

DATE: November 18, 2010

SUBJECT: Institutional Mission Profiles

ACTION RECOMMENDED: Approval

BACKGROUND INFORMATION: The Complete College Tennessee Act of 2010 (CCTA) requires that the Tennessee Higher Education Commission approve institutional mission statements. The CCTA directs that a mission statement must “characterize an institution by stating its distinctiveness in degree offerings by level and focus and student characteristics including, but not limited to, non-traditional students and part-time students, and shall address institutional accountability for the quality of instruction, student learning and, where applicable, research and service to benefit Tennessee students.”

Mission differences are fundamental to the CCTA directive that the state master plan for higher education must:

- (A) Address state economic development, workforce development, and research needs;
- (B) Ensure increased degree production within the state’s capacity to support higher education; and
- (C) Use institutional mission differentiation to realize statewide efficiencies through institutional collaboration and minimized redundancy in degree offerings, instructional locations and competitive research.

At its July 2010 meeting, the Commission approved the 2010-2015 Master Plan as a public agenda for increasing Tennessee higher education’s degree production toward meeting a 2025 goal of equaling the national average of the adult population with at least an associate’s degree. This public agenda focuses on enabling students themselves to be more productive by completing degrees in a timely manner through appropriate state and institutional support. The agenda focuses on state needs for programs of quality and workforce fit rather than individual institution aspiration, and it places a greater level of accountability for higher education collectively in the growth in number of citizens prepared for productive and gratifying lives.

The THEC July 2010 approval of the Master Plan came with the understanding that the mission profiles themselves were under construction and would be presented at the subsequent Commission meeting. Mission profiles for each university and all community colleges are hereby presented for Commission approval.

Institutional Mission Profiles.

In meeting the CCTA requirements, THEC requested that each institution construct a mission profile as a component of the 2010-2015 Master Plan and as a fundamental principle of the new outcomes-based funding formula. These profiles reflect each institution's Basic Carnegie Classification as a core differentiation. For over three decades, the Carnegie Classification system has been the major national framework for describing how institutions are alike and different. It is used in a variety of ways, from setting a standard for institutional type to forming a basis for institutional grouping for research applications. The Carnegie Foundation for the Advancement of Teaching generates the classifications and is an entity independent of any federal or state control. The Classifications are empirically based in using national data and allow for an institution to move between Classifications as its entire institutional profile changes.

Process for Profile Construction.

The process leading to the completion of the attached institutional profiles engaged institutions, systems, and THEC. The Commission staff noted the Carnegie Classification and provided associated data as the basis for each institution's construction of its own mission profile. The profile depicts the characteristics of the institution using data available from the most recent complete academic year. Universities carry different classifications; the TBR community colleges belong to a single classification. Institutions submitted profiles to respective governing boards to review, modify through further consultation with campuses, and ratify. A final round of review involved THEC and system staffs, whereby any final modifications were recommended to institutions and endorsed by the systems. It should be noted that the profiles themselves do not supplant comprehensive institutional mission statements used for institutional accreditation and other public disclosure. Of course, the comprehensive statements are in accord with the mission profiles.

Profile Applications.

The mission profiles distinguish one Tennessee public institution from another in documenting different institutional capacities to contribute to overall state work force development needs. Through outcomes-based formula weighting factors derived from the mission differences, institutions will be funded based on their mission-defined production of graduates and sub-population graduates, their graduate and undergraduate program mix, and their research capacity. The profiles also call attention to institutional differences in academic degree program array and specialty fields, both at the undergraduate and graduate levels. The characterization of institution by program focus addresses the CCTA directive to use institutional differences to minimize redundancies and encourage collaboration in program offerings, off-campus locations, and research objectives.

DATA DEFINITIONS

University Data

# of Doctorate Programs / Degrees Granted:	Degrees granted during the 2008-09 academic year; does not include first professional degrees (e.g. MD, JD, PharmD, DVM)
# of Masters Programs/ Degrees Granted:	Degrees granted during the 2008-09 academic year
# of Bachelor Programs/ Degrees Granted:	Degrees granted during the 2008-09 academic year
Total Degrees Granted:	Sum of all degrees granted during 2008-09 academic year
Total Research Activity:	Sum of all restricted and unrestricted research expenditures budgeted for FY 2009-10
Average Freshman ACT:	Average ACT score of first-time freshman: Fall 2009
Percent First-time Freshman:	Percent of total student headcount enrolled in post-secondary education for the first time: Fall 2009
Percent Adult Students (25+):	Percent of undergraduate student headcount age 25 and up: Fall 2009
Percent Part-time students: degree credit: Fall 2009	Percent of students enrolled for less than 12 hours of

Community College Data

FTE:	Full time equivalent enrollment. Total number of credits attempted divided by 15: Fall 2009
# of Associate Degrees Granted:	Total number of associate degrees granted: 2008-09 academic year
# of Certificates Granted:	Total number of certificates granted: 2008-09 academic year
Average Freshman ACT:	Average ACT score of first-time freshmen: Fall 2009
Percent First-time Freshman:	Percent of total student headcount enrolled in post-secondary education for the first time: Fall 2009
Percent Adult Students (25+):	Percent of student headcount age 25 and up: Fall 2009
Percent Part-time Students:	Percent of students enrolled for less than 12 hours of degree credit: Fall 2009

AUSTIN PEAY STATE UNIVERSITY

# of Doctorate Programs / Degrees Granted:	N/A
# of Masters Programs/ Degrees Granted:	17 / 250
# of Bachelor Programs/ Degrees Granted:	41 / 1,161
Total Degrees Granted, 2008-09:	1,573
Total Research Activity:	\$1,518,900
Average Freshman ACT:	21.7
Percent First-time Freshman:	16%
Percent Adult Students (25+):	40%
Percent Part-time Students:	37%

INSTITUTIONAL MISSION

Austin Peay State University is a moderately selective institution in Clarksville, northwest of Nashville. Having reached enrollment of over 10,000 undergraduate students in 2009 Austin Peay continues to be the fastest-growing university among the Tennessee Board of Regents' institutions. With a Carnegie Classification of a Master's Medium institution, Austin Peay also has the fastest-growing graduate-student population in the state. Austin Peay combines a solid foundation in the liberal arts with strong professional programs. The university emphasizes disciplines in the arts, but also emphasizes professional disciplines in business, education, health sciences, and STEM fields. It predominantly serves undergraduate students throughout Middle Tennessee and provides additional programming and services focusing on adult, first-generation, low socio-economic, military, minority, and high-performing students.

EAST TENNESSEE STATE UNIVERSITY

# of Doctorate Programs / Degrees Granted:	10 / 75
# of Masters Programs/ Degrees Granted:	35/ 559
# of Bachelor Programs/ Degrees Granted:	60 / 1,878
Professional Schools:	Medicine, Pharmacy
Total Degrees Granted, 2008-09:	2,591
Total Research Activity:	\$6,517,600*
Average Freshman ACT:	22.4
Percent First-time Freshman:	14%
Percent Adult Students (25+):	25%
Percent Part-time students:	25%

* *does not include College of Medicine research activity*

INSTITUTIONAL MISSION

East Tennessee State University is a traditionally selective institution located in Johnson City. Undergraduate students represent approximately 80 percent of headcount enrollment; students in graduate and professional programs constitute the remaining 20 percent. The university educates significant numbers of low-income students, adult students, and students pursuing degrees in the basic and clinical health sciences. ETSU awards degrees in over one hundred baccalaureate, masters and doctoral programs, including distinctive interdisciplinary programs. An emphasis on the clinical and health sciences, with respect to doctoral and professional programs, is a distinctive feature of the university. ETSU's enrollment profile displays a clear focus on Tennessee and Southern Appalachia. The university is especially committed to serving rural populations throughout the region and around the world. ETSU's basic Carnegie classification is Doctoral/Research, and—documenting its strong commitment to community service—the university also holds an elective Carnegie classification in Curricular Engagement and Outreach and Partnerships.

MIDDLE TENNESSEE STATE UNIVERSITY

# of Doctorate Programs / Degrees Granted:	8 / 24
# of Masters Programs/ Degrees Granted:	34 / 682
# of Bachelor Programs/ Degrees Granted:	69 / 3,789
Professional Schools:	N/A
Total Degrees Granted, 2009-10:	4,590
Total Research Activity:	\$11,495,100
Average Freshman ACT:	22.6
Percent First-time Freshman:	14%
Percent Adult Students (25+):	22%
Percent Part-time students:	24%

INSTITUTIONAL MISSION

Middle Tennessee State University is a moderately selective, comprehensive institution located in the geographic center of the State. The University embraces its role as the destination of choice for Tennessee undergraduates while expanding its reach nationally and internationally through innovative and distinctive undergraduate programs and select masters and doctoral programs. MTSU attracts a diverse, largely full-time undergraduate student population with a broad range of academic preparedness. The university is committed to helping each student recognize their academic promise and achieve academic success, and it annually confers more bachelor's degrees than any other Tennessee Board of Regents institution. Undergraduates are prepared for professional practice in education, business, mass communication, and nursing, and the University Honors College and various degree programs prepare students for graduate education in the finest research universities around the world. MTSU's signature experiential learning program delivers a value added undergraduate education grounded in experiences such as undergraduate research, service learning and civic engagement. MTSU has selected graduate offerings that primarily target education, business and the applied and behavioral sciences with research focused primarily in the sciences, aviation, public history, and STEM. MTSU's Carnegie Classification is Master's Large and it holds the elective Community Engagement classification with its outreach and partnership activities centered on meeting the needs of the Middle Tennessee region. The most recent graduation rate is 52% and exceeds the Tennessee Board of Regents average

TENNESSEE STATE UNIVERSITY

# of Doctorate Programs / Degrees Granted:	7 / 60
# of Masters Programs/ Degrees Granted:	26/ 401
# of Bachelor Programs/ Degrees Granted:	40 / 948
Professional Schools:	N/A
Total Degrees Granted, 2008-09:	1,546
Total Research Activity:	\$9,709,700
Average Freshman ACT:	17.8
Percent First-time Freshman:	15%
Percent Adult Students (25+):	26%
Percent Part-time students:	35%

INSTITUTIONAL MISSION

Tennessee State University, the only land-grant institution in the Tennessee Board of Regents system, has—in addition to its teaching mission—a unique state-wide mission of research and service. As the only state-supported Carnegie Doctoral/Research institution located in the state capital, a federal gateway to America’s South and a major hub for health care, music, finance, publishing, and transportation, Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from around the globe. Our research Centers of Excellence have earned international recognition for their ground-breaking work in educational policy and planetary discoveries. An historically black university (HBCU) with a student body (77% undergraduate, 23% graduate) representing the rich cultural diversity of a vibrant society, Tennessee State remains committed to the democratic principle of accepting all qualified applicants. The University is dedicated to serving the needs of its extended communities and to preparing graduates for meaningful careers as productive citizens. Tennessee State emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines and is especially committed to increasing representation and measures of success in these areas.

TENNESSEE TECHNOLOGICAL UNIVERSITY

# of Doctorate Programs / Degrees Granted:	3 / 17
# of Masters Programs/ Degrees Granted:	17 / 544
# of Bachelor Programs/ Degrees Granted:	41 / 1,528
Professional Schools:	N/A
Total Degrees Granted, 2008-09:	2,349
Total Research Activity:	\$14,588,300
Average Freshman ACT:	23.2
Percent First-time Freshman:	17%
Percent Adult Students (25+):	17%
Percent Part-time students:	25%

INSTITUTIONAL MISSION

TTU was founded as the state's comprehensive technological university, and continues to emphasize technology in all areas. Although best-known for high quality instruction and research in Engineering and the STEM disciplines, TTU provides strong programs in each of its seven colleges and schools—Agricultural and Human Sciences, Business Administration, Education, Engineering, Interdisciplinary Studies, and the Graduate School. Degrees are offered in 41 baccalaureate, 17 masters and 3 specialist programs; 3 doctoral areas of study offer 4 concentrations in Engineering, 2 in Environmental Science, and 3 in Exceptional Learning. TTU's commitment to public service and economic development in the Upper Cumberland region is especially visible in its Nursing, Agriculture, teacher education, and environmental stewardship programs. The University's Carnegie classification is "Masters-Large." With a significant percentage of residential students, TTU currently has a six-year graduation rate of 57%.

UNIVERSITY OF MEMPHIS

# of Doctorate Programs / Degrees Granted:	22 / 132
# of Masters Programs/ Degrees Granted:	52 / 862
# of Bachelor Programs/ Degrees Granted:	55 / 2,590
Professional Schools:	Law
Total Degrees Granted, 2008-09:	3,715
Total Research Activity:	\$54,358,400
Average Freshman ACT:	22.1
Percent First-time Freshman:	10%
Percent Adult Students (25+):	30%
Percent Part-time students:	34%

INSTITUTIONAL MISSION

The University of Memphis, located in metropolitan Memphis, is a doctorate-granting, high research activity (Carnegie RU/H) institution noted for its comprehensive innovative academic programs, its nationally recognized interdisciplinary research centers, and for capitalizing on its urban setting and region to address the challenge of our global society. The U of M shares a strong connection with Memphis and the Mid-South, thus enabling active student participation in significant enriching experiences including honors, emerging leaders, living learning communities, travel abroad, laboratory research, and internships. Additionally, renowned professors and their students are connected with industries, agencies and communities in research which is recognized both nationally and internationally for its global impact. The University of Memphis is recognized as a leader in supporting computationally intensive research leading to the establishment of the Memphis Coalition for Advanced Networking (MCAN) connecting the area's research organizations to the national network. It also provided leadership to establish the Memphis Research Consortium (MRC) that combines the research resources of the Memphis academic, health care, and leading industries. University programs with national reputations that are aligned with community strengths, goals, and needs include such areas as public health, learning technologies, entertainment industries, strengthening communities, transportation, and teacher preparation. Student success, research, and creativity are at the core of the University's purpose as it educates students through innovative programs and engages them in research that advances knowledge and creative expression.

THE UNIVERSITY OF TENNESSEE- CHATTANOOGA

# of Doctorate Programs / Degrees Granted:	3 / 50
# of Masters Programs/ Degrees Granted:	20 / 377
# of Bachelor Programs/ Degrees Granted:	45 / 1,256
Professional Schools:	N/A
Total Degrees Granted, 2008-09:	1,710
Total Research Activity:	\$6,221,146
Average Freshman ACT:	22.3
Percent First-time Freshman:	21%
Percent Adult Students (25+):	15%
Percent Part-time students:	22%

INSTITUTIONAL MISSION

The University of Tennessee at Chattanooga is a comprehensive, metropolitan university, offering bachelor's, master's, specialist, and selected doctoral degrees and certificates through the Colleges of Arts and Sciences; Business; Engineering and Computer Science; and Health, Education, and Applied Professional Studies as well as the Graduate School. Founded in 1886, the private campus joined The University of Tennessee system of public higher education in 1969 and emphasizes strong professional programs essential to the economic vitality of the region with a grounding in the liberal arts. UT Chattanooga is classified as a Carnegie "Master's Large" campus, and in 2008 earned the elective Carnegie classification as a "Community Engagement" campus for both curricular engagement and outreach and partnerships. While pursuing its mission as an engaged metropolitan university, UTC enjoys a strong relationship with the Chattanooga regional community, allowing for numerous cooperative education, internship, volunteer, clinical, and other experiential learning opportunities as well as applied research and partnership efforts. The University of Chattanooga Foundation works to ensure the university's heritage of excellence through support of academic initiatives such as the outstanding Honors program.

THE UNIVERSITY OF TENNESSEE- KNOXVILLE

# of Doctorate Programs / Degrees Granted:	53 / 277
# of Masters Programs/ Degrees Granted:	81 / 1,628
# of Bachelor Programs/ Degrees Granted:	79 / 4,107
Professional Schools:	Law, Veterinary
Total Degrees Granted, 2008-09:	6,229
Total Research Activity:	\$140,393,023
Average Freshman ACT:	25.6
Percent First-time Freshman:	13%
Percent Adult Students (25+):	9%
Percent Part-time students:	19%

INSTITUTIONAL MISSION

The primary mission of the University of Tennessee, Knoxville, is to move forward the frontiers of human knowledge and enrich and elevate the citizens of the state, the nation, and the world. As the preeminent research-based land-grant university in the state of Tennessee, UTK embodies the spirit of excellence in research, teaching, and engagement attained by the nation's finest public research institutions. The UTK Carnegie Classification is: Research University (very high research activity). Most undergraduates are full-time and admission is selective with a fairly low transfer-in rate. Admission to graduate programs is also competitive. Graduate offerings range from professional master's to doctoral programs focused both on research and on practice. Nationally ranked graduate programs in supply chain management and logistics, business administration, print making, social work, law, and nuclear engineering combined with partnerships at Oak Ridge National laboratories are among the unique characteristics of graduate study at UTK. Undergraduate programs in business and engineering are also nationally ranked. The governor has challenged UTK to become a top 25 public research university, and we are developing a strategic plan to reach that goal.

THE UNIVERSITY OF TENNESSEE- MARTIN

# of Doctorate Programs / Degrees Granted:	N/A
# of Masters Programs/ Degrees Granted:	6 / 115
# of Bachelor Programs/ Degrees Granted:	43 / 1,018
Professional Schools:	N/A
Total Degrees Granted, 2008-09:	1,133
Total Research Activity:	\$1,248,115
Average Freshman ACT:	21.1
Percent First-time Freshman:	17%
Percent Adult Students (25+):	19%
Percent Part-time students:	27%

INSTITUTIONAL MISSION

The primary purpose of The University of Tennessee at Martin is to provide a quality undergraduate education in a traditional collegiate atmosphere characterized at all levels by close collaboration among students, faculty, and staff. In addition, the university is dedicated to meeting life-long educational needs by providing graduate programs, distance-learning opportunities and other creative endeavors. Furthermore, the university is committed to advancing the regional and global community through scholarly activities, research and public service. Located in Northwest Tennessee on a largely residential campus, the university predominantly serves undergraduate students (94 percent of total enrollment). UT Martin is a selective institution that provides outreach programs and special services for sub-populations including first-generation, adult, and transfer students. The most recent six-year graduation rate was 48 percent. UT Martin's Carnegie Classification is Masters Medium, with select graduate offerings in Education, Business, Family and Consumer Sciences, and Agriculture and Natural Resources. The campus is committed to encouraging community engagement and leadership enhancement and has received national recognition for its commitment to volunteering, service learning, and civic engagement.

CHATTANOOGA STATE COMMUNITY COLLEGE

FTE:	5,987
# of Associate Degrees Granted:	617
# of Certificates Granted:	119
Average Freshman ACT:	18.6
Percent First-time Freshman:	17%
Percent Adult Students (25+):	42%
Percent Part-time Students:	53%

INSTITUTIONAL MISSION

Chattanooga State Community College is a comprehensive community college in the Tennessee Board of Regents System offering associate of arts, associate of science, and associate of applied science degrees. The college is distinguished by its diverse service area population; its high market penetration (Fall enrollment of over 12,000 students in a service area of under 350,000); breadth of curriculum; and impact on the business-industrial-professional community of southeast Tennessee. The college boasts the largest engineering technology, health science, and industrial technology divisions in the state system as well as the strongest corporate training activity in the region.

CLEVELAND STATE COMMUNITY COLLEGE

FTE:	2,504
# of Associate Degrees Granted:	291
# of Certificates Granted:	64
Average Freshman ACT:	19.7
Percent First-time Freshman:	20%
Percent Adult Students (25+):	39%
Percent Part-time Students:	44%

INSTITUTIONAL MISSION

Cleveland State Community College is an open door, comprehensive community college located in southeast Tennessee which offers programs leading to certificates and two-year degrees (Associate of Arts, Associate of Science, and Associate of Applied Science). In addition to its credit programs, the College provides non-credit courses and specialized training for area business and industry. As a small commuter college serving a predominately rural service area, ground courses are offered on its main campus in Cleveland, and its instructional sites in Athens and Madisonville. Extensive course offerings are also available through dual enrollment and on-line programs. The college provides an array of services to facilitate student access, engagement, and success, and has played a prominent leadership role in a nationally recognized mathematics redesign initiative that has become the model for colleges nationwide. Cleveland State strives to implement innovative learning strategies which focus on flexible learning opportunities and a variety of service learning projects which foster community involvement and real-world engagement.

COLUMBIA STATE COMMUNITY COLLEGE

FTE:	3,569
# of Associate Degrees Granted:	483
# of Certificates Granted:	71
Average Freshman ACT:	20.6
Percent First-time Freshman:	23%
Percent Adult Students (25+):	32%
Percent Part-time Students:	53%

INSTITUTIONAL MISSION

Columbia State Community College is a multi-campus institution serving nine counties in southern middle Tennessee by providing transfer and technical associate degree programs, one-year career entry certificate programs, and activities, events and training that contribute to economic development and quality of life in the region. Dedicated to student success, the college provides support services for first generation students, adult students, low income students, and less than college ready students. The most recent enrollment totals 5,581.

DYERSBURG STATE COMMUNITY COLLEGE

FTE:	2,213
# of Associate Degrees Granted:	213
# of Certificates Granted:	15
Average Freshman ACT:	18.0
Percent First-time Freshman:	25%
Percent Adult Students (25+):	39%
Percent Part-time Students:	47%

INSTITUTIONAL MISSION

Dyersburg State Community College (DSCC) is a learner-centered institution which serves seven rural counties with below average levels of educational attainment and per capita income. DSCC offers associate degree and certificate programs to prepare students for the workforce and for transfer to a four-year institution. Nursing, education, EMT/paramedic and business are the primary academic programs of focus. The average age of our students is 26. The majority of DSCC students are low-income, attend on a part-time basis and are academically unprepared and need at least one developmental studies course before they are ready for college level work. Over 70% of the students are female. Public Service activities include, but are not limited to, continuing education, the Workforce Investment Act Program, Upward Bound, the Tennessee Small Business Development Center, the Tennessee Early Childhood Training Alliance and the Adult Basic Education Program.

JACKSON STATE COMMUNITY COLLEGE

FTE:	3,313
# of Associate Degrees Granted:	462
# of Certificates Granted:	43
Average Freshman ACT:	18.1
Percent First-time Freshman:	22%
Percent Adult Students (25+):	36%
Percent Part-time Students:	47%

INSTITUTIONAL MISSION

Jackson State Community College is a comprehensive community college in West Tennessee offering associate degrees in arts, sciences, teaching, and applied sciences. The college also offers technical certificates and non-credit continuing education programs. Classes are offered on the main campus in Jackson and at centers in Lexington, Savannah, and Humboldt. There is a robust offering of online, hybrid, and distance learning classes available as well as dual enrollment classes offered at high schools throughout the 14 county service area. Due to continuing healthcare needs in the community, Jackson State has established state-of-the-art healthcare programs. Jackson State has an exceptionally strong developmental studies program. The SMART Math Lab, designed for developmental mathematics studies, was the recipient of the prestigious 2010 Bellwether Award for excellence in community college instructional services and programs. The Jackson State Writing Center assists students and faculty with writing across the curriculum. Jackson State also has an active honors program, service-learning program, athletics program, and Student Government Association. Students involved in one of the many campus organizations have the opportunity to participate in the annual Student Leadership Retreat. Jackson State's fall 2010 enrollment was 5,361 students.

MOTLOW STATE COMMUNITY COLLEGE

FTE :	3,353
# of Associate Degrees Granted:	460
# of Certificates Granted:	0
Average Freshman ACT:	18.9
Percent First-time Freshman:	26%
Percent Adult Students (25+):	30%
Percent Part-time Students:	46%

INSTITUTIONAL MISSION

Motlow State Community College is a public, multi-campus college offering certificates, associate degrees, and flexible learning pathways focusing on transfer prior to degree at academically appropriate milestones, college preparation, and workforce training. Students are prepared for employment, career advancement, and four-year college or university transfer. The College serves an eleven-county area comprised of full-time, part-time, traditional, and non-traditional age students, emphasizing the sub-populations of adults, part-time, and academically underprepared students from diverse socio-economic populations with disparate educational and cultural backgrounds. The College offers high quality accredited educational programs and a variety of support services emphasizing and promoting student success.

NASHVILLE STATE COMMUNITY COLLEGE

FTE:	5,154
# of Associate Degrees Granted:	529
# of Certificates Granted:	121
Average Freshman ACT:	18.0
Percent First-time Freshman:	15%
Percent Adult Students (25+):	51%
Percent Part-time Students:	63%

INSTITUTIONAL MISSION

Nashville State Community College is an open-admission comprehensive educational institution, serving a very diverse student population and a broad geographic area comprised of Davidson, Cheatham, Dickson, Houston, Humphreys, Montgomery, and Stewart Counties, and the Upper Cumberland region. Outreach programs and special services for sub-populations include first-generation students, adult students, and English as a Second Language students. The college offers the Associate of Applied Science technical and career degrees, and the Associate of Arts, the Associate of Science, and the Associate of Science in Teaching transfer degrees. Nashville State has over 80 programs of study covering broad areas including business, applied arts, information and engineering technologies, health sciences, social and life sciences, math, science, humanities, and the arts. Performance statistics reports that 92% of recently surveyed alumni are employed in a field related to their program of study or continuing their education.

NORTHEAST STATE COMMUNITY COLLEGE

FTE:	4,231
# of Associate Degrees Granted:	635
# of Certificates Granted:	171
Average Freshman ACT:	19.7
Percent First-time Freshman:	21%
Percent Adult Students (25+):	44%
Percent Part-time Students:	44%

INSTITUTIONAL MISSION

Northeast State Community College is an open-access, public, comprehensive community college serving Carter, Johnson, Sullivan, Unicoi, and Washington Counties in Tennessee. The College provides over 90 programs of study leading to associate and certificate degrees along with courses and events that address the workforce development and lifelong learning needs of the community. Support services are provided to all students, of which a significant number are first-time freshmen, low income, and/or adult students.

PELLISSIPPI STATE COMMUNITY COLLEGE

FTE:	6,695
# of Associate Degrees Granted:	670
# of Certificates Granted:	3
Average Freshman ACT:	20.6
Percent First-time Freshman:	19%
Percent Adult Students (25+):	33%
Percent Part-time Students:	47%

INSTITUTIONAL MISSION

Located in Tennessee's third-largest metropolitan area, Pellissippi State Community College is a public two-year institution serving Knox and Blount Counties. The College provides access to higher education for a diverse student population by providing associate of arts, associate of science, associate of science in teaching, and associate of applied science degrees, as well as certificates in specialized areas and non-credit courses for personal and professional development. Freshman and sophomore level courses transfer into baccalaureate programs at public and private institutions, and 60 percent of Pellissippi State students are enrolled in these transfer programs. Twenty percent of Pellissippi State students are enrolled in technical programs in business, computer technology, engineering technology, media technology, and nursing. Both traditional and distance learning methods are used for course delivery. Approximately 50 percent of Pellissippi State's students are enrolled full-time, and 65 percent of the students are younger than 25 years old. Student support programs are provided for multiple subpopulations, including first-generation students, underprepared students, non-traditional students, students with disabilities, dual enrolled students, and part-time students. The Business and Community Services division accommodates the needs of area employers and other citizens by providing courses for career-specific training and personal

ROANE STATE COMMUNITY COLLEGE

FTE:	4,227
# of Associate Degrees Granted:	617
# of Certificates Granted:	78
Average Freshman ACT:	20.1
Percent First-time Freshman:	23%
Percent Adult Students (25+):	35%
Percent Part-time Students:	45%

INSTITUTIONAL MISSION

Roane State Community College is a comprehensive, two-year postsecondary institution with nine teaching locations in central east Tennessee. The college offers academic programs leading to the award of the Associate of Arts, Associate of Science, Associate of Science in Teaching, and Associate of Applied Science degrees as well as Technical Certificates. Although Roane State is primarily an open-admissions institution, selective admissions requirements are in place for the college's Nursing and 13 Allied Health Science programs. Roane State's student population is 66% female, with 55% of students enrolled full-time. Students over the age of 25 represent 35% of the population, 49% are under the age of 21, and 11% are pre-college students enrolled in dual studies. The college is distinctive not only for the breadth of its health science programs but as the TN higher education institution with the largest percentage (65.8%) of off-campus enrollment. Currently, 63% of students are enrolled in career preparation programs and 37% in programs intended for transfer. The most recent six-year graduation rate was 40%. Roane State fulfills its public service mission through a wide range of continuing education and workforce development offerings as well as the positive economic impact associated with the Henry Stafford Agricultural Exposition Center and the Cumberland Business Incubator.

SOUTHWEST TENNESSEE COMMUNITY COLLEGE

FTE:	8,465
# of Associate Degrees Granted:	609
# of Certificates Granted:	382
Average Freshman ACT:	16.6
Percent First-time Freshman:	21%
Percent Adult Students (25+):	38%
Percent Part-time Students:	49%

INSTITUTIONAL MISSION

Southwest Tennessee Community College is a comprehensive public two-year college that serves the diverse population of Memphis and the surrounding Mid-South region at two main campuses, four centers, and smaller instructional sites located across its service area of Shelby and Fayette counties. Southwest prepares students for transfer to universities through the offering of Associate of Arts, Associate of Science, and Associate of Science in Teaching degrees and for immediate career entry and advancement through twenty-six (26) Associate of Applied Science degrees and twenty-one (21) Technical Certificates. Located in a major medical and commercial center, Southwest emphasizes nursing, allied health, business and technology programs while also offering a strong university parallel curriculum. In response to emerging areas of community need, Southwest has initiated new programs such as Homeland Security Assessment and Biotechnology and has also infused Green and Sustainability instruction in existing curricula. The majority of Southwest's 13,000+ students are females, minorities, low income, and academically unprepared. Southwest offers a comprehensive program of developmental education to support the 90% of entering freshmen who need remediation before taking college-level courses. More than 70% of degree-seeking new freshmen and 50% of all students receive need-based financial aid. Public service activities at Southwest include Service Learning activities across the curriculum, the Upward Bound program for high school students, a Gear-Up program for middle school students, an Educational Opportunity Center for adult learners, and sponsorship of a Tennessee Small Business Development Center. In partnership with the Memphis Regional Chamber, Southwest has established the Mid-South Quality-Productivity Center which provides services to businesses and organizations at the regional, national and international levels.

VOLUNTEER STATE COMMUNITY COLLEGE

FTE:	5,501
# of Associate Degrees Granted:	616
# of Certificates Granted:	277
Average Freshman ACT:	19.3
Percent First-time Freshman:	20%
Percent Adult Students (25+):	32%
Percent Part-time Students:	48%

INSTITUTIONAL MISSION

Volunteer State Community College, a public comprehensive two-year institution, provides educational opportunities to the citizens of twelve counties in northern middle Tennessee through course offerings held at the Gallatin main campus, two degree granting centers (one located in Livingston and one in Nashville) and over 20 off-site locations throughout the service area. Flexible course offerings respond to emerging labor force and educational needs culminating in associate of arts, associate of science, associate of applied science, and associate of science in teaching degrees and certificates. Programs designed for transfer assist approximately 45% of the College's students in transferring to local universities. Sixty-one (61) percent of full-time students pursuing a certificate leading to employment complete within three years. Strong secondary education partnerships contribute to the largest dual enrollment program in the state and afford students extensive opportunities for college courses. Training needs of local residents are met through a globally competitive curriculum as demonstrated by the Respiratory Care Technology and Emergency Medical Technology programs, innovative workforce programs and emerging technologies. Fifty-one (51) percent of all students enroll full-time and 68% are younger than 25 years of age. Student support programs assist adult students, first generation college students, underprepared students, dual enrolled students and part-time students in reaching their educational goals. Continuing education initiatives provide personal enrichment, career sustainment, and career growth opportunities while the Center of Emphasis offers healthcare training for area professionals; complementing the Allied Health credit curriculum of the College.

WALTERS STATE COMMUNITY COLLEGE

FTE:	4,780
# of Associate Degrees Granted:	558
# of Certificates Granted:	247
Average Freshman ACT:	20.0
Percent First-time Freshman:	24%
Percent Adult Students (25+):	31%
Percent Part-time Students:	43%

INSTITUTIONAL MISSION

Walters State Community College is a public two-year institution located in the geographically and economically diverse Great Smoky Mountains region of East Tennessee. To provide access and services throughout the area of responsibility, the college has established campuses or facilities in Claiborne, Greene, Hamblen, Jefferson, and Sevier counties, and extends credit and non-credit course offerings to all ten counties. Traditional and non-traditional instructional methods are used to deliver affordable, high quality general education and career specific courses in programs of study that prepare students for transfer to other higher education institutions or for immediate employment. Academic offerings include degrees in associate of arts, associate of science, associate of science in teaching, and associate of applied science as well as workforce development certificates. More than half of the student body is enrolled full-time, and approximately two-thirds of the students are younger than age 25. To enhance student learning and retention, a majority of entering students are required to participate in a learning support plan. Student support services place emphasis on assistance for underprepared students, student engagement, retention, and persistence to completion. To promote global understanding and civic responsibility, international education, diversity, and service learning are stressed in the curriculum and co-curriculum. Community education services include non-credit programs and customized training supporting local workforce development, youth development programs, and lifelong learning. The college partners with secondary and postsecondary educational institutions to offer a range of learning and career advancement opportunities.