



Strategic Planning Annual Report

Chattahoochee Valley Community College

January 2021



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: ACCS Board of Trustees March 11, 2020

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 through innovative practices, state-of-the-art facilities and an understanding of meeting individuals where they are. 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.

A Most Unusual Year



No one knew at the beginning of the 2019-2020 academic year what was on the horizon for our College and our nation. On March 16, 2020, with the approval of the Alabama Community College System (ACCS) Chancellor, the Governor of the State of Alabama, and the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), CVCC transitioned its instructional programs and service delivery to an online format as a result of the Coronavirus Pandemic (COVID-19). Faculty and staff quickly responded to the challenge to ensure that all students were being appropriately served and that quality instruction was delivered. Summer semester was also mostly online, with the exception of certain lab courses in the Health Sciences and Applied Technology departments. Through it all, students have persevered and on August 7, CVCC held a virtual graduation ceremony, conferring 467 degrees and certificates. We are extremely proud of the faculty, staff, and students for their resilience in meeting this challenge. We are stronger for it and proud to be CVCC Pirates.

Strategic Enrollment Management Plan

As part of the *Strategic Plan*, the College has included goals established by the Strategic Enrollment Management Committee. This group, made up of representatives from across the College, identified enrollment goals through Fall Semester 2021. The overall enrollment goal of 2000 students by Fall 21 requires the College to develop specific plans leading to increased enrollment by reaching new markets through a variety of strategies as well as retaining students by developing a comprehensive student success program. Initiatives outlined in the *Strategic Enrollment Management Plan* are incorporated in the 2018-2021 *Strategic Plan* to ensure execution.

	Academic Year	Actual Fall Head Count	
Baseline	17-18	1424	
Year 1	18-19	1568	10% increase
Year 2	19-20	1593	2% increase
Year 3	20-21	1401*	12% decrease

Source: Dax Data

*Enrollment impacted by COVID-19.



2018-2021 Strategic Plan

Areas of 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:

- **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.
 - 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 Department 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.
 - Measures:
 - 1) Annual Enrollment Report
 - 2) Social Media analytics through digital marketing (TV and radio)
 - 3) Number of articles in area newspaper and publications – minimum of four 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.
 - 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.
 - Measures:
 - 1) Increase number of job training and non-credit programs offered
 - 2) New programs developed and approved
 - 3) Increase number of internships and cooperative learning opportunities
 - 4) Advisory Committee Meetings
- **Focus V: Technology and 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
 - Measures:
 - 1) Student Satisfaction Survey (IT, Facilities, Security) – 90%
 - 2) Employee Evaluation of College Service (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.
 - 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 (three months)

Each department or area within the College, creates Unit Plans each year as part of the Institutional Effectiveness process. Unit Plans must be directly related to one of the Focus areas and a specific Strategy/Action Plan.

By focusing on the identified Focus Areas and each of the departments developing action plans and strategies to address each expected outcome, the College will strive to achieve its established benchmarks as noted in the identified measures to demonstrate its commitment to institutional and student success.

Institutional Benchmarks

The Alabama Community College System Office identified the following benchmarks as Performance-Based Indicators for CVCC:

Performance-Based Indicators	Baseline 2017-18	Actual 18-19 Year 1 Outcomes	Actual 19-20 Year 2 Outcomes	Variance	Goal Met/ Not Met
Graduation Rate	Cohort 2013 11% FTFT 10% all students	Cohort 2014 20% FTFT 16% all students	Cohort 2015 20% FTFT	None	Goal Met
Fall to Fall Retention – increase 2% annually	55% DAX Data FTFT 37% all students	54% DAX Data FTFT 38% all students	55% DAX Data FTFT 38% all students	1% increase	Goal Not Met
Fall to Spring Persistence – increase 2% annually	73%	71%	68%	3% decrease	Goal Not Met
Full-time Fall Enrollment (12 credit hours) – increase 2% annually	1241	1379 Goal 1266	1,352 Goal 1,407	4% decrease	Goal Not Met
Associate degrees – increase the number of awards by 7% annually	197	227	232	2% increase	Progress but Goal Not Met
GEDs awarded each year - 104	66	45	46	2% increase	Goal Not Met

STATUS OF WORK ON AREAS OF STRATEGIC FOCUS

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.

Strategies/Action Plan:

1. Plan and implement Professional Development focusing on student engagement for faculty and staff (M5)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
ADN	1	0
MAT	1	1
Applied Technology	1	0
Adult Education (AE)	1	0
Dual Enrollment	1	1
Student Development	1	1
Instruction	1	1
Language	1	0
Computer Information Technology (CIT)	1	0
Tutoring	1	0
Total	10	4
%		40%

Summary of actions or achievements during 2019-2020:

- MAT – Both full-time faculty attend a national professional development conference in Fall 2019 and Spring 2020.
- Dual Enrollment – Dual Enrollment Coordinator/Career Coach attended ALACTE professional development conference.
- Student Development – 97% satisfaction with disability services for students.
- Instruction – Faculty were provided three professional development opportunities; 3 faculty completed the 2019 Instructional Leadership Academy cohort.

2. Offer collegiate student activities that provide opportunities for student engagement (M5)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Student Development	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- Provided an array of student activities that promoted student engagement
- Student Development – 95% satisfaction with student activities.

3. Establish a student success program that successfully guides and supports students through the educational pipeline. (M1, M2, M3, M4)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
ADN	3	2
PN	1	1
MAT	3	2
Health & PE	2	2
EMS	3	1
Criminal Justice	1	1
Applied Technology	1	1
Adult Education	2	0
Dual Enrollment	1	1
Student Services	1	1
Athletics	1	0
Student Development	1	0
Online Learning	1	1
Math	3	0
Fine Arts	1	1
Business & Office Technology (BOT)	1	1
Business	1	-
Computer Information Technology	2	1
VCM	1	1
Learning Resource Center (LRC)	3	2
Tutoring	2	1
Childcare Development (CHD)	2	1
Total	37	21
%		57%

Summary of actions or achievements during 2019-2020:

- ADN – 84% pass rate for NCLEX ADN.
- ADN – 95% progression rate to NUR 211.
- PN – 100% of first-time test-takers passed the NCLEX PN.
- MAT – Over 70% retention rate from July 2019 through June 2020.
- MAT – 100% pass rate for credentialing Summer 2019 and Fall 2019.
- Health & PE – 88% completed HED 226 with a C or better; 93% completed PED 100 with a C or better.
- EMS – 100% pass rate for students in basic life support CPR course.
- CRJ – 69% increase in number of students completing the Criminal Justice program from 2019 to 2020.
- Applied Technology – NCCER material obtained.
- Dual Enrollment – Enrollment increased from 248 in 18-19 to 364 in 19-20 with 159 students receiving certificates.
- Student Satisfaction – 93% satisfaction with career awareness/development.
- Fine Arts – Success rate in ART 100 increased from 67% 18-19 to 76% 19-20.
- BOT – Five remaining students applied for graduation.
- VCM – Number of graduates increased from 1 in 18-19 to 5 in 19-20, exceeding the 10% benchmark
- VCM – Equipment was funded through Perkins grants and obtained Summer 2020.
- LRC – 97% student satisfaction with LRC services.
- LRC – Providing LRC resources through Facebook page, Twitter, email, and LibGuides to double the number of employees and students.
- Tutoring – 96% student satisfaction with Tutoring Center services.
- CHD – 20% increase of students dually enrolled in Child Development Associate short certificate from 18-19 to 19-20.

4. Develop an early alert system utilizing the College's Learning Management System (M1)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
	None	None
Total	None	None

Summary of actions or achievements during 2019-2020:

- College applied for Title III grant to address this goal and it will be implemented during the 2020-2021 year.

5. Broaden awareness of connection between college completion and career opportunities (M3, M5)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
ADN	1	1
PN	1	1
Applied Technology	1	0
Orientation	1	0
Total	4	2
%		50%

Summary of actions or achievements during 2019-2020:

- PN – 100% employment within 6 months of graduation.
- ADN – 100% employment within 6 months of graduation.

6. Ensure learning technology, equipment, and furnishings are state of the art (M5)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Fire Science (FSC)	1	1
Applied Technology	1	1
Computer Information Technology	1	0
VCM	2	1
Online Learning	3	2
Orientation	1	1
Total	9	6
%		67%

Summary of actions or achievements during 2019-2020:

- FSC – All Spring 2019 students reported at least 90% satisfaction with the program.
- Applied Technology – Additional welding equipment obtained.
- Online Learning – New faculty in CHD, ENG, PSY, and SPH attended training session; faculty training class created in Blackboard.
- Online Learning – 91% employee satisfaction computer network and systems support work-related needs.
- Online Learning – 93% student satisfaction of online courses.
- Orientation – 100% of students in ORI105 successfully navigated PirateMail, PirateWeb, and retrieved information from the website.

7. Devise flexible, innovative scheduling, and registration practices to remove barriers to completion (M5)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Orientation	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- 100% of students in ORI105 developed a plan to schedule for online registration prior to advance registration.

8. Deliver student support services in a manner that will simplify the student onboarding process (Admissions, Financial Aid, Testing, etc.) (M5)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Student Services	1	1
Recruiting	1	0
Tutoring	2	0
Total	4	1
%		25%

Summary of actions taken in 2019-2020:

- Student Services – High rate of student satisfaction for ORI 105.
- Student Services – Articulation agreements with ASU, AUM, and JSU

9. Establish clear academic pathways based on curriculum designed to help students achieve important learning outcomes. (M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
ADN	1	1
Science	1	0
Language	1	0
Total	3	1
%		33%

Summary of actions or achievements during 2019-2020:

- ADN – 90% of mobility students earned a predicted probability of passing the NCLEX-RN on the first attempt with a score of 92 or above; 100% achieved a score of 92 on the second attempt

Focus Area I: Teaching and Learning
54% of Units Achieved Expected Outcomes

Focus II - Public Relations and Community Outreach

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

Strategy/Action Plan:

1. Promote the College in the region through branding (M2, M3)

College Areas	Unit Plans Focused on Action for 2019-2020	Achieved Goal Year 2
Marketing PR	1	1
Fire Science	1	1
Criminal Justice	1	0
Adult Education	1	0
Dual Enrollment	1	1
Recruiting	1	0
Computer Information Technology	1	0
Total	7	3
%		43%

Summary of actions or achievements during 2019-2020:

- Marketing & PR – 92% favorable responses on the graduation survey for overall impression of CVCC, quality of instruction, accessibility of instruction and degree of individual attention received in class.

2. Motivate individuals to expand their educational aspirations (M1, M2, M5, M6)

College Areas	Unit Plans Focused on Action for 2019-2020	Achieved Goal Year 2
Recruiting	5	2
Instruction	1	1
Business	1	0
Total	7	3
%		43%

Summary of actions or achievements during 2019-2020:

- Recruiting – 1% increase in traditional student enrollment from previous year
- Recruiting – 1% increase in number of students receiving VA benefits
- Instruction – 47% Increase in dual enrollment students from previous year

3. Lead and facilitate conversations and collaborations to address critical community issues (M7)

College Areas	Unit Plans Focused on Action for 2019-2020	Achieved Goal Year 2
President	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- President – Strong, positive feedback from community leaders about the College's presence in the community.
- See Summary of Major Accomplishments, page 33

4. Strengthen alumni relationships (M7)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Institutional Advancement	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- IA – An exploratory meeting was held on June 26.
- IA – A group of 10 people consisting of 9 alumni (5 current employees and 4 former CVCC students) met again on July 31 to set out the goals of the Alumni Association.

- IA – The first chair was nominated to serve on September 29.
- IA – Three more meetings were held before COVID stopped progress.

5. Increase dual enrollment opportunities for area high school students (M1)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Institutional Advancement	1	1
Dual Enrollment	1	1
Total	2	2
%		100%

Summary of actions or achievements during 2019-2020:

- IA – Increase of 47% in number of students enrolled from the previous year.
- IA – Increase in students submitting packets and increase in attendance at sessions.

6. Increase awareness of the College through student success stories (M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Marketing & PR	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- Marketing & PR – 37 press releases in one year not including social media posts and a gain 500 followers in one year

7. Enhance relationships with internal (college employees, students) and external stakeholders (legislators, local government, LEAs, Foundation, Business and Industry partners)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
President	2	2
Institutional Advancement (IA)	1	1
Workforce Development (WFD)	1	1
Total	4	4
%		100%

Summary of actions or achievements during 2019-2020:

- President – See Summary of Major Accomplishments, page 33
- IA – Frequent reports of number of scholarships awarded.
- WFD – Conducted monthly First Tuesday Talks and held Manufacturers and Business Partners Luncheon.

8. Increase engagement with community and civic organizations (M7)

College Areas	Unit Plans Focused on Action for 2019-2020	Achieved Goal Year 2
President	1	1
Athletics	1	1
Computer Information Technology (CTI)I	1	0
Learning Resource Center (LRC)	1	1
Total	4	3
%		75%

Summary of actions or achievements during 2019-2020:

- Athletics – All sports achieved 100-hour community service projects.
- LRC – Conducted workshops on library resources especially targeting Adult Education.

9. Broaden the College's reach to prospective and current students by increasing the number of scholarships awarded (M4, M5)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Recruiting	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- Recruiting – CVCC Bus Tour was transformed into a Drive-Thru Campus Tour due to COVID-19

10. Enhance the College website and social media presence (M2)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Marketing & PR	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- Marketing & PR – 72% of employees surveyed agree that Marketing & PR department uses a variety of outlets to strengthen community awareness.

11. Enhance media relationships (M2, M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Marketing & PR	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- Marketing & PR – From August 2019 to mid-March 2020, CVCC was featured 26 times in The Citizen, eight times on WLTZ, five times on WTVM, three times on WRBL, and three times in The Columbus Ledger.

Focus Area II: Public Relations and Community Outreach 68% of Units Achieved Expected Outcomes

Focus III - Customer Service

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

Strategy/Action Plan:

1. Develop a comprehensive plan to analyze processes to eliminate customer service barriers and clearly define expected customer service standards (M1)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
President	1	1
Adult Education	1	1
Student Services	2	2
Admissions	3	2
Athletics	1	1
Registration	1	1
Instruction	1	0
Learning Resource Center (LRC)	1	1

Testing	1	1
Total	12	10
%		83%

Summary of actions taken during 2019-2020:

- President – Professional development on professionalism and quality customer service with speakers Wayne Olson and Dr Cynthia Anthony (ACCS.)
 - Student Services – Admissions received 95% satisfaction on the Student Satisfaction Survey on its services for matriculation and registration.
 - Student Services – 96% satisfaction on the registration process.
 - Admissions – Very few students with incomplete files at New Student Experience because of information sent on required documents.
 - Registration – 95% satisfaction for registration for online courses.
 - LRC Joined Alabama Two-Year College Library Association, Southeastern Library Association, Alabama Association of College and Research Libraries, and the American Library Association.
 - Testing – 96% satisfaction on testing services.
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)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Human Resources (HR)	1	0
Institutional Advancement (IA)	1	1
Marketing & PR	1	1
Admissions	1	0
Total	4	2
%		50%

Summary of actions or achievements during 2019-2020:

- IA – Professional development on customer service for all faculty and staff in July 2019 and professionalism in August 2019.
 - Marketing & PR – PR Officer attended ACCSPRA and ACCA conferences.
3. Establish a consistent and expected standard of professionalism (M4)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Marketing & PR	1	1
Registration	1	1
Security	1	1

Evening	1	0
Total	4	3
%		75%

Summary of actions or achievements during 2019-2020:

- Registration – 96% satisfaction on the registration process.

4. Utilize technology to enhance communication with students and employees (M1)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Learning Resource Center (LRC)	1	0
Total	1	0
%		0%

Summary of actions or achievements during 2019-2020:

- None at this time.

5. Provide services to identified clusters of customers based on common needs (veterans, non-traditional, dual enrollment, perspective students, transfer, senior adults, etc.) (M1)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Dual Enrollment	1	1
Student Services	1	1
Recruiting	1	0
Total	3	2
%		67%

Summary of actions or achievements during 2019-2020:

- Dual Enrollment – Very few students had incomplete files due to checklists and notifications.
- Student Services – Established a reporting database in Airtable.

6. Utilize customer feedback to enhance service delivery (M1, M2)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Human Resources (HR)	1	1
Institutional Effectiveness (IE)	1	1

Facilities	1	1
Business Services	1	1
Registration	1	1
Testing	1	1
Tutoring	1	1
Total	7	7
%		100%

Summary of actions or achievements during 2019-2020:

- HR – 92% of employees agree position announcements are posted in an effective manner.
- IE – 98% satisfaction with information and training to support planning and improvement.
- Registration – 96% satisfaction on the registration process.
- Testing – 96% satisfaction on testing services.
- Tutoring – 92% of students indicate the Tutoring Center meets their needs.

6. Utilize regular faculty and staff meetings as a tool to reinforce expected standards of professionalism and customer service (M4, M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Institutional Effectiveness (IE)	2	2
Student Services	1	1
Instruction	1	1
Total	4	4
%		100%

Summary of actions or achievements during 2019-2020:

- IE – 98% satisfaction of employees with professional development on Strategic Plan and Unit Plans.

8. Empower employees to resolve customer service issues at the lowest level (M4)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
	None	None
Total	None	None

Summary of actions or achievements during 2019-2020:

- None at this time.

Focus Area III: Customer Service
80% of Units Achieved Expected Outcomes

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 Steps:

1. Expand and integrate employment outreach services, including strengthening advisory committees (M3, M4)

College Areas	Unit Plans Focused Action 2019-20	Achieved Goal Year 2
Workforce Development (WFD)	3	3
Total %	3	3 100%

Summary of actions or achievements during 2019-2020:

- WFD – Continuing Education offering for Summer 2020 increased more than 20%.
- WFD – 45 students enrolled and completed training in MSSC Logistics Associate and Technician certification – 80% of completers were active military.
- WFD – students completed medical billing and coding classes.
- WFD – Early Childhood Care and Education first program to expand with the intent to partner with 4-year institutions where completers may transition into BS program.

2. Provide job training and noncredit programs to meet the needs of the region (M1)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Workforce Development (WFD)	1	0
Total %	1	0 0%

Summary of actions or achievements during 2019-2020:

- WFD – CVCC workforce development presence increased in the community.
- WFD – Embedded MSSC skills in Applied Technology helped individuals earning credentials.

- WFD – Cooperative agreements established with Alatrade, Atchley Steel Company, Inc., Pitts Trailers, and WestRock.

3. Develop new degree and certificate programs in growing occupations (M2)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
	None	None
Total	None	None

Summary of actions or achievements during 2019-2020:

- None at this time.

4. Increase internship and cooperative learning experiences for students (M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Workforce Development (WFD)	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- WFD – Increase from four students to nine students completing INT 291 in welding from 2019 to 2020-over 100%
- WFD – three additional MOU cooperative agreements signed
- WFD – two ACCS ICI regional workforce grants awarded during 2019-2020

5. Strengthen business and industry partnerships in high-wage and high-demand careers (M4)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Workforce Development (WFD)	1	0
Total	1	0
%		0%

Summary of actions or achievements during 2019-2020:

- WFD – one apprenticeship currently with WestRock to train in industrial maintenance short-term certificate
- WFD – Vectorply apprenticeship pending decision

Focus Area IV: Workforce Development
67% of Units Achieved Expected Outcomes

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 Steps:

1. Update and acquire facilities vital to the support and success of college programs, services, and functions (M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Applied Technology	1	0
Facilities	2	2
Total	3	2
%		67%

Summary of actions or achievements during 2019-2020:

- Facilities – Phenix City Fire Department and Simplex found the College compliant with required standards.
- Facilities – 88% of students polled indicated maintenance on campus is adequate.

2. Provide reliable, secure information systems throughout the College (M4)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
	None	None
Total	None	None
%		0%

Summary of actions or achievements during 2019-2020:

- None at this time.

3. Integrate facility operation with information services to take advantage of state-of-the art technology and instructional pedagogies (M4)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Applied Technology	1	1
Information Systems	2	2
Evening Services	1	0
Total	4	3
%		75%

Summary of actions or achievements during 2019-2020:

- Applied Technology – Students are receptive to learn how to train on equipment that is state of the art.
- Information Systems – 96% satisfaction computers are adequate for instructional needs.
- Information Systems – 91% satisfaction computer network and systems support work related needs.
- Information Systems – 6 access points added on campus to increase wireless network coverage.

4. Support the implementation of the System's ERP initiative (M4)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
	None	None
Total	None	None
%		0%

Summary of actions or achievements during 2019-2020:

- All functional areas in Student Affairs, Business Affairs, and Instructional Affairs were directly impacted and supported this initiative.

5. Improve the overall appearance of the facilities and grounds (M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Facilities	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- Facilities – 87% of students polled indicated campus landscape is well maintained.

6. Establish a preventative maintenance schedule to maximize life cycle of installed building components (M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Facilities	1	1
Security	2	1
Total	3	2
%		67%

Summary of actions or achievements during 2019-2020:

- Facilities – 98% of students polled indicated buildings are adequate to meet the needs of faculty, staff, and students.
- Security – No major incidents reported to local law enforcement or Clery.

7. Implement an energy reduction plan (M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Facilities	1	1
Total	1	1
%		100%

Summary of actions or achievements during 2019-2020:

- Facilities – College is energy compliant with Alabama Executive Order 33.

8. Enhances its facilities to ensure that relevant functional spaces support students, faculty and the community (M1, M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
President	1	1
Facilities	2	2
Total	3	3
%		100%

Summary of actions or achievements during 2019-2020:

- President – Received grant for \$250,000 for Vizitech lab.
- Facilities – space was renovated to accommodate for Vizitech lab.
- Facilities – Renovation has begun on restrooms in Brassell Hall.
- Facilities – Received grant from ACHE to replace the HVAC equipment in Brassell Hall.
- Facilities – 88% of students polled indicated that building maintenance is adequate.

9. Increase visibility of security on campus (M2)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Information Systems	1	0
Evening	1	1
Total	2	1
%		50%

Summary of actions or achievements during 2019-2020:

- Evening – 88% of 2020 graduates felt the campus is safe and secure.
- Evening – 90% of 2020 graduates felt the exterior lighting and parking was excellent on campus.
- Evening – 98% of student population felt satisfied with campus security.

10. Maintain and share Safety and Security Plan with campus community (M2)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Security	1	1
Total	1	1
%		100%

Summary of actions and achievements during 2019-2020:

- Security – 98% of student population felt satisfied with campus security.

11. Maintain reliable transportation to support the College's mission (M5)

College Areas	Unit Plans Focused Action 2019-20	Achieved Goal Year 2
Security	1	1
Total	1	1
%		100%

Summary of actions and achievements during 2019-2020:

- Security – Annual review indicated campus state cars are well maintained and repaired within a reasonable; cars are clean and safe for travel.

Focus Area V: Technology and Infrastructure
79% of Units Achieved Expected Outcomes

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 Steps:

1. Identify and secure alternative sources of revenue that advance the College's mission and vision (M1, M2, M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
	None	None
Total %	None	None %

Summary of actions and achievements during 2019-2020:

- None at this time.

2. Increase contributed income from individual, corporate, foundation, and government sources to support institutional priorities (M1, M2)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
President	1	1
Institutional Advancement (IA)	1	1
Total %	2	2 100%

Summary of actions and achievements during 2019-2020:

- President – \$1 million commitment for the purchase of Troy University Adams Building from the system Office.
- President – \$325,000 in Dual Enrollment grant funds
- President – \$25,000 capital improvement grant from ACHE
- IA – \$82,000 raised in Hall of Fame funds through College Foundation
- IA – \$30,000 City of Phenix City grant
- IA – Added two \$10,000 sponsors-Aflac and W.C. Bradley Co.

3. Increase the number of grants applied for and received (M1)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Institutional Advancement (IA)	1	1
Total	1	1
%		100%

Summary of actions and achievements during 2019-2020:

- IA – Title III submitted for \$1.82 million July 2019 initially not funded but later funded down and awarded \$369,203 for year one.
- IA – SSS submitted for \$252,225 January 2020 not funded.
- IA – Phenix City Grant submitted for \$6,300 Science department
- IA – Aflac submitted for \$10,000-funded

4. Increase Foundation Board participation to 100% over the next three years (M2)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Institutional Advancement (IA)	1	1
Total	1	1
%		100%

Summary of actions and achievements during 2019—2020:

- IA – Personal donations from 20 of 22 Board members or 91% participation

5. Increase employee giving to support institutional priorities (M3)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Institutional Advancement (IA)	1	1
President	1	1
Total	2	2
%		100%

Summary of actions and achievements during 2019-2020:

- IA – Employee giving was \$15,150, an increase of 51% from \$10,050 in 2018-2019.
- IA – The number of employees giving increased 62%.

6. Host at least two friend-raising and/or fundraising events each year (M2)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
	None	None
Total %	None	None %

Summary of actions and achievements during 2019-2020:

- None at this time.

7. Engage CVCC alumni and friends to support the College (M4)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Institutional Advancement (IA)	1	0
Total %	1	0 0%

Summary of actions and achievements during 2019-2020:

- IA – An exploratory meeting was held on June 26.
- IA – A group of 10 people consisting of 9 alumni (5 current employees and 4 former CVCC students) met again on July 31 to set out the goals of the Alumni Association.
- IA – The first chair was nominated to serve on September 29.
- IA – Three more meetings were held before COVID stopped progress.

8. Identify and cultivate potential donors to support college initiatives (M2)

College Areas	Unit Plans Focused Action 2019-2020	Achieved Goal Year 2
Institutional Advancement (IA)	1	1
Total %	1	1 100%

Summary of actions and achievements during 2019-2020:

- IA – Four companies funded scholarships compared to one company (Sabal Trail) in 2018-2019: Sabal Trail, CTV Beam, Susan Wiggins, and Aflac.

9. Continue cost containment through sound fiscal management (M6)

College Areas	Unit Plans Focused on Action for 2019-2020	Achieved Goal Year 2
	None	None
Total	None	None

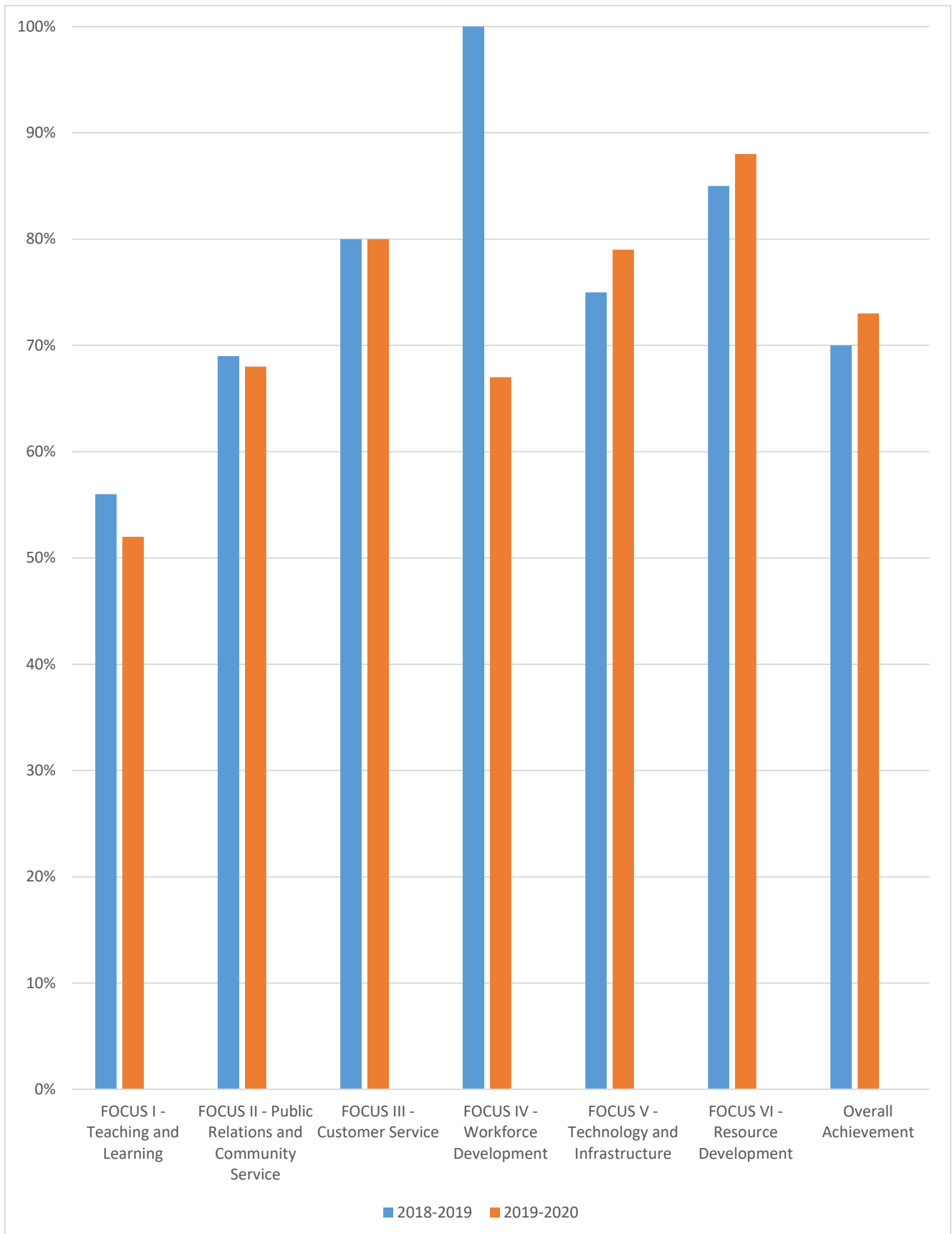
Summary of actions and achievements during 2019-2020:

- None at this time.

Focus Area VI: Resource Development
88% of Units Achieved Expected Outcomes

Progress Towards Meeting the 2018-2021 Strategic Goals

Summary: Overall the College achieved 73% of the Strategic Planning goals for the 2019-2020 year.



Summary of 2019-2020 Major Accomplishments

The following items are additional accomplishments that may not have been included under Areas of Focus outlined throughout this document:

- Provided annual professional development for staff.
- Implemented new performance evaluation tools that align with System office performance indicators; incorporated methods for evaluating customer service, professional development opportunities and records accountability and involvement with planning and effectiveness.
- College/University Transfer Initiatives
 - Secured over \$550,000 in transfer scholarships for CVCC graduates
 - Signed Memorandum of Understanding with Auburn University at Montgomery
- ACCS Financial Leadership Program (Dean of Financial Services)
- Renovation of Brassell Hall restrooms
- Completed repairs to structure and foundation issues in Key Hall Gymnasium
- Upgraded Vehicle Fleet with the purchase of two new automobiles
- Conducted a virtual graduation ceremony
- Ranked as one the most affordable colleges for 2020 (#31)
- Hosted Breast Cancer Awareness Event
- Hosted World Aids Day
- Helping Families Initiative
- Implemented/installed Z-space (virtual reality) labs in Health Sciences and Science Divisions
- Hosted ribbon cutting with East Alabama Chamber of Commerce
- EMS program was accredited by the Alabama Department of Public Health Office of Emergency Medical Services
- Graphic Design student won the IOA statewide logo competition
- Hosted a GEAR-Up Preview Day
- Participated in Summer Melt (Text4College) Study
- Increased external resources for the College as follows:
 - City of Phenix City Grant \$30,000
 - City of Phenix City Grant \$6,300
 - Acquired Troy University Building through a grant from the System Office, \$1 million
 - Awarded ACHE grant for \$25,000 for a capital improvement project
 - Awarded additional funds for Dual Enrollment Students \$325,000
 - Received funds from Phenix City Mayor's Ball to cover dual enrollment scholarships for area high school students and regular scholarships for high school graduates
 - Awarded ICI/ISP Equipment Grant – Russell County High School \$62,000

- The College has worked to cultivate and build upon existing talent through involvement in System and other professional development opportunities. CVCC has supported staff participation in the following activities:
 - The Instructional Leadership Academy (ILA): Beth Cox, Math Instructor, received the ILA Chancellor's Award
 - In 2020, the College will have participants in the instructional Administrators' Association (IAA)
 - Leadership Alabama **(President)**
 - New CEO Academy through AACC **(President)**
 - Achieve Conference **(Instructional/Student Affairs)**
 - Advisement Summit **(Instructional/Student Affairs)**
 - Complete College Alabama Launch **(Instructional/Student Affairs)**
 - East Alabama Leadership Program **(College Representative)**
 - Staff participation in various association meetings
 - Alabama Community College System Presidents' Association
 - Alabama Community College Association
 - Alabama Deans of Student Affairs Association
 - Instructional Officers Association
 - Financial Officers Association
 - Alabama Association of Registrars and Admissions Officers
 - Alabama/Southern Association of Financial Aid Administrators
 - Human Resources Management Association
 - Alabama Workforce Solutions
 - Central Alabama Works (quarterly meetings and webinars)
 - Alabama Works
 - Alabama Adult Education Directors' Association
 - ACCS Banner system conversion
- Established relationships with the following community organizations and stakeholders and/or made the following connections:
 - East Alabama Chamber of Commerce **(President, Resource Member)**
 - Attended Annual Chamber Dinner
 - Attended periodic Business After Hours
 - Attended Chamber meetings
 - Member of the East Alabama Chamber of Commerce Education TAG Committee **(President)**
 - Co-chair Workforce Targeted Advisory Committee- East Alabama Chamber of Commerce **(Associate Dean, Workforce and Career and Technical Ed.)**
 - Columbus Chamber of Commerce **(President, Resource Member)**
 - Member, Columbus 2025 Talented and Educated People Committee
 - United Way of the Chattahoochee Valley **(President is Member, Board of Directors)**
 - Phenix City Rotary Club **(President, Member)**
 - Phenix City/Russell County Bicentennial Committee **(President, Co-Chair)**

- Attended periodic meetings of the Phenix City Council (**Staff**)
- Attended the Annual Phenix City Mayor's Ball (**Proceeds provide scholarships for CVCC dual enrollment and regular students**)
- Attended Mayor's Ball Scholarship Awards Program (**President and Instructional Dean; President was a speaker**)
- Maintained regular contact with superintendents/administrators of Russell County, Smiths Station, and Phenix City Schools
- Hosted Annual *On the Table Discussions*
- Hosted a Business and Professionals Breakfast
- Attended Annual Elected Officials' Luncheon
- Attended the Phenix City Mayor's Prayer Breakfast
- Hosted the East Alabama Young Professionals Awards Ceremony
- Conducted an Annual Legislative Luncheon
- Conducted an Annual Ministerial Luncheon
- Conducted an Annual Bus Tour to share information on the College with the community (Due to COVID-19, this year's tour was a drive through tour).
- Staff Participated in the Columbus Intercity Trip
- Staff participated in the East Alabama Chamber Economic Development Trip
- Staff and Student Involvement in Community Initiatives:
 - Staff served as judges for various elementary and high school awards ceremonies, science fairs, and events
 - Art students conducted an art show in conjunction with CVCC Choir Concert
 - CVCC Choir conducted Christmas Concert
 - Ms. Christie Cannon, Art Instructor, designed Christmas ornaments to be sent to community leaders
 - Men's Basketball team participated in the Read Across America event
 - Staff and students participated in the Clean Home Alabama Initiative
 - Participated in the Alabama Counts Census project.
 - Conducted Career and Technical Education Advisory Council Meetings
 - Conducted First Tuesday Talks that are open to the public
 - Formation of CVCC Alumni Association
 - ACCS Census 2020 Alabama Counts Campus and Community Initiative
 - Clean Home Alabama Campus and Community Projects
 - Annual Counselor Workshop
 - Annual Constitution Day Celebration
 - Annual Veterans Day Luncheon
- Associate Dean, Workforce and Career and Technical Education
 - Executive Career Technical Advisory Committee-Central High School
 - Received vendor status for Credentialing Assistance program with Dept. of the Army
- Developed a comprehensive *Modified Instructional and Service Delivery Plan* in response to the COVID-19 Pandemic.
 - Identified a COVID-19 Response Team

- Identified essential employers and provided expectations for each role
- Converted instructional and service delivery to an online/hybrid environment
- Developed a Web page containing important information regarding the Pandemic for faculty, staff, and students
- Provided CARES Act funds to students to defray the cost of technology fees
- Prepared the campus by creating resources to ensure a safe environment on campus; installed safety barriers where needed; provided continuous cleaning of campus facilities; posted signs on campus communicating face mask requirements and prevention protocols; established online meeting tools to ensure continuity of communications between the College and internal and external stakeholders.

