Dear CVCC Colleagues, Friends, and Supporters,

During the 2017-2018 academic year, the CVCC Strategic Enrollment Committee started a process of reviewing policies and procedures affecting enrollment and student success. Additionally, various groups of individuals including business and industry professionals, faculty and staff, and students embarked upon a comprehensive strategic planning process by participating in SWOT analysis sessions. CVCC also benefited from participating in a review of the College’s services by Ruffalo Noel Levitz, a higher education consulting group, as part of an Alabama Community College System initiative.

The CVCC Cabinet met for a two-day working retreat to review all the information gathered. After much dialogue and discussion, and consideration of information gathered from CVCC annual institutional effectiveness reports and other documents, the Cabinet identified six areas of focus for the CVCC 2018-2021 Strategic Plan. During the College’s fall kickoff on August 16, the new areas of strategic focus were shared with faculty and staff and they were charged with their immediate implementation.

CVCC understands the important role it plays in education as we work with our community constituents to enhance the economic development of the region by providing a trained workforce, services for under-prepared individuals to earn a GED and/or college degree, and developing new programs to fill industry needs.

As our mission states, CVCC is committed to “offering accessible, quality, and engaging educational opportunities” to those we serve. We are moving forward to meet our mission.

Best Regards,

Jackie Screws, President
MISSION STATEMENT
Chattahoochee Valley Community College promotes student success and is committed to enriching our community by offering accessible, quality, and engaging educational opportunities through academic transfer, career and technical education, workforce development, and adult education.

Approved by the ACCS Board of Trustees 8/8/2018

VISION STATEMENT
Chattahoochee Valley Community College (CVCC) will be a dynamic, engaged institution of higher learning dedicated to serving the community and students by providing excellent educational, cultural and career opportunities allowing individuals to be successful and achieve their goals. CVCC will provide quality services for a diverse population through a nurturing environment, innovative practices, and state-of-the-art facilities. CVCC will enhance the lives of its students, faculty, staff and the community by:

- Promoting instructional excellence in all program areas
- Expanding and enhancing programs to meet the needs of the area’s workforce
- Strengthening partnerships to advance the mission of the College
- Creating a supportive teaching and learning environment
- Integrating technology to support all programs and services
- Implementing the use of evidence-based decision-making and
- Providing exceptional student support services.

STRATEGIC ENROLLMENT PLAN
As part of the Strategic Plan, the College has included goals established by the Strategic Enrollment Committee. This group, made up of representatives from across the College, identified enrollment goals through Fall semester 2021. The overall enrollment goal of approximately 2000 students by Fall 2021 requires the College to development specific plans leading to increased enrollment by reaching new markets through a variety of strategies as well as retaining student by developing a comprehensive student success program. Initiatives outlined in the Strategic Enrollment Plan are incorporated in the Strategic Plan to ensure execution.

<table>
<thead>
<tr>
<th></th>
<th>Academic Year</th>
<th>Headcount Fall Term</th>
<th>Incr</th>
<th>FTE</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Year</td>
<td>18-19</td>
<td>1653</td>
<td>5%</td>
<td>1424</td>
<td>New online program and courses, increased retention efforts through early alert and success coaching, target marketing (veterans, high school, and non-traditional)</td>
</tr>
<tr>
<td>Year 1</td>
<td>19-20</td>
<td>1768</td>
<td>7%</td>
<td>1525</td>
<td>New online program and courses, increased retention efforts through early alert and success coaching, target marketing (veterans, high school, and non-traditional)</td>
</tr>
<tr>
<td>Year 2</td>
<td>20-21</td>
<td>1891</td>
<td>6%</td>
<td>1631</td>
<td>New online program and courses, increased retention efforts through early alert and success coaching, target marketing (veterans, high school, and non-traditional)</td>
</tr>
</tbody>
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AREAS OF STRATEGIC FOCUS

With an eye to the future, a strong desire for excellence and a staunch dedication to student success, CVCC has embraced the following six Areas of Strategic Focus to guide our work through 2021. Each of the areas has an accompanying expected outcome with targeted strategies that will be used to reach the intended outcomes as well as specific measures to evaluate our success in achieving this plan.

FOCUS I
TEACHING AND LEARNING

Expected Outcome: CVCC will enable students to succeed in accomplishing their goals by providing quality education and training, as evidenced by data. We will provide a supportive teaching and learning environment, accompanied by an effective array of support services.

Implementation of the following action steps related to the classroom experience, student support services, and academic and career planning will enable the College to enhance teaching and learning.

Strategies/Action Plan:
1) Plan and implement professional development focusing on student engagement for faculty and staff (M5)
2) Offer collegiate student activities that provide opportunities for student engagement (M5)
3) Establish a student success program that successfully guides and supports students through the educational pipeline (M1, M2, M3, M4)
4) Develop an early alert system utilizing the College’s Learning Management System (M1)
5) Broaden awareness of connection between college completion and career opportunities (M3, M5)
6) Ensure that learning technology, equipment, and furnishings are state of the art (M5)
7) Devise flexible, innovative scheduling, and registration practices to remove barriers to completion (M5)
8) Deliver student support services in a manner that will simplify the student onboarding process (Admissions, Financial Aid, Testing, etc.) (M5)
9) Establish clear academic pathways based on curriculum designed to help students achieve important learning outcomes (M3)

Measures:
1) Retention Fall to Fall - 50%
2) Graduation rates (150% IPEDS) - 20%
3) Annual Report on Student Success (various areas)
4) Transfer or job placement (ACHE and Dept. of Labor)
5) Student Satisfaction Survey (engagement, advising, tutoring, etc.) - 90% or above

FOCUS II
PUBLIC RELATIONS
AND COMMUNITY OUTREACH

Expected Outcome: CVCC will broaden the College’s footprint by strengthening community awareness of college programs and services.

Strategies/Action Plan:
1) Promote the College in the region through branding (M2, M3)
2) Motivate individuals to expand their educational aspirations (M1, M2, M5, M6)
3) Lead and facilitate conversations and collaborations to address critical community issues (M7)
4) Strengthen alumni relationships (M7)
5) Increase dual enrollment opportunities for area high school students (M1)
6) Increase awareness of the College through student success stories (M3)
7) Enhance relationships with internal (college employees, students) and external stakeholders (legislators, local government, LEAs, Foundation, Business and Industry partners) (M7)
8) Increase engagement with community and civic organizations (M7)
9) Broaden the College’s reach to prospective and current students by increasing the number of scholarships awarded (M4, M5)
10) Enhance the College website and social media presence (M2)
11) Enhance media relationships (M2, M3)

Measures:
1) Annual Enrollment Report - average 6% increase each year
2) Social Media analytics through digital marketing (TV and Radio)
3) Number of articles in area newspaper and publications - minimum of 4 per semester
4) Increase number of completed admissions applications by 5% each fall
5) Increase in number of first time freshmen by 5% each fall
6) Increase in scholarships awarded each year
7) Increase in number of events on campus

FOCUS III
CUSTOMER SERVICE

Expected Outcome: Create a culture of excellence in professionalism and customer service delivery.

Strategies/Action Plan:
1) Develop a comprehensive plan to analyze processes to eliminate customer service barriers and clearly define expected customer service standards (M1)
2) Foster a culture of excellence by facilitating an ongoing program of professional development for faculty and staff focusing on college processes, procedures, and effective customer service delivery (M1, M2, M3)
3) Establish a consistent and expected standard of professionalism (M4)
4) Utilize technology to enhance communication with students and employees (M1)
5) Provide services to identified clusters of customers based on common needs (veterans, non-traditional, dual enrollment, prospective students, transfer, senior adults, etc.) (M1)
6) Utilize customer feedback to enhance service delivery (M1, M2)
7) Utilize regular faculty and staff meetings as a tool to reinforce expected standards of professionalism and customer service (M4, M3)
8) Empower employees to resolve customer service issues at the lowest level (M4)

Measures:
1) Student Satisfaction Survey (Financial Aid, Admissions, Business Office, etc.) - 90%
2) Employee Evaluation of College Services - 90%
3) Professional Development Survey - 90%
4) Employee Evaluations - 90%
FOCUS IV
WORKFORCE DEVELOPMENT

Expected Outcome: CVCC will provide effective workforce development and training to address current and future needs of business and industry in the region.

Strategies/Action Plan:

1) Expand and integrate employment outreach services, including strengthening advisory committees (M3, M4)
2) Provide job training and noncredit programs to meet the needs of the region (M1)
3) Develop new degree and certificate programs in growing occupations (M2)
4) Increase internship and cooperative learning experiences for students (M3)
5) Strengthen business and industry partnerships in high-wage and high-demand careers (M4)

Measures:

1) Increase number of job training and noncredit programs offered
2) New programs developed and approved
3) Increase number of internships and cooperative learning opportunities
4) Advisory Committee Meetings

FOCUS V
TECHNOLOGY & INFRASTRUCTURE

Expected Outcome: CVCC will provide a safe and secure environment for all members of the campus community. The College will utilize technology to enhance and support educational programs, services, and other mission-related activities.

Strategies/Action Plan:

1) Update and acquire facilities vital to the support and success of college programs, services, and functions (M3)
2) Provide reliable, secure information systems throughout the College (M4)
3) Integrate facility operation with information services to take advantage of state-of-the-art technology and instructional pedagogies (M4)
4) Support the implementation of the System’s ERP initiative (M4)
5) Improve the overall appearance of the facilities and grounds (M3)
6) Establish a preventative maintenance schedule to maximize life cycle of installed building components (M3)
7) Implement an energy reduction plan (M3)
8) Enhance facilities to ensure that relevant functional spaces support students, faculty and the community (M1, M3)
9) Increase visibility of security on campus (M2)
10) Maintain and share Safety and Security Plan with campus community (M2)
11) Maintain reliable transportation to support the College’s mission (M5)

Measures:

1) Student Satisfaction Survey (IT, Facilities, Security) - 90%
2) Employee Evaluation of College Services (IT, Facilities) - 90%
3) Facilities Master Plan
4) IT Plan
5) Fleet Management Plan

FOCUS VI
RESOURCE DEVELOPMENT

Expected Outcome: CVCC will increase alternative sources of revenue by engaging alumni, collaborating with business and industry partners, and enhancing grant acquisitions. The College will also enhance institutional budgets by controlling expenditures.

Strategies/Action Plan:

1) Identify and secure alternative sources of revenue that advance the College’s mission and vision (M1, M2, M3)
2) Increase contributed income from individual, corporate, foundation, and government sources to support institutional priorities (M1, M2)
3) Increase the number of grants applied for and received (M1)
4) Increase Foundation Board participation to 100% over the next three years (M2)
5) Increase employee giving to support institutional priorities (M3)
6) Host at least two friend raising and/or fundraising events each year (M2)
7) Engage CVCC alumni and friends to support the College (M4)
8) Identify and cultivate potential donors to support College initiatives (M2)
9) Continue cost containment through sound fiscal management (M6)

Measures:

1) Increase number of grants submitted and dollars raised through grants (public and private)
2) Increase total dollars raised through private giving
3) Increase total dollars raised through employee giving
4) Performance-Based Funding Measures
5) Increase Alumni participation
6) Reserve Status (3 months)

It is the official policy of the Alabama Community College System (ACCS), as well as all institutions under the control of the Board of Trustees, that no person shall, on the grounds of race, color, disability, sex, religion, national origin, genetic information, pregnancy status, age, or any other factor or status protected by applicable law, be excluded from participation in, be denied the benefits of, or be subjected to discrimination, harassment, or retaliation under any program, activity, or employment.