Mission

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

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

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.

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 for achieving equity, including social and economic opportunity.

College Goals…
1. **One College** – Columbia State will function as one college to provide a consistent and successful student experience.
2. **Student-Ready College** – Columbia State will prioritize students in development and delivery of services so that students are welcomed, engaged, and supported inside and outside the classroom.
3. **Community-Ready College** – Columbia State will be an active participant in the development and growth of the service area and the community's first choice for partnerships.

College Goal 1 – One College
Columbia State will function as one college to provide a consistent and successful student experience.

"One College" Planned Strategies
    1.1 Provide a high level of customer service and effective communication through the complete student lifecycle from recruitment to graduation.
    1.2 Use best practices and procedures for alternative learning to provide consistent learning experiences and promote student success.

1.3 Strengthen instructional methodology to support learning and actively engage students.

1.4 Maintain modern facilities, security, and technologies to support effective college operations in a safe, student-ready environment.

1.5 Nurture a global and equitable environment to support understanding and relationships in an inclusive society.

1.6 Maintain, develop, and practice fiscally sound practices and procedures resulting in a Consumer Financial Index that favorably compares to national benchmark standards.

1.7 Build a diverse college community with secure access to data and information that shapes student success and enhances employee relationships.

1.8 Create a collegial environment with a culture of individual accountability advancing economic and social opportunities.

	Baseline	2020-21	2021-22	2022-23	2023-24	2025	2030
Success in top ten enrollment courses determined by the percentage of students achieving an A, B, or C grade in a particular course.	70%	73%	68%			70%	70%
Columbia State will increase the percentage of students completing gateway English courses in the first-year of enrollment.	65%	61%	72%			70%	70%
Columbia State will increase the percentage of students completing gateway math courses in the first-year of enrollment.	50%	61%	52%			65%	70%
Columbia State will increase the percentage of first-time freshmen earning 12 SCH or more in their first semester of enrollment.	55%	50%	53%			57%	60%
Columbia State will increase the percentage of first-time freshmen earning 30 SCH or more in their first year of enrollment.	15%	26%	29%			25%	30%
Accreditation will be maintained or acquired by all accreditable programs.	100%	100%	100%			100%	100%
Columbia State will achieve a 2.5 average score on peer reviews and academic audits.	2.1	2.4	2.75			2.5	2.7
90% or more of Columbia State students will indicate an overall level of satisfaction with their educational experience at the two highest survey levels (good or excellent) in student satisfaction surveys.	90%	92%	91%			95%	98%
Columbia State will increase the amount of funds raised through giving.	$325,000	$242,599	$4,376,880			$400,000	$750,000
Maintain grant resources within a five-year variability of 25%. *TBR Resourcefulness and Efficiency Metric*	$550,000	$1,014,414	$2,367,818			$620,000 to $1M	$620,000 to $1M
Columbia State's proportion of outcomes model dollars received by TBR will increase.	5.8%	6.1%	6.2%			6.0%	6.5%
The Quality Assurance funding score will be at or above 90.	80	96	93			90	95
The Composite financial index score will be maintained or improved.	3	9.77	9.35			3	3
Maintain Return on Net Assets at or above 2%.	2%	10%	14%			2%	2%
Full-Time Support Staff turnover rates, excluding retirements and temporary assignments, will be maintained at or below 15%.	14.7%	4.8%	17%			15%	15%

	Baseline	2020-21	2021-22	2022-23	2023-24	2025	2030
Full-Time Faculty turnover rates, excluding retirements and temporary assignments, will be maintained at or below 10%.	**8.3%**	6.7%	**24%**			**10%**	**10%**
Full-Time Professional staff turnover rates, excluding retirements and temporary assignments, will be maintained at or below 12%.	**11.0%**	9.2%	**23%**			**12%**	**12%**

College Goal 2 – Student-Ready College

Columbia State will prioritize students in development and delivery of services so students are welcomed, engaged, and supported inside and outside the classroom.

"Student-Ready College" Planned Strategies

2.1 Revaluate departmental processes and procedures for modifications to improve efficiencies while removing barriers to onboarding and student success.

2.2 Utilize intentional communication strategies connecting student populations to educational opportunities aligning with the student's career and professional goals.

2.3 Improve outreach efforts throughout the nine-county service area to ensure access for all populations.

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

2.5 Ensure college programs meet the needs of a diverse student population through multiple delivery methods and convenient time offerings.

2.6 Provide support structures and services including financial assistance that help students succeed.

2.7 Increase student success through early connections with relational advising, college success courses, faculty interactions, and student engagement throughout the student's lifecycle with Columbia State.

2.8 Support student success through engagement of faculty in more pedagogical training for continued implementation and success of existing and innovative high-impact practices.

	Baseline	2020-21	2021-22	2022-23	2023-24	2025	2030
Application to acceptance rate will be at or above 88%.	**83%**	**79%**	**80%**			**85%**	**88%**
Application to Registration rate will be at or above 65%.	**57%**	**50%**	**50%**			**60%**	**65%**
Acceptance to Registration rate will be at or above 80%.	**68%**	**64%**	**63%**			**75%**	**80%**
Enrollment will show a steady increase and reach 6,500 Fall enrollment by 2030	**6,000**	**5,411**	**5,385**			**6,300**	**6,500**
Head count of first-time freshmen will continue to be a large percentage of Fall enrollments.	**1,400**	**1,507**	**1,273**			**1,600**	**1,800**
Enrollment of underrepresented minorities in Fall will increase annually	**850**	**873**	**852**			**1,000**	**1,200**
Enrollment of Pell eligible students in Fall will increase annually	**1,850**	**1,709**	**1,484**			**1,900**	**2,000**
Enrollment of adults in Fall will increase annually	**1,250**	**1,190**	**1,074**			**1,500**	**1,750**
Columbia State will increase retention rates. (Fall-to-Fall)	**55%**	**53%**	**50%**			**70%**	**75%**

Columbia State will increase persistence rates (Fall –to-Spring)	74%	74%	72%			80%	85%
Columbia State will increase Fall to Spring Progression (Continuous enrollment from Fall to Spring with a pace of 2/3 or better)	60%	57%	58%			65%	70%

College Goal 3 – Serve the Community

Columbia State will actively participate in the development and growth of the service area and the community's first choice for partnerships.

"Serve the Community" Planned Strategies

3.1 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.

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

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

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

3.5 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.

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

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

	Baseline	2020-21	2021-22	2022-23	2023-24	2025	2030
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 out of 100%)	95%	98.4%	94.3%			98%	100%
Columbia State will score above the national norm on Exit Exams.	3.00	0.35	0.88			5.00	10.00
Columbia State will increase three-year graduation rates.	25%	25%	28%			35%	40%
Columbia State will increase six-year graduation	30%	41%	35%			40%	45%
Awards per 100 FTE students will increase.	14.0	21.53	27.8			22.5	25.0
Columbia State will maintain a job placement rate for graduates at an acceptable level.	75%	95%	87%			90%	95%
The number of Technical Certificates awarded will increase.	147	130	149			200	225
Columbia State will increase the number of degrees awarded.	875	916	1,102			815	900
The number of alumni giving will increase annually.	55	58	50			67	80