

2018-2023

STRATEGIC PLAN



EXECUTIVE LEADERSHIP

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Greetings CVCC Stakeholders:



During the 2020-2021 academic year, the Chattahoochee Valley Community College Administrative Cabinet embarked upon a journey to conduct a comprehensive self-analysis of the College to determine its strategic path moving forward. This process engaged a myriad of stakeholders, including governmental leaders, business and industry representatives, non-profit organizations, economic development organizations, members of the clergy, community leaders, CVCC Foundation Board members, faculty, staff, and students. These groups participated in discussions to examine the College's strengths, weaknesses, opportunities and threats (SWOT). The outcome of the SWOT analysis resulted in the development of a plan for college enhancement and program development that will impact the College for years to come.

The plan, in association with the Alabama Community College System Office's ASPIRE 2030 initiative, will provide a foundation for change for CVCC. As a follow-up to the SWOT analysis, the College Cabinet members, through its annual Administrative Retreat, engaged in deep-dive discussions on the impact of internal and external factors and strategies for the College moving forward. The Cabinet examined many documents that outline institutional progress towards meeting established goals. Input received from the ACCS ASPIRE 2030 initiative was also discussed. After much dialogue and consideration of measures of success, the following conclusions were reached by the Cabinet:

- COVID-19 has drastically impacted the College's ability to achieve many of the goals set in the 2018-2021 Strategic Plan. For this reason, it was decided the current Strategic Plan will be extended to 2023. This will provide the College an opportunity to recalibrate its approach to success as we continue to work on our goals. The current plan is enhanced to ensure that measures for success are clearly defined and measurable, and appropriate adjustments are made to address needs magnified as a result of the pandemic.
- The ACCS ASPIRE 2030 initiative will be a catalyst for change for the College and plans associated with this initiative should be incorporated into the extended strategic plan. This initiative will allow the College to focus on a comprehensive campus and facilities redesign that will provide an avenue for flexibility, growth, and improved service to our stakeholders.

To say that the College is operating in unusual and unprecedented waters is an understatement. Delivering instruction and support services in the midst of a global pandemic has indeed been challenging; however, CVCC is committed to excellence and confident we will succeed. As we look to the future, we will remain focused on our mission, vision, and goals. We will be relentless in our efforts to serve our students and will continue to seek innovative approaches to engage and respond to the needs of our surrounding community.

Best Regards,

Jackie Screws, President

ACCREDITATION

Chattahoochee Valley Community College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award the Associate of Arts, Associate of Science and Associate of Applied Science degrees. Questions about the accreditation of Chattahoochee Valley Community College may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website (www.sacscoc.org).

The Associate Degree and Practical Nursing programs at Chattahoochee Valley Community College are accredited by the Accreditation Commission for Education in Nursing, 3343 Peachtree Road NE, Suite 850, Atlanta, GA 30326, phone: 404-975-5000, fax: 404-975-5020, website: acenursing.org.

The Practical Nursing and Associate Degree Nursing programs are approved by the Alabama State Board of Nursing.

The Medical Assisting program is accredited by the Accrediting Bureau of Health Education Schools, 7777 Leesburg Pike Suite 314 N. Falls Church, VA 22043.

The Emergency Medical Services programs are accredited by the Alabama Department of Health (ADPH) Office of EMS, The RSA Tower, 201 Monroe Street, Montgomery, AL 36104, phone: 1-800-252-1818.

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 3/2020

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 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.**

INSTITUTIONAL GOALS

To achieve its purpose, the College has developed the following goals:

- To offer high-quality educational programs.
- To expand and strengthen program offerings that prepare students for direct entry into jobs at technical, paraprofessional and entry-level management positions.
- To provide educational and support programs that ensure student success.
- To develop community service and continuing education programs, strengthen links with high schools and community agencies and promote the economic, educational and cultural development of the service area.
- To provide and maintain a comprehensive program of advising, counseling and testing services and extracurricular activities that enrich the cultural, social, physical and intellectual lives of students.
- To practice broad-based systematic planning of the College's educational programs, academic and student support services, community service programs and administrative processes.
- To provide state-of-the-art technology, infrastructure, and facilities to support the College mission.

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 2023. 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

Focus Area 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 success program that successfully guides and supports students through the educational pipeline (M1, M2, M3, M4, M7)
- 4) Develop an early alert system that enhances student success (M1, M6)
- 5) Broaden awareness of connection between college completion and career opportunities (M3, M5, M8)
- 6) Ensure that learning technology, equipment and furnishings are state of the art (M9)
- 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) (M5)
- 9) Establish clear academic pathways based on curriculum designed to help students achieve important learning outcomes (M10, M11)

Measures:

- 1) At least 50% Retention Rates Fall to Fall
- 2) At least 20% Graduation Rates (150% IPEDS)
- 3) Report on Measures of Student Success (various areas)
- 4) Transfer or job placement rates remain steady or increase year over year
- 5) At least 90% satisfaction on Student Satisfaction Survey (engagement, advising, tutoring, etc.)
- 6) At least 55% Fall/Spring Persistence Rates
- 7) At least 75% course success rate
- 8) 100% STARS use/orientation classes
- 9) At least 90% agree with program delivery on Advisory Council Survey
- 10) At least 75% mastery of program Student Learning Outcomes (SLOs)
- 11) Completion rates on annual AAESAP greater than or equal to state average for MSG among AL community colleges

FOCUS II PUBLIC RELATIONS AND COMMUNITY OUTREACH

Focus Area 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, M10)
- 2) Motivate individuals to expand their educational aspirations (M1, M2, M5)
- 3) Lead and facilitate conversations and collaborations to address critical community issues (M6, M9)
- 4) Strengthen alumni relationships (M6, M8, M10)
- 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) (M6, M10)
- 8) Increase engagement with community and civic organizations (M6, M8, M9, M10)
- 9) Broaden the College's reach to prospective and current students by making scholarships available to students (M4, M5)
- 10) Enhance the College website and social media presence (M2)
- 11) Enhance media relationships (M2, M3, M10)
- 12) Increase Adult Ed opportunities for community (M7)

Measures:

- 1) At least 6% increase each year in Annual Enrollment Report
- 2) Social Media analytics through digital marketing year over year comparison (TV and Radio)
- 3) Minimum of 4 articles per semester in area newspapers and publications
- 4) At least 5% increase in number of completed admissions applications each fall
- 5) At least 5% increase in number of first time freshmen each fall
- 6) Increase in number of community engagement activities year over year
- 7) At least 10% increase in Adult Ed enrollment each year
- 8) Increase the number of alumni interactions year to year
- 9) College participation in strategic community and civic organizations year to year
- 10) Develop and implement a marketing plan

FOCUS III CUSTOMER SERVICE

Focus Area 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, M4)
- 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 customer service (M4, M3)
- 8) Empower employees to resolve customer service issues at the lowest level (M4)

Measures:

- 1) At least 90% satisfaction on Student Satisfaction Survey (Financial Aid, Admissions, Business Office, etc.)
- 2) At least 90% satisfaction on Professional Development Survey
- 3) At least a 2 rating in customer service on employee performance evaluations
- 4) At least 90% satisfaction on Employee Evaluation of College Services

**FOCUS IV
WORKFORCE DEVELOPMENT**

Focus Area 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 year over year
- 2) New programs developed and approved year over year
- 3) At least one internship or cooperative learning opportunity for each career tech program per year
- 4) At least two Advisory Committee Meetings per year

**FOCUS V
TECHNOLOGY &
INFRASTRUCTURE**

Focus Area 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. CVCC will enhance buildings and grounds.

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 into college operations (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 (M1, M2)
- 10) Maintain and share Safety and Security Plan with campus community (M1, M2)
- 11) Maintain reliable transportation to support the College's mission (M5)

Measures:

- 1) At least 90% satisfaction on Student Satisfaction Survey (IT, Facilities, Security)
- 2) At least 90% satisfaction on Employee Evaluation of College Services (IT, Fac)
- 3) Facilities Master Plan - target improvement for at least one building/infrastructure per year
- 4) At least 80% activities outlined in IT Plan implemented
- 5) 100% of vehicles operable in Fleet Management Plan

**FOCUS VI
RESOURCE DEVELOPMENT**

Focus Area 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 (M5)

Measures :

- 1) Increase in number of grants submitted and dollars raised through grants (public and private) year over year
- 2) Increase total dollars raised through private giving year over year
- 3) Increase total dollars raised through employee giving year over year
- 4) Increase alumni participation in at least two events year over year
- 5) Maintain minimum of 2-month financial contingency

Revised 8/2021



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