A ROADMAP FOR Excellence

CHATTAHOOCHEE VALLEY COMMUNITY COLLEGE

2023-2028 STRATEGIC PLAN

Revised June 2025

WELCOME

Greetings CVCC Stakeholders:

During the 2018-2023 planning cycle, Chattahoochee Valley Community College has successfully operated in unusual and unprecedented times, delivering instruction and support services in the midst of a global pandemic. However, the College remained committed to excellence and confident in our ability to succeed and complete the 2018-2023 Strategic Plan.

During the 2022-2023 academic year, the Administrative Cabinet conducted a comprehensive self-analysis of the College to determine its path for the next five years. This process included engaging a myriad of stakeholders, such as governmental leaders, business and industry representatives, non-profit organizations, workforce and economic development organizations, members of the clergy, community leaders, CVCC Foundation Board members, faculty, staff, and students. These groups participated in a variety of focused discussions to examine the College's strengths, challenges, opportunities, and threats (SCOT). The outcome of the SCOT analysis, along with the focus group results, provided the foundation for the development of a plan for college enhancement and program development that will become the roadmap for excellence for the next five years (2023-2028).

As we look to the future, we will remain focused on our mission, vision, goals, and core values. We will continue to seek innovative approaches to engage our students and will work tirelessly to respond to the needs of our surrounding community. We are confident that our future is bright, and we will utilize this strategic plan to sustain our base.

Best Regards,

Jackie Screws
President

CONTENTS

MISSION STATEMENT

Chattahoochee Valley Community College (CVCC) promotes student success and is committed to enriching our community by offering accessible, quality, and engaging educational opportunities through academic transfer, career technical education, workforce development, and adult education. CVCC fosters an environment in which all members are respected, appreciated, and empowered to reach their full potential.

OUR VISION

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.

CORE VALUES

Academic Excellence | Student Success and Engagement | Integrity | Accountability

Continuous Improvement | Quality Service | Effective Communication | Convenience

Relevance | Civility | Diversity | Fairness

2023-2028
STRATEGIC FOCUS AREAS AND ACTION STEPS

The 2023-2028 Strategic Plan serves as the guiding framework for Chattahoochee Valley Community College (CVCC) as it advances its mission and long-standing tradition of academic and service excellence. Building on the College's rich legacy and the priorities of the Alabama Community College System (ACCS), this five-year plan reflects CVCC's commitment to student success, institutional effectiveness, and community engagement.

This plan provides a structured and intentional roadmap for growth, innovation, and sustainability. It outlines the four Strategic Institutional Goals and four Areas of Strategic Focus, each supported by actionable strategies designed to promote progress, accountability, and continuous improvement across all departments and programs.

The Strategic Plan is a living document. It will be reviewed annually and refined as needed based on emerging trends, assessment results, and stakeholder input to ensure that the College remains responsive to internal priorities and external demands.

THE STRATEGIC PLAN: GOALS AND AREAS OF STRATEGIC FOCUS

Institutional Goals:

- To offer high-quality educational Programs.
- To provide diverse educational and support programs that promote student success.
- To employ comprehensive planning and administration of the College's programs, services, and processes.
- To provide state-of-the-art technology, infrastructure, and facilities to support the College mission.

FOCUS 1
Instruction and Support Services

FOCUS 2
Customer Service, Public Relations, and Community Engagement

FOCUS 3
Workforce and Resource Development

FOCUS 4
Technology and Infrastructure

FOCUS 1

Instruction and Support Services

Focus Area Outcome

CVCC will support student achievement by delivering high-quality education and training and fostering a teaching and learning environment enriched by comprehensive support services. These efforts will be evidenced by student progress, engagement, and feedback.

Focus Area I: Instruction and Support Services – Strategies

1. Provide excellent, data-informed instruction that meets the needs of CVCC's diverse student body and supports goal completion.

2. Offer comprehensive student support services, including advising, tutoring, coaching, testing, and extracurricular programming that enriches Students' academic and personal development.

3. Enhance onboarding, matriculation, retention, and graduation through proactive, student-centered service delivery.

4. Provide ongoing professional development opportunities to faculty and staff that promote instructional quality and service excellence.

Focus Area I: Instruction and Support Services – Direct Measures

1. 75% of students will demonstrate mastery of individual Student Learning Outcomes (SLOs).

2. 50% of students will successfully progress through their program of study year over year.

3. Completion rates on annual Alabama Adult Education System for Accountability and Performance (AAESAP) are greater than or equal to the current State average for MSG among AL community colleges.

4. At least 55% Fall to Spring Persistence Rates for first-time, full-time, degree/certificate-seeking students.

5. At least 50% Fall to Fall Retention for first-time, full-time, degree/certificate-seeking students.

6. At least 25% Graduation rates of first-time, full-time, degree/certificate-seeking students.

7. 90% of students in orientation classes will complete Alabama Transfer agreements.

8. Provide at least two college-sponsored professional development opportunities annually for faculty and staff.

Focus Area I: Instruction and Support Services – Indirect Measures

1. At least 90% of students agree that their academic and support needs were met, as reported on the annual Student Engagement Survey.

2. At least 90% of faculty and staff participating in professional development sessions agree the sessions enhanced their effectiveness, as indicated on post-training evaluations.

3. At least 90% of students report approval of advising, tutoring, or onboarding services, as indicated on the Student Engagement Survey.

4. At least 90% of students participating in extracurricular activities report increased cultural, social, physical, or intellectual growth, as measured by event feedback forms.

FOCUS 2
Customer Service, Public Relations, and Community Engagement

Focus Area Outcome

CVCC will create a culture of excellence in customer service and professionalism, while expanding its community presence through strategic outreach, branding, and engagement with internal and external stakeholders.

Focus Area II: Customer Service, Public Relations, and Community Engagement – Strategies

1. Develop and execute strategic marketing to increase awareness of the College's impact through student success stories and consistent branding.

2. Strengthen relationships with alumni and key stakeholders inside and outside the institution.

3. Collaborate with community partners to address regional challenges and shared priorities.

4. Promote professionalism and service excellence through structured processes and ongoing development.

Focus Area II: Customer Service, Public Relations, and Community Engagement – Direct Measures

1. 90% of faculty and staff professional development needs are met as noted on campus surveys.

2. 90% of students indicate that their needs are met as noted on campus surveys.

3. Annual increased visibility for the College as indicated by social media analytics.

4. At least 2% increase in the number of completed admissions requirements each fall.

5. At least 2% increase in the number of first-time freshmen who matriculate each fall.

6. Evidence of enhanced community/alumni engagement annually.

7. A comprehensive marketing plan will be implemented and revised as needed.

8. Provide at least two College-sponsored professional development opportunities annually for faculty and staff.

Focus Area II: Customer Service, Public Relations, and Community Engagement – Indirect Measures

1. At least 90% of community members surveyed rate their awareness and perception of CVCC programs and services as favorable.

2. At least 90% of alumni surveyed report approval of opportunities for engagement and the quality of communication from the College.

3. At least 90% of internal and external stakeholders surveyed agree the College demonstrates professionalism and responsiveness in service delivery.

4. At least 90% of community partners report approval of CVCC's collaborative efforts on shared initiatives.

FOCUS 3
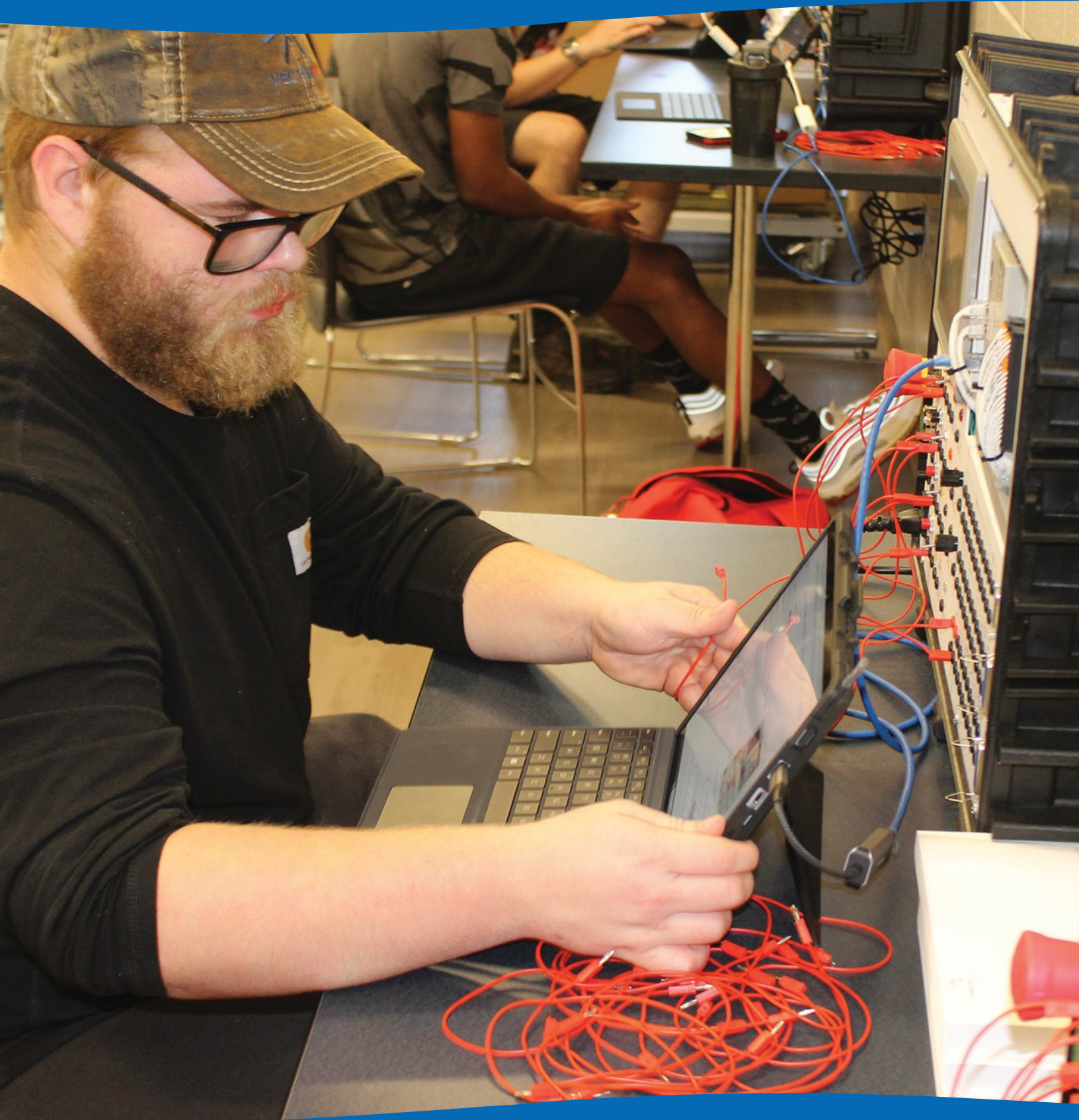
Workforce and Resource Development

Focus Area Outcome

CVCC will strengthen workforce development and training aligned with current and emerging industry needs. The College will expand alternative revenue sources by engaging alumni, building industry partnerships, and securing external funding, while ensuring fiscal responsibility through cost containment and efficient resource management.

Focus Area III: Workforce and Resource Development – Strategies

1. Expand scholarship availability to support student access and success.
2. Advance the economic, educational, and cultural development of the College's service area.
3. Identify and secure external funding to advance the College's mission and strategic priorities.
4. Sustain cost effective operations through sound fiscal management and budget oversight.

Focus Area III: Workforce and Resource Development – Direct Measures

1. Program Advisory Committees will agree that programs meet the needs of stakeholders, as indicated on feedback surveys.
2. Conduct at least two Advisory Committee meetings per year.
3. Evidence of enhanced community/alumni engagement annually.
4. Annually pursue external funding opportunities.
5. Increase the total dollars raised through private giving year over year.
6. At least 2% increase in Adult Education enrollment each year.
7. At least 2% increase in GEDs awarded annually.
8. Maintain a minimum of 2 months financial contingency.

Focus Area III: Workforce and Resource Development – Indirect Measures

1. At least 90% of employers surveyed report satisfaction with the preparedness of CVCC graduates for the workforce.
2. At least 90% of alumni surveyed agree that their workforce training at CVCC was relevant and prepared them for their career path.
3. At least 90% of documented institutional or departmental activities reflect CVCC's engagement in regional economic development (e.g., participation in workforce councils, hosting training or community events, or leading industry initiatives).
4. At least 90% of grant partners, foundation members, or internal stakeholders agree that CVCC effectively secures and uses external funding, as measured by survey or grant closeout reports.

TECHNOLOGY AND INFRASTRUCTURE

FOCUS 4
Technology and Infrastructure

Focus Area Outcome

CVCC will provide a safe, secure, and accessible campus environment. The College will use technology to support teaching, learning, and operations, while continuously enhancing physical facilities and infrastructure to meet institutional and community needs.

Focus Area IV: Technology and Infrastructure – Strategies

1. Ensure reliable, secure, and accessible information systems across all campus operations.
2. Maintain high-quality facilities that support academic programs, student services, and community use.
3. Align instructional technology, equipment, and furnishings with current industry standards.
4. Leverage technology to improve communication with students and employees.
5. Enhance the physical appearance and functionality of the facilities and grounds.
6. Promote safety and security throughout the campus environment.
7. Sustain a dependable vehicle fleet to support institutional operations and outreach.
8. Develop and implement a comprehensive five-year Information Technology Plan.

Focus Area IV: Technology and Infrastructure – Direct Measures

1. At least 90% approval on the Student Engagement Survey (IT, Facilities, Security).
2. At least 90% approval on Employee Evaluation of College Services (IT, Facilities, Security).
3. Target improvement for at least one building/infrastructure per year as noted in the Facilities Master Plan.
4. Implement at least 80% of the annual activities outlined in the IT Plan.
5. 90% of vehicles operable in Fleet Management Plan.
6. 80% of instructional technology, equipment, and furnishings meet industry standards as indicated on Advisory Committee surveys.

Focus Area IV: Technology and Infrastructure – Indirect Measures

1. At least 90% of students and faculty surveyed report satisfaction with the availability and reliability of campus technology and facilities.
2. At least 90% of students and employees surveyed agree that CVCC provides a safe and secure campus environment.
3. At least 90% of respondents agree that communication tools (email, LMS, digital signage, etc.) are effective in keeping them informed.
4. At least 90% of students and employees agree that the physical appearance and infrastructure quality of the campus have improved over the past year.
5. At least 90% of the faculty and staff surveyed agree that the available technology and infrastructure meet their work-related needs.

CVCC EXECUTIVE LEADERSHIP

Jackie Screws

President

Nicole Jackson

Dean of Instruction

Dr. Sherri Taylor

Dean of Students and Campus Services

Dexter Jackson

Dean of Financial Affairs

Bobby Cook

Associate Dean of Workforce and Technical Education

Vickie Williams

Associate Dean of Student Development and Success

Dr. RoseMary Watkins

Director of Strategic Initiatives

Christer Sanks

Business Manager

ACCREDITATION

Chattahoochee Valley Community College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award Associate degrees. Chattahoochee Valley Community College also may offer credentials such as certificates and diplomas at approved degree levels. 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).

Initial Accreditation Granted: 01/01/1976
Last Reaffirmation: 2023
Distance Education Approval Date: 03/12/2009
Next Fifth-Year Review: 2028
Next Reaffirmation: 2033

Associate Degree Nursing and Practical Nursing Programs

The Associate Degree and Practical Nursing programs are accredited by the Accreditation Commission for Education in Nursing (ACEN).

3390 Peachtree Road NE, Suite 1400 / Atlanta, GA 30326 / 404-975-5000 / 404-975-5020 (fax)
Website: https://www.acenursing.org/

Initial Accreditation Granted: Fall 2012
Last Reaffirmation Visit: Fall 2017
Next Reaffirmation: Fall 2025

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

Medical Assisting Program

The Associate of Applied Science in Medical Assisting program is accredited by the Accrediting Bureau of Health Education Schools (ABHES).

6116 Executive Blvd. Suite 730 / North Bethesda, MD 20852 / 301-291-7550
Website: https://www.abhes.org/

Initial Accreditation Granted: August 14, 2018
Last Reaffirmation Visit: Spring 2023
Next Reaffirmation: Spring 2028

Emergency Medical Services Program

The Emergency Medical Services program is accredited by the Alabama Department of Public Health (ADPH) Office of EMS.

208 Legends Court / Prattville, Alabama 36066 / 334-290-3088
Website: https://www.alabamapublichealth.gov/ems/

Initial Accreditation Granted: 2019
Last Reaffirmation Visit: October 2019
Next Reaffirmation: August 2025