

DATE: November 7, 2019**SUBJECT:** TBR Community Colleges: Mission Profiles**ACTION RECOMMENDED:** Approval

BACKGROUND INFORMATION

Mission profiles characterize the distinctiveness in degree offerings and address institutional accountability for the quality of instruction, research, and public service provided to the students of Tennessee. Mission profiles are also utilized by the outcomes-based funding formula to help align institutional mission and state funding priorities. The 2016 Focus on College and University Success (FOCUS) Act emphasizes the importance of institutional mission profiles and directs the annual submission of these profiles. Each public university and community college considers the annual submission to reflect on the mission of the institution and make any updates necessary to communicate this mission to stakeholders. Since 2017, each institution has submitted an updated mission profile which have been reviewed and approved by the Commission.

Mission profiles for each community college are provided for Commission approval. The mission profiles for each university were approved by the Commission on May 17, 2019. All 13 community colleges submitted major revisions to their profiles with the exception of Cleveland State Community College. The profiles of each community college focused on the following broad categories: overall college description and student demographic characteristics, academic program offerings and credentials awarded, attention to workforce, and unique characteristics of the college. These profiles will be helpful in the upcoming review of the 2020-25 Outcomes Based Formula process.

It should be noted that institutional mission profiles do not supplant institutional mission statements used for institutional accreditation and other public disclosure. The comprehensive mission statements are in accord with the institutional mission profiles.

Chattanooga State Community College

Institutional Mission Profile



Chattanooga State Community College is a comprehensive public community college serving the greater Chattanooga area, including Hamilton, Rhea, Bledsoe, Sequatchie, Grundy, and Marion counties. The college's main campus is based in Chattanooga along the Tennessee River, with instructional sites located in both Dayton and Kimball. In fall 2018, 8,338 students enrolled at Chattanooga State, including 1,183 dual enrollment students. Over 29% of Chattanooga State students in fall 2018 were adults age 25 and older, and 38% were low-income students. The college offers 30 associate degree programs and 47 certificate programs, including programs in the Nursing and Allied Health division, where the Registered Nursing program recently celebrated 35 years of excellence and the RN licensure pass rate boasts an impressive ten-year average of 97%. Additionally, the Engineering and Information Technologies Division has forged a number of unique partnerships designed to provide training for the local workforce. Every engineering technology degree within the division allows a student to transfer seamlessly to the University of Tennessee at Chattanooga as a junior.

During the 2017-18 academic year, 1,498 awards were conferred at Chattanooga State, including 575 applied associate degrees, 366 technical certificates, and 557 associate degrees designed to transfer to a university. Home to the only fully embedded technical college on a Tennessee community college campus, Chattanooga State's Tennessee College of Applied Technology Division (TCAT) offers one-year diploma programs and technical certificate programs. Chattanooga State's Economic and Workforce Development Division has strong partnerships with business and industry to create and deploy customized training solutions, including a new college-sponsored registered apprentice program. In 2017-18, the division provided 60,457 hours of workforce training.

In 2016, the college became an Achieving the Dream partner with 'Focus on Completion' as the moniker. Data-driven strategies and initiatives from this partnership aim at improving equitable student success through continuous improvement in teaching and learning, proactive advising and coaching, supportive services, early college programs, and academic maps.

Approved by Tennessee Board of Regents, September 2019

Cleveland State Community College *Institutional Mission Profile*



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, Associate of Applied Science, and Associate of Fine Arts). 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, five county service area, ground courses are offered on its main campus in Cleveland, and its instructional sites in Athens and Vonore. Extensive course offerings are also available through dual enrollment and online programs. The college provides an array of services to facilitate student access, engagement, and success including participation in the initial cohort of institutions selected for the American Association of Community Colleges (AACC) Pathways Project, a national project focused on building capacity for community colleges to design and implement structured academic and career pathways at scale, for all of their students.

Cleveland State strives to implement innovative learning strategies which focus on flexible learning opportunities and a deep culture of service learning projects which foster community involvement and real-world engagement. The college is home to the Greg A. Vital Center for Natural Resources & Conservation, which supports the Forestry, Wildlife and Fisheries Program and the Agriculture Program at Cleveland State. The Vital Center brings together students, educators, and working professionals in natural resources, agriculture, industry, and parks to identify and apply effective solutions to the challenges that arise at the intersection of the natural environment and human development.

Approved by Tennessee Board of Regents, March 2018

Approved by Tennessee Higher Education Commission, May 2018

Columbia State Community College

Institutional Mission Profile



Columbia State Community College is Tennessee's first community college and serves the residents of a nine-county area in southern Middle Tennessee. With five strategically located campuses, high quality programs in a caring environment are hallmarks of Columbia State. In addition to the main campus in Columbia, the college has grown to include the Williamson, Lawrence, Lewisburg, and Clifton campuses. In fall 2018, 6,346 students enrolled at Columbia State, including 1,233 dual enrollment students from fourteen high schools in its service region. This includes middle college programs and opportunities for high school students to receive their associate degree or technical certificate when they graduate from high school. Nearly 20% of Columbia State students in fall 2018 were adults age 25 and older, and 29% were low-income students. Columbia State offers 16 associate degree programs and 13 certificate programs. Approximately 60 percent of graduates complete the Associate of Science or Associate of Arts degree for transfer to a university for completion of professional studies. The Associate of Applied Science or Certificates is offered in career entry programs that include nursing, respiratory care, radiologic technology, anesthesia, emergency services, medical Lab, computer information technology, business, medical informatics, veterinary technology, criminal justice, engineering systems, and others.

During the 2017-18 academic year, 931 awards were conferred at Columbia State, including 225 applied associate degrees, 164 technical certificates, and 542 associate degrees designed to transfer to a university. Additionally, in 2017-18, Columbia provided 46,312 hours of workforce training. Initiatives dedicated to workforce development include internships, co-ops, apprenticeships, continuing education non-credit courses and programs, and industry/college partnerships for specialized training.

The Aspen Institute College Excellence Program recognized Columbia State as one of the nation's top 150 community colleges in 2017 and again in 2019. The College has also received several awards from the American Association of Community Colleges (AACC) and was recognized as a finalist in the 2018 AACC Awards of Excellence for Advancing Diversity, Outstanding College/Corporate Partnership and Student Success.

Approved by Tennessee Board of Regents, September 2019

Dyersburg State Community College

Institutional Mission Profile



Dyersburg State Community College is a comprehensive two-year institution, serving seven rural counties in northwest Tennessee including Crockett, Dyer, Gibson, Lake, Lauderdale, Obion and Tipton. The College provides educational opportunities through its home campus in Dyersburg, the Jimmy Naifeh Center at Tipton County in Covington, and the Gibson County Center in Trenton.

In fall 2018, 2,981 students enrolled at Dyersburg State, including 808 dual enrollment students. Thirty percent of Dyersburg State students in fall 2018 were adults age 25 and older, and 36% were low-income students. Additionally, in 2017-18, the College provided 11,116 hours of workforce training. Dyersburg State offers 12 associate degree programs and 17 certificate programs, including the College's notable Nursing, EMT/Paramedic, and Business Administration programs. The College introduced a new Paramedic to Registered Nurse (RN) Fast Track Program during the fall 2016 semester at its Covington center and in fall 2018 at its Dyersburg campus.

During the 2017-18 academic year, 467 awards were conferred at Dyersburg State, including 144 applied associate degrees, 108 technical certificates, and 215 associate degrees designed to transfer to a university. Strong partnerships with high schools contribute to successful dual enrollment programs including Certified Production Technician (CPT), Childhood Development Associate (CDA), Emergency Medical Responder (EMR), courses in the General Education Core and courses to prepare for the Certified Nursing Assistant (CNA) credential.

The College offers various student support programs to multiple subpopulations, including low-income students, Pell eligible students, first-generation students, adult students, underprepared students, dual enrolled students and veteran students. Pell eligible students are the College's focus population, which was determined by the review of success rates of various subpopulations.

Jackson State Community College

Institutional Mission Profile



Jackson State Community College is a comprehensive community college serving West Tennessee. Classes are offered on the main campus in Jackson and at centers in Lexington, Savannah, and Humboldt. Jackson State provides 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. In fall 2018, 4,875 students enrolled at Jackson State, including 1,355 dual enrollment students. Over 23 percent of Jackson State students in fall 2018 were adults age 25 and older, and 40% were low-income students. Additionally, in 2017-18, Jackson State provided 20,725 hours of workforce training. The Associate of Applied Science, Engineering Systems Technology program has developed a consortium of 27 manufacturing partners to address the area's employment needs in the high-skilled, maintenance technician occupation. This consortium, in conjunction with Jackson State, developed an Advanced Maintenance Technician work cooperative in 2014 which recruits high school seniors and other interested applicants into a 2-year work-study cohort group. To date, Jackson State graduates involved in this cooperative education program have experienced a 100 percent job placement rate.

The college offers 17 associate degree programs and 10 certificate programs. Due to continuing healthcare needs in the community, Jackson State has established state-of-the-art healthcare programs. Since the Nursing program's inception, graduate success on the national licensure exam has consistently exceeded state and national norms. Other state-of-the-art programs include the Computer Information Technology program. In 2012, Jackson State's Cyber Defense program became the only community college program in the state to be designated as a National Center of Academic Excellence in Cyber Defense Two-Year Education by the National Security Agency and the Department of Homeland Security. Jackson State was re-designated for another five years in the summer of 2017.

During the 2017-18 academic year, 648 awards were conferred at Jackson State, including 205 applied associate degrees, 106 technical certificates, and 337 associate degrees designed to transfer to a university. Jackson State has an active honors program, international education/study abroad program, service-learning program, athletics program, and Student Government Association.

Approved by Tennessee Board of Regents, September 2019

Motlow State Community College *Institutional Mission Profile*



Motlow State Community College is a student-centered institution of higher learning offering certificates, associate degrees, and flexible pathways for degree attainment, credential-building, workforce training, and a variety of life-long learning opportunities. Motlow State is a multi-campus institution and provides instruction at a variety of teaching sites throughout a large 11-county service area. The college has four campuses: Moore County, Fayetteville, McMinnville, and Smyrna. Other free-standing sites include instructional facilities in White County and Shelbyville. In fall 2018, 6,913 students enrolled at Motlow State, including 1,762 dual enrollment students. Over 21 percent of Motlow State students in fall 2018 were adults age 25 and older, and 27% were low-income students. The college offers 12 associate degree programs and seven certificate programs, including Mechatronics, Nursing, Computer Information Technology, and University Parallel.

During the 2017-18 academic year, 1,135 awards were conferred at Motlow State, including 146 applied associate degrees, 152 technical certificates, and 837 associate degrees designed to transfer to a university. Motlow State is intentionally inclusive in the recruitment of faculty, staff, and students. Motlow State's mission is student success. The college invests in both the instructional faculty and organizational staff needed to field a robust portfolio of programs and resources designed to support recruitment, retention, and completion. Motlow's students are from diverse socio-economic populations with disparate educational and cultural backgrounds. The college's planning, programs, and services are designed to embrace, serve, and celebrate a multicultural student body.

Motlow State is an economic engine for growth in middle Tennessee. The college partners with regional companies and national thought leaders to cultivate job growth, ensure relevant programming, and to produce career-ready students with industry-recognized credentials targeting high-wage, high-demand jobs. Additionally, in 2017-18, the college provided 11,034 hours of workforce training. Motlow State was the fastest growing community college in Tennessee from fall 2015 to fall 2018, and the college leads all TBR community colleges in three-year graduation rates and dual enrollment.

Approved by Tennessee Board of Regents, September 2019

Nashville State Community College ***Institutional Mission Profile***



Nashville State Community College serves a diverse student population and a broad geographic area comprised of Davidson, Cheatham, Dickson, Houston, Humphreys, Montgomery, and Stewart Counties. In fall 2018, 8,337 students enrolled at Nashville State, including 1,045 dual enrollment students. Nearly 40% of Nashville State students in fall 2018 were adults age 25 and older, and 38% were low-income students. Additionally, in 2017-18, Nashville State provided 12,490 hours of workforce training. The college offers 20 associate degree programs, 21 technical certificate programs, and 47 transfer programs, including nursing, music, information technology, culinary arts, and hospitality.

During the 2017-18 academic year, 1,082 awards were conferred at Nashville State, including 321 applied associate degrees, 216 technical certificates, and 545 associate degrees designed to transfer to a university. Highly-qualified and credentialed faculty along with dedicated staff support student success through student-centered curricula, a strong emphasis on the first-year experience, and an array of academic and student support services.

Nashville State continues to move forward in meeting the needs of our diverse community by building a fourth campus in Davidson county, serving a growing English as a Second Language (ESL) population. Nashville state also partners with the city of Nashville in the Nashville GRAD (Getting Results by Advancing Degrees) program to help Davidson county residents navigate and complete college. The Nashville GRAD program provides eligible students with financial and academic support, including assistance with the cost of living, textbooks, and transportation.

Approved by Tennessee Board of Regents, September 2019

Northeast State Community College

Institutional Mission Profile



Northeast State Community College is a comprehensive community college serving Carter, Johnson, Sullivan, Unicoi, and Washington Counties. The College's main campus is located in Blountville, and there are four primary off-campus sites: Elizabethton, Gray, Johnson City, and Kingsport. Northeast State offers Associate of Applied Science, Associate of Arts, Associate of Fine Arts, Associate of Science, and Associate of Science in Teaching degree programs. Students may select from 19 associate degree programs, including Aviation, Nursing, and Tennessee's only Cardiovascular program. In addition to the associate degree, the College offers 21 certificate programs.

In fall 2018, 6,147 students were enrolled at the College. Twenty-nine percent of students were adults age 25 or older, with the ethnic diversity of the institution mirroring the diversity of the service area. Additionally, 43% of students were low-income and 53% were female. During the 2017-18 academic year, 1,423 awards were conferred, including 349 applied associate degrees, 490 technical certificates, and 584 associate degrees designed to transfer to a university. Northeast State proudly serves and is responsive to the community's needs, and it is committed to providing lifelong learning opportunities. For example, the College provides robust early postsecondary opportunities at all area public high schools, with 886 dual enrollment students participating in fall 2018. It also provides services for individuals transitioning to college, with the institution leading all TBR community colleges for the percentage of tnAchieves Summer Bridge program participants who improved or tested out of learning support. With regard to workforce training, it provided more than 90,000 contact hours of training in 2018-19, and it boasts the State's first Department of Labor registered community college group apprenticeships that provide credit offerings.

In 2018, the College broke ground in Blountville on a 114,475 square-foot Technical Education Complex, which will house the divisions of Business and Advanced Technologies, which will bring more opportunities to meet emerging business and industry needs. In 2019, the College established the Honors Institute learning community, and its Alpha Iota Chi Chapter was recognized by Phi Theta Kappa International Honor Society of the Two-Year College as the fifth most distinguished chapter.

Approved by Tennessee Board of Regents, September 2019

Pellissippi State Community College ***Institutional Mission Profile***



Located in Tennessee's third-largest metropolitan area, Pellissippi State Community College is a public two-year institution serving Knox and Blount Counties, with campuses in five locations. In fall 2018, 11,073 students enrolled at Pellissippi State, including 1,372 dual enrollment students. Nearly 27% of Pellissippi State students in fall 2018 were adults age 25 and older, and 29% were low-income students. Additionally, in 2017-18, the college provided 49,118 hours of workforce training. Pellissippi State offers 19 associate degree programs and 32 certificate programs. The College's longest running program is Engineering Technology, its largest programs are in Business and Media Technologies; and its newest program is Water Quality Technology, the only program of its type in Tennessee.

During the 2017-18 academic year, Pellissippi State conferred 2,160 awards, including 439 applied associate degrees, 702 technical certificates, and 1,019 associate degrees designed to transfer to a university. Recognizing the importance of diversity, student support programs are provided for multiple underserved populations, including first-generation students, academically underprepared students, adult students, historically underrepresented students, veteran students, students with disabilities, dual enrolled students, and part-time students.

The work of the College is guided by the following values: academic integrity, accessibility, affordability, community and civic engagement, diversity and sustainability. Its mission to be a transformative environment for learning is demonstrated through holistic support and an integrated student experience for all. Pellissippi State is recognized nationally for its study abroad opportunities and commitment to student success. As a result of participating in Achieving the Dream, the College is currently engaged in an initiative (InSTEPS) to integrate student and academic services to better provide students with holistic support leading to graduation.

Roane State Community College *Institutional Mission Profile*



Roane State Community College is a comprehensive, two-year postsecondary institution in central East Tennessee. Serving a predominantly rural, eight-county service area across eleven teaching locations, Roane State is distinctive not only for the breadth of its health science programs but as the state’s higher education institution with the largest number of off-campus teaching locations. In fall 2018, 5,870 students enrolled at Roane State, including 1,316 dual enrollment students. Over 26% of Roane State students in fall 2018 were adults age 25 and older, and 36% were low-income students. Roane State also has cohorts of middle college students from six area school systems. The college offers 27 academic programs leading to associate degrees and 12 programs leading to technical certificates, including newer offerings in Mechatronics, Chemical Engineering Technology, and Cyberdefense as well as Nursing and 18 Allied Health programs. In fact, 45% of students are enrolled at Roane State to prepare for a career in the healthcare field.

During the 2017-18 academic year, 1,172 awards were conferred by the college, including 332 applied associate degrees, 227 technical certificates, and 613 associate degrees designed to transfer to a university. The most recent three-year graduation rate was 29.2%, the second highest among TBR community colleges.

Roane State fulfills its public service mission through a wide range of continuing education and workforce development offerings, as well as the positive economic and public service impact associated with the Henry Stafford Agricultural Exposition Center, the Cumberland Business Incubator, the Tamke-Allen Observatory, and the Princess Theatre. Additionally, in 2017-18, Roane State provided 94,935 hours of workforce training. In 2019, Roane State was among six colleges across the U.S. earning a “Leader College” designation from Achieving the Dream for demonstrating measurable progress in areas critical to improving success for all community college students.

Southwest Tennessee Community College

Institutional Mission Profile



Southwest Tennessee Community College is an open access, comprehensive community college serving Shelby and Fayette counties. As Memphis' only public two-year college, Southwest serves the city's diverse population and the surrounding Mid-South region at two main campuses, five centers, and many instructional sites. The college has an annual economic impact that exceeds \$126 million. In Fall 2018, 9,496 students enrolled at Southwest, including 639 dual enrollment students. Nearly 36 percent of these students were adults who were 25 years or older and 48 percent were classified as low-income. The college offers 34 programs leading to associate degrees and 28 programs leading to 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.

During the 2018-19 academic year, Southwest conferred 1,163 credentials, including 278 associate of applied science degrees, 282 technical certificates, and 603 associate degrees designed to transfer to a university. The College's strategic focus continues to be our students, the community, and excellence. Southwest fosters student success by providing academic, mental, and social support to students throughout their matriculation as they prepare to transfer to the university level or go directly into the workforce. The Southwest Foundation also helps students overcome financial barriers with book and tuition scholarships and emergency grants.

In January 2019, the college met a pressing need for trained funeral service professionals with the launch of its new Associate of Applied Science in Funeral Service Education program, the first of its kind at a public college or university in Tennessee. Southwest also offers non-credit coursework and training, including 34,964 hours of workforce training in 2018-19. Southwest has embarked upon a \$4.5 million renovation of the Fulton Building on its Macon Cove campus to provide state-of-the-art classrooms and laboratories for credit technology courses and non-credit industrial readiness training courses. Southwest's commitment to students, community and excellence is evident. A testament to our impact in the community is our groundbreaking partnership with Memphis Tomorrow and the Memphis Police Department that led to the launch of the Blue Path program in 2016. Blue Path is a police recruitment program that allows area students to begin working as police service technicians the summer after they graduate high school and study criminal justice at Southwest to earn their associate degree free of charge.

Approved by Tennessee Board of Regents, March 2018

Volunteer State Community College ***Institutional Mission Profile***



Volunteer State Community College, a public comprehensive two-year institution, provides educational opportunities to the residents of eleven counties in northern middle Tennessee through course offerings held at the Gallatin main campus, the Livingston Center, the Cookeville Higher Education Campus, Highland Crest (Springfield), and over 25 off-site locations throughout its service area. In Fall 2018, a record 9,202 students enrolled at Volunteer State, including 1,576 dual enrollment students. Over 26% of Volunteer State students in fall 2018 were adults age 25 and older, and 35% were low-income students. Approximately 59% of students come from Sumner, Davidson, and Wilson counties. The college offers a full complement of online courses with more than 3,700 students taking one or more online courses. The college offers 21 academic programs leading to associate degrees and 13 programs leading to technical certificates, including Ophthalmic Technician, Sleep Diagnostics, Veterinary Technology, and 50 Tennessee Transfer Pathways.

During the 2017-18 academic year, the college conferred 1,504 awards, including 349 applied associate degrees, 353 technical certificates, and 802 degrees designed to transfer to a university. Student support programs assist adult students, veterans, first generation college students, underprepared students, dual enrolled students, and part-time students in reaching their educational goals. Workforce development, non-credit offerings provide career enhancement and sustainment, Occupational Safety and Health Administration (OSHA) training, and career growth opportunities, and the Center of Emphasis offers healthcare training for area professionals. In 2017-18, Volunteer State delivered 223,650 workforce development hours, more than any other Tennessee community college.

Approved by Tennessee Board of Regents, September 2019

Walters State Community College *Institutional Mission Profile*



Located in the geographically and economically diverse Great Smoky Mountains Region of East Tennessee, Walters State Community College is a public two-year institution noted for national prominence in using mobile technologies to enhance student learning. The college is consistently ranked as one of top ten most tech-savvy community colleges in the country by the Center for Digital Education. To provide access and services throughout its area of responsibility, the college has established campuses or facilities in Claiborne, Greene, Hamblen, Jefferson, and Sevier counties and also serves students from Cocke, Grainger, Hancock, Hawkins, and Union counties. In fall 2018, 6,228 students enrolled at Walters State, including 1,440 dual enrollment students. Nearly 21% of the fall 2018 students were adults age 25 and older, and 36% were low-income students. The college offers 21 programs leading to associate degrees and 15 programs leading to technical certificates. Many of the programs lead to licensure and careers in health care fields. Walters State is also one of only two community colleges in the state to host a Regional Law Enforcement Academy. Transfer programs encompass numerous academic disciplines providing opportunities for seamless articulation from high school through four-year universities.

During the 2017-18 academic year, the college conferred 1,179 awards, including 280 applied associate degrees, 321 technical certificates, and 578 degrees designed to transfer to a university. The college's support services place emphasis on learning support, 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. Workforce training services include customized corporate and non-credit healthcare training to support local workforce development.

In 2017, the college served 217 companies with 73,269 workforce training hours. In 2018, the college joined the Achieving the Dream Network aimed at strengthening its commitment to equity and student success. The college's overall job placement rate at or above 98% for technical programs provide ongoing evidence of this firm commitment to student success.

Approved by Tennessee Board of Regents, September 2019