

The background of the cover is a collage of two images. The top image shows a group of students in a laboratory setting, with one student pointing at a screen. The bottom image shows a male graduate in a black cap and gown with yellow sleeves, celebrating with his arms raised and holding a diploma. Other graduates are visible in the background.

# Investment Becomes Impact

Najeeb Torey Ricks  
2024 Graduate  
Mechanical Engineering

**ANNUAL REPORT 2023|2024**

**CHATTANOOGA STATE**  
COMMUNITY COLLEGE

# 2023|2024

## Transformation with Determination



What does it look like when a college truly believes in its students? At Chattanooga State, it takes the shape of growth, resilience, investment, and impact.

Over the past year, ChattState welcomed more academically underprepared and first-generation students—and at the same time, awarded more workforce training hours and technical credentials. That's transformation in action. As you explore the pages of this Annual Report, you'll see what happens when we invest in our faculty, our students, and our shared future.

This year, award-winning faculty developed new courses and improved existing ones with one goal in mind: student success. Across campus, we expanded wraparound support and created pathways to help every student move forward with confidence.

These milestones reflect what we've learned about our students, our systems, and ourselves. And while we celebrate progress, we know there's more to do. Growth brings challenges, and with your support, we are prepared to meet them.

At ChattState, we invest in people, programs, and partnerships that remove barriers and open doors to prosperous futures. Together, we are building a college where investment becomes impact and where every member of our community can learn without limits. I invite you to join us on this journey.

With gratitude,

A handwritten signature in blue ink that reads "Rebecca Ashford".

Rebecca Ashford, Ed.D.  
President

# Welcome to Chattanooga State Community College.

Careers are born at Chattanooga State Community College. By investing in students, programs, and partnerships, ChattState turns opportunity into achievement and resilience into results. Here, the lasting impact of a quality education shines through the success of each alumnus, and the power of potential shows on every face across campus.

## Our Vision

5,000 Chattanooga State students will earn a credential that creates a pathway to family-sustaining wages.

### Teaching Excellence



## Our Purpose

We support and empower everyone in our community to learn without limits.

### Program Innovation



## Our Values

We cultivate a welcome and caring environment.

We care about the well-being of each other.

We instill trust through integrity and transparency.

We encourage fearless innovation and resilience.

We collaborate to build a better future.



## Our Mission

We are Chattanooga State, a dedicated team that delivers accessible, innovative learning opportunities that surpass expectations.

Together, we enrich the lives of students and their families; develop a talented workforce; and partner with our community to lead boldly into the future.

### Organizational Culture



### Fiscal Stewardship





# TEACHING EXCELLENCE

Chattanooga State's experienced faculty work daily to ensure students are receiving quality instruction and classroom outcomes are consistently improving.

## Success in Sciences

When ChattState began offering classes in 7-week sessions, one professor saw an opportunity to improve student success in a notoriously difficult class: **Anatomy & Physiology**. Sciences Department Head and Associate Professor Bobbie Meyer changed the class format—reducing student-to-teacher ratios, putting students in collaborative learning groups, and integrating lecture instruction into a lab setting. The result? An

increase of nearly 30 percent in students earning passing grades, as well as a decrease in the number of students withdrawing from the class.



### A&P Course Redesign

#### CHANGES MADE:

- ▶ Integrated lab and lecture
- ▶ Held all classes in a lab
- ▶ Limited student-teacher ratio to 24:1
- ▶ Met three hours a day, four days a week

#### OUTCOMES:

- ▶ Student success rate climbs from 64.5% to 91.75%
- ▶ Withdraw rate drops from 9% to 2%
- ▶ All in-person A&P classes now in this format

Three other sciences professors joined forces to create a researched-based science course, which is titled Biology 2900, for students to gain hands-on experience in the world of molecular genetics. By combining state-of-the-art tools used to extract and sequence DNA, students learned to identify what animal a sample of DNA came from. "This class whets their appetite for research and encourages them to think about science in a new way," said Dr. Evelyn Mobley, who created the course alongside David Wollert and Dr. Michael Watterson.

What are

# HIPS

#### CLASSES INCORPORATING HIGH IMPACT PRACTICES (HIPS) INCLUDE:

- ▶ Setting appropriately high expectations
- ▶ Interaction with faculty and peers about substantive matters
- ▶ Frequent feedback
- ▶ Reflection and integrative learning
- ▶ Real-world applications
- ▶ Demonstrated competence

#### STUDENTS BECOME:

- ▶ More globally aware
- ▶ Solution-oriented
- ▶ Workforce-ready



# Innovative Approaches in Math



**Dr. April Crenshaw**

Chattanooga State mathematics professors are implementing innovative teaching methods to boost student success. In May 2024, Drs. April Crenshaw and Anita Polk-Conley received a D2L Excellence Award for redesigning the Introductory Statistics curriculum and integrating educational resources, which increased student success and saved students money in a pilot program.

To further support students in math, the college utilized a \$50,000 Corequisite Innovation and Math Alignment Grant. This

grant allows for the integration of remedial content into college algebra and precalculus courses and places embedded learning assistants in classrooms to provide immediate learning support. If this pilot program achieves its goal of at least a 70 percent student success rate, it will be used to inform a statewide rollout through the Tennessee Board of Regents College System.

## Recognizing Excellence

- ▶ **Kristi Argenbright** and **Lauren Fox** were recognized by Erlanger Health System as Nursing Chairs of Excellence.
- ▶ **Michael Largent** was named First Horizon Bank Business Chair of Excellence.
- ▶ **Gary Morrill-Carpenter** received the Amanda Wynn Humanities & Fine Arts Fellowship for creating The History of Hip-Hop.
- ▶ **Mary White** received the Amanda Wynn Humanities & Fine Arts Fellowship for designing a job-readiness training program to help students develop skills and establish a professional online presence.
- ▶ **Dr. Rebecca Aslinger** and **Dr. Kristi Strode** received the Bea Lyons Social & Behavioral Sciences Fellowship for a proposal to create Tiger Access, a program for students with intellectual and developmental disabilities.

Largent's classroom instruction hinges on preparing students for careers. Kaitlyn Whalen's ADDY Award-winning beer can project led to a graphic design job at Oddstory, a local brewery.





# PROGRAM INNOVATION

**Start ahead, stay ahead. ChattState focuses on readying its students for the careers of tomorrow.**

## Teaching Tomorrow's Technology



▶ **A new Electric Vehicle Engineering Technology degree** prepares students to work in the fast-growing field of EVs and hybrids. Graduates of this program will enter the workforce capable of manufacturing, diagnosing, servicing, and repairing electric and hybrid vehicles. The program incorporates a two-year apprenticeship program at Volkswagen, and students can begin receiving pay after 8 months.

### Hands-on Learning

Apprenticeships and pre-apprenticeships through Valmont and Komatsu North America allow students to earn money and hands-on job skills through local employers, all while gaining an education at ChattState. Valmont welcomed seven ChattState students as apprentices in 2023, setting them up to launch careers in a skilled trade upon graduation, and Komatsu North America hosted student Austin Angland, an industrial maintenance student. The goal of these apprenticeships? To empower students to pursue careers with intention, not by accident.

Students don't have to join an apprenticeship program to gain hands-on skills at ChattState. The College's **new \$21.7M Advanced Manufacturing Center** opened in March 2024, giving TCAT students a space to learn industrial electricity, industrial maintenance mechatronics, industrial automation, and computer support technician without ever leaving campus.



Merging TCAT and Economic & Workforce Development under Bo Drake's leadership streamlines the student experience and creates more pathways for students to earn credit toward short-term credentials, technical diplomas, certificates, and degrees.

▶ **Bo Drake, Vice President of TCAT and Economic & Workforce Development**



# HOLISTIC STUDENT SUPPORT

**Wraparound student support services like the Tiger Cupboard food pantry, the Helping Hands Fund, career and counseling services, and more come together to remove barriers to education.**



## Funds for the Future

This year, a \$2.25 million grant awarded to ChattState's Pathways to Success initiative afforded the College the chance to expand 7-week course offerings, streamline pathways, and enhance success in high-enrollment gateway courses. This U.S. Department of Education-Strengthening Institutions Program Pathways to Success Project combined with another Title III grant paved the way for expanded advising, supplemental instruction, ELL support, tutoring, professional development, industry partnerships, and the implementation of a centralized Academic Success Center.

Meanwhile, a \$485,653 U.S. Department of Agriculture Rural Utility Services grant helped students in more than 55 classes across ChattState's service area to access academic advising, financial aid, success coaching, faculty meetings, guest speakers, and scholarly presentations through distance learning technology. In its first year, the program plans to serve over 1,100 students, saving more than 130 travel hours and \$3 million in costs.

In 2024, ChattState was named a SkillsUSA National Models of Excellence College, and **33 students advanced from the statewide SkillsUSA level to compete on the national stage.**



### 2024 Awards



2024 Models of Excellence Chapter  
Chapter of Distinction Gold Level Chapter  
Excellence Program (CEP) Award  
James D. King Award

### 2024 Medals

#### Nationals



11 competitors

#### State 2024



77 competitors

## Education Pathways



As Executive Director of Pathway Alignment, **Dr. Wendolyn Davis** gives students more options when it comes to earning credit and upskilling at the college, as well as when transferring to four-year universities in Tennessee.





# ORGANIZATIONAL CULTURE

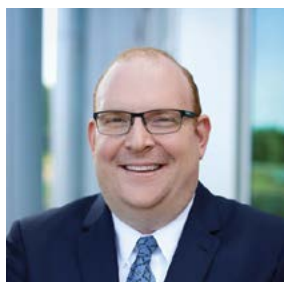
**There is no one-size-fits-all model for learning. Because each student faces unique needs—learning style, financial constraints, and more—continually improving access at the College is paramount to student success.**



▶ **Tiger Access, a program created by the Center for Access & Disability Services**, offers neurodivergent students the chance to audit two classes per semester while learning important life and work skills. Funded by a \$411,000 grant from the Tennessee Department of Intellectual and Developmental Disabilities, Tiger Access offers graduates a certificate of completion upon graduation. Students in the program are fully immersed in the college experience. The program began in October 2023 with an initial cohort of 5 students. As the College began the Spring 2024 term, 3 students opted to continue, while 2 new students joined, maintaining a total of 5 students in the first cohort, who are on track to graduate in December 2025 with a certificate.



Everyone deserves the chance to reach for a bright future. **Chattanooga State partnered with the Hamilton County Jail and Rhea County Justice Center to ensure currently incarcerated people are able to reenter the workforce with useful job skills.** In Hamilton County, incarcerated individuals can complete up to 200 hours of progress toward an industry-recognized credential in cosmetology. Another program prepares incarcerated individuals at the Rhea County Jail to receive a Metal Gas Insert welding certification after completing a 12-week welding program. Officials say programs like these change lives, jumpstart careers, and reduce recidivism.



## Technology

As the Vice President for Technology, **Brad McCormick** leads efforts to leverage technology to enhance the student experience, support faculty and staff, ensure data security, and advance the College's strategy.





# FISCAL STEWARDSHIP



**ChattState brought in over \$1.2 million in total private giving and received over \$6.4 million in grants while two fundraising campaigns raised almost \$140,000 to support first-generation college students and three student support funds.**



◀ **Dinner of Firsts 2023** raised a record-setting **\$91,522 for First in the Family Scholarships**, which help first generation students afford college. Chaired by ChattState alumna Julie Elsea, honoree and ChattState alumna Diane Parks bravely faced friends and colleagues who each took to the stage with one mission in mind: To roast her in the name of fundraising.

ChattState's first-ever Give Day, a campaign to raise funds in 24 hours, brought in \$46,653 to support the Tiger Cupboard, the Helping Hands Fund, and the SkillUSA Fund. **A 2-to-1 match from Unum helped ChattState surpass its fundraising goal**, helping ensure students on campus do not go hungry, can obtain emergency financial help, and can participate in SkillsUSA, a skills-based competition that introduces students to scholarship opportunities and industry-leading employers.



◀ ChattState President Dr. Rebecca Ashford awarded **Executive Women International (EWI) of Chattanooga with the Chancellor's Award for Excellence in Philanthropy in September 2023** for its continued student support. The EWI has donated \$111,000 to the Chattanooga State Foundation since 1997. That figure includes a \$27,700 donation to establish the Executive Women International Endowed Scholarship. "The organization being recognized today has demonstrated a commitment to generosity, leadership, and most especially, a love of our students," Dr. Ashford said.

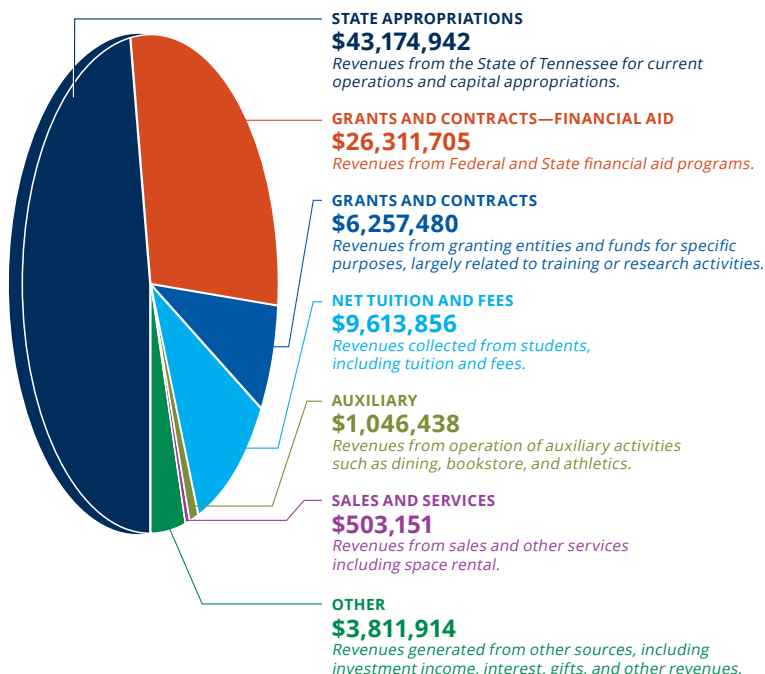
## Giving Back

**Nick Jung, a ChattState alumnus,** returned to the College this year as a member of its Alumni Board and as the founding sponsor of a scholarship for students studying Cybersecurity.

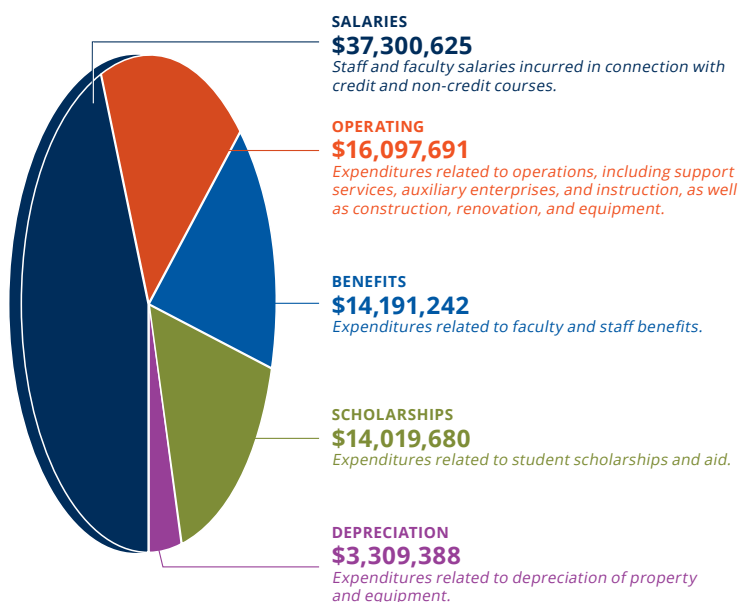


# College and Foundation Financials

## College Revenue ..... \$90,719,486



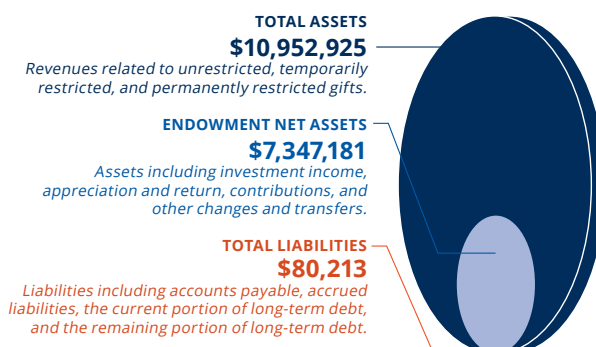
## College Expenses ..... \$84,918,625



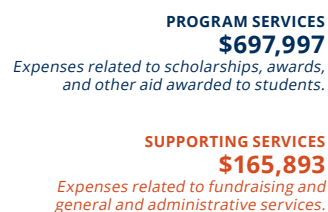
## Total Private Giving ..... \$1,266,455



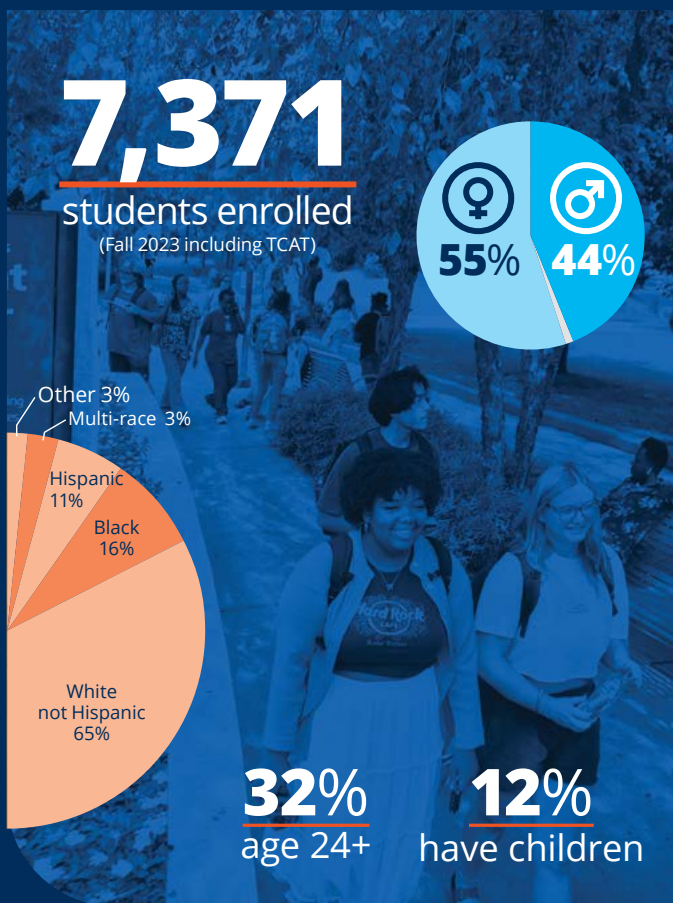
## Foundation Assets and Liabilities



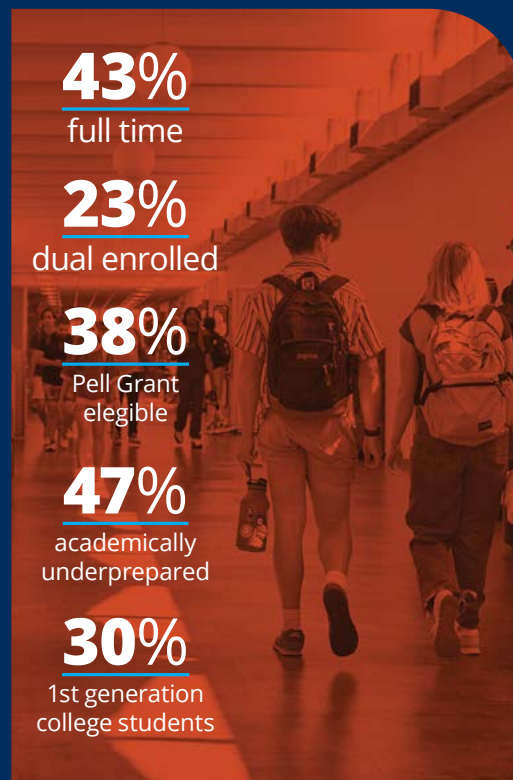
## Foundation Spending ..... \$863,890



# CHATTSTATE 2023|2024



(Fall 2023 ChattState credit students only except where otherwise noted.)



(Fall 2023 ChattState credit students only.)

		Dean's List	Graduates	1st Generation	Age			Countries Represented
					YOUNGEST	AVERAGE	OLDEST	
<b>1,054</b> Undergraduate Degrees & Certificates Awarded	FALL '23	<b>952</b>	<b>578</b>	<b>37%</b>	<b>17</b>	<b>28</b>	<b>60</b>	<b>7</b>
<b>809</b> Technical Certificates & Diplomas Awarded	SPRING '24	<b>759</b>	<b>1,001</b>	<b>31%</b>	<b>15</b>	<b>26</b>	<b>61</b>	<b>11</b>

(Statistics for ChattState credit and TCAT students.)



(Statistics for ChattState credit and TCAT students.)





**4501 AMNICOLA HIGHWAY | CHATTANOOGA, TENNESSEE 37406**  
**CHATTANOOGASTATE.EDU**

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Chattanooga State Community College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to Award the Associate Degree. Chattanooga State Community College also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Chattanooga State Community College may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097, or call 404.679.4500, or by using information available on SACSCOC's website ([www.sacscoc.org](http://www.sacscoc.org)).