



Strategic Planning Annual Report

2022-2023

Chattahoochee Valley Community College

Division of Strategic Initiatives

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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.

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.

CVCC 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.

2022-2023 Strategic Planning in Retrospect



Developing and executing a strategic plan for Chattahoochee Valley Community College is an important endeavor that involves all departments and activities of the College. This comprehensive plan sets the framework for the College's short-term and long-term goals and action steps for accomplishing the identified vision and core mission of the institution. While the work is challenging, it is paramount to the success of our students and ultimately, the College.

During this year, we have had many major accomplishments to celebrate; however, it must be noted that the effects of COVID-19 are still present and have impacted our progress. The global pandemic has impacted the way we live, educate and learn; however, in the midst of these unprecedented times, the College has evolved and adjusted and is still focused on a

continuous planning and improvement process that is mission critical. In spite of the circumstances, the College is recovering, reengaging, and retooling to meet the needs of our stakeholders. We have remained dedicated to a comprehensive planning process, engaged in structured activities and review processes, and devoted to developing measures for improving our educational delivery and support activities.

As we shape our trajectory for the future, we will remain focused on our mission and true to our ultimate goal of providing the best possible services to the citizens of this region. The information contained in this document provides a context for the strategic initiatives that have been completed during the 2022-2023 academic year and delineates a clear picture of our progress. We are proud of our work and committed to moving forward – stronger.

Strategic Planning

CVCC is committed to planning and assessment practices that focus on continuous improvement. To this end, CVCC supports a process of planning and assessment that represents a cycle of identifying goals, expected outcomes, assessment measures and schedules, recording actual results, and developing plans for improvement based on these results. CVCC's planning and assessment process is broad-based and collaborative.

The development of the *CVCC Strategic Plan* began with input from various College constituents and was published in Fall 2018 and was developed as a three-year plan. As a result of the Coronavirus Pandemic, in July 2021, the Administrative Cabinet extended the Strategic Plan timeline from three years to five years (2018-2023) in an effort to allow for a longer period to assess trends and data.

Strategic Enrollment Management Plan

For 2023/24, the Committee will focus on the development of specific strategies aligned with the 2023-2028 Strategic Plan, to increase enrollment and make pandemic-related adjustments to retention and student success plans for continued pandemic recovery enrollment efforts.

| Chattahoochee Valley Community College Enrollment Projections Fall 2023 – Fall 2028 | | | | | | | | |
|--|-------------------|-------------------|------------|------------|------------|------------|------------------|------------------|
| Term | Enrollment Target | Actual Head Count | Target CHP | Actual CHP | FTE Target | FTE Actual | Full-Time Status | Part-Time Status |
| Fall 2023 | 1,496 | 1,712 | | 14,654 | | | 536 | 1,176 |
| Fall 2024 | 1,571 | | | | | | | |
| Fall 2025 | 1,650 | | | | | | | |
| Fall 2026 | 1,733 | | | | | | | |
| Fall 2027 | 1,820 | | | | | | | |
| Fall 2028 | 1,911 | | | | | | | |

Source: DAX Data

2018-2023 Strategic Plan

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.

- **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.
- Measures:
 - M1) At least 50% Retention Fall to Fall
 - M2) At least 20% Graduation rates (150% IPEDS)
 - M3) Report on Measures of Student Success (various areas)
 - M4) Transfer or job placement rates remain steady or increase year over year
 - M5) At least 90% satisfaction on Student Satisfaction Survey (engagement, advising, tutoring, etc.)
 - M6) At least 55% Fall/Spring Persistence Rates
 - M7) At least 75% course success rate
 - M8) 100% STARS use/orientation classes
 - M9) At least 90% agree with program delivery on Advisory Council Survey and Professional Development Survey
 - M10) At least 75% mastery of program Student Learning Outcomes (SLOs)
 - M11) Completion rates on annual AAESAP greater than or equal to state average for MSG among Alabama 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.
- Measures:
 - M1) At least 6% increase each year in Annual Enrollment Report
 - M2) Social Media analytics through digital marketing year over year comparison (TV and radio)
 - M3) Minimum of 4 articles per semester in area newspapers and publications
 - M4) At least 5% increase number of completed admissions applications each fall
 - M5) At least 5% increase in number of first-time freshmen each fall
 - M6) Increase in number of community engagement activities year over year
 - M7) At least 10% increase in Adult Education enrollment each year

- M8) Increase the number of alumni interactions year to year
- M9) College participation in strategic community and civic organizations year to year
- M10) Develop and implement a marketing plan

- **Focus III: Customer Service**

- Focus Area Outcome: Create a culture of excellence in professionalism and customer service delivery.
- Measures:
 - M1) At least 90% satisfaction on Student Satisfaction Survey (Financial Aid, Admissions, Business Office, etc.)
 - M2) At least 90% satisfaction on Professional Development Survey
 - M3) At least a 2 rating in customer service on employee performance evaluations
 - M4) 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.
- Measures:
 - M1) Increase number of job training and noncredit programs year over year
 - M2) New programs developed and approved year over year
 - M3) At least one of internship and cooperative learning opportunity for each career tech program per year
 - M4) At least two Advisory Committee Meetings per year

- **Focus V: Technology and 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
- Measures:
 - M1) At least 90 satisfaction on Student Satisfaction Survey (IT, Facilities, Security)
 - M2) At least 90% satisfaction on Employee Evaluation of College Service (IT, Facilities)
 - M3) Facilities Master Plan – target improvement for at least one building/infrastructure per year
 - M4) At least 80% activities outlined in IT Plan implemented
 - M5) 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.

- Measures:
 - M1) Increase in number of grants submitted and dollars raised through grants (public and private) year over year
 - M2) Increase total dollars raised through private giving year over year
 - M3) Increase total dollars raised through employee giving year over Year
 - M4) Increase alumni participation in at least two events year over year
 - M5) Maintain a minimum of 2-month financial contingency

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 Areas of Strategic Focus and a specific Strategy/Action Plan.

By focusing on the identified Areas of Strategic Focus 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 (Performance-Based Indicators)

| Graduation Rates 150% (Completion within 3 Years) | | | | | | |
|---|--|--|--|--|--|------------------|
| Graduation Rate Meets or Exceeds 20% | Cohort Fall 2015 Graduation by Spring 2018 | Cohort Fall 2016 Graduation by Spring 2019 | Cohort Fall 2017 Graduation by Spring 2020 | Cohort Fall 2018 Graduation by Spring 2021 | Cohort Fall 2019 Graduation by Spring 2022 | Goal Met/Not Met |
| FTFT (First-time full-time students only) | 20% FTFT | 19% FTFT | 22% FTFT | 16% FTFT* | 26% FTFT | Goal Met |

**Impacted by COVID*

| Other Performance Indicators | | | | | | | | |
|---|------------------|-------------------------------------|--|--|---|---|--------------------|-------------------|
| Performance- Based Indicators | Baseline 2017-18 | Actual 18-19 Year 1 Outcomes | Actual 19-20 Year 2 Outcomes | Actual 20-21 Year 3 Outcomes | Actual 21-22 Year 4 Outcomes | Actual 22-23 Year 5 Outcomes | Increase/ Decrease | Goal Met/ Not Met |
| Increase Fall to Fall Retention by 2% annually (DAX Data) | 55% | Projected 57% Actual 54% (-3%) | Projected 59% Actual 55% (-4%) | Projected 61% Actual* 60% (-1%) | Projected 63% Actual* 62% (-1%) | Projected 65% Actual* 55% (-10%) | 10% decrease | Goal Not Met |
| Increase Fall to Spring Persistence by 2% annually | 73% | Projected 75% Actual 71% (-4%) | Projected 77% Actual 68% (-9%) | Projected 79% Actual* 68% (-11%) | Projected 81% Actual* 63% (-18%) | Projected 83% Actual* 55% (-28%) | 28% decrease | Goal Not Met |
| Increase the annual enrollment of student Full-time equivalents (FTE - taking 12 credit hours) by 2% annually | 1241 | Projected 1265 Actual 1379 (+9%) | Projected 1290 Actual 1,352 (+4.8%) | Projected 1316 Actual* 1,115 (-15.3%) | Projected 1342 Actual* 1046 (-22.1%) | Projected 1369 Actual* 1086 (-20.7%) | 20.7% decrease | Goal Not Met |
| Increase the number of Associate degrees awarded by at least 7% annually | 197 | Projected 211 Actual 227 (7.6%) | Projected 226 Actual 232 (2.7%) | Projected 242 Actual 264 (9.1%) | Projected 259 Actual* 211 (-18.5%) | Projected 277 Actual* 219 (-20.9%) | 20.9% decrease | Goal Not Met |
| At least 104 GEDs awarded each year | 104 | Actual 66 (-36.5%) | Actual 61 (-41.3%) | Actual* 20 (-80.8%) | Actual* 18 (-82.7%) | Actual* 46 (-55.8%) | 55.8% decrease | Goal Not Met |

**Impacted by COVID*

STATUS OF WORK ON AREAS OF STRATEGIC FOCUS

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

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 2022-2023 | Achieved Goal Year 5 |
|-------------------------------------|-------------------------------------|----------------------|
| President's Office | 1 | 1 |
| Associates Degree Nursing (ADN) | 2 | 0 |
| Fire Science | 4 | 2 |
| Criminal Justice | 4 | 1 |
| SENSE | 4 | 1 |
| Athletics | 1 | 1 |
| Student Development | 3 | 3 |
| Advising | 1 | 0 |
| Online Learning | 4 | 0 |
| General Education | 3 | 0 |
| AS/AA English & Communication | 3 | 0 |
| AS/AA Science | 3 | 1 |
| Business & Information Technology | 1 | 1 |
| AAS Business | 1 | 0 |
| AAS Computer Information Technology | 4 | 3 |
| AAS Visual Communications | 4 | 2 |
| Child Development | 5 | 0 |
| AS/AA Fine Arts & Social Science | 5 | 3 |
| Health Sciences | 8 | 6 |
| Medical Assistant Program | 7 | 5 |
| Instruction | 3 | 1 |
| Library | 3 | 3 |
| Total | 74 | 34 |
| % | | 54% |

Summary of actions or achievements during 2022-2023:

- **President's Office** – The College has ensured that professional development opportunities were afforded to all faculty and staff, online learning training sessions were provided to ensure that faculty were equipped for online instruction, training was provided to ensure that faculty and staff were trained on advising strategies to enhance student success and additional instructional delivery options were provided to students to ensure their success
- **Fire Science** – Student outcome assessment resulted in 80% of students successfully learning the outcome for Fall 2022; Student satisfaction results of 90% or higher are considered excellent results as to the effectiveness of the fire science program
- **Criminal Justice** – During the Spring of 2023 seven students took the amendments of the constitution prohibits unreasonable search and seizure exam, all seven answered correct
- **SENSE** – There are 4 subjects currently being administered in the tutoring center, English, Math, Science, and Technology
- **Athletics** – The grade point average for the overall athletic department at the end of the 2022-2023 academic year was 2.75, which exceeded the goal
- **Student Development** – The maximum number of students allowed completed registration to attend the 2023 Student Leadership Institute; As a result of the Point of Service assessment, items preferred by students will be provided to adequately address campus food disparity; the point of service survey indicated that the students need were being addressed and no changes/adjustment were necessary
- **AS/AA Science** – Science faculty attended regular and frequent professional development
- **Business** – Enrollment from 2021 to 2022 increased by 78%, thus meeting the benchmark of a 2% increase
- **AAS Computer Information Technology** – the average success rate for passing IC3 Digital Literacy exams were 73% for Summer 2021, 62% for Fall 2021, 58% for Spring 2022, 76% for Summer 2022, 65% for Fall 2022, and 74% for Spring 2023; instructor attended Blackboard conference in 2023; 90% of student in the CIS270 CISCO 1 course were able to demonstrate knowledge of basic networking skills by setting up a given topology, creating an addressing scheme, initializing devices, configuring, and verifying connectivity with at least 80% accuracy
- **AAS Visual Communications** – 5 of 9 students completed Project 4 at 70% or higher; 7 of 7 students completed Project 2 at 70% or higher
- **AS/AA Fine Arts & Social Science** – 96.1% of student attempts at primary source analysis exercises were successful higher than 70%; 90% of the students who attempted the summative essay cleared the 70% range; 95% of students in History 101 and 102 scored a 70% or higher on the primary document assignments
- **Health Science** – 63.8% of practical nursing students completed the program in 3 semesters; 94.12% ADN students successfully passed the NCLEX-RN on the first attempt; 95.45% of Direct Entry students

that successfully completed the third semester, and the stand alone PN cohort successfully passed the NCLEX-PN on the first attempt; The retention rate from July 1, 2022 thru June 30 2022 was 90%; The MAT program did achieve the newly set 75% Job Placement benchmark rate with 80% of the MAT 2022 graduating students obtaining employment in the Medical Assisting field; Student satisfaction with the MAT program exceeded the 95% benchmark, with 100% satisfaction reported in the surveys. Additionally, 100% of the Clinical Extern Affiliates and employers were satisfied with the program.

- **Medical Assistant Program** – 80% of the 12 exam questions relating to prescriptions, medication records, and the six rights of medication administration were answered correctly by 7/7 students. Six out of seven students were successful in passing the medication skills check off in one attempt; 4/4 students accurately answered 85 % of the exam items that directly correlated with the “order of draw” phlebotomy process; The MAT program did reach and exceed the 80% retention benchmark.
- **Instruction** – Pass rates for General Education high enrollment courses exceeded 70%
- **Library** – The library has met its goal of 100% student satisfaction with library services. 68 students were surveyed with 52 students responding to the Learning Resource Center question; At the end of last year the library had 19 people sign up where as this past year we had 20 people sign up for the Word of the Day; Fall 2022 Faculty Survey of Library Resources and Services 100% satisfaction.

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---------------|-------------------------------------|----------------------|
| Tutoring | 1 | 1 |
| Total | 1 | 1 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Tutoring** – 98% of the students indicated that they benefited from the information provided in the lunch and learn meetings

4. Establish a student success program that successfully guides and supports students through the educational pipeline. (M1, M2, M3, M4, M7)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--------------------------|-------------------------------------|----------------------|
| HVAC | 3 | 3 |
| Advising | 1 | 0 |
| Industrial Maintenance | 3 | 3 |
| Welding | 2 | 2 |
| Automotive Manufacturing | 3 | 3 |
| Total | 12 | 11 |
| % | | 91% |

Summary of actions or achievements during 2022-2023:

- **HVAC** – 100% of the HVAC students competed the MSSC Basic Safety Test; results indicate HVAC students are properly trained on industry standardized safety equipment; 100% of HVAC students completed the 10 Hour OSHA Training.
- **Industrial Maintenance** – All students enrolled in the INT 284 class spring 2023 completed HIM training with %100 proficiency; 100% of industrial maintenance students completed the 10 Hour OSHA training; 100% of the students in the Summer 2023 ADM 100 Industrial Safety class participated in the MSSC Basic Safety training
- **Welding** – 100 percent of the welding students completed the 10 Hour OSHA Training; 100 percent of the WDT students completed the MSSC Basic Safety Test
- **Automotive Manufacturing** – All students enrolled in the ADM 284 SPRING 2023 class completed HIM training with 100% proficiency; 100% of the students enrolled in the ADM 100 Industrial Safety class summer 2023 have completed this training and MSSC Basic Safety testing

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by Instruction –5% increase in retention up to 60% from 55% the previous year. The early alert system continues to be used in 2022-2023. | | |

5. Broaden awareness of connection between college completion and career opportunities (M3, M5, M8)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|-------------------------------------|-------------------------------------|----------------------|
| AAS Business | 1 | 0 |
| AAS Computer Information Technology | 1 | 1 |
| Total | 2 | 1 |
| % | | 50% |

Summary of actions or achievements during 2022-2023:

- **AAS Computer Information Technology** - Certifications for the 22/23 academic year increased by 18% over the 21/22 academic year

6. Ensure learning technology, equipment, and furnishings are state of the art (M9)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|-------------------------------------|-------------------------------------|----------------------|
| AS/AA Science | 1 | 1 |
| AAS Computer Information Technology | 1 | 1 |
| Total | 2 | 2 |
| 0% | | 100% |

Summary of actions or achievements during 2022-2023:

- **AS/AA Science** - Regular microscope repair was conducted in August of 2022 and the Vizitech devices were updated along with licensing renewed
- **AAS Computer Information Technology** - Membership renewal for the Cisco Networking Academy has been satisfied for the 23/24 academic year

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by Instruction - 92% of students surveyed agree that course offerings are diverse and met their educational needs. | | |

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 2022-2023 | Achieved Goal Year 5 |
|--|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by Financial Aid - Attendees had positive results on the workshop surveys. | | |

9. Establish clear academic pathways based on curriculum designed to help students achieve important learning outcomes. (M10)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|----------------------------|-------------------------------------|----------------------|
| General Education | 5 | 0 |
| AS/AA Mathematics | 3 | 0 |
| AS/AA Science | 14 | 8 |
| AAS Business | 3 | 2 |
| AAS Visual Communications | 3 | 3 |
| Emergency Medical Services | 5 | 4 |
| Welding | 3 | 2 |
| Industrial Maintenance | 1 | 0 |
| Welding | 1 | 0 |
| EMS | 5 | 5 |
| Total | 43 | 24 |
| % | | 55% |

Summary of actions or achievements during 2022-2023:

- **AS/AA Science** - 77% of BIO 201 students answered the levels of organization question correctly on the Lecture Final Exam; 70% of BIO 202 students met the goal of correctly answering how a common disorder can impact structure & function in the body; 99.8% of students passed the lab safety quiz; 79% of students passed the assessment measure; 76% of students correctly identified the difference between gram positive bacteria stain and gram negative bacteria stain on the final exam; 82% of students passed the question on the identification of a bacterial taxonomic group based on identified characteristics in the final exam; 41 out of 55 students who were able to correctly identify the levels of taxonomy; 91% of students correctly identified the equipment for dissecting and used proper technique during dissections
- **AAS Business** - 60% of the student registered for ACC149 during the fall 2022 and spring 2023 passed the MOS Excel exam; the average project score for the spring 2023 course was 94%, with all of the student being able to demonstrate and understanding of marketing.
- **AAS Visual Communications** - 7 of 8 students completed Project 1 at 70% or higher; 7 of 10 students completed the Anatomy of a Font quiz at 70% or higher; 9 of 9 students completed the final project at 70% or higher
- **Welding** – 100% of the welding students completed the 10 Hour OSHA Training; 80% of students in the welding option will take the MSSC Basic Safety Certification
- **Emergency Medical Services** - A total of 10 students took the NREMT exam at the EMT level. 8 passed the NREMT exam, for an 80% pass rate at the EMT level. This is a 23% increase from previous year; Out of the 14 students tested, 94% of EMS students were able to successfully meet program goals; Out of the 14 students tested, 100% of EMS students were able to successfully meet assessment goals; 100% of the students achieved the AHA standards

Focus Area II: Public Relations and Community Outreach

86% of Units Achieved Expected Outcomes

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

Strategy/Action Plan:

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

| College Areas | Unit Plans Focused on Action for 2022-2023 | Achieved Goal Year 5 |
|--------------------------------|--|----------------------|
| Institutional Advancement (IA) | 1 | 1 |
| Marketing | 3 | 3 |
| Fire Science | 1 | 0 |
| Criminal Justice | 1 | 0 |
| Student Services | 3 | 3 |
| Athletics | 1 | 1 |
| Recruiting | 4 | 3 |
| AAS – Business | 1 | 1 |
| Instruction | 1 | 1 |
| Total | 16 | 13 |
| % | | 81% |

Summary of actions or achievements during 2022-2023:

- IA** - The number of gifts to the CVCC Foundation from CVCC employees have steadily increased. In 2018-19, 45 employees gave \$10,143. In 2021-22, 73 employees gave a total of \$16,183. Employee gifts increased \$6,040 or 59.5% for that 4-year period. The Office of Advancement raised a total of \$16,500 from 75% of our full-time staff in fiscal year 22-23.
- Marketing** - The College submitted 120 media exposures during this assessment period, resulting in significantly more coverage than the 18 per month that was projected; Marketing Plan was developed, and the College entered into a contract with BEAM, the local cable and advertising agency. The College has increased advertisements and exposure in the community; Facebook engagement reach has increased 277.6% and the College's Instagram reach is up 388.65%. The Facebook page visits are up 19.2 %.
- Student Services** - The SS Division met all federal, state, and local compliance deadlines, and submitted all required documents by the deadlines; the Student Services annual professional development retreat is scheduled for August 8th, 2023; meetings were held as scheduled to discuss division issues and analyze processes and eliminate customer service barriers and update and improve processes

- **Athletics** - Each team met its goals to practice servant leadership and provide community engagement and support
- **Recruiting** - The enrollment number of nontraditional students at the College has increased from 173 in Summer 2022 to 211 in Summer 2023; CVCC successfully participated in the college education fairs at Ft. Benning as well as the Infantry Museum and area high schools; The Office of Recruitment assisted the CVCC Adult Education program and maintained the number of community and business partnerships
- **AAS Business** - Enrollment from 2021 to 2022 increased by 23%, thus meeting the benchmark of a 2% increase
- **Instruction** - Spring 2022--207 Spring 2023---332 60% Increase Summer 2022-73 Summer 2023--78 7% Increase Fall 2021-- 248 Fall 2022--545 120%

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

| College Areas | Unit Plans Focused on Action for 2022-2023 | Achieved Goal Year 5 |
|---|--|----------------------|
| Goal addressed and met in 2021-2022 at 100% by Recruiting - Enrollment increased 1% for non-traditional students; participated in two education fairs at Ft. Benning and a combined college fair and JROTC college fair at the National Infantry Museum; received 849 applications via Target X, Banner, Web, and ISIR reports. | | |

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

| College Areas | Unit Plans Focused on Action for 2022-2023 | Achieved Goal Year 5 |
|-----------------------|--|----------------------|
| Workforce Development | 1 | 1 |
| Total | 1 | 1 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Workforce Development** - increased participation number in events, attended two events per week, on average including the new Business and Industry Luncheon, the Russell Co. High School Career Day, the Ministerial Luncheon, and the Veteran`s Luncheon

4. Strengthen alumni relationships (M7)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by IA - The College has identified 13,500 alumni with email addresses and 31,000 alumni with physical mailing addresses; interest survey emails were sent July 2022. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|--|-------------------------|
| Goal addressed and met in 2021-2022 at 100% by Instruction - Dual enrollment participants increased by 112% | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|--|-------------------------|
| Goal addressed and met in 2021-2022 at 100% by Marketing & PR - CVCC was highlighted 21 times on WRBL, 15 times on WTVM, and 15 times in the Phenix Citizen, which is a total of 51 times the College was highlighted in the media. These results are an increase of more than 5% over the year 2020-2021. | | |

7. Enhance relationships with internal (college employees, students) and external stakeholders (legislators, local government, LEAs, Foundation, Business and Industry partners) (M7)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|-----------------------|---|-------------------------|
| President's Office | 1 | 1 |
| Workforce Development | 1 | 1 |
| Financial Aid | 1 | 1 |
| Total | 3 | 3 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **President's Office** - Implemented a Ministerial Luncheon involving ministers from across the College's service area
- **Workforce Development** - increased the number of MOUs from 17 to 23
- **Financial Aid** - CEVSS Advisor is now prepared to advise all VA students. Advisor will also refer student to other services on CVCC campus as needed. Successfully reconnecting with Fort Moore

8. Ensure engagement with community and civic organizations (M9)

| College Areas | Unit Plans Focused on Action for 2022-2023 | Achieved Goal Year 5 |
|---------------|--|----------------------|
| Financial Aid | 1 | 1 |
| Total | 1 | 1 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Financial Aid** - Initiative to create online scholarship application and to provide assistance in area high schools was successful

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 2022-2023 | Achieved Goal Year 5 |
|--|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by Recruiting - Total of \$1,530,670 awarded in institutional scholarships, an increase over 2020 of 2.4%. | | |

Summary of actions or achievements during 2022-2023:

- None at this time.
- **(2020-2021 100%) Recruiting** – Total of \$1,530,670 awarded in institutional scholarships, an increase over 2020 of 2.4%

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---------------|-------------------------------------|----------------------|
| Financial Aid | 1 | 1 |
| Total | 1 | 1 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Financial Aid** - For the 2022-2023, we received 214 scholarship applications for first time students in service area

11. Enhance media relationships (M2, M3)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by Marketing & PR - 46 press releases to local media; featured on WTVM 15 times, WRBL 11 times, and The Citizen 22 times. | | |

Focus Area III: Customer Service

100% of Units Achieved Expected Outcomes

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)
17/21

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|-------------------------------------|---|-------------------------|
| President's Office | 1 | 1 |
| Human Resources | 3 | 3 |
| Institutional Effectiveness (IE) | 3 | 3 |
| Business Services | 1 | 1 |
| Security | 1 | 1 |
| Athletics | 1 | 1 |
| Testing | 1 | 1 |
| Tutoring | 1 | 1 |
| Instruction | 1 | 1 |
| Library | 1 | 1 |
| Total | 14 | 14 |
| % | | 100% |

Summary of actions taken during 2022-2023:

- **President's Office** - The College experienced a successful implementation of the Pirate Book Pack program. It is now fully implemented and on average, a full-time student carrying 13 credit hours saves approximately \$472 per semester on books
- **Human Resources** - For 2022-2023, the time spent in the search process has been decreased by an average of 4 weeks. In 2021-2022, on average, it took approximately 12 weeks to fill positions once posted. To date for 2022-2023, it has taken approximately 8 weeks to fill positions once posted; the CVCC Mentorship Program was created in 2022. The official kick-off was on January 13, 2023. Mentor training was conducted. A total of 23 new employees were assigned mentors; New Hire Orientation was developed and implemented in 2022. The fall sessions were held on September 21, 2022 and September 29, 2022, with ten newly hired employees in attendance. Speakers were from different areas of the College
- **IE** - The Institutional Effectiveness Strategic Initiatives Office conducted 4 training sessions on Unit Planning Processes; the results of Phase II of the outcome were achieved. The SACSCOC Focused Report was written and submitted by the College and

reviewed by the SACSCOC On-Site Reaffirmation Committee. The College hosted a successful team visit and have completed the team response; the Unit Plan template was revised and posted in the Institutional Effectiveness Unit Planning System for use by Functional Unit Leaders to develop unit plans for 2023-2024

- **Business Services** - The Business Manager acquired resources and presented a workshop entitled "Customer Service Disney Style." All five Business Office staff members attended the workshop
- **Security** - The Security Chief and the Security and Evening Services Officer completed ACCS professional development on the following dates August 8, 2022, through August 12, 2022. The Security Chief also completed professional development sessions on zoom on December 6, 2022, and January 25, 2023
- **Athletics** - Students and coaches are adhering to the expectations of good sportsmanship and following the NJCAA, ACCC, and CVCC rules and regulations
- **Testing** - monthly reports show an increase in services, as reflected by these statistics 1 A total of 2,155 tests were administered from August 2022 - May 2023 Fall & Spring 2022-2023 semesters
- **Tutoring** - 100% of students indicated that the tutoring center services are delivered in a manner that appropriately meets their educational needs.
- **Instruction** - As a result of various professional development opportunities afforded to faculty on customer services, it appears as if the training coupled with their professionalism yielded great results as 100% of chairs met or exceeded the expectations relevant to customer service
- **Library** - The Library staff members attended 2 association meetings, participated in 53 workshops, and developed professional development records to maintain individual documentation on how they stayed current with information literacy and emerging technology.

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 2022-2023 | Achieved Goal Year 5 |
|--|--|----------------------|
| Goal addressed and met in 2021-2022 at 100% by Student Services - Students were 100% satisfied with the services offered by the Admissions Office and the registration process. 96% of students felt that security was delivered in a manner to meet their educational needs. 100% of students felt testing services were delivered to meet educational needs and staff were courteous. 100 % of policy and procedure manuals and handbooks were updated in the Student Services Division. | | |

3. Establish a consistent and expected standard of professionalism (M4)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|--|-------------------------|
| Goal addressed and met in 2021-2022 at 100% by Student Services - Compliance deadlines were met in the SS Division. | | |

4. Utilize technology to enhance communication with students and employees (M1, M4)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---------------|--|-------------------------|
| Recruiting | 1 | 1 |
| Admissions | 1 | 1 |
| Total | 2 | 2 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Recruiting** - Tracking indicates an increase in student applications from 781 in 2022, to 969 in 2023
- **Admissions** - The admissions report results indicate that student files were complete within the first semester of applying to CVCC

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 2022-2023 | Achieved Goal Year 5 |
|---------------|--|-------------------------|
| Financial Aid | 2 | 2 |
| Total | 2 | 2 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Financial Aid** - Received over a 93% approval from students who attended session; Students have started receiving communication from CEVSS and joining Student Veteran Organization

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---------------|--|-------------------------|
| Testing | 1 | 1 |
| Admissions | 1 | 1 |
| Total | 2 | 2 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Testing** - Survey analysis of CVCC Student Engagement Survey, Employee Evaluation of College Services, and Pearson VUE Site Report Card shows a very favorable assessment of excellence in professionalism and customer service. Favorable survey responses also indicate increased awareness of Testing Center services provided to the college and the community
- **Admissions** - The Graduation Survey reflects 91% of students were satisfied with the services received from the Admissions Office and 90.5% were satisfied with the registration processes. The Student Satisfaction Survey shows that 98.51% of students were satisfied with the services received from the Admissions Office and 98.41% of students were satisfied with the registration process, which includes processing transcripts and application of transfer credits to the student's transcript.

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|--|-------------------------|
| Goal addressed and met in 2021-2022 at 100% by IE - 93% of the Functional Unit leaders were satisfied with information and training received to support unit planning and continuous improvement. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|--|-------------------------|
| Goal addressed (0%) in 2018-2019 by Business Services - Question to be added to survey for the 2019-2020 cycle. | | |

Focus Area IV: Workforce Development 100% of Units Achieved Expected Outcomes

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 2022-2023 | Achieved Goal Year 5 |
|-----------------------|--|-------------------------|
| Workforce Development | 1 | 1 |
| Instruction | 1 | 1 |
| Total | 2 | 2 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Workforce Development** – increased the number of MOUs from 17 to 23;
- **Instruction** – Enrollment numbers for CE/TBI = 105 up from 72 the previous year. A grant was awarded to the college in 2022-2023 to cover marketing needs for workforce

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|-----------------------|--|-------------------------|
| Workforce Development | 1 | 1 |
| Total | 1 | 1 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Workforce Development** – enrollment in Fall and Spring semesters increased by 36.11% as compared to the same time period the year before. Hiring a WF Training Coordinator was instrumental to achieving these results

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|-----------------------|--|-------------------------|
| Workforce Development | 1 | 1 |
| Total | 1 | 1 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Workforce Development** – sought SACSCOC approval for three programs, and all received approval: Pharmacy Tech, Medical Laboratory Tech, and Paramedic. The programs began enrolling students in the summer 2023 session, launched new Professional Medical Coding and Professional Medical Billing courses

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|-----------------------|--|-------------------------|
| Workforce Development | 1 | 1 |
| Total | 1 | 1 |
| % | | 100% |

Summary of actions or achievements during 2022-2023:

- **Workforce Development** – Entered 14 apprentices/pre-apprentices into the AGS Prime system, and will enter 7 more apprentices for summer 2023 WBL placement. We increased our MOUs with workforce partners to 23, up from 17 the year before

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|--|-------------------------|
| Goal addressed and met in 2020-2021 at 100% by Workforce Development - Three industries, Meridian Brick, Nelson Electric, and Johns Mansville have established cooperative agreements; Vectorply received four Certified Production Technician training; Industrial Maintenance Advisory Committee membership increased to 13. | | |

Focus Area V: Technology and Infrastructure

89% of Units Achieved Expected Outcomes

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 2022-2023 | Achieved Goal Year 5 |
|------------------------------|---|-------------------------|
| Facilities & Maintenance | 3 | 3 |
| Information Services | 3 | 3 |
| Security | 2 | 2 |
| AAS Visual Communications | 1 | 0 |
| Total | 9 | 8 |
| % | | 89% |

Summary of actions or achievements during 2022-2023:

- **Facilities & Maintenance** - The College received 10 new HVAC units for various campus buildings where old R-22 units exist; new HVAC systems have been purchased to replace old less-efficient units; ordered systems to replace the old fire panels in Owens Hall and Key Hall. Owen Hall fire panel has been replaced, and Key Hall new fire panel has been ordered and scheduled for replacement; the Space Utilization Study was completed as planned
- **Information Services** - CVCC increased the number of access points from 30 to 43 on the existing campus. CVCC purchased new access points to provide newer wireless technology for students and employees; the camera system was purchased and installed, and the number of cameras was increased with the new system. The Security Office now has constant monitoring ability in the Security Kiosk; CVCC installed new state-of-the-art switches and installed new fiber to be ready for any long-term networking plans the College will have
- **Security** - 93% of respondents indicated that the level of safety services provided by Security met their needs on campus; the Emergency Operation Plan "EOP" was emailed to all employees at the College. The Emergency Plan was presented and reviewed with all employees in fall professional development. The campus participated in emergency drills

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|-------------------------------------|----------------------|
| Goal addressed and met in 2020-2021 at 100% by Information Systems – With CARES funding, will upgrade and expand Wi-Fi on campus | | |

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 2022-2023 | Achieved Goal Year 5 |
|--|-------------------------------------|----------------------|
| Goal addressed and met in 2019-2020 at 100% by Applied Technology – Students are receptive to learn how to train on equipment that is state of the art and Information Services - 96% satisfaction computers are adequate for instructional needs; 91% satisfaction; computer network and systems support work related needs; 6 access points added on campus to increase wireless network coverage. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by Admissions - All admissions processes are functioning properly in the new systems. 100% of the admissions staff were trained on the implementation of the ERP and Target X and participated in ongoing professional development sessions and Human Resources - HR Staff attended 10 training sessions on Banner conducted by an ACCS representative in 2021-2022. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by Facilities – 88% (benchmark 80%) of employees indicated building and grounds maintained to meet the needs of faculty, staff, and students. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by Facilities - 98% of students polled indicated buildings are adequate to meet the needs of faculty, staff, and students. And addressed in 2021-2022 by Security at 67% - No major incidents reported to local law enforcement or Clery. | | |

7. Implement an energy reduction plan (M3)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|---|-------------------------|
| Goal addressed and met in 2021-2022 at 100% by Facilities – Reset schedule of HVAC systems to reduce run time and installed 30 LED fixtures to reduce energy consumption. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|---|-------------------------|
| Goal addressed and met in 2020-2021 at 100% by Facilities - 100% of students who responded indicated classroom space is adequate, 87% (benchmark 80%) faculty, staff, and students satisfied with buildings/grounds maintenance, College passed all Phenix City Fire Department inspections. | | |

9. Increase visibility of security on campus (M1, M2)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|--|-------------------------|
| Goal addressed and met in 2020-2021 at 100% by Security - cameras updated and expanded; vehicles are serviced and monitored for safety. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|--|-------------------------|
| Goal addressed and met in 2020-2021 at 100% by Security – Over 95% of employees surveyed agreed the security staff provides a safe and secure campus environment; the annual security audit by the ACCS is successfully completed. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|--|-------------------------|
| Goal addressed and met in 2020-2021 at 100% by Security - The transfer of the maintenance of the fleet to the Security Office was successful. The plans for servicing and reserving the vehicles were successfully implemented. | | |

Focus Area VI: Resource Development 100% of Units Achieved Expected Outcomes

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 2022-2023 | Achieved Goal Year 5 |
|--------------------------------|---|-------------------------|
| Institutional Advancement (IA) | 1 | 1 |
| Business Services | 1 | 1 |
| Workforce Development | 1 | 1 |
| Total | 3 | 3 |
| % | | 100% |

Summary of actions and achievements during 2022-2023:

- **IA** - submitted and received funding for a total of 8 grants, totaling \$640,000, \$600,000 of the total was the award for the CEVSS Grant as compared to \$31,300 in 2021-2022. The Workforce Development Division was awarded a total of \$1,525,597 from 8 grants for this Academic Year
- **Business Services** - Scanners were installed at every desk and staff members have begun the process of scanning documents that they use with students and staff in the Business Office
- **Workforce Development** - Workforce Development grants totaled approximately \$200,000 more this year than last year

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|--|-------------------------|
| Goal addressed and met in 2020-2021 at 100% by IA - Increase in donations of \$27,600 or 28.8% over 2019-2020 for a total of \$123,295. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|--|-------------------------|
| Goal addressed and met in 2021-2022 at 100% by IA - The College submitted nine grant proposals in this Academic Year. Seven proposals were funded by the amount of the ask by June 1, 2022 for a total of \$34,000 and WFD - Workforce Development grants and CTE grants in the amount of \$1,839,378 + approx. \$3,000,000 for the Troy Buildings was obtained in 2021-22. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|-----------------------------------|--|-------------------------|
| Institutional Advancement (IA) | 1 | 1 |
| Total | 1 | 1 |
| % | | 100% |

Summary of actions and achievements during 2022-2023:

- **IA** - For the second consecutive year, 100% of the Foundation Board donated to the Foundation. 19 of 19 Board members made gifts totaling \$12,100

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|--|-------------------------|
| Goal addressed and met in 2021-2022 at 100% by IA - 32 employee donors for Hall of Fame. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|---|---|-------------------------|
| Goal addressed and met in 2021-2022 at 100% by IA - Conducted CVCC Hall of Fame and Chris Patterson Track or Treat. | | |

7. Engage CVCC alumni and friends to support the College (M5)

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by IA - With the addition of \$140,000 from the Goodwill of the Southern Rivers, the IA Office generated \$218,005 an increase of \$94,710 or 76.8% over the prior year. | | |

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

| College Areas | Unit Plans Focused Action 2022-2023 | Achieved Goal Year 5 |
|--|-------------------------------------|----------------------|
| Goal addressed and met in 2021-2022 at 100% by IA - increased direct funded scholarship from 7 company/alumni funded scholarships at the start of the year to 9 or an increase of 28.5%. | | |

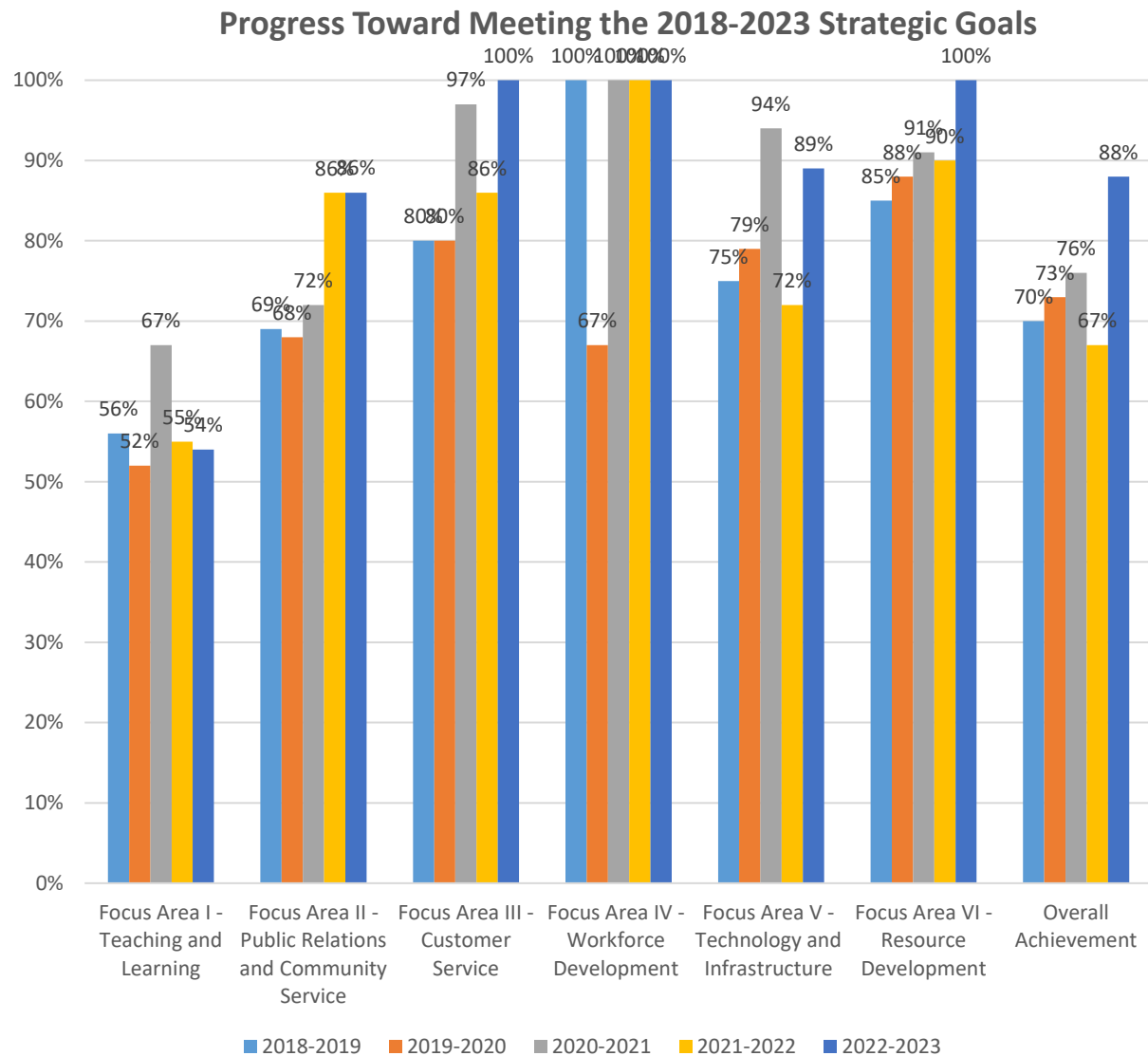
9. Continue cost containment through sound fiscal management (M6)

| College Areas | Unit Plans Focused on Action for 2022-2023 | Achieved Goal Year 4 |
|-------------------|--|----------------------|
| Business Services | 1 | 1 |
| Total | 1 | 1 |
| % | | 100% |

Summary of actions and achievements during 2022-2023:

- **Business Services** - the College`s Business Manager developed a process of authorization/approval of Journal Entries whereby no one business office staff member can both record and approve a Journal Entry.

Summary: Overall Progress Toward Meeting the Strategic Planning Goals for the 2018-2023 cycle.





Chattahoochee Valley Community College

Summary of 2022-2023 Major Accomplishments

August 1, 2022 – July 31, 2023

The following is an outline of major accomplishments that may or may not have been noted in Unit Planning Reports but are integral to the attainment of the College's *Strategic Plan*:

• College Milestones:

- The College had a successful SACSCOC Reaffirmation process, with accreditation being reaffirmed through 2033.
- Remediated all Audit Findings from Prior Years.
- Purchased and renovated the new Workforce Training Center.
- Acquired a Bookstore from Troy University and opened it in the Fall of 2022 for CVCC use.
- Renovated the student center, housed in the CVCC Bookstore.
- Broke ground on the renovation of softball complex.
- The Campus network fiber was updated with CARES funding
- Evening/Night ADN cohort implemented fall 2023
- 100% pass rates for LPN and ADN licensure for the 2022-2023 academic year
- Implemented an apprenticeship for Fire Science program
- 40 GED's were awarded through the Adult Education Program, enabling the College to meet its benchmark for the program year.
- The Adult Ed program is number one in the state for GED awards, number one in the state for NCRC certifications (Workkeys), and number two in the state for student certificates by percentage of students enrolled.
- Implemented an articulation agreement with Miles College to enhance student transfer.

• Faculty and Staff Recognition:

- Benjamin Hicks, Athletic Director recognized as ACCS Athletic Director of the Year.
- Melissa Creasy, Executive Director of Financial Aid and Title IV Compliance, was awarded the FAAC designation through the NASFAA Certified Financial Aid Administrator Program
- Dr. Sherri Taylor received the ADSAA Initiative and Commitment Award.
- Vickie Williams, Associate Dean of Student Development and Success was recognized by Phi Theta Kappa for 15 years of service as a PTK Advisor.
- College recognized with the Team Spirit Award from United Way of the Chattahoochee Valley for faculty and staff fundraising initiatives in support of the Annual United Way Campaign.
- Employees recognized as Chancellor's Awards Recipients in various categories:
 - Christer Sanks, Business Manager (Administration)
 - Dr. Billy Byrd, Chair of Humanities and Fine Arts (Academic Faculty)
 - Gil Slouchick, Criminal Justice Faculty (Technical Faculty)
 - Sheinoura Wise, Advising Coordinator (Support)

- Dean of Students and Campus Services (Alabama Deans of Student Affairs Association, Executive Committee)

- **College Sponsored Professional Development for Faculty and Staff:**

- All personnel had an opportunity to participate in required training through college sponsored professional development activities.
 - CVCC professional Fall development sessions
 - CVCC annual required HR training sessions
 - CVCC Threat Advise training for information technology and security
 - CVCC Safety Training for Bomb Threats
 - CVCC Student Services Division Annual Retreat
 - CVCC Annual Administrative Leadership Retreat
 - SS staff advisors were provided Title IX Training and advisor training at Student Development Institute.

- **Efforts to Cultivate and Build Upon Existing Talent Through Involvement in Alabama Community College System and Other Professional Development Opportunities:**

- College staff had opportunities to participate in professional development activities provided through external sources.
 - ACCS President's Association
 - ACCS Instructional Officers' Association
 - ACCS Deans of Student Affairs Association
 - Southern Association of Financial Aid Officers Association
 - ACCS Information Technology Association
 - ACCC Athletic Association
 - NJCCA Athletic Association
 - Financial Officers Association
 - CARD
 - Public Relations Officers Association
 - Alabama Association of Collegiate Registrars
 - Alabama Community College Association (ACCA)
 - Southern Association of Colleges and Schools Conference
 - American Association of Community Colleges (AACC)
 - Alabama Possible
 - Complete College America
 - Various Workforce Development Sessions
 - Various Adult Education Training Sessions
 - Target X
 - East Alabama Chamber of Commerce
 - ALAIR
 - Alabama Office of Apprenticeship
 - ALBUG Conference
 - Alabama Association of Financial Aid Administrators
 - Alabama Veterans Affairs Association
 - ALACRAO
 - ALACTE
 - Human Resources Officers Association

- Dean of Students and Campus Services and two SS staff were trained and certified to administer Narcan by ACCS Safety Officer.
- Staff participated in the Annual Diversity Conference.
- Title IX Annual Training, ACCA.
- Dean of Students and Campus Services (ACCS OCR Committee)
- IT Director (ACCA Executive Committee-Multimedia Director)
- IT Director serves as Treasurer for the IT Director Information Services Association
- Associate Dean of Student Development and Success (ACCA Executive Committee)
- Associate Dean of Workforce and Technical Education (Workforce Officers Association)

- **Increased External Resources for the College:**

- The College received a \$10 million-dollar line item from the Alabama Legislature during the 2023 session for capital improvement projects.
- The CVCC Foundation generated \$124,562 for scholarships through the Annual Hall of Fame Recognition program. Awarded \$105,701 in scholarships to 83 students.
- Hosted the Chris Patterson Memorial Track or Treat 5K Run/Walk. Generated \$8,100 for the Student Support Fund. Awarded \$4,879 in assistance to eight students.
- Received funding for the renovation of the Workforce Training Center, Industry Training Center (Welding Shop), Softball Field, Student Center, and equipment acquisitions (Approximately \$8 million).
- Leveraged Cares funds to support campus projects to minimize the spread of COVID.
- The Workforce Development Office secured approximately \$1.64 million in grant funding, an all-time high amount of Workforce grants to fund programs for the year.
-

| Description | Allocation Amount |
|---|-----------------------|
| Equipment to support CTE Program and Facility Expansion (Mechanical Drive and Industrial Wiring Trainers) | \$120,000.00 |
| Dual Enrollment | \$718,125.00 |
| Advanced Manufacturing Equip - Mechatronics station and a Mate Robot with Mate Controller | \$335,000.00 |
| MSSC Training - Instructor Certification, student registration, student assessments | \$8,370.00 |
| Career Coach | \$30,000.00 |
| Equipment for Medical Laboratory Technology Program | \$75,000.00 |
| Program support for "Educating and Employing our Healthcare Heroes" (Short Term Credentials) | \$243,764.00 |
| Alabama Career Essentials | \$10,000.00 |
| Perkins | \$98,264.84 |
| Total | \$1,638,523.84 |

- **Community Support and Outreach Connections:**

- CVCC Faculty and staff contributed \$17,400 to United Way of the Chattahoochee Valley
- 24 members joined the revitalized CVCC Alumni Association
- Increased the number of Workforce and CTE MOUs with business and industry, from 17 in 2021-22 to 23 in 2022-23.
- Athletic Teams participated in the Thanksgiving Food Drive as a Community Service Project.
- Associate Dean of Workforce and Technical Education, member of Chamber of Commerce WF Targeted Action Group
- President, member of the following community/Civic Organizations
 - East Alabama Chamber of Commerce Board of Directors
 - East Alabama Chamber of Commerce Education Tag Committee
 - Board of Directors for the United Way of the Chattahoochee Valley
 - Phenix City Rotary Club
- Staff participation in East Alabama Chamber of Commerce Leadership Program
- Sponsored a CVCC table (recruiting) at Crawford Market Days
- Supported and participated in Mascot Day at Columbus River Dragons Hockey Game
- Provided College Bus Recruiting Tours
- Hosted the Second Annual SENSE Pirate Prep Summer Program
- Facilitated FAFSA completion workshops at service area high schools, public libraries, and Goodwill
- Hosted Goodwill Career Fair on Campus
- Established a Literacy initiative with Knowledge Works Academy—Pre-school Partners in Education
- Ambassadors engaged in community service for the local Humane Society and participated in Story and Craft time at the city library.

- **Workforce Development/Short-term Training:**

- The Workforce Development Office secured approximately \$1.64 million in grant funding, to fund programs workforce and career technical education programs (an all-time high)
- Increased WF course enrollment by 47% over 2021-22.
- Increased Adult Ed graduation rate by 58% over 2021-22.
- Ranked first in the state for both GED completion rates and NCRC (National Career Readiness) rates by percentage enrolled.
- Developed courses in a combined format that were taught simultaneously to both credit and non-credit students.
- Redesigned the Medical Billing and Coding course to increase completion and certification rates.
- EMT students achieved a 100% pass rate on the NREMT exam.
- Purchased and installed the equipment that enables us to offer the NC3 Curriculum in Applied Technology to enhance the number of short-term certificates. Mr. Clint Langley, Applied Technology Division Director, certified to teach the NC3 curriculum.
- Opened two new Adult Ed sites (Philadelphia Baptist Church, Smith Station and the Public Library, Phenix City).
- Developed a new pre-apprenticeship program in Fire Science and added Fire Science to the Dual Enrollment curriculum.

- Developed a new non-credit phlebotomy program.

• **COVID-19 Response:**

- Installed updated water fountains.
- Upgraded out-of-date servers
- Upgraded all network switches and Wi-Fi for the College (CARES Funds)
- Upgraded/added employee computers throughout campus
- Upgraded projector in IPAC Auditorium
- Upgraded email subscription for strategic employees to enhance encryption abilities
- Purchased a new server to enhance network security (CARES Funds)
- Purchased a new network security package to enhance the security of the College network (CARES Funds)
- Purchased 32 licenses of Adobe Professional to improve internal processes

Student Activities and Campus Events:

- Implemented activities in support of the Strategies to Enhance New Student Engagement (SENSE) Program (Title III Grant).
- Implemented activities in support of the Center of Excellence for Veteran Student Success (CVESS) (DOE Grant).
- Implemented the pilot initiative and activities for the Quality Enhancement Plan (QEP), *Comprehensive Onboarding by Mapping a Pathway for Advising and Student Success (COMPASS)*.
- Recognized and honored Student and College Veterans at the Annual Veterans Banquet.
- Hosted Santa's Workshop for students and the community
- Held the Annual Fall Kickoff to celebrate new and returning students and recognize the 50th anniversary of the College
- Implemented the Target X Retention Application
- Scheduled comprehensive student activities throughout the year.

• **Athletic Achievements:**

- The Women's Basketball Team won the Southern Division Championship.
- Athletic Director recognized as ACCS AD of the Year
- Athletic Director served as an advisor on the ACCC Student Athlete Leadership Council
- Thirty athletes made the ACCC Commissioners Spring Semester Honor Roll
- 69 student athletes (39 in the Fall and 30 students in the Spring) made the ACCS Commissioner's Honor Roll.

Summary of 2018-2023 Planning Cycles:

Strategic Enrollment Plan

The Strategic Enrollment Management Committee, made up of representatives from across the College, identified enrollment goals through Fall Semester 2021 to align with the 2018-2021 CVCC Strategic Plan. The impact of COVID-19 drastically reduced the College's ability to achieve many of the goals set in the 2018-2021 Strategic Plan. As a result, the Strategic Plan was revised and enhanced to ensure that measures for success are clearly defined, measurable, and addressed needs magnified as a result of the pandemic, and extended to 2023 in alignment with the 2018-2023 CVCC Strategic Plan. This extension provided the College an opportunity to recalibrate its approach to success as work on goals continued.

Facilities Master Plan

2018-2023 Major Campus Facilities & Capital Equipment Projects:

| Fiscal Year | 2017-2018 | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2018-2023 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Capital Equipment Projects Completed | \$ 45,500.00 | \$ 73,970.00 | \$ | \$ 10,000.00 | \$ 442,587.00 | \$ 2,483,126.45 | \$ 3,055,183.45 |

2023-2028 Facilities Master Plan Priorities

CVCC has set seven facility priorities for major capital improvements, acquisition, and expansion for the growth of classroom instruction, administrative and student service of the College's main campus. The priorities are presented below:

Facilities Master Plan Priorities:

1. Renovate Adams Hall
2. Renovate the women's softball field
3. Renovate the ITC welding facility
4. Renovate the College Bookstore/Student Center
5. Renovate Wallace Hall for classroom and office space
6. Brassell Hall demolition
7. New Construction Project

