



Strategic Planning Annual Report - Abridged 2024-2025



Chattahoochee Valley Community College
Strategic Planning Annual Report (Abridged)
2024–2025 Academic Year

Executive Summary

Chattahoochee Valley Community College (CVCC) continues to demonstrate steady progress in advancing the goals of the 2023–2028 Strategic Plan. At the midpoint of the first implementation cycle, the institution shows strong alignment between planning, assessment, and institutional priorities.

Overall, CVCC reflects a stable and improving performance profile, with consistent achievement of outcomes across instructional, student support, workforce, and administrative areas. Institutional processes for planning and evaluation are well established, and participation in assessment activities is broad and consistent.

Key strengths include:

- High rates of outcome attainment across functional areas
- Growth in enrollment and Full-Time Equivalent (FTE)
- Strong performance in workforce and career technical education programs
- Established institutional effectiveness processes supported by planning structures

At the same time, the analysis identified several opportunities to strengthen institutional effectiveness:

- Enhancing documentation of “use of results” to demonstrate continuous improvement
- Expanding longitudinal and comparative data analysis
- Improving student retention and persistence outcomes
- Strengthening the connection between planning, budgeting, and resource allocation
- Clarifying expectations for program-level versus unit-level assessment

This report provides a streamlined overview of institutional performance, highlights key accomplishments, and identifies priority actions to guide continued improvement.

Strategic Progress Overview

CVCC's strategic efforts are organized around four Areas of Strategic Focus:

1. Student Success
2. Workforce and Economic Development
3. Institutional Effectiveness
4. Community Engagement

Overall Progress

The institution demonstrates steady forward movement across all focus areas, with many strategies progressing as planned.

Key Observations:

- No focus area shows systemic decline
- Most initiatives are in "on track" or "progressing" status
- Institutional Effectiveness serves as a strong foundation supporting all other areas

Focus Area Highlights

Student Success

- Stable outcomes in course success and program completion
- Retention remains an area for improvement

Workforce & Economic Development

- Strong alignment with regional workforce needs
- High success rates in career technical programs

Institutional Effectiveness

- Well-developed planning and assessment processes
- Increased consistency in reporting and documentation

Community Engagement

- Continued partnerships and outreach efforts
- Opportunities exist to better measure impact

Institutional Performance Dashboard

Enrollment & Growth

- Enrollment trends show **modest growth**
- FTE increased, exceeding institutional targets

Student Success Metrics

- Graduation Rate: Exceeded benchmark
- Retention Rate: Stable, below target
- Course Success: Consistent across terms

Performance-Based Indicators

- Majority of metrics met or exceeded
- Some indicators remain flat, indicating opportunity for targeted intervention

Key Insight:

CVCC demonstrates strong outcome attainment, but gains in student progression (retention and persistence) are limited.

Key Institutional Findings

Analysis across all divisions revealed four central themes:

1. Strong Outcome Attainment

Most units consistently meet or exceed expected outcomes, indicating effective operations and service delivery.

2. Maturing Assessment Culture

The institution has established a sustainable assessment cycle, with regular participation and structured reporting.

3. Opportunity in "Use of Results"

While outcomes are measured, documentation of how results inform change and improvement is inconsistent.

4. Need for Deeper Analysis

Assessment activities often focus on completion rather than:

- Longitudinal trends
 - Comparative benchmarks
 - Impact evaluation
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Functional Area Highlights

Instruction

Strengths

- High success rates across academic programs
- Strong performance in health sciences and career technical education
- General Education outcomes consistently met

Challenges

- Limited longitudinal analysis of student learning outcomes
- Variation in documentation of improvement actions

Next Steps

- Strengthen use-of-results documentation
 - Expand program-level data analysis
 - Improve alignment between course, program, and institutional outcomes
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Student Support Services

Strengths

- Comprehensive student services supporting access and success
- Implementation of initiatives supporting student engagement

Challenges

- Limited measurement of service effectiveness

- Retention and persistence remain below target

Next Steps

- Define and measure student engagement and service impact
 - Strengthen retention strategies across departments
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Workforce & Adult Education

Strengths

- Strong program outcomes aligned with workforce needs
- Positive performance in adult education and skills training

Challenges

- Limited documentation of long-term workforce impact
- Need for stronger outcome narratives

Next Steps

- Enhance tracking of employment and workforce outcomes
 - Strengthen program evaluation and reporting
-

Administrative Services

Strengths

- Effective operational support across the institution
- Consistent achievement of administrative outcomes

Challenges

- Limited use of data to demonstrate impact on institutional effectiveness

Next Steps

- Improve assessment of service effectiveness
 - Strengthen integration with strategic planning and budgeting
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Quality Enhancement Plan (QEP): COMPASS

The QEP, COMPASS, continues to support student success through targeted initiatives focused on academic achievement and engagement.

Progress Highlights

- Implementation of planned activities is on track
- Early indicators suggest positive student engagement

Next Steps

- Continue monitoring outcomes
 - Expand assessment of impact on student success metrics
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Major Accomplishments

Student Success

- Maintained strong course success rates
- Expanded support initiatives for student engagement

Workforce Impact

- Continued alignment with regional workforce needs
- Strong performance in career technical programs

Institutional Effectiveness

- Successful implementation of structured planning and assessment processes
- Increased consistency in institutional reporting

Community Engagement

- Strengthened partnerships with local organizations
- Continued outreach and service initiatives

Grants & Resources

- Secured and managed funding supporting institutional priorities
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Institutional Priorities (2025–2028)

Based on this year's analysis, CVCC will focus on the following priorities:

1. Strengthen Use of Results

- Improve documentation of how assessment findings lead to change
- Emphasize continuous improvement across all units

2. Improve Student Retention

- Develop and implement cross-functional retention strategies
- Monitor and evaluate impact

3. Expand Data-Informed Decision Making

- Increase use of longitudinal and comparative data
- Support deeper institutional analysis

4. Enhance Planning and Budget Alignment

- Strengthen connections between strategic priorities and resource allocation

5. Clarify Assessment Expectations

- Define program-level vs. unit-level assessment
- Provide training and guidance

Conclusion

CVCC remains well-positioned to achieve the goals of its 2023–2028 Strategic Plan. The institution demonstrates strong performance, a stable operational foundation, and a growing culture of assessment and accountability. The next phase of implementation will focus on deepening impact – moving beyond outcome attainment to clearly demonstrate how institutional efforts improve student success and organizational effectiveness.

This abridged report provides a high-level summary of institutional progress, key findings, and priority actions. The full, unabridged Strategic Planning Annual Report for 2024–2025, including detailed analysis and supporting documentation, is maintained on file in the Division of Strategic Initiatives SharePoint repository for institutional review and reference.

APPENDIX A

Summary of 2024-2025 Major Accomplishments

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:

- Achieved 100% licensure pass rates for LPN program graduates and 100% job placement rate.
- Achieved 97% licensure pass rates for ADN program graduates and 100% job placement rate.
- Offered Practical Nursing Program in Auburn, Alabama for East Alabama Health
- Launched the Center to Improve Rural Student Success (RPEDS Grant Funded)

Faculty and Staff Recognition:

- Employees recognized as Chancellor's Awards Recipients in various categories:
 - Ms. Robin Jones, Administrator Honoree
 - Ms. Teala Sykes, Support Staff Honoree
 - Dr. Patricia Boling, Academic Faculty Honoree
 - Ms. Shelly Holt, Technical Faculty Honoree

College Sponsored Professional Development for Faculty and Staff:

- All personnel had an opportunity to participate in required training through college sponsored professional development activities.
 - Learning Management System Fluency
 - Artificial Intelligence and its Impact on Education
 - Scaling up Student Support Services
 - Professional Pirate Processes
 - SharePoint Overview
 - Refresher-Travel, Requisitions, and Budgets
 - Comprehensive Campus Safety provided by ACCS
 - Dynamics of Student Engagement
 - COMPASS (Quality Enhancement Plan) Where are we now?
 - Embracing a Compassionate Approach in Higher Education
 - Student Services Annual Retreat
 - President's Cabinet Annual Retreat
 - Advisement and Degree Works
 - Closed Caption Videos for Instruction
 - Americans with Disabilities and Accommodations
 - A Strategic Approach to Course Scheduling
 - Incorporating Artificial Intelligence in Instruction

- Unit Planning and Assessment
- Perkins Budget Process
- Workforce Grant Process
- Alabama Community College Association Annual Conference
- Emergency Operations Plan/Training
- Ruffalo Noel Levitz National Conference for Enrollment and Student Success
- Target X for Newbies Training
- Fentanyl Facts ACCS Training
- Integrating Degree Maps, Advising and Smart Scheduling
- Achieve: Transfer Student Success Conference
- Using Pronto to Engage and Retain More Students
- Chronical Festival Training
- Back to School Webinar
- Teaching Strategies for Today's First Year Students
- Benchmarking Student Progress and Completion
- Holistic Student Support
- Student Success and Better FAFSA
- Professional Goals for Succeeding in the Workplace
- Target X Training for Admissions/Recruitment
- ACCS Student Success-Maximizing your Yield
- Target X Best Practices
- Regional College Attainment Network
- Brightdot Fundraising Training
- PIO Training, Media Skills Tune Up (ACCSPRA)
- ADSAA Fall, Winter, Spring Meetings
- ADSAA Summer Conference
- Alabama Community College System Police Officer Training Sessions
- Alabama Community College System Police Chief Training Sessions
- State of Alabama Chief Police Annual Training
- Complete College America
- Ad Astra Training
- Avoiding Plagiarism
- Advising vs. Success Coaching
- Information Security Awareness Training
- Business Email Compromise
- Creating Strong Passwords
- Safe Web Browsing
- Security Awareness Training
- QR Codes - Safe Scanning
- AVAA Enrollment Manager
- AVAA Conference
- Institutions of Higher Learning AVAA Work Study
- ACCA Conference
- DMC
- Logging into Enrollment Manager
- Enrollment Manager 101, 102, and Final Assessment
- Virtual ADA Conference

- Enrollment Manager Anniversary Workshop 85/15 Webinars
- VA Professional Development
- EDU Fireside Chat
- New Aid Officer Workshop
- EM Updates/DGIB Updates
- SCOOP IHL Session
- NASFAA Credentials
- 2025 Virtual NASFAA Conference

Increased External Resources for the College:

- o The CVCC Foundation generated a total of \$165,000 in this period. The Foundation raised \$111,330 for scholarships through the Annual Hall of Fame Recognition program. Awarded \$102,400 in scholarships to 101 students.
- o Hosted the Chris Patterson Memorial Track or Treat 5K Run/Walk. Generated \$7,165 for the Student Support Fund. Awarded \$6,795 in assistance to six students.
- o The Workforce Development Office secured approximately \$1.5 million in grant funds.

Description	Allocation Amount
Dual Enrollment	\$789,926
Advanced Manufacturing Equip - Welding	\$426,740
Success Coach	\$74,500
ACHE AI Grant	\$5,000
Medication Aid – EIPT Grant	\$9,485
Equipment for Night Nursing Program	\$102,791
Alabama Career Essentials	\$10,000.00
Perkins	\$114,568.61
Total	\$1,533,010.61

Community Support and Outreach Connections:

- o CVCC Faculty and staff contributed \$12,004.00 to United Way of the Chattahoochee Valley
- o 206 members joined the revitalized CVCC Alumni Association. We have a total of 965 Members.
- o Athletic Teams participated in the Thanksgiving Food Drive as a Community Service Project.
- o Associate Dean of Workforce and Technical Education, chair of Chamber of Commerce WF Targeted Action Group
- o President, member of the following community/Civic Organizations
 - East Alabama Chamber of Commerce Board of Directors
 - East Alabama Chamber of Commerce Workforce and Education Committee
 - Board of Directors for the United Way of the Chattahoochee Valley
 - Synovus Bank Board of Directors
 - Phenix City Rotary Club

- o Staff participation in East Alabama Chamber of Commerce Leadership Program
- o Sponsored a CVCC table (recruiting) at Crawford Market Days
- o Sponsored a Christmas Tree (recruiting) at Crawford Park
- o Hosted the Annual SENSE Pirate Prep Summer Program
- o Facilitated FAFSA completion workshops at service area high schools, public libraries, and Goodwill
- o Hosted Goodwill Career Fair on Campus
- o Hosted high school senior career fair in partnership with AlabamaWorks
- o Established a Literacy initiative with Knowledge Works Academy—Pre-school Partners in Education
- o Ambassadors engaged in community service for and participated in Story and Craft time at the city library.
- o The Athletic department joined forces with the Alabama Community College Conference (ACCC) and sponsored a child via Friends of Jaclyn.
- o Student-athletes participated in Read Across America week at Ridgecrest Elementary.
- o Student-athletes participated in the annual Chris Patterson Track or Treat 5k.
- o Student athletes participated in food drives at area churches.
- o Captain Sea V and CVPD visited Lakewood Primary School on Pirate Day.
- o Goodwill Resource Fair
- o Help the Hooch Clean Up Day (Ambassadors)
- o United Day of the Woman (Ambassadors)
- o Community Health Fair (Ambassadors)
- o Adopted Family for Christmas (Ambassadors)
- o Pine Hill Missionary Church Community Service Project
- o Goodwill HYPE Summer Outreach Program (Ambassadors)
- o Community Blood Drives-Ambassadors
- o ACCS Clean Up Day (Ambassadors/Student Athletes)
- o Regional ACCS Meeting (all staff and employees)

Workforce Development/Short-term Training:

- o The Workforce Development Office secured approximately \$1.5 million in grant funding, to fund programs workforce and career technical education programs
- o Increased Adult Ed graduation rate by 10% over 2023-2024.
- o Ranked first in the state for both GED completion rates and NCRC (National Career Readiness) rates by percentage enrolled.
- o Redesigned the Medical Billing and Coding course to increase completion and certification rates.
- o 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, is certified to teach the NC3 curriculum.
- o Developed a new non-credit phlebotomy program.
- o Medication Aid Training resulted in a 100% pass rate
- o Workforce and Adult Education collaborated to offer a basic computer skills course

Student Activities and Campus Events:

- Executed initiatives aligned with the Strategies to Enhance New Student Engagement (SENSE) Program under the Title III Grant.
- Completed activities in support of the Center of Excellence for Veteran Student Success (CVESS) funded by the DOE Grant.
- Maintained the pilot program and activities for the Quality Enhancement Plan (QEP), focused on Comprehensive Onboarding through the COMPASS initiative—Mapping a Pathway for Advising and Student Success.
- Honored students and college veterans at a pick lunch and go Annual Veterans Recognition.
- Organized Santa's Workshop event for students and the local community.
- Hosted the Annual Fall Kickoff to welcome and celebrate new and returning students.
- Ongoing usage of the Target X Retention Application
- Planned and coordinated a variety of student activities throughout the year.

2 Athletic Achievements:

- Women's Basketball was 10-0 in the ACCC Conference.
- Women's Basketball claimed both State and Gulf South Championship Title and made an appearance at the Division II Women's Basketball National Tournament in Joplin Missouri.
- Forty-two athletes made the ACCC Commissioners Fall Semester Honor Roll.
- Forty- three athletes made the ACCC Commissioners Spring Semester Honor Roll.
- Twenty-five athletes went on to further their athletic and academic careers at 4-year institutions.
- Seven athletes went on to further their academic careers at 4-year institutions.
- Head Women's Basketball Coach Jonathan Richardson named ACCC Women's Basketball Division II Head Coach of the Year
- Athletic Director Ashley Landi named ACCC Athletic Director of the Year