



The  
**2020 -2030 Strategic Plan**

**Columbia State Community  
College Columbia, Tennessee**

Submitted to TBR  
July 2022



# Columbia State Community College

## The 2020 -2030 Strategic Plan

### The Development Process

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Columbia State initiated its first ten-year Strategic Plan with a five-year renewal process in 2010. During the latter half of that Plan, Columbia State entered into initiatives (Achieving the Dream program and Strategic Enrollment Management) that enhanced strategic goals and metrics. The five strategic goals of the 2010 Plan aligned with those of the Tennessee Board of Regents to provide a framework for the continued growth and development of College processes and procedures that increase student access and success. Those goals are:

- Student Success and Completion: Grow the number of students successfully attaining their educational goals.
- Quality: Maintain high-quality educational programs, services, and facilities supporting the workforce and higher educational needs of citizens.
- Access and Equity: Increase education and training opportunities for all students through equitable access to student-ready programs and services.
- Resourcefulness: Grow new streams of resources and increase the efficiency of use for existing resources.
- Community and Partnerships: Actively participate in the development and growth of the service area.

To identify institutional direction for the planning period of 2020 - 2030, input from the community through surveys and conversation with civic organizations, chambers, advisory committees, and other community groups provided outlined needs and community goals. Additionally, the College Leadership and Planning Council analyzed college data, strategic metrics, and 2010 plan accomplishments in concert with community input to establish a focus and a draft plan for review by College faculty and staff during convocation and division meetings. Strategies targeted during draft review resulted in refinement of the 2020 plan with a final draft circulated across campus and approved by the College Leadership and Planning Council.

The 2020-2030 Columbia State Strategic Plan (“Strategic Plan” or “2020-2030 Plan”) builds on three specific and interactive “Strategic Goals” with “Planned Strategies”. The goals are:

**One College:**

Columbia State will function as one college to provide a consistent and successful student experience.

**Student-Ready College:**

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

**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

## Implementation and Continuous Review Process

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The 2020-2030 Columbia State Strategic Plan builds on three specific and interactive “Strategic Goals” with “Planned Strategies”. Review of the strategies will occur every three years for alignment with the ongoing growth and development of the College by the Leadership and Planning Council. Annually, during the summer and consistent with the institutional effectiveness process departments present strategic accomplishments and actions for the upcoming year. In December, the Leadership Council analyzes college data and outcomes achieved for goal accomplishment or adjustment. Departments then receive any adjustments identified for consideration as they prepare their upcoming Assessment and Continuous Improvement Plan (ACIP).

To maintain goal and strategy alignment with the ongoing growth and development of the College, and in consideration of new initiatives, the Leadership Council in concert with input from departments, faculty, and staff will review and refine the Strategic Plan on a three-year cycle.

2020	Finalizing the plan
2021	Implement
2023	Leadership review and refinement if needed - December
2026	Leaderships review and refinement if needed - December
2029	Leadership review and initiation of Process for development of the next ten-year plan
2030	Strategic Plan for 2030-2040 completed
2031	2030-2040 Plan Implemented



## The Columbia State 2020-2030 Strategic Plan

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### ***Our Mission***

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

### ***Our Commitment***

*We are committed to the core values of ...*

*Access, Community, Belonging, Excellence, Innovation, Integrity, Learning, Respect, & Success*

*These values guide and direct Columbia as we pursue our vision.*

### ***Our Vision***

*Columbia State Community College will be the “1<sup>st</sup> 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.*

### ***Our Foundation***

*At Columbia State ‘Student Success’ is 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.*

### ***Our Responsibility***

*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 excellence, including social and economic opportunity.*

## 2020-2030 Strategic College Goals

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The 2020-2030 Columbia State Strategic Goals are:

### **One College!**

Columbia State will function as one college to provide a consistent and successful student experience.

### **Student-Ready College!**

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

### **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.

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### **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 environment to support understanding and relationships in 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 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.

College Goal 1 - Metrics

	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%				70%	70%
Columbia State will increase the percentage of students completing gateway English courses in the first-year of enrollment.	65%	61%				70%	70%
Columbia State will increase the percentage of students completing gateway math courses in the first-year of enrollment.	50%	61%				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%				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%				25%	30%
Accreditation will be maintained or acquired by all accreditable programs.	100%	100%				100%	100%
Columbia State will achieve a 2.5 average score on peer reviews and academic audits.	2.1	2.4				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%				95%	98%
Columbia State will increase the amount of funds raised through giving.	\$325,000	\$242,599				\$400,000	\$750,000
Maintain grant resources within a five-year variability of 25%. <i>TBR Resourcefulness and Efficiency Metric</i>	\$550,000	\$1,014 M				\$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%				6.0%	6.5%
The Quality Assurance funding score will be at or above 90.	80	96				90	95
The Composite financial index score will be maintained or improved.	3	9.77				3	3
Maintain Return on Net Assets at or above 2%.	2%	10%				2%	2%
Full-Time Support Staff turnover rates, excluding retirements and temporary assignments, will be maintained at or below 15%.	14.7%	4.8%				15%	15%
Full-Time Faculty turnover rates, excluding retirements and temporary assignments, will be maintained at or below 10%.	8.3%	6.7%				10%	10%
Full-Time Professional staff turnover rates, excluding retirements and temporary assignments, will be maintained at or below 12%.	11.0%	9.2%				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 Reevaluate 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 effectiveness, efficiency, and conservative stewardship of resources resulting in a dynamic, student-ready college.
- 2.5 Ensure college programs meet the needs of the 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.

**College Goal 2 - Metrics**

	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%	53%			60%	65%
Acceptance to Registration rate will be at or above 80%.	68%	64%	66%			75%	80%
Enrollment will show a steady increase and reach 6,500 Fall enrollment by 2030	6,000	5,926	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 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%				70%	75%
Columbia State will increase persistence rates (Fall –to-Spring)	74%	74%	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%				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 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 for service area recognition 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.

### College Goal 3 – Metrics

	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%				98%	100%
Columbia State will score above the national norm on Exit Exams.	3.00	0.35				5.00	10.00
Columbia State will increase three-year graduation rates.	25%	25%				35%	40%
Columbia State will increase six-year graduation	30%	41%				40%	45%
Awards per 100 FTE students will increase.	14.0	24.2				22.5	25.0
Columbia State will maintain a job placement rate for graduates at an acceptable level.	75%	95%				90%	95%
The number of Technical Certificates awarded will increase.	147	130				200	225
Columbia State will increase the number of degrees awarded.	875	916				815	900



	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%				98%	100%
Columbia State will score above the national norm on Exit Exams.	3.00	0.35				5.00	10.00
Columbia State will increase three-year graduation rates.	25%	25%				35%	40%
Columbia State will increase six-year graduation	30%	41%				40%	45%
The number of alumni giving will increase by an average of 20% annually.	55	58				67	80
Columbia State will be the top college selected by high school graduates.	5 of 9	8 of 9				7 of 9	8 of 9