



# **2023-2030 Business Unit Strategic Plan**

Columbia State Community College  
Columbia, Tennessee

Submitted to Columbia State Administration  
February 2023

# Mission and Vision

## *College-Wide Mission and Vision*

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### ***Our Mission***

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

### ***Our Vision***

***Columbia State 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.***

## *Business-Specific Mission and Vision*

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### ***Our Mission***

***The Columbia State Business Unit delivers high quality degree and certificate programs in Business and Computer Information Technology providing pathways to transfer to a bachelor’s degree or career attainment. It supports the local workforce needs through partnering with area companies and economic leaders. The business unit trains students and prepares them for internships, collects community feedback through advisory board meetings, and uses ongoing evaluation-and-revision methods to remain current with the latest business and technology trends.***

### ***Our Vision***

***The Columbia State Business Unit provides the high quality academic instruction while promoting ethical standards through the examples set by high integrity faculty. Graduates will understand the importance of balancing profits, technological advancements, and community concerns for the overall betterment of society.***

# Strategic Goals

## *College-Wide 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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## *2023-2028 Strategic Business Goals*

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The 2023-2028 Strategic Business Division Goals were created with the coordinated efforts of the faculty and directors of the business division. The goals were created to align with the college wide goals and are as follows:

**Teamwork!**

The business unit will collaborate across subjects to provide a consistent learning environment. Teamwork happens at advisory board meetings, corporate partner meetings, department meetings where student success efforts are reviewed and revised, and division meetings. The business unit actively supports the college's overall strategic plan.

**Student-Focused!**

The business unit will focus on the needs of its students and prepare students for employment in business and information technology environments or transfer to universities.

**Community-Engaged!**

The business division will seek involvement from stakeholders throughout the service area, including public/government workforce programs and local industry.

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# Strategies to Achieve Goals

## **Business Division Goal 1: Teamwork!**

The business unit will collaborate across subjects to provide a consistent learning environment. Teamwork happens at advisory board meetings, corporate partner meetings, student feedback, and division meetings. The business unit actively supports the college's overall strategic plan.

### **"Teamwork" Planned Strategies**

To continue to support, fund, and grow the following initiatives:

- 1.1 Continuity of instruction will be supported by low full-time Faculty turnover rates (excluding retirements, temporary assignments, and death), which will be maintained at or below 10% (College Strategies 1.2 and 1.4).
- 1.2 Establish industry partnerships to enhance our BUSN and CITC capstone courses to provide students with an entry point into local business positions. Formal partnerships will be maintained with at least four area businesses to provide internships, training, and employment opportunities for students (College Strategy 3.4)
- 1.3 Ensure Columbia State is current with industry challenges and match these with innovative course materials and dynamic curricula with assistance from the advisory boards, addressing modern trends in every advisory board meeting (College Strategies 2.2 and 5.2).
- 1.4 Full time faculty will each engage in eight (8) hours of professional development activities per academic year (College Strategies 2.8 and 3.5).
- 1.5 The business program will maintain their ACBSP accreditation (College Strategies 1.4 and 1.8).

## **College Goal 2 – Student-Focused!**

The business unit will focus on the needs of business students and prepare students for employment business and information technology environments.

### **"Student-Focused" Planned Strategies**

To continue to support, fund, and grow the following initiatives:

- 2.1 The Business Unit Associate Degree programs will be a top choice among declared majors at Columbia State (College Strategies 3.1 and 3.5).
- 2.2 The number of business unit associate's degrees awarded will remain at high levels (at least 10 per year per program, based on a 3-year average College Strategies 3.1 and 3.5).

2.3 The percentage of students enrolled in Business Unit courses and earning grades of C or better will remain above the 70% level.

2.4 Demand for Business Unit Courses will remain high (evaluated based on numbers of students enrolled in courses each semester).

2.5 Embed High Impact Practices (HIPs) including industry certifications into Business Unit courses to improve student recruitment, success, and retention rates (College Strategies 1.2, 1.3, 2.8, and 3.1).

2.6 Offer course schedules designed to match the needs of diverse student populations, such as the ongoing Business AAS “degree-in-three” initiative comprised of online, streaming, and evening course sections supporting the needs of non-traditional students (College Strategy 2.5).

2.7 Provide workplace experiences for all AAS students through internships built into capstone courses, enhancing graduates’ resume’s for increased competitiveness on the job market (College Strategy 1.2).

2.8 Maintain exceptional career placement rate for graduates; 90% graduation placement rate for AAS students, and a 70% transfer to 4-year university rate for AS students. AAS student placement rate is measured through a question of the AAS capstone courses.

2.9 Enhance the student experience by creating a “best practices” guide for part-time and full-time instructors teaching online courses. The first edition of online teaching guide will be made available by January 1<sup>st</sup> 2024 with revisions being assessed each January and August (College Strategies 2.2 and 2.7).

### **College Goal 3 – Community-Engaged!**

The business division will seek involvement from local businesses in the service area.

#### **“Community-Engaged” Planned Strategies**

To continue to support, fund, and grow the following initiatives:

3.1 Become a destination for businesses and organizations in Middle Tennessee for innovative business solutions and who want to engage our faculty and hire our students (College Strategy 3.4).

3.2 Local transfer universities will be invited to participate in local campus wide transfer fairs once a year (College Strategy 3.6).

3.3 Offer Guest Lecture Series each semester (College Strategy 3.6).

3.4 As part of the campus wide Columbia State Summer Camp Program, each summer a camp will be offered specific to a business and computer science area (College Strategy 3.6).

3.5 Increase awareness and enrollment of Columbia State's business program by co-developing Personal Finance with industry partners as a tool to grow the high school (dual enrollment) market.

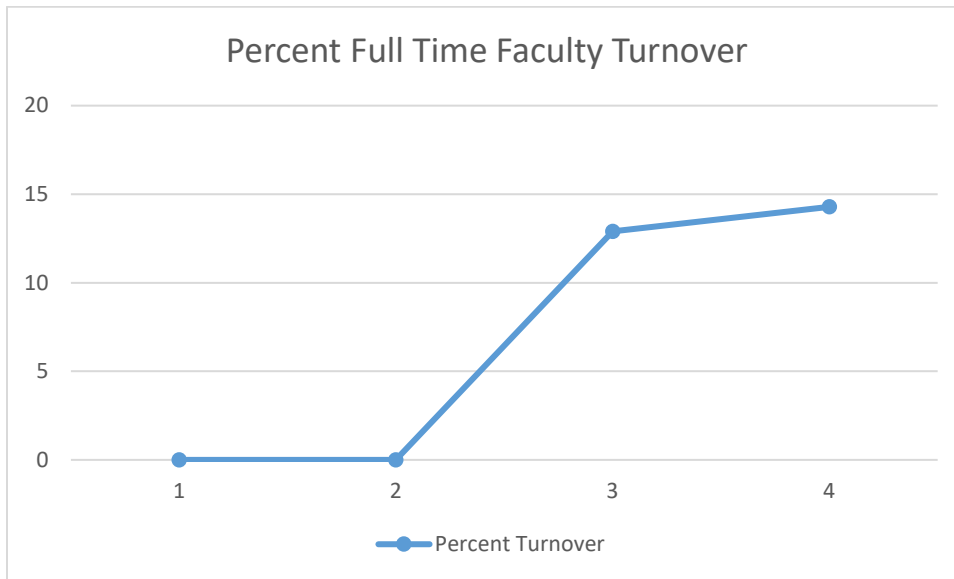
Formal partnerships will be maintained with at least two area businesses supporting the personal finance initiative (College Strategies 2.2 and 2.3).

3.6 Build relationships with students throughout the student lifecycle and continuing as alumni for college engagement and support. We will maintain contact with 50% of our graduates for five years after the complete of their degrees (College Strategies 1.1 and 3.7).

3.7 Program graduates will be well prepared with a broad-based education as indicated by performance on the college's exit exam compared to the national average (College Strategies 1.1 and 1.3).

## Results and applied feedback:

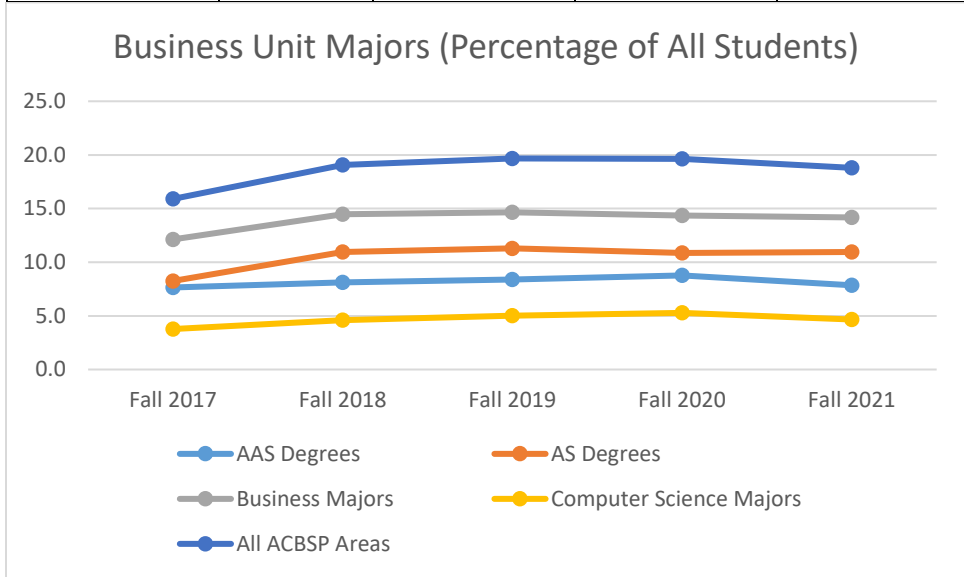
**1.1 Continuity of instruction will be supported by low full-time Faculty turnover rates (excluding retirements, temporary assignments, and death), which will be maintained at or below 10% (College Strategies 1.2 and 1.4).**



Small number statistics and the current state of the economy have led to a recent increase, but the 4-year average remains at the goal level. *Feedback applied:* The college is restructuring into more academic units to provide individual faculty more access and support to improve the faculty employment experience.

**2.1 The Business Unit Associate Degree programs will be a top choice among declared majors at Columbia State (College Strategies 3.1 and 3.5).**

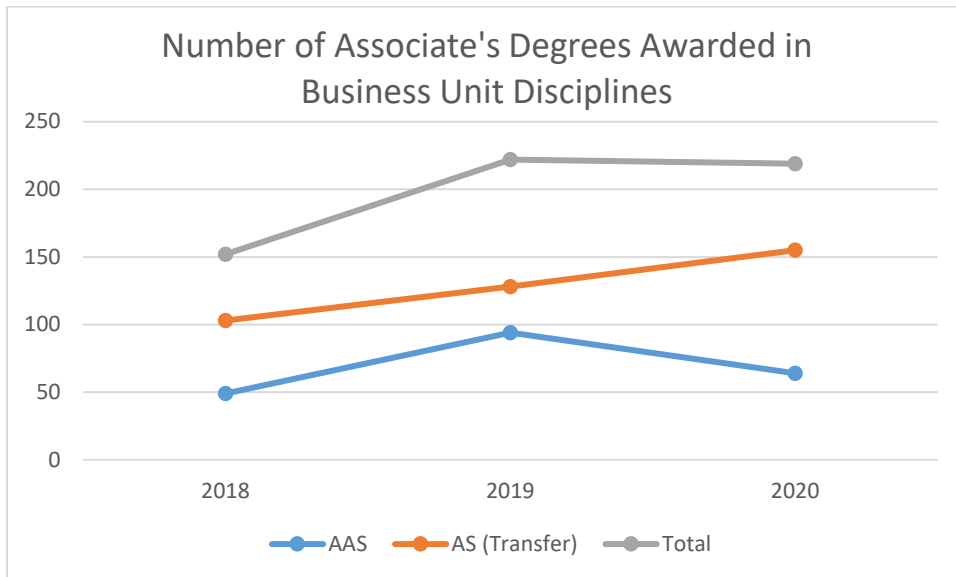
Percent of student population	Baseline	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
AAS Total	8	7.6	8.1	8.4	8.8	7.8
AS-TTP Total	8	8.3	11.0	11.3	10.9	11.0
BUSN Assoc Total	12	12.1	14.5	14.6	14.4	14.2
CITC Assoc Total	4	3.8	4.6	5.0	5.3	4.6
Total Assoc	16	15.9	19.1	19.7	19.6	18.8



While the overall student enrollment at Columbia State has dropped significantly since 2020 (20%), the interest in business and computer science degrees has remained proportionately strong. *Feedback applied:* No specific Business unit action is needed other than to support the college’s overall enrollment efforts.



**2.2 The number of business unit associate's degrees awarded will remain at high levels (at least 10 per year per program, based on a 3-year average; College Strategies 3.1 and 3.5).**



*Feedback applied:* While the overall number of graduates is increasing or constant, the number of AAS student graduating in 2020 was reduced. Continued monitoring will be used to evaluate whether this was a momentary aberration due to the workforce and economic changes associated with COVID at the time, or if there is a more permanent issue that needs to be addressed.

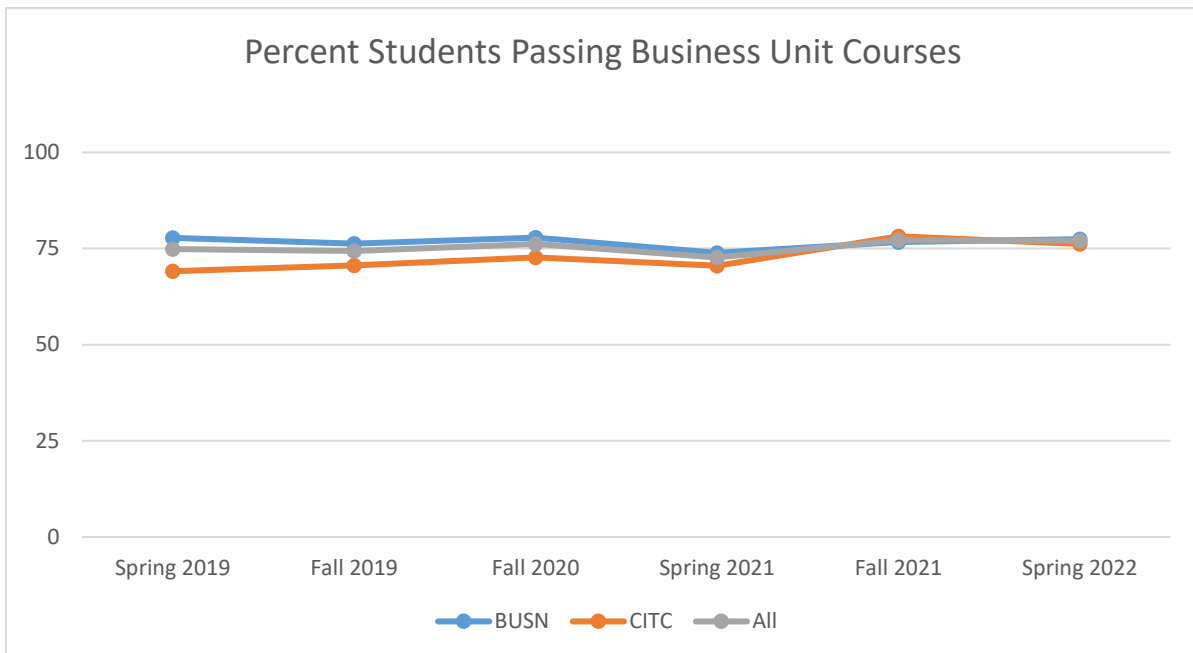
**2.3 The percentage of students enrolled in Business Unit courses and earning grades of C or better will remain above the 70% level.**

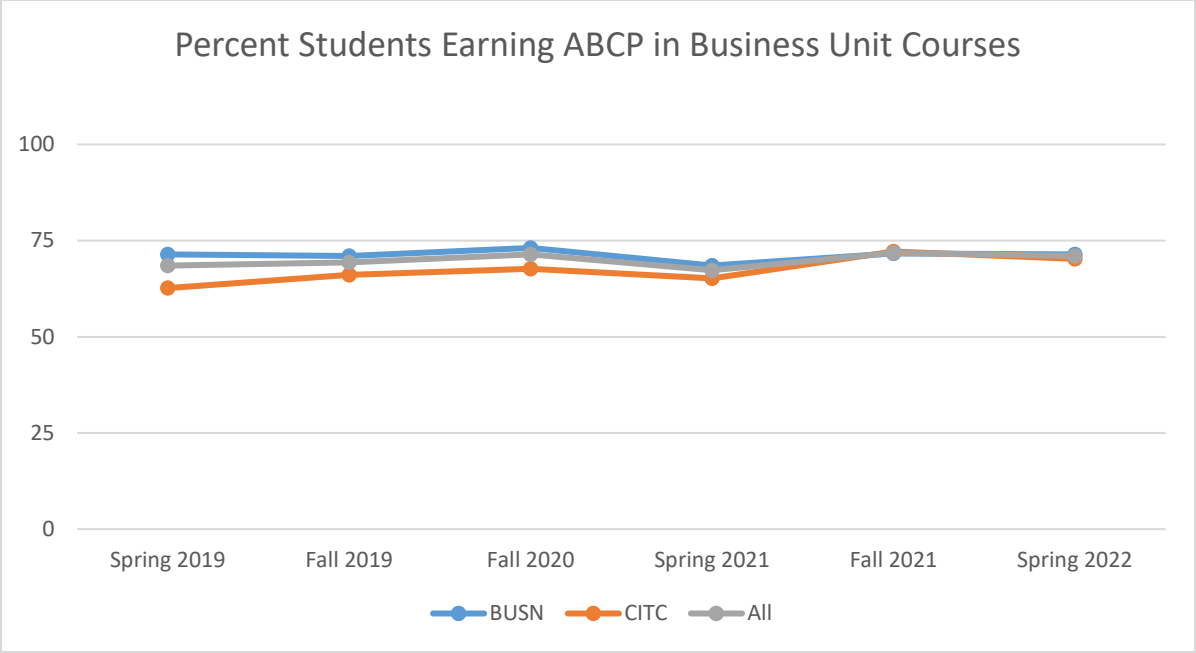
Passing (pre-2022 college-wide metric):

	Baseline	Spring 2019	Fall 2019	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022
BUSN	70	79.9	77.8	76.3	77.8	73.9	76.7	77.4
CITC	70	72.4	69.1	70.6	72.7	70.6	78.2	76.2
All	70	77.5	74.8	74.4	76.2	72.7	77.2	77.0

Grades of ABCP (post-2022 college-wide metric):

	Baseline	Spring 2019	Fall 2019	Fall 2020	Spring 2021	Fall 2021	Spring 2022	Fall 2022
BUSN	70	74.9	71.5	71.0	73.1	68.5	71.7	71.4
CITC	70	66.3	62.7	66.1	67.7	65.1	72.2	70.2
All	70	72.1	68.5	69.4	71.4	67.3	71.8	71.0





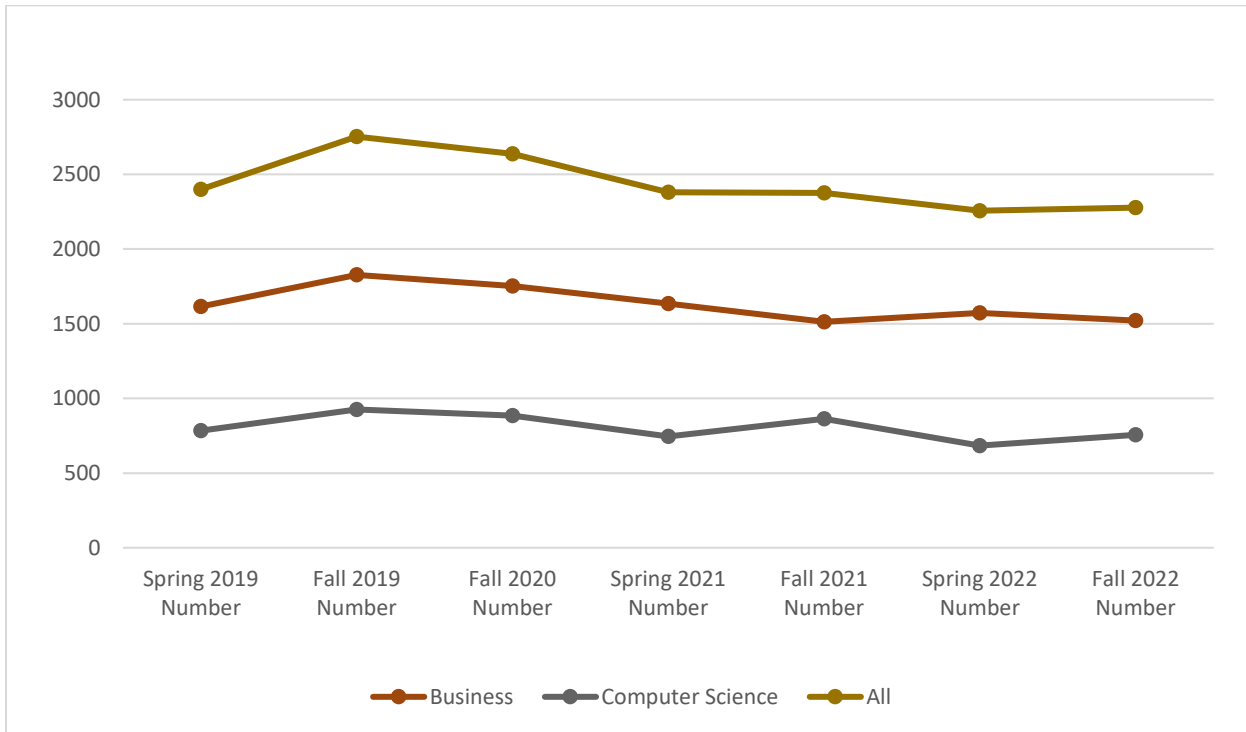
*Feedback Applied:* Due to new academic standards set in Fall 2022, the college increased goal for grades of ABCP to 70% or higher. This was implemented after the Fall 2021 semester, and since that time the business unit ABCP rates have been over 70%.

**2.4 Demand for Business Unit Courses will remain high (evaluated based on numbers of students enrolled in courses each semester).**

Business is defined as all BUSN, ECON, ACCT, ADMN courses.

Computer Information Technology is defined as all CITC, CISP, and INFS course.

	Spring 2019 Number	Fall 2019 Number	Fall 2020 Number	Spring 2021 Number	Fall 2021 Number	Spring 2022 Number	Fall 2022 Number
Business	1616	1827	1753	1634	1513	1573	1521
Computer Information Technology	784	926	885	746	863	684	756
All	2400	2753	2638	2380	2376	2257	2277



*Feedback applied:* While the overall student enrollment at Columbia State has dropped significantly since 2020 (20%), the interest in business and computer science courses has remained proportionately strong. *Feedback applied:* No specific Business unit action is needed other than to support the college’s overall enrollment efforts.

**2.5 Embed High Impact Practices (HIPs) including industry certifications into Business Unit courses to improve student recruitment, success, and retention rates (College Strategies 1.2, 1.3, 2.8, and 3.1).**

Business unit courses featuring high impact practices since Fall 2019 include the following:

Embedded Certifications:

CITC 1320 A+ Hardware and Software

CITC 1323 CCNA I

CITC 1324 CCNA II

INFS 1010 Computer Applications

Service Learning:

BUSN 1350 Sales and Service

Work-Based Learning:

BUSN 2395 Business Applications

CITC 2390 CIT Capstone

Embedded College Technical Certificates (embedded into AAS degrees):

Business (AAS Business)

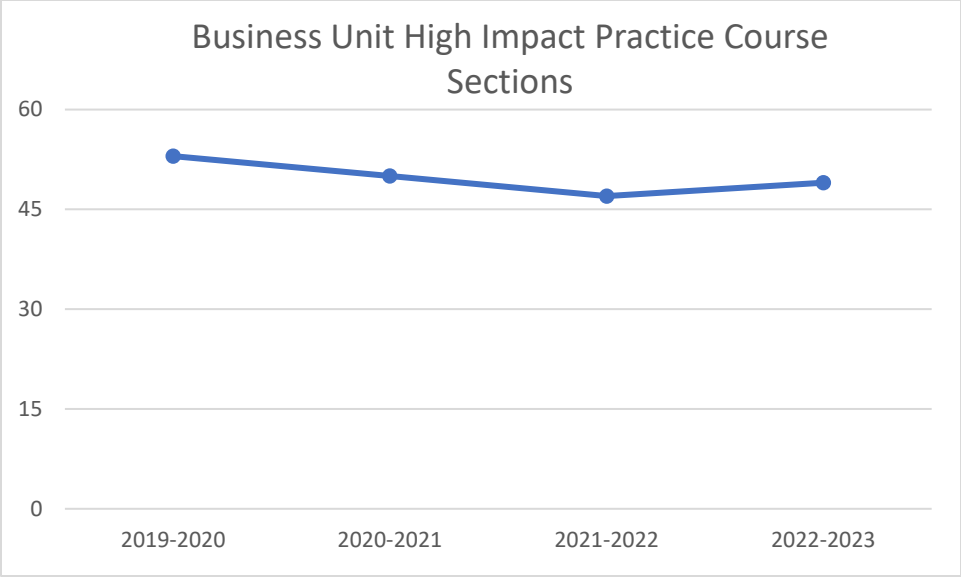
Networking (AAS Networking)

Cyber Security (AAS Cyber Defense)

Mobile Technology (AAS Programming)

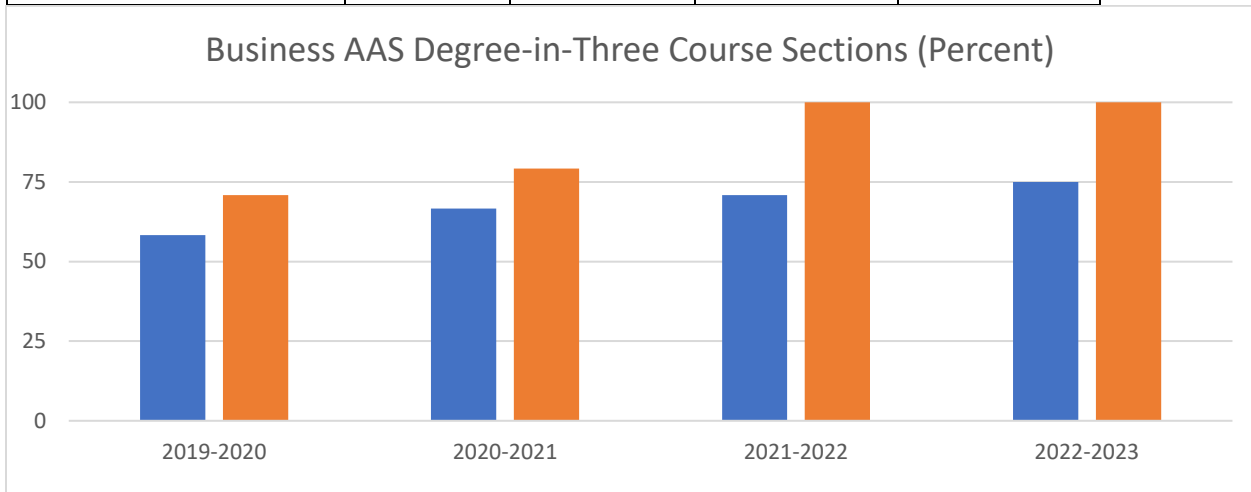
Number of Business Unit sections with HIPs:

Baseline	2019-2020	2020-2021	2021-2022	2022-2023
45	53	50	47	49



**2.6 Offer course schedules designed to match the needs of diverse student populations, such as the ongoing Business AAS “degree-in-three” initiative comprised of online, streaming, and evening course sections supporting the needs of non-traditional students. (College Strategy 2.5)**

Percent of Degree-in-Three courses being offered as designed.	2019-2020	2020-2021	2021-2022	2022-2023
Original Design	58.3	66.67	70.8	75
Revised Schedule	70.8	79.12	100	100

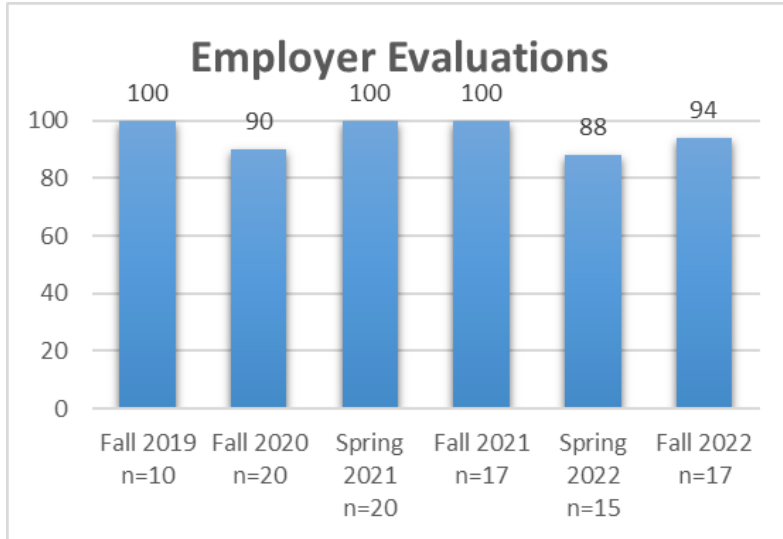


*Feedback applied:* from student success rates, schedule concerns, and course format preferences led to redesigning the Degree-In-Three plan to offer MATH 0530/1530 in person rather than via Zoom/DVC, COLS 101 in person or at slightly different times, BUSN 1350 as hybrid/Zoom/DVC, BUSN 1380 as an online course, and ACCT 1020 as an online course. The complete Degree-In-Three offerings were introduced gradually as the first class went through the program over 3 years.

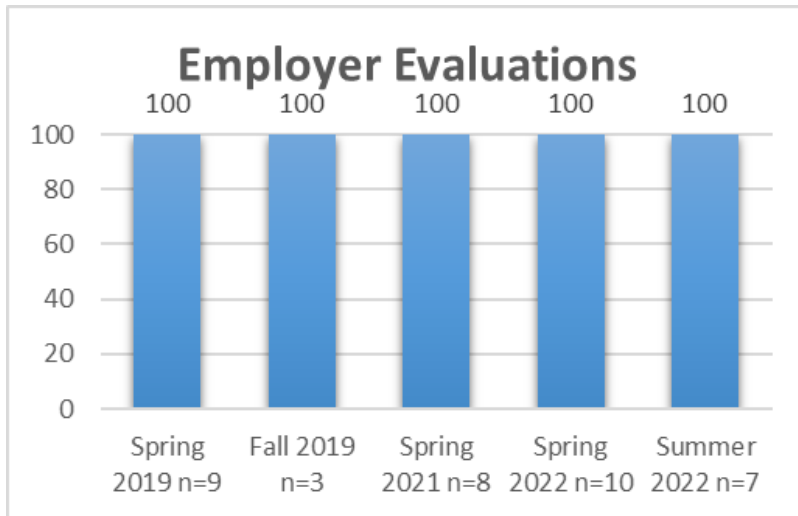
**2.7 Provide workplace experiences for all AAS students through internships built into capstone courses, enhancing graduates' resume's for increased competitiveness on the job marked (College Strategy 1.2).**

AAS students participate in capstone classes and are measured on specific outcomes.

**Business, AAS**



**Computer Information Technology, AAS**





**2.8 Maintain exceptional career placement rate for graduates; 90% graduation placement rate for AAS students, and a 70% transfer to 4-year university rate for AS students. AAS student placement rate is measured through a question of the AAS capstone courses.**

	2018 Graduates	2019 Graduates	2020 Graduates
Business	13%	44%	100%
Computer	78%	63%	77%

**3.1 Columbia State will become a destination for businesses and organizations in Middle Tennessee for innovative business solutions and who want to engage our faculty and hire our students.**

The business unit engages with industry professionals in annual advisory board meetings. Members of the advisory board employ our students as interns and employees after graduation.

Some of the businesses represented in advisory boards.

- CSPIRE
- Acadia Healthcare
- Jackson National Life
- Tractor Supply Company
- Farm Bureau Insurance
- Nissan
- eCardSystems
- Schneider Electric

**3.2 Local transfer universities will be invited to participate in local campus wide transfer fairs.**

Each semester, universities are invited to participate in transfer fairs at each of our campuses

<b>Spring 2022 universities represented</b>	<b>Fall 2022 universities represented</b>
Austin Peay State University	Trevecca Nazarene University
Cumberland University	Cumberland University
Tusculum University	Austin Peay State University
University of Tennessee, Knoxville, Chattanooga, Southern	University of North Alabama
South College	Middle TN State University
University of Memphis	University of TN, Knoxville, Chattanooga
Middle TN State University	Tennessee Tech University
Freed-Hardeman University	Lipscomb University
Athens State University	Western KY University
Lipscomb University	King University
Milligan University	DeVry University
East TN State University	University of AL
Lee University	Belmont University
LeMoyne-Owen College	Troy University
University of North AL	Murray State University (KY)
Fisk University	Athens State University

**3.7 Program graduates will be well prepared with a broad-based education as indicated by performance on the college's exit exam compared to the national average (College Strategies 1.1 and 1.3).**

Exit Exam Scores		Average							
7/1/2021-6/30/2022	Number	Total	Critical					Social	Natural
	Students	Score	Thinking	Reading	Writing	Math	Humanities	Sciences	Sciences
ACBSP programs	221	439.22	109.78	116.13	113.95	112.48	114.29	112.46	113.73
All C-state graduates	786	437.64	109.56	116.16	113.74	111.51	114.19	112.06	113.82
Comparable Colleges Mean 7/1/17-6/30/22		434.6	109.4	114.7	112.2	111.5	113.5	111.5	113.1
Total - Comparable Colleges Mean		3.04	0.16	1.46	1.54	0.01	0.69	0.56	0.72
Comparable Mean Std Deviation		4.7	1.3	1.7	1.2	1.1	1.5	1.2	1.3

ACBSP Mean > College Mean  
 ACBSP Mean < College Mean  
 ACBSP Mean < Comparable Mean

Exit Exam Scores									
7/1/2020-6/30/2021	Number	Total	Critical					Social	Natural
	Students	Score	Thinking	Reading	Writing	Math	Humanities	Sciences	Sciences
ACBSP programs	175	440.5	110.6	116.6	113.7	112.9	114.8	112.5	114.6
All graduates	712	438.6	110.3	116.3	113.5	111.8	114.4	112.9	113.9
Comparable Mean 2016-2021		435.9	109.6	115.4	112.4	111.6	112.9	111.4	113.4
Total - Comparable Mean		2.7	0.7	0.9	1.1	0.2	1.5	1.5	0.5
Comp Mean Std Deviation		6.5	1.6	2.2	1.7	1.7	1.6	1.5	1.7