2020-2021 Institutional Effectiveness Report

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 of listening and empathy to achieve equity, including social and economic opportunity.

College Goal 1 - Student Success and Completion

Columbia State will grow the number of students successfully attaining their educational goals.

	Baseline	2020-21	2021-22	2022-23	2023-2024	2025	2030
Columbia State will increase three year graduation rates.	**25%**	**25%**				**35.0%**	**40%**
Columbia State will increase retention rates. (Fall to Fall retention)	**55%**	53%				**70%**	75%
Columbia State will increase the persistence rate. (Fall to Spring retention)	**74%**	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%**	73%				**70%**	70%
Completed Gateway English in the first-year of enrollment	65%	61%				70%	70%

	Baseline	2020-21	2021-22	2022-23	2023-2024	2025	2030
Completed Gateway Math in the first-year of enrollment	50%	61%				65%	70%
Completed 12 SCH in first semester of enrollment	55%	50%				57%	60%
Completed 30 SCH in first year of enrollment	15%	26%				25%	30%

2020-2021 Student Success and Completion Summary – Columbia State continues to maintain fall-to-spring persistence and three-year graduation rates for first-time-freshmen cohorts. There was a slight decline in the fall-to-fall retention rates for 2020 first-time-freshmen, a possible cause for this decline is the COVID-19 pandemic and the change in course delivery methods caused by the pandemic. Momentum indicators reflect early student progression and are considered to be indicative of the completion rates for the respective cohort. The momentum indicators for gateway English courses are 4% below the minimum while gateway math courses are 11% above, however the most concerning is the small percentage of first-time freshmen completing twelve credit hours or more in their first semester of enrollment. The completion of 30 SCH in the first year of enrollment showed improvement this year and may indicate students will meet outcome based funding formula targets in the following semester. Achieving the Dream planned actions of developing academic plans for incoming freshmen should help to combat this unsatisfactory metric.

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

	Baseline	2020-21	2021-22	2022-23	2023-2024	2025	2030
Accreditation will be maintained or acquired by all accreditable programs.	100%	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%	98.4%				98%	100%
Columbia State will achieve a 2.9 average score on peer reviews and academic audits.	2.5	2.4				2.7	2.9
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%

2020-2021 Quality Summary – The licensure exam pass rates were excellent and should continue to be one of our exemplary measures. Survey results showed a steady rating in the overall Columbia State educational experience. The two academic audit and peer reviews making up the 2.4 score for 2020-2021 were the Film Crew Technical Certificate program and Associate of Science in Teaching program. Unfortunately, due to the additions of several concentrations for the AST program the audit score for this program was lower than expected as the measures had not had time to go beyond the rating of 1 or 2 in the scale of 0 to 3. The College expects these to improve as the concentrations mature.

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.

	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	5,926	5,385			6,500	6,700
Headcount of pre-college dual enrollment students will remain at or above current levels in Fall enrollments.	950	1,105	998			1,200	1,400
Headcount of First-time Freshmen	1,400	1,507	1,273			1,600	1,800
Application to Acceptance rate will be at or above 88%.	83%	79%	80%			85%	88%
Application to Registration rate will be at or above 75%.	57%	50%	53%			60%	65%
Acceptance to Registration rate will be at or above 80%.	68%	64%	66%			75%	80%
Enrollment of underrepresented minorities in Fall will increase annually. *TBR Access Metric*	850	873	852			1000	1200
Enrollment of Pell eligible students in Fall will increase annually. *TBR Access Metric*	1,850	1,709	1,484			1,900	2,000
Enrollment of adults in Fall will increase annually. *TBR Access Metric*	1,250	1,190	1,074			1,500	1,750

2020-2021 Access and Equity Summary – Columbia State enrollment levels declined overall in Fall 2020 around five percent. Even during this enrollment decline our dual enrollment, first-time freshmen, and underrepresented minorities continued to stay above the desired baseline. Conversion of students from applied to enrolled during this timeframe was a problem due to the lack of in-person availability during the COVID-19 Pandemic. Columbia State worked very hard to continue student activities as possible in 2020-2021, but some activities were not compatible with the virtual environment. Additionally, it should be noted that Fall 2021 enrollment continued to decline, and the College continues to work to regain pre-COVID enrollment levels.

2021-2022 Access and Equity Summary – Columbia State enrollment levels continued to decline overall in Fall 2021 around ten percent. Even during this enrollment decline our dual enrollment, first-time freshmen, and underrepresented minorities continued to stay above the desired baseline. Conversion of students from applied to enrolled continued to be an issue for Fall 2021, however, in-person availability beginning in May contributed to the slight uptick in these conversion measures. Columbia State offered a variety of course delivery formats in Fall 2021 including on-ground sections during this time of transition.

College Goal 4 – Resourcefulness

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

	Baseline	2020-21	2021-22	2022-23	2023-2024	2025	2030
Total amount of funds raised through giving.	$325,000	$242,599				$400,000	$750,000
Maintain grant resources within a five year variability of 25%. *TBR Resourcefulness and Efficiency Metric*	$550,000	$1,014,414				$620,000 to $1M	$620,000 to $1M
Proportion of outcomes model dollars received by TBR community colleges.	5.8%	6.1%				6.0%	6.5%
The Quality Assurance Funding Score will be at or above 90.	80	96				90	95
Composite financial index score	+3	9.77				+3	+3

	Baseline	2020-21	2021-22	2022-23	2023-2024	2025	2030
Maintain Return on Net assets at or above 2%.	+2%	10%				+2%	+2%

2020-2021 Resourcefulness Summary –

Columbia State operates traditionally using fiscally conservative principals. This mode of operation has served the College well over the years resulting in operational stability even through times of large cuts in state funding and drops in enrollment allowing us to maintain employment of full-time workers. The college showed continued growth of resources through contributions to the Columbia State Foundation and grant awards in the 2020-2021 fiscal year. This year showed a marked improvement in the Quality Assurance Funding particularly concerning the focus populations and our share of the THEC funding formula which showed an increase from the prior year. One area of in the Outcomes Based Funding Formula for the past year is a continued slight decline in certificates.

College Goal 5 – Community and Partnerships

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

	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%	42%				55%	60%
The number of alumni giving will increase by an average 20% annually.	55	58				80	110
Columbia State will increase contact hours for Workforce development by 2% annually.	50,000	42,761				70,000	90,000
Columbia State will be the top college selected by high school graduates.	5/9	8/9				7/9	8/9

2020-2021 Community and Partnerships Summary – Columbia State views the college as a partner with our communities. Metrics showing a decline contact hours through workforce development are reflective of the new requirements for counting hours developed by TBR and THEC. It is disheartening to see the large decrease in the number of new graduates feeling a strong or very strong connection to the college even with the increase in the number of alumni giving to the institution. However we remained the top school selected by 2019 high school graduates of the counties in our service area with the exception of Perry County.