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.

	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%	75%		70%	70%
Columbia State will increase the percentage of students completing gateway English courses in the first-year of enrollment.	65%	66%	62%	69%		70%	70%
Columbia State will increase the percentage of students completing gateway math courses in the first-year of enrollment.	50%	66%	61%	70%		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%	67%		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%	27%		25%	30%
Accreditation will be maintained or acquired by all accreditable programs.	100%	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	2.72		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%	92%		95%	98%
Columbia State will increase the amount of funds raised through giving.	$325,000	$242,599	$1,031,739	$476,224		$400,000	$750,000
Maintain grant resources within a five-year variability of 25%. *TBR Resourcefulness and Efficiency Metric*	$550,000	$1,014,414	$2,263,150	$1,052,178		$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%	6.1%		6.0%	6.5%
The Quality Assurance funding score will be at or above 90.	80	96	93	95		90	95
The Composite financial index score will be maintained or improved.	3	9.77	9.35	10		3	3
Maintain Return on Net Assets at or above 2%.	2%	10%	14%	22%		2%	2%

	Baseline	2020-21	2021-22	2022-23	2023-24	2025	2030
Full-Time Support Staff turnover rates, excluding retirements and temporary assignments, will be maintained at or below 15%.	**14.7%**	4.8%	17%	13%		**15%**	**15%**
Full-Time Faculty turnover rates, excluding retirements and temporary assignments, will be maintained at or below 10%.	**8.3%**	6.7%	24%	4%		**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%	18%		**12%**	**12%**

One College 2022-2023: Columbia State made good progress in the 2022-2023 year in meeting or reaching the goals for the "One College" metrics with the exception of professional staff turnover which remained above the desired level of 12 percent at eighteen percent. More works remains to be don to reach the goals for student satisfaction on student surveys, completion of gateway English courses in the first year. Additionally, one should note for the Composite Financial Index and Return on Net Assets for 2020-2023 the college was reclaiming lost revenue but did not incur the expenses normally associated with the claimed lost revenue leading to larger numbers for both of these measures. The College should continue to emphasize and work to be "One College" with one message and purpose as the work from the last couple of years is correlating with improvements in these measurements as well as some in other areas.

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.

	Baseline	2020-21	2021-22	2022-23	2023-24	2025	2030
Application to acceptance rate will be at or above 88%.	**83%**	79%	80%	80%	83%	**85%**	**88%**
Application to Registration rate will be at or above 65%.	**57%**	50%	52%	51%	56%	**60%**	**65%**
Acceptance to Registration rate will be at or above 80%.	**68%**	64%	64%	64%	67%	**75%**	**80%**
Enrollment will show a steady increase and reach 6,500 Fall enrollment by 2030	**6,000**	5,964	5,411	4,981	5,135	**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	1,306	1,274	**1,600**	**1,800**
Enrollment of Pell eligible students in Fall will increase annually	**1,850**	1,709	1,484	1,594	1,625	**1,900**	**2,000**
Enrollment of adults in Fall will increase annually	**1,250**	1,190	1,074	951	883	**1,500**	**1,750**
Columbia State will increase retention rates. (Fall-to-Fall)	**55%**	53%	50%	57%		**70%**	**75%**
Columbia State will increase persistence rates (Fall –to-Spring)	**74%**	74%	72%	78%		**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%	59%		**65%**	**70%**

Student-Ready 2022-2023: In the 2022-2023 fiscal and academic year Columbia State continued to decline in measurements across the board regarding enrollment. However, the retention, persistence, and even progression metrics moved in a positive direction. Given the timing of this report in December, the office was able to pull the Fall 2023 enrollment number which showed levels still below the acceptable level, but trending upwards showing a positive correlation with the initiatives and improvement actions taking place in the enrollment services, registration, and advising areas. Columbia State is hopeful these positive trends will continue in to the 2023-2024 fiscal year and beyond.

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.

	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%	99.5%		98%	100%
Columbia State will score above the national norm on Exit Exams.	3.00	0.35	0.88	2.8		5.00	10.00
Columbia State will increase three-year graduation rates.	25%	28%	28%	28%		35%	40%
Columbia State will increase six-year graduation	30%	41%	35%	40%		40%	45%
Awards per 100 FTE students will increase.	14.0	21.53	27.8	27.6		22.5	25.0
Columbia State will maintain a job placement rate for graduates at an acceptable level.	75%	71%	74%	71%		90%	95%
The number of Technical Certificates awarded will increase.	147	130	165	123		200	225
Columbia State will increase the number of degrees awarded.	875	916	937	842		815	900
The number of alumni giving will increase annually.	55	58	50	61		67	80
Columbia State will be the top college selected by high school graduates.	5 of 9	8 of 9	7 of 9	6 of 9		7 of 9	8 of 9

Serve the Community 2022-2023: During the 2022-2023 fiscal and academic year Columbia State excelled in the areas of professional licensure exam performance, six-year graduation rates, awards per 100 FTE, and alumni giving. The six-year graduation rates down turn blip in 2021-2022 correlates with the dip in all other student progression metrics present in the Fall 2015 entering class. The 2015 down turn blip correlates with the first year of the Tennessee Promise Scholarship Program and co-requisite learning support implementation and our rates are returning to higher levels approaching forty percent. Numbers showing a decline include the job placement rate which remains relatively high in the present economy in our region, but is now measured in a different way leading to lower numbers across the board for this particular measurement, and the numbers for 2020-2021 and 2021-2022 have been adjusted to reflect the new standard of measurement present in Quality Assurance Funding from the Tennessee Higher Education Commission. Downturns in the number of technical certificates and degrees awarded correlate with enrollment declines in the previous three years, and these as the retention, persistence, progression, and enrollment numbers continue to increase these numbers should rebound. The University of Tennessee Southern has over taken us in Giles county with the highest number of high school graduates enrolling bring us down to 6 of 9 in the assigned Columbia State service area.