NOVEMBER 10, 2017

COLUMBIA
STATE COMMUNITY COLLEGE

EST. 1966

2015 -2025 STRATEGIC PLAN

COLUMBIA STATE
1665 Hampshire Pike, Columbia, TN 38401

Contents

Mission

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

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

Columbia State Community College will be the "1st Choice" for those seeking post-secondary learning and hailed as outstanding by students, community partners, and national benchmarks.

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.

Advancement: Increase resources to help support program and facility needs; excellence in these areas increase student success.<Ongoing>Public grand opening of the new campus, supported STEM Girls and Duck River Writer's Conference with sponsorships, secured approximately $1,000,000 in funds for a new allied health building, continue to plan for new parking structure and 4th building on the Williamson Campus, in process of writing a grant for renovation of the library and are exploring potential Title III grant for the allied health building.

Counseling and Support Services: Counselor will actively advertise counseling services offered, will volunteer for various departmental events, and will seek to be visible on campus to ensure that staff/faculty/students are familiar with counselor and services offered.<Completed>Counselor volunteered at several campus events and handed out counseling services brochures.

Humanities, Arts, and Social Sciences: Work with co-requisite English, math, and reading faculty to improve success rates in the co-requisite college-level classes<Ongoing>In Fall 2015, 52.1% of students co-enrolled in Learning Support Reading and English 1010 passed the English 1010. This percentage increased to 62.2% in Fall 2016. In Fall 2015, 53.2% of students co-enrolled in LS English and English 1010 passed English 1010. This number increased to 63.6% in Fall 2016. In Fall 2015, 52.8% of students enrolled in LS Math and either MATH 1010 or MATH 1530 passed the college-level math. This number increased to 57.1% in Fall 2016.

Humanities, Arts, and Social Sciences: Encourage students at RSO to register for 15 hours per term<Ongoing>As part of Dr. Tristan Denley's Momentum Year Plan, this goal is ongoing. Dean Gay shared this goal with the Learning Support Committee. It has been included in advisor training and is emphasized at every Right Start Orientation.

Health Sciences: In selected disciplines, identify "Critical Courses" linked via Trajectory Analysis to increased likelihood of student success/completion<Completed>

Strategic Planning, Effectiveness, and Retention: Conduct a review of data and determine Zone of students based upon first semester performance. <Shifted>This items has been shifted to the Summer and Fall of 2017 as a project for Institutional Research

Instructional Support, Distance Education, and University Center: Implement new customized tutoring appointment scheduling system. <Completed>Center opted to continue using current vendor as no other system considered meet Center needs.

Access, Regional Services, and Southern Campuses: Operation Graduation will expand to include students enrolled at the Lewisburg Campus.<Ongoing>This program has been revised to identify and contact 471 students that a) have completed 40 hours or more and b) did not return for the fall and spring semesters. This is now a campus-wide activity and includes all enrolled students.

Science, Technology, and Mathematics: Implement COLS 101 as required course for all first semester, degree seeking students<Completed>

Student Engagement: PLS will plan and execute 2 activities a semester centered on social responsibility and education.<Ongoing>PLs have completed 2 program in the Fall and 1 program in the Spring.

Williamson County Campus: Strengthen partnerships with universities in the area to streamline transfer processes. <In Progress>Established Rocky Top Club. Increased Transfer Day University representatives. Belmont articulation agreement for Business in process. Meeting scheduled with Lipscomb to explore options.

1.2 Refine procedures for workplace experience and service learning that result in effective placement learning.

Access and Diversity: Work on plan to implement the SERVICE CORPS initiative to assist with the RETENTION of students<In Progress>met with the following groups to share overview of program and to invite them to participate: AAUW and Elks. Spoke with retired teachers (2) to ask them to participate. All gave yes reply and are very interested in

participating. Need to prepare the training, schedule of events to support and schedule work shadow for individuals, work with departments to engage the service corps volunteer into their operation as a supporter.

Counseling and Support Services: Counselor will document all referrals from faculty/staff and a baseline of services will be established. <Completed>Numbers of faculty/staff referrals will be reported at ACIP.

Internal Audit: Research effective use of work study or interns in small IAO departments<Shifted>no need for work study or intern at this time; research will shift to 17-18

1.3 Encourage student engagement by assisting students in taking active roles in the college and its communities.

Athletics: Continue to increase retention and graduation rate of student athletes through academic and athletic coaching and tracking of success. <Ongoing>

Athletics: Continue student athlete involvement in community service.<Ongoing>

Athletics: Restructure our activity time for our Intramural program to reach out to more students.<In Progress>

Instructional Support, Distance Education, and University Center: Initiate a marketing campaign to increase awareness of tutoring services.<Completed>Worked with Marketing to develop a new TLC logo and incorporated into business cards, rack cards and slides for digital signage. Hosted open houses in the fall semester to showcase services.

Information Technology: Redesign student lab monitor program – create a "STAT" team "student technology assistance team"<In Progress>Plan to launch in September 2017.

Student Engagement: Increase participation in PLS to 60 active members for the 2016-17 year.<Completed>PLS is up to approximately 100 members who would be considered "active" (have participated in events, met with coordinator, etc.), with 116 on the roster.

Student Engagement: Establish a Charger Programming Board through SGA of at least five students at each of the five campuses to help with execution of campus events and activities<Ongoing>Every campus has had five students at a CAB meeting at some point; however, meeting times have not been consistent. Effort will be made to provide more structure/guidelines and senator training for CABs in the next year for more consistent participation.

Measurable Student Success Outcomes

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
The 12 credit hour benchmark for Columbia State will increase annually. *TBR Student Success Metric, THEC Formula Funding*	**1,489**	**1,330**	**1,466**	**1,581**			**1,675**	**1,850**
	1,328	*1,464*	*1,502*	*1,541*	*1,581*	*1,622*	*1,622*	*1,844*
The 24 credit hour benchmark for Columbia State will increase annually. *TBR Student Success Metric, THEC Formula Funding*	**1,202**	**1,104**	**1,210**	**1,265**			**1,340**	**1,525**
	1,104	*1,209*	*1,241*	*1,273*	*1,306*	*1,340*	*1,340*	*1,523*
The 36 credit hour benchmarks for Columbia State will increase annually. *TBR Student Success Metric, THEC Formula Funding*	**1,037**	**955**	**901**	**1,006**			**1,250**	**1,350**
	955	*1,016*	*1,042*	*1,069*	*1,097*	*1,125*	*1,125*	*1,279*
Six year graduation rates will increase by an average of 1% until reaching the top 75% nationally. *TBR Student Success Metric*	34.9%	36.5%	36.1%				36.0%	40.0%
Columbia State will increase three year graduation rates. *TBR Student Success Metric*	**16.1%**	**23.6%**	**24.0%**				**21.5%**	**35.9%**
	20.3%	*20.6%*	*20.8%*	*21.1%*	*21.4%*	*21.7%*	*21.7%*	*23.4%*
Columbia State will increase retention rates. (Fall to Fall retention)	63.7%	59.0%	54.5%				70%	73.5%
Columbia State will increase the progression rate. (Fall to Spring retention)	76%	74.3%	74.3%				80%	85%
Success in obstacle courses identified by TBR, determined by the percentage of students achieving an A, B, or C grade in a particular course. *TBR Student Success Metric*	67%	72.5%	67.2%				70%	70%

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Degrees awarded *TBR Vital Statistic, THEC Funding Formula*	**687** *687*	**660** *655*	**662** *673*	*691*	*708*	*726*	**690** *726*	**770** *815*
Awards per 100 FTE students. *TBR Vital Statistic, THEC Funding Formula*	**24.6** *14.0*	**21.3** *14.0*	**23.0** *14.0*	*14.0*	*14.0*	*14.0*	**21.0** *14.0*	**25.0** *14.0*
Technical Certificates awarded *TBR Vital Statistic, THEC Funding Formula*	**155** *155*	**190** *115*	**184** *119*	*122*	*126*	*129*	**166** *129*	**192** *147*
The percentage of eligible graduates placed into employment will increase. *TBR Resourcefulness and Efficiency Metric, THEC Quality Assurance Funding*	93% TLDS and 209 or 89% in field	93% TLDS and 265 or 79% in field	98% TLDS and 284 or 89% in field				92%	93%
The number of students involved in workplace experiences will be maintained or increase. *TBR Quality Metric*	920*	948**	1,134				950	950
The number of students involved in study internationally abroad will be maintained or increase. *TBR Quality Metric*	24	28	38				24	24
The number of students involved in service learning projects will be maintained or increase. *TBR Quality Metric*	120	448	90*				120	120

*As coded in Banner, no longer measured by survey.

***2016-2017 Student Success Summary* –**

Columbia State has made progress in the 12 and 24 SCH benchmarks and will pass our TBR goal number in 2017-2018, however we still lag slightly behind in 24 SCH. Additionally, the 36 SCH benchmark while showing growth still lags behind the TBR goal. This benchmark is being addressed through an IOIF grant funded by THEC with both technology and personal touches to allow staff and faculty to reach out to more students more effectively in the coming two years the plan should be fully implemented. This plan should also address both the retention and degrees awarded decline during 2016-2017. Columbia State maintains its position as one of the top five community colleges in the state of Tennessee concerning retention and degrees awarded.

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.

Communications: "Our Story" public relations campaign to highlight programs, faculty, staff and students through storytelling (external stakeholders).<In Progress>We are still in the planning phase and estimate launching the campaign in fall 2017 to run for the 2017-18 academic year.

Counseling and Support Services: Counselor will begin record keeping to provide baseline of number of students served. <Completed>Counseling records kept and findings will be reported at ACIP meeting in July. There is a need for Electronic Medical Storage of counseling records. This is similar to the AIM software used by ADA, but is specific to counseling centers.

Health Sciences: Involve EMSB & EMSA (no external accreditation exists) in internal (Level 1) process in preparation for Peer Review in 2017-2018. <Ongoing>Faculty/Programs Office including EMS Basic/Advanced in Level 1 in preparation for Academic Audit; Instructor McCullough served on Audit Team for sister institution to experience the process

2.2 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.

Counseling and Support Services: Disability Counselor will coordinate with P-T worker to provide disability services to a larger population at Franklin. Students will have access to disability services more frequently and will build relationships with staff. <Completed>Dr. Jonathan Lampley hired Fall 2016 and was present on Franklin campus. He provided services to students in the testing center, and help a disabilities trivia game at every campus.

Faculty, Curriculum, and Programs: Work with Deans on Leap 2.0 Grant proposals that might fund start-up costs for new academic programs that lead to employment in the community<Completed> Primarily work with Dean Fleming on Grant application for Results Matter for implementation of MLT and ANES Tech programs

Faculty, Curriculum, and Programs: Work with Deans to propose new academic programs which will result in increased opportunities for workplace experiences (Co-op, Internship or Clinical)<In Progress>Proposals to TBR/SACSCOC for Anesthesia Tech AAS, Expansion of AIIT to Fairview High School, curriculum alignment for AIIT and Nursing, Fire Science certificate

Health Sciences: New Program Development: Medical Laboratory Technology, Anesthesia Technology, Public Health, Health Information Technology<In Progress>MLAB & Anesthesia Tech approved by TBR; MLAB Intro offered Spr 2017, program applications on file with initial cohort scheduled to begin Summer 2017; HIT program director interviews scheduled for April 2017; Public Health degree exploration process on-going

Health Sciences: Participate in TBR AAS statewide curriculum alignment efforts. <Ongoing>Nursing curriculum approved by institutional Curriculum Committee with plan to implement one semester at a time beginning Fall 2018; Rad Tech statewide group has approved core/library, Columbia State faculty finalizing proposal for stakeholder input and formal CCR submission (also for implementation with 2018/19 catalog); RCT statewide team still working; MLAB program compliant with statewide core/library on implementation

Science, Technology, and Mathematics: Implement AIIT dual credit programs at Fairview and Maury County. <Completed>

Science, Technology, and Mathematics: Add CITC Tech. Certificate offerings at the WiT Center<In Progress>

Science, Technology, and Mathematics: Develop drone course<In Progress>

Science, Technology, and Mathematics: Develop CAD course which includes 3D printing<In Progress>

Williamson County Campus: Identify and explore developing new programs that are appropriate for the Williamson Campus<In Progress>Human Services, Culinary and a program for adults with cognitive disabilities are being explored. In addition, several meetings have taken place to discuss DOL Apprenticeship programs.

2.3 Ensure students view innovation, academic challenge, and student engagement as positive experiences at Columbia State.

Strategic Planning, Effectiveness, and Retention: Work with faculty and staff to determine their perceptions prior to Spring administration of CCSSE following up with a comparison of results. <Incomplete>Predictive Survey will be sent out March 28, 2017 and responses gathered by April 11, 2017, but real comparison cannot occur until CCSSE results are received in late July.

Instructional Support, Distance Education, and University Center: Support faculty in instructional innovation through the iPad program. <Completed> The iPad Program attracted 15 full and part-time faculty and staff to join the program.

Student Engagement: Provide and market a variety of co-curricular activities to increase student engagement: Increase quality of planned events by adhering to specific programming learning outcomes and market events via a master calendar. <Completed>Student Engagement opportunities were offered and involvement has increased. Activities did not follow a specific set of learning outcomes, but provided opportunities geared toward other college initiatives.

Communications: Public relations campaign to increase affinity/instill pride in the college and promote student engagement, which would also have a positive impact on retention (internal stakeholders – current students).<In Progress>We are still in the planning phase and estimate launching the campaign in fall 2017 to run for the 2017-18 academic year.

2.4 Commit to and demonstrate effective customer service internally and externally.

Information Technology: Build on customer service training and expansion of services to customers through use of technology (chat); evaluate processes within IT to ensure they are student-focused<In Progress>Have evaluated some processes; reviewed helpdesk procedures and other helpdesk tools; using remote access to help resolve problems reviewing other chat products.

Testing: Training and professional development of three new staff members: 1 Coordinator and 2 Testing Assistants

Retention Initiative: Maintain experienced and highly trained professionals. <In Progress>

2.5 Reevaluate department processes and procedures to determine if they are student-friendly and modify as possible and/or needed.

Business: Explore improvements for EVEA communications for students<Shifted>

Counseling and Support Services: Counselor will keep records of all students referred to area resources providing a baseline of service provided.<Completed>Numbers of community referrals will be reported in July ACIP.

Enrollment Services: Complete "PHASE II"- Development and implementation of athletics module in Banner with associated business processes/workflow. Scope/goals include: centralized location for data and reporting, development of standardized business process to capture information, constraints for data integrity and standardize definitions for coding elements. Reports and worksheets being developed and tested include: Squad List Report, Transfer Eligibility Worksheet and Eligibility Compliance Worksheet. <In Progress>Completed majority of "Phase II" for Athletics Module for the pilot (baseball):*SGASPRT Coding revised/updated to reflect athletes that are red-shirts.*Updated coding in SGASPRT requires changes to Squad List.<in-process>*The Squad List Report data elements have tested out as functional. (The updated SGASPRT coding requires changes to SQL logic to select appropriate athletes.)*Transfer Eligibility Worksheet data elements placed into Eligibility Compliance Worksheet for a more functional report.*The revised Eligibility Compliance Worksheet Report requires changes to the SQL logic to support the updated SGASPRT coding as well as additional coding changes to handle Dual Enrollment classes in reference to eligibility.<In-process>

Enrollment Services: Finalize implementation, assessment and testing of Priority 1 elements for Banner Financial Aid Module. (1) Create comprehensive Financial Aid Reporting to capture critical data including: Review Tracking and Budget Groups, and End-of-Term Clean-Up. (2) Create baseline Financial Aid Test Plan. (3) Create process documentation for financial aid business processes/functions related to new set-up in Banner. (4) Document, monitor and assess 16-17 Financial Aid set-up in Banner. (5) Document, monitor, and assess "Automatic" Chain and "Mega Script".<In Progress>Complete: Review Tracking Groups.*Complete: Review Budget Groups.*Complete: Review End-of-Term Cleanup.*Complete: Document, monitor and assess 16-17 Financial Aid set-up in Banner.*Complete: Document, monitor and assess "Automic" Chain and "Mega Script."*In-Process: Baseline Financial Aid Test Plan.*In-Process: Process documentation for all functions/tasks in Financial Aid.

Internal Audit: 16-17 audit plan will include an engagement to review and map the purge process<Cancelled>This item was included in the 16-17 audit plan and later removed after the Institution implemented a task force to review the purge process.

Testing: Pre-application approved for national certification by NCTA on June 13, 2016. Retention initiative: Meet quality standards for certification this year (no cost to the institution but will provide high visibility to Columbia State and focus on exceptional quality and services. <In Progress>

2.6 Maintain facilities that are up-to-date at all locations and provide a comfortable learning environment.

Facilities and Safety: Implement a training program for Building Custodians for Emergency Action Plan. <Completed>

Facilities and Safety: Improve the Behavioral Intervention Team Process. <Completed>

Health Sciences: New Health Sciences Building Planning<Ongoing>Master Plan completed; includes Health Science Building; funds pledged by Maury Regional Medical and Maury County

2.7 Cultivate an atmosphere of collegiality, transparency, open communications, and appreciation between departments and employees.

Access and Diversity: Show visible support of other departments and their goals by attending and participating in their events and programming. Celebrate Success!!!<In Progress>attended 34 events/programs; sponsored 15 events/programs; partnered 29 events/programs;   (retain this information in an excel file in the shared directory).

Advancement: Continue "Go Green Wednesday" initiative and focus on providing the best interactions possible on a daily basis by speaking positively. <Ongoing>Continue to provide "Go Green" new employee welcome bag. Expand branding with foundation members and donors to include school logo pins, scarves and ties.

Athletics: The athletic department will take coaching skills and apply them during different Intramural sports throughout the fall and spring semesters. The goal is to engage with each participating student with the platform used in athletic teams. Each coach will take one or more intramural sports and reach out to the student body and faculty/staff. Encouraging all to participate in one or more activities including Walking Club, Corn Hole, Chess Tournament, Basketball, Volleyball, Ultimate Frisbee, and Flag Football. Engaging students, faculty, and staff in fun activities. <In Progress>

Business: Business Services will continue to strive to offer the highest level of service to students, faculty, and staff possible. <Ongoing>

Counseling and Support Services: Meet with other departments and spend time observing staff and getting to know them better. Visits will occur during non-peak times and staff will offer needed services such as making copies or phone calls, support, or a listening ear. Departments will be encouraged to meet briefly at the end of visits to discuss findings and suggest ways to work more collaboratively in the future. <Modified>Team Success! Meet regularly with other departments and work together on assigned duties, such as on various committees. Therefore, it was not necessary to go to a certain department to simply observe. Instead, team members worked with individuals from various departments and go to know about services provided in this way.

Communications: Develop monthly employee spotlight program to highlight the work and accomplishments of our faculty and staff. This spotlight will be featured on our homepage and social media. <Ongoing> We launched the monthly employee spotlight program in November 2016. We continue to feature a new faculty or staff member each month.

Enrollment Services: Develop a shared vision of how Enrollment Services can successfully meet the goals and mission of Columbia State. Allowing all team members to be vested and clearly align their work processes to best support the shared vision. Focus will be given to software training and leveraging technology to support our efforts. An improved work environment is a direct result of team members empowered by a shared vision with appropriate tools to successfully perform their job tasks. <Completed>Mission Statement: Together-We got this! Enrollment Services provides an inclusive and engaging environment through cheerful collaboration and a highly motivated desire to help our students make college happen! Community Matters! -Team Green

Facilities and Safety: Timely completion of the Hickman Circle project creating a better campus aesthetic while limiting the inconveniences of construction. <Ongoing>

Faculty, Curriculum, and Programs: Poll adjunct faculty and bring forth to appropriate leadership concerns and/or ideas voiced by the consensus of adjunct faculty members.<In Progress>Survey Administered but have not yet discussed appropriate concerns/ideas with leadership. Plan to discuss with Deans in early summer and bring changes to implement in the next year to budget hearing.

Humanities, Arts, and Social Sciences: Use the HASS and STM lecture series, Lyceum events, etc. to provide performances, theatrical productions, and lectures that are better planned, more focused on relevant topics, and entertaining for entire families. <Ongoing> In addition to the above items, Cellist Paul Christopher performed a classical concert October 24 in the Cherry Theatre; March 17, Lyceum in conjunction with Access and Diversity provided "Ain't I a Woman." Merchants of Cool performed at the Cherry Theatre on March 24. HASS Division will be presenting Unchained Memories: The Slave Narratives April 11 and 18 in Ledbetter Auditorium. The division, through the efforts of Dr. Stuart Lenig, has provided many additional opportunities for student engagement such as a Renaissance celebration on 9/8 in Columbia and a Pop Culture Lecture Series.

Health Sciences: Model the "How can we?" (Versus the "Here are the reasons we can't!") Culture when responding to the needs of both internal and external customers. <Ongoing>Health Sciences division provides exceptional service to students, institution, & communities (geographic and professional.) Together the team seeks to solve/resolve challenges and barriers by working with various campus offices/departments to remove barriers to student success, be an example of service excellence, and meet/exceed stakeholder expectations.

Human Resources: Research implementation of Employee Development Program<Completed>Taskforce was formed and research concluded. Meetings were held with each constituency group to gather feedback.

Human Resources: Continue to make improvements to new hire orientation<Ongoing>Expanded orientation was conducted in August 2016 and another is planned for August 2017.

Human Resources: Provide a training session for supervisors that will provide ideas and suggestions regarding how to show employees they are a valued part of the college. <Completed>Interactive training sessions held on 3/23/17 and 3/24/17.

Internal Audit: Engage Internal Audit with the campus community by establishing strong positive campus-wide relationships<Ongoing>PSO Secretary, Lipscomb Scholarship Review Team, IA Awareness Month - speakers & internal communication.

Strategic Planning, Effectiveness, and Retention: Analyze Spring 2016 IE results and work with college constituency groups to raise awareness of importance of customer service both internally and externally. <In Progress>Customer Service training was provided by HR, and many have recognized customer service as a priority.

Strategic Planning, Effectiveness, and Retention: Recognize across college positives in data throughout the year in Leadership Newsletters and/or emails. <Shifted>Only one newsletter has gone out to all employees, but updated strategic plan metrics are posted on the website, and positives have been recognized at Fall 2016 convocation and Leadership discussions. A summary of positives was included in the Spring newsletter after April Leadership.

Instructional Support, Distance Education, and University Center: The department will continue to employ best practices for productive teams including: returning emails and phone calls promptly, being active listeners, solve problems immediately, support academic and community projects whenever possible, appreciate the work we do individually and as a team, and say "Thank You."<Ongoing> Every member of our team is committed to serve faculty, staff, students, and the community in a prompt, courteous, and professional manner.

Information Technology: Deploy SANS institute "secure human" training for the campus; define strategic goals for 2016-2017 that need more focus from IT support<In Progress>Built sample for IT staff to test first before wide-spread deployment; plan to trial in May. Had to transfer ownership of site to me; design course content for each group

Information Technology: Continue to provide excellent customer service and support for strategic initiatives across the college.<Ongoing>support for student retention and success - College Scheduler; Degree Planner - C-Star; new campus support continue to improve and evaluate new ways of providing user support-need to add newsletters and learn sessions targeted for specific technologies.

Access, Regional Services, and Southern Campuses: Empower employees through monthly Best Practice Collaborative (BPCs) from September through April with the exception of January. An area of operation and its best practices will be targeted for the regional services. For example, in September, coordinators will be asked to review peak time activities with each staff member discussing what worked, what didn't work, and identifying at least one best practice from that time. DVC will be used to share information with all staff members.<Ongoing>All months are currently up-to-date. Due to staffing and complex scheduling. DVC meetings have not occurred. All Best Practices will be shared during a department-wide retreat to be held in summer 2017.

Science, Technology, and Mathematics: The division will provide all STM faculty and staff with STM T-shirts, lunch will be provided during Spring convocation for division faculty and staff, and monthly social night outs will be initiated,<Modified>STM t-shirts and spring convocation lunch completed. Monthly social nights in progress.

Student Engagement: Encourage involvement with student organizations for faculty and staff by providing advising workshops and info sessions. Some topics include: student organization advising, risk management, fundraising, involvement tips. Possibly giving out an "advisor training certificate."<Shifted>With the changes in staffing this academic year and with questions/confusion surrounding organization administration, focus has shifted from educating advisors to uncovering best practices for organizations in general. Current policy needs to be revised, forms updated, etc. Cady created club formation and end-of-year checklists, increased communication with advisors, and began to provide a level of oversight for clubs through SGA. Internal Audit has been approached about auditing the effectiveness of our current processes.

Testing: Testing will treat all faculty and staff members as equally as we treat our students/customers with a smile in our voices while providing the best quality of customer service. <In Progress>

Williamson County Campus: Develop a more formal/public way to recognize and/or show appreciation for our colleagues. Improve communication on campus regarding activities/events. <Shifted>Transition to the new campus and having a successful first year took priority, but this is still a priority for the campus.

Measurable Quality Outcomes

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Accreditation will be maintained or acquired by all accreditable programs. *TBR Quality Metric; THEC Quality Assurance*	100%	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%) *TBR Quality Metric; THEC Quality Assurance*	93%	100%	97%				98%	100%
Columbia State will achieve a 2.9 average score on peer reviews and academic audits. *TBR Quality Metric; THEC Quality Assurance*	N/A	2.5	2.8				2.7	2.9
90% or more of Columbia State students will indicate an overall level of satisfaction with the **quality of academic instruction** at the two highest survey levels (good or excellent) in student satisfaction surveys.	83.5%	91.9%	83.9%				85%	90%
2 new or modified degree or certificate credit programs will be proposed annually.	6	7	10				10 (total by 2020)	20 (total by 2025)
Columbia State will increase CCSSE or SENSE scores to 50 or above on each of the five or six benchmarks. *THEC Quality Assurance*	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 48.4 50.4 51.0 46.9 44.1	SENSE	CCSSE		50 51 50 50 50	60.3 58.6 57.4 59.1 60.2
98% or more of Columbia State students will indicate an **overall level of satisfaction with Columbia State** at the two highest survey levels (strongly agree and agree) in student satisfaction surveys.	98.1 New Grad	97.2%	93.2%				98%	99%
CCSSE scores reflecting an evaluation of the students' entire educational experience will be above the national mean. (36) (1-4 scale)	3.05/3.17 /3.14	N/A	3.12/3.19/3.19				3.14	3.20
Student satisfaction with Information Technology will be at 90% or above as indicated by Enrolled Student Survey.	88.5%	86.9%	86.9%				90%	95%
Student satisfaction with Records will be at 90% or above as indicated by the Enrolled Student Survey.	89.9%	89.0%	89.0%				90%	95%
Student satisfaction with Records will be at 90% or above as indicated by the New Graduate Survey.	84.4%	85.1%	86.1%				90%	95%
Student satisfaction with Financial Aid will be at 90% or above as indicated by the Enrolled Student Survey.	80.7%	86.4%	86.4%				85%	90%

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Student satisfaction with Financial Aid will be at 90% or above as indicated by the New Graduate Survey.	74.7%	81.0%	78.4%				85%	90%
Student satisfaction with Business Services will be at 90% or above as indicated by the Enrolled Student Survey.	90.0%	89.2%	89.2%				90%	95%
Student satisfaction with Business Services will be at 90% as Indicated by the New Graduate Survey.	84.5%	86.4%	87.1%				90%	95%
Student satisfaction with Admissions will be at 90% or above as indicated by the Enrolled Student Survey.	89.4%	90.2%	90.2%				90%	95%
Student satisfaction with Admissions will be at 90% or above as indicated by the New Graduate Survey.	86.5%	84.4%	88.5%				90%	95%
Student satisfaction with custodial services will be at 95% or above.	94.8%	89.3%	89.3%				95%	95%
Student satisfaction with classroom facilities will be at 90% or above.	83.2%	80.8%	80.8%				85%	90%
Student satisfaction with learning spaces will be at 90% or above.	76.5%	79.1%	79.1%				80%	90%
70% of full-time faculty and professional staff will be enrolled in a course or have attended a professional workshop each year. *TBR Quality Metric*	n/a	63.7%	59.8%				70%	75%
Faculty turnover will be at a level of 15% or below.	6%	6%	7%				<15%	<15%
Professional Staff turnover will be at a level of 15% or below.	13%	15%	12%				<15%	<15%
Support Staff turnover will be at a level of 15% or below.	6%	14%	13%				<15%	<15%

2016-2017 Quality Summary –

Columbia State metrics reflect progress in meeting student satisfaction thresholds with the exception of Financial Aid. Current servicing of calls by a call center is being explored to ensure the college is seeing a cost –benefit to the service and that calls are answered promptly and with the correct information. The licensure exam downturn is a result of a decrease in the Veterinary Technology program in the prior year. The downturn is believed to be related to a change in program directors during the time period reflected by these test scores, and next year's scores should see an improvement.

Areas of concern also include the decrease of satisfaction with the quality of academic instruction and pass rate in critical courses reflected in the student success measures. Both decreases result from classroom interactions or lack thereof and should be further investigated and addressed by the appropriate Deans, coordinators, and directors if declines continue. Another possibly related score is the downturn in full-time faculty and professional staff participation in professional development through credit and/or non-credit programs.

While CCSSE scores saw some improvement and/or stability, a large margin for improvement still exists. The President's Leadership Council has decided to focus on the areas of faculty-student interaction and student support in the coming year to improve the scores. While the college seems to have adequate support services in place, connections between the students and these services do not seem to be taking place.

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

Advancement: Increase resources to help support scholarships.<Ongoing>Added 4 endowments to the Foundation, designed targeted mailers to solicit alumni, and continued to steward and cultivate donors.

Counseling and Support Services: Counselor will lead special topics mental health discussion groups (test anxiety, depression, and stress, etc.).<Completed>Lead special topic groups with nursing, EMT, and Vet Tech students.

Counseling and Support Services: Counselor will update web page to include community resources and reporting procedures for all campuses.<Incomplete>Web page will need to be modified in order to include community resources at all campus locations.

Counseling and Support Services: Counselor will participate in college success course to introduce incoming freshmen to available counseling resources.<Completed>Prepared a PowerPoint presentation for instructors to present to all sections. Taught one section of COLS 101.

Counseling and Support Services: Counselor will initiate EverFi/Haven sexual assault, bystander awareness, and campus reporting procedures to all students beginning with the incoming freshmen, and peer leaders incorporated in college success course requirements.<Completed>Harry will help compile results prior to ACIP meeting in July.

Enrollment Services: Complete "In-Progress" >Explore needs of and options for adult learners. Develop comprehensive, targeted communication flow.<In Progress>Complete: Adult Learner Website.*Complete: TN Reconnect training for enrollment services clerks.*Complete: TN Reconnect highlighted in new Financial Aid Assistance Guide.*In-process: Specialized mailing for adult student in applicant pool.*In-process: Collaborating with Adult Learner Coordinator to assess what programs would be well suited to adult learners.

Enrollment Services: Create, design and implement Recruitment Instagram account to engage prospective students.<Completed>

Access, Regional Services, and Southern Campuses: Maintain enrollment through 1) TN Reconnect efforts 2) continued promotion of the Agribusiness 2+2 program 3) continued collaboration with Deans and the Associate Vice-President of Faculty and Programs to continue the streamlining of course offerings to non-traditional students 4) collaboration with Enrollment Services to provide effective communication in assigned counties.<Completed>1) Each campus coordinator as well as the Dean of RSSC participated in launches for the TN Reconnect Communities and guiding team events. 2) The Lewisburg Campus again participated in the Agricultural Breakfast and offered an on-ground agriculture course for the spring semester. The course did not make due to low enrollment, but was met with enthusiasm and a commitment from STEM division for continued offerings. Coordinator, Dean STEM and RSSC have met with Marshall County Schools to promote the course offerings for dual enrollment students. 3) Dean and Coordinators have worked closely with coordinators, deans, AVP Faculty and Programs, and lead faculty to schedule courses. 4) Collaboration with Enrollment Services continues.

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

Enrollment Services: Complete "In-Progress" - Evaluate Banner usage for Admissions workflow and develop optimization plan. Develop new coding and processes to better utilize Banner in the Admissions Workflow.   Explore the implementation of phone call contacts and logging events and travel directly into Banner. <In Progress>Deferred until final quarter of 2016-17. The Federal Financial Aid Program Review, staffing changes and vacant staff position required CESO time and resources.

Humanities, Arts, and Social Sciences: Encourage more faculty to use DVC to increase access to their courses <Ongoing> Summer 2016, one class was offered by a full-time faculty via DVC. Fall 2016, three classes were offered via DVC, one by a full-time faculty, two by adjuncts. Spring 2017, ten classes are using DVC (five taught by fulltime, five taught by adjuncts). Thirteen DVC classes are currently listed in the schedule for Summer 2017. Not all faculty assignments have been made, but as of March 31, five are assigned to full-time faculty. Twelve classes are listed as DVC for Fall 2017, but this number will likely increase as needs grow. Most of the faculty assignments are pending.

Humanities, Arts, and Social Sciences: Work with recruiters and coordinators to increase the number of high schools served through dual enrollment and the number of classes/sections offered<Ongoing>Fall 2016 twenty-five sections were offered as embedded dual enrollment at sixteen different high schools. This is up from fifteen sections in thirteen schools in Fall 2015. Spring 2017, sixteen embedded dual enrollment sections were offered at eleven different high

schools compared to thirteen sections at nine high schools in Spring 2016. Not all sections have been added to the Fall 2017 schedule.

Health Sciences: Select Nursing courses converting from ITV to Vidyo<Completed>2016/17 Nursing 1 & IV delivered using Vidyo for room-to-room connection with synchronous delivery using campus technology

Instructional Support, Distance Education, and University Center: Migrate 100% from ITV to DVC.<Completed>The migration is complete. ITV is no longer used. WLHB 121 has been converted into a DVC room.

Instructional Support, Distance Education, and University Center: Encourage the development of additional TN eCampus courses by Columbia State faculty.<Completed>Columbia State faculty developed TN eCampus ARTH 2010 and taught twelve ARTH sections during fall 16 and spring 17.

Information Technology: Support the use of Vidyo and expansion to mobile app environment (link to course content)<In Progress>Evaluation of Android/Apple mobile app for use in Columbia State environment need to campaign use of mobile access.

Science, Technology, and Mathematics: Increase number of online courses for summer 2017<Completed

3.3 Create a streamlined admissions process.

Counseling and Support Services: Disabilities Counselor will launch electronic storage of disability documentation to streamline paperwork access. <Completed>AIM software adapted, training provided, and both Disability Counselors currently use this software.

Counseling and Support Services: Disabilities Counselor will coordinate with Accessibility Committee to ensure that all course syllabi are accessible. <Completed> all syllabi accessible beginning Fall 2016

Counseling and Support Services: Disabilities Counselor will increase number of days (to 2 days/week) and occupy assigned office on Franklin campus to accommodate anticipated increased overall student census and students with disabilities needing accommodations.<Completed>Wynn went to Franklin 2 days and Lawrenceburg 1 day per week beginning Fall 2016. A second counselor was hired February 2017, which reduced the number of travel days for the Disabilities Counselor.

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

Access and Diversity: Work with other departments to provide expanded awareness and education on student support and barrier to their success for poverty/Pell eligible students<In Progress>offered webinar with partner offices (2) TRIO and Adult Student Success-"5 Ways to Keep Your Low-Income Students in College:
Break Down the Barriers To Completion" 16 faculty and staff attended assessment tool ordered from university for use at Columbia State for barriers including food; programming model submitted from Anne Reeves regarding initiatives that are active at colleges

Counseling and Support Services: Career Pathway Specialists will actively advertise available career resources and will host various career events to encourage student participation in career and transfer days, and provide opportunities to search various careers and declare a major.<Completed>Many opportunities have been presented to students online, as well as in person. College transfer and job fairs have been successful.

Faculty, Curriculum, and Programs: Increased outreach to Adult Students by Adult Success Coach aids retention of Adult Students. Work with subcommittee to determine definition of First-Come for TN Reconnect funds for Fall 2016 academic year. <Completed>Subcommittee submitted definition of First-Come, First Served for Reconnect funds to be used in fall semester to Cabinet and TBR. I also reviewed academic records of possible Reconnect students for Financial Aid for the Fall 2016 semester. I reviewed many records but few students met the requirements to receive the funding.

Measurable Enrollment Outcomes

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Enrollment will show a steady increase and reach 6,000 Fall enrollment by 2020. *TBR Access Metric*	**5,117**	**5,298**	**5,635**	**5.938**			**6,000**	**6,500**
	5,231	*5,329*	*5,397*	*5,467*	*5,538*	*5,609*	*5,609*	*5,980*
Enrollment will show a steady increase and reach 5,480 Spring enrollment by 2020.	4,552	4,598	4,811				5,480	5,950

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
FTE will show a steady increase averaging at or above 2% for Fall enrollment. *TBR Access Metric*	**3,117**	**3,502**	**3,658**	**4,031**				
	3,263	*3,379*	*3,423*	*3,467*	*3,512*	*3,557*	*3,557*	*3,792*
FTE will show a steady increase averaging above 2% for Spring enrollments.	2,859	2,956	3,067				3,005	3,147
Full-time enrollment in Fall semesters will increase by an average of 2% annually. *TBR Access Metric*	2,092	2,580	2,607	3,035			2,500	2,750
Full-time enrollment in Spring semesters will increase by an average of 2% annually.	1,902	2,105	2,132				1,999	2,101
Number of students enrolled in non-traditional class sections at Columbia State will grow annually.	3,004	3,320	3,727				3,157	3,318
The number of non-traditional class sections delivered by Columbia State will increase annually.	193	208	374				218	243
Headcount of pre-college dual enrollment students will remain at or above current levels in Fall enrollments. *THEC Funding Formula*	**905**	**853**	956	906				
	905	*853*	*863*	*873*	*884*	*894*	*894*	*947*
Headcount of pre-college dual enrollment students will remain at or above current levels in Spring enrollments. *THEC Funding Formula*	774	736	913				684	719
Application to Acceptance rate will be at or above 88%.	83.3%	80%	85%	86%			85%	88%
Application to Registration rate will be at or above 75%.	56.6%	54%	57%	57%			60%	65%
Acceptance to Registration rate will be at or above 80%.	68.0%	67%	67%	67%			75%	80%
Enrollment of underrepresented minorities in Fall will increase annually. *TBR Access Metric*	740	*629*	*653*				868	940
Enrollment of underrepresented minorities in Spring will increase annually.	644	*536*	*570*				677	711
Enrollment of Pell eligible students in Fall will increase annually. *TBR Access Metric*	1,978	*1,963*	*1,825*				2,319	2,513
Enrollment of Pell eligible students in Spring will increase annually.	1,961	*1,710*	*1,899*				2,061	2,166
Enrollment of adults in Fall will increase annually. *TBR Access Metric*	1,510	*1,193*	*1,257*				1,587	1,668
Enrollment of adults in Spring will increase annually.	1,362	*1,126*	*1,099*				1,431	1,505
Maintain and/or increase the number of international activities available for student participation. *TBR Quality Metric*	9	*6*	*7*				9	9

2016-2017 Enrollment Summary –

Columbia State enrollment levels continue to grow, and with the advent of TN Reconnect for all eligible adults in Fall 2018 these numbers should continue to see growth with the exception of full-time enrollment since adults will only be required to maintain enrollment at a level of six credit hours per semester. TN Reconnect should also aid the slight downturn in adult enrollment for Fall 2016 and create substantial growth in this focus population. Additionally, work needs to be done to ensure the acceptance to registration rate continues to grow as it has remained stagnant for several years now.

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.

Advancement: Continuously identifying additional financial resources through alumni giving, endowments, foundations and private fund-raising. Other external sources such as federal, state, and local governments plus business and community partnerships will<Ongoing>County government has made a pledge toward the new allied health building mentioned above. An exhibit in the gallery led to a student internship with NASA. New grants that support programs such as : VETS, Veterans Reconnect, Launch TN (subaward), LEAP, Tennessee Promise Forward, etc.

Williamson County Campus: Explore the establishment of an endowment and/or fundraiser to support CEN, FCT and HMGT<Shifted>Transition to the new campus and having a successful first year took priority. This is still something we would like to accomplish.

4.2 Develop and implement processes and procedures for cross-campus involvement resulting in grants for enhanced colleges and services and programs.

Internal Audit: Attend a workshop or seminar focused on improving the IA office efficiency or effectiveness (budgeted below at $2,000)<Completed>COSO Internal Control Certificate completed Online March 2017

Access and Diversity: Research other funding sources to allow expanded impact on diversity and culture for RETENTION of populations in different ethnic population, male students, veteran students, GED students, and other student populations in the diversity definition for the college<In Progress>successfully achieved a grant for $92,767 from THEC, working with Brett Seybert to review others; Dr. Janet Smith sends options for grant on a monthly basis; Dr. Margaret Smith sends options for grants throughout the fiscal year. Researched web.

Business: Explore implementation of web page based more towards employees/training/information<Shifted>
Business: Improve services<Ongoing>

4.3 Review and modify processes and procedures to become more efficient and effective.

Human Resources: Investigate use of technology to improve efficiencies in human resources processes and implement when feasible<Ongoing>We continue to evaluate potential uses of technology to improve human resources processes.

Business: Continue implementation of July budget requests as appropriate<Ongoing>

Facilities and Safety: Develop energy conservation projects aimed to save at least 50,000 KWH/year. <Ongoing>

Library: Among the possible activities of the new director would be a general review of the library operations as they exist now to look for improvements and the like. In the area of technology, the new director may want to review the integrated library system (Voyager) to see if it meets current and future needs, assess the web access to library databases and student support for those databases, and review discovery tools available for the databases. The new director may also want to review the deployment of staff at the campuses and the hours of operation at each location.<In Progress

4.4 Continue to develop and practice fiscally conservative practices and procedures.

Measurable Resourcefulness Outcomes

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Total amount of funds raised through restricted giving.	$61,916	$746,610	$597,010					

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
Total amount of funds raised through unrestricted giving. *TBR Resourcefulness and Efficiency Metric*	$324,309	$325,187	$183,848					
Columbia State's endowment will increase in contributions by an average of $100,000 annually over the next five years. *TBR Resourcefulness and Efficiency Metric*		($190,477)	$747,198				$500,000	$1M
Acquire funding from at least 30% of grants submitted. *TBR Resourcefulness and Efficiency Metric*	55%	67%	43%				30%	30%
Percent of continuing grants' annual portions maintained for the potential life of the grant. *TBR Resourcefulness and Efficiency Metric*	100%	100%	100%				100%	100%
Maintain grant resources within a five year variability of 25%. *TBR Resourcefulness and Efficiency Metric*	$559,827	$877,312	$1,973,040				$620,000 to $1M	$620,000 to $1M
Proportion of outcomes model dollars received by TBR community colleges. *THEC Funding Formula*	5.92%	6.01%	5.93%				6.25%	6.5%
The Quality Assurance Funding Score will be at or above 90. *THEC Quality Assurance Funding and Funding Formula*	92	92	84				92	95
Composite financial index score. *TBR Resourcefulness and Efficiency Metric*	3.48	5.71	5.82				+3	+3
1 or less findings in biennial audit with an unqualified opinion.	1	1	1				0	0
Maintain Return on Net assets at or above 2%. *TBR Resourcefulness and Efficiency Metric*	3.40%	55%	18%				+2%	+2%

2016-2017 Resourcefulness Summary –

Columbia State operates traditionally using fiscally conservative principals. This mode of operation has served us well over the years resulting in operational stability even through times of large cuts in state funding. The college showed continued growth of resources through contributions to the Columbia State Foundation and grant awards in the 2016-2017 fiscal year. Areas of concern continue to be both Quality Assurance funding particularly concerning the focus populations and our share of the THEC funding formula which showed a slight decrease from the prior year. The areas of concern for the funding formula continue to be the SCH benchmarks and dual enrollment. However, the formula results in direct competition with our sister institutions and as long as others improve at a greater rate than the college we will continue to get smaller shares.

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. *(TBR Access Priority)*

Communications: Improve accessibility of main content pages to 70%.<Completed>70% of the main content pages on the Columbia State website are now considered accessible for compliance with level AA of the WCAG 2.0 standards.
Communications: Exterior campus signage – Columbia Campus. <In Progress> We are in the process of finalizing the designs for the new signage.
Communications: Develop Annual Report. <Completed> The 2015-16 annual report was printed in January 2017.
Communications: Provide closed captioning for all videos posted on the college's YouTube account.<In Progress>We are in the process of captioning all videos posted on the college's YouTube account with an estimated completion date of June 30, 2017.
Health Sciences: Participate in institutional "accessibility" compliance efforts.<Ongoing>HS division personnel voluntarily coordinated shared drive access and common naming convention for accessibility compliant syllabi; next step to make documents publicly available. Vendors are being asked (with variable success) to complete compliance forms for adoption of new texts/editions
Information Technology: Assist marketing in development of 2nd phase of mobile app – assess and survey student feedback<In Progress>Along with marketing, have looked at DubLabs, but also looked at others providers to provide a better student experience. Need to assess student feedback.

5.2 Continue to actively build relationships with alumni to encourage engagement with and support of the college. *(TBR Resourcefulness and Efficiency and Access Priorities)*

Internal Audit: Attend or assist with one Alumni Event <In Progress> limited Alumni events available - volunteering at June advancement event.

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. *(TBR Access Priority)*

5.4 Increase community involvement through projects and host of events. *(TBR Access Priority)*

Science, Technology, and Mathematics: Develop and implement cyber security camps<In Progress>
Science, Technology, and Mathematics: Host 3rd STEM GiRLS event<Completed>
Science, Technology, and Mathematics: Host an Agriculture Day on campus<Completed>
Humanities, Arts, and Social Sciences: Work with faculty and Educational Services Coordinators to provide effective and relevant special programs at all campuses, with increased emphasis on relevant social science topics<Ongoing>This is ongoing at all campuses. One goal for lyceum during the 2016-2017 year was to provide student engagement opportunities at all campuses. September 19, the History Department three different Constitution Day programs for Columbia, Williamson, and Southern campuses; additionally, they provided the Celebrating Our American Heritage Series in October and November in Columbia. Dr. Flagel presented a lecture on the Battle of Franklin at the Williamson campus on October 4; October 25 marked the beginning of a new lecture series titled Contemporary Cultural Conversations when Dr. Candace Warner hosted a panel discussion of refugees from TN Foreign Language Institute and Tennessee Office of Refugees. October 26, Dr. Elizabeth White of the United States Holocaust Memorial Museum spoke at the Williamson Campus; Retiree Dr. Jim Senefield provided a Presidents' Day presentation on Abraham Lincoln on February 20.
Testing: Assess growth and development of programs and services at the new Williamson Campus. Retention Initiative: Same measures for full-services as established at the Columbia Campus. <In Progress>
Athletics: Increase our athletic booster support through our community, faculty, staff, and students. <Ongoing>

5.5 Increase recruitment and outreach throughout the nine county service area. *(TBR Access and Quality Priorities)*

Communications: Develop new college commercial. <In Progress>Commercial is scheduled to be completed by April 26.

Communications: Implement new branding. <Ongoing> We began implementation of the new college and athletic logos during summer 2017. Since that time, all new materials produced and products ordered have reflected the new branding.

Communications: Public relations campaign to increase affinity/instill pride in the college and promote student engagement, which would also have a positive impact on retention (internal stakeholders – current students).<In Progress>We are still in the planning phase and estimate launching the campaign in fall 2017 to run for the 2017-18 academic year.

Testing: Training and professional development of three new staff members: 1 Coordinator and 2 Testing Assistants

Retention Initiative: Maintain experienced and highly trained professionals. <In Progress>

Internal Audit: Research IAO's opportunity to assist Maury County Schools with one of the 7 Keys<Incomplete, No Progress>

Measurable Community Outcomes

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020	2025
100% of the Columbia State website will be accessible. *TBR Access Priority*	0%	3.46%	70%				100%	100%
The percentage of new graduates surveyed that report a strong or very strong connection to Columbia State will increase.	50.5%	57.6%	56.6%				55%	60%
The number of alumni giving will increase by an average 20% annually.	52	87	57				125	300
Columbia State will increase contact hours for Workforce development by 2% annually.	62,933	48,595	50,455				70,000	74,000
Columbia State will maintain or increase the number of organizations served using Workforce development.	50	149	22*					
Columbia State will work to maintain and create partnerships throughout the community including K-12, industry, and non-profits.	20	70	96				30	40
Columbia State employees participate in their communities and serve a minimum of 2500 volunteer hours annually.	2442	4,914	4,329				2750	3000
Columbia State hosts a minimum of 250 special events annually that are open to the community.	249	270	345				250	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 = 22%	5/9=22%	5/9 = 24%	6/9 = 25%			6/9 = 56%	7/9 = 75%

*Records for prior years could not be validated. A new record-keeping list has begun.

2016-2017 Community Summary –

Columbia State views the college as a partner with our communities. Metrics showing improvement including special events hosted, increased partnerships, and increased contact hours through workforce development reflect a concerted effort to grow the college's relationships with our communities. However, it is troubling to see a decrease in the number of new graduates feeling a strong or very strong connection to the college as well as a decrease in the number of alumni giving to the institution. Continued involvement by college employees in the communities of our nine-county service area show a commitment by employees and the college to work to improve and grow our communities.