (150 students) and Maury County YMCA (15 student).