Table of Contents

Strategic Plan 2015.................................................................................................................................................................2
   Executive Summary
   Planning Council Membership

Mission, Vision, and Values....................................................................................................................................................3
   Executive Summary
   Vision
   Mission Statement
   Core Values

Strategic Initiative# 1 .............................................................................................................................................................4
   Learning
   Academic Reading Comprehension (QEP)
   Technology
   Transitional education
   Professional development
   Learning spaces

Strategic Initiative# 2 .............................................................................................................................................................6
   Completion
   Course completion strategies
   Certificate and degree completion strategies
   Technology and policy development

Strategic Initiative# 3 .............................................................................................................................................................7
   Innovation
   Communications
   Comprehensive professional development
   Best practices implementation of Banner
   Data-sharing resources

Strategic Initiative# 4 .............................................................................................................................................................8
   Community/Development
   Workforce training
   Student recruitment
   Cultural enrichment

Changing Demographics........................................................................................................................................................9
   Planning for 2020
   Service Area Population

Quality Enhancement Plan...................................................................................................................................................10

The Completion Agenda ......................................................................................................................................................11
   Increasing Completion at Calhoun

Learning Spaces of Tomorrow..............................................................................................................................................12
   The 21st Century Classroom
   Alabama Center for the Arts - Phase II
   Business Center Renovations - Decatur Campus
   Huntsville Campus Extension
   Robotics Technology Park - Phase III

Economic Development .......................................................................................................................................................13
   Alignment of Calhoun with the Region
   Huntsville Regional Economic Growth Initiative
Executive Summary
Strategic Plan 2015 represents a shared vision among the faculty, students, staff and administration of Calhoun Community College. The Plan combines research on the Calhoun student trends in enrollment and student success, regional economic development, and transformation trends affecting the growth and direction of community colleges. In July 2012, the President’s Planning Council revised the institution’s mission, vision, and values and identified four essential areas of focus to promote the fulfillment of the vision of Calhoun Community College: Success for every student.

Planning Council Membership
The 2013 Planning Council is a thirty-member group representing students, faculty, staff and administration from all operational areas of the institution.

Administrative Members
- Marilyn Beck, President
- Janet Kincherlow-Martin, Assistant to the President for Public Affairs, Community Relations and Special Events
- Alicia Taylor, Vice President of Instruction and Student Success
- Debi Hendershot, Dean for Planning, Research and Grants
- Terri Bryson, Dean of Research Park Campus/Director of Development
- Paulett Burns, Director of Admissions & Records/College Registrar
- Bruce Causey, Director of Physical Plant
- Bobbi Jo Carter, Coordinator for Distance Education
- Kermit Carter, Dean for Student Affairs
- Jimmy Duke, Dean of Mathematics and Natural Sciences
- Donna Estill, Dean of Humanities and Social Sciences
- Kim Gaines, Coordinator for Human Resources
- Bryan Helms, Vice President for Financial and Administrative Services
- Bret McGill, Dean for Health Sciences
- Tad Montgomery, Assistant Dean for Technology and Workforce Development
- Samantha Nelson, Coordinator for Enrollment Management Services
- Bethany Shockney, Dean of Business/CIS, Technologies and Workforce Development
- Nathan Tyler, Interim Director of Information Technologies

Faculty and Student Members
- Rodney Alford, Mathematics Faculty
- Gina Briscoe, Nursing Faculty
- Bernadette Jones, English Faculty
- Mark Rose, Industrial Technology Faculty
- Leah Vallely, QEP Director and History Faculty
- Seth Allison, Warhawk Student Representative
- Gabe Marrero, PTK Student Representative
- Victoria Sims, SGA Student Representative

Support Personnel
- Doug Brazier, Support Personnel Advisory Board Representative
- Terri Hildreth, Support Personnel Advisory Board Representative
- Tammy Kerby, Secretary for Planning, Research and Grants
- Yvonne Hightower, Support Personnel Advisory Board Representative
Mission, Vision, and Values

Executive Summary

The vision statement of Calhoun Community College remains the same: Success for every student. This statement encompasses the diversity of the definition of “success” and addresses the context of how each student defines success.

The core purpose of the institutional mission also remains the same. The ways in which Calhoun accomplishes its mission (ensuring open access; providing responsive student support services; valuing diversity; integrating assessment, accountability, and improvement; assuring a safe environment; promoting lifelong learning; securing partnerships for economic development; and facilitating research efforts to meet workforce development needs; and supporting professional development) were integrated into the revised mission statement, core values, and strategic directions for the 2015 plan. These efforts resulted in a substantially revised statement that more succinctly captures the primary means by which Calhoun Community College accomplishes its primary purpose of teaching and learning.

The institutional values were combined into five core values constituting the most important institutional behaviors which all employees model at work and in life.

Vision
Success for every student

Mission Statement
Calhoun Community College is an institution of excellence providing quality, innovative instruction through a responsive environment while promoting cultural enrichment and community development.

Core Values
Integrity
Accountability
Diversity
Teamwork
Creativity

The revised Mission, Vision and Values statements were approved by the College community in August 2012 and by the Alabama State Board of Education in October 2012.
Strategic Initiative# 1

Learning

Calhoun Community College will support student success by providing a 21st century teaching and learning environment. This initiative will focus on five strategic components of student learning and the learning environment.

Academic Reading Comprehension (QEP)

• Establish regular faculty training in reading comprehension strategies.
• Implement research-based best practices in classroom instruction.
• Develop and maintain a culture of academic and non-academic reading opportunities.

2013-2014 UPDATE:
√ Significant Progress Reported

• Implemented successful pilot in 2012; started second cohort of 20 instructors for 2013-14.
• Conducted weekly training for faculty;
• Conducted Big Read conducted across campus that included Community Panel Discussion;
• Established Reading Nooks on both campuses;
• Placed QEP Signage around campus; and
• Received support and involvement of student clubs and organizations

Technology

• Establish and maintain technological infrastructure to support 21st century teaching and learning.
• Increase Distance Learning and Hybrid course offerings.
• Encourage the use of smart personal devices in teaching and learning.

2013-2014 UPDATE:
√ Considerable Progress Reported

• Increased infrastructure in several buildings;
• Increased the number of distance learning courses;
• Increased the use of technology and personal devices in class; and
• Increased number of “flipped” classes.
Transitional education

- Identify at-risk students early by working with K-12 partners.
- Create opportunities for learning and teaching with communities of interest and all stakeholders.
- Offer a dynamic curriculum that incorporates a wide variety of best practices.
- Strengthen institutional commitment to diverse instructional strategies.

2013-2014 UPDATE:
√ Considerable Progress Reported

- Created Math Bridge Academy, an accelerated summer program;
- Implemented best practices in developmental math;
- Strengthened institutional commitment to student success in transitional courses;
NEED: Improve relationships with K-12 partners to identify at-risk students.

Professional development

- Enrich professional academic growth and development for full-time and part-time employees.
  - Promote a culture of “Faculty as Researchers” to stress the importance of assessing student learning outcomes.

2013-2014 UPDATE:
√ Considerable Progress Reported

- Conducted training in Flipped Classrooms, ADA accommodations, and Banner;
- Hosted a state-wide Technology Conference;
- Developed and mandated Distance Learning Certification for all faculty who teach distance learning or hybrid courses.

Learning spaces

- Create interactive and dynamic instructional and learning spaces.
- Maintain an adequate infrastructure to support flexible learning spaces.
  - Promote faculty interest and involvement in collaborative, research-based practices to improve student success.

2013-2014 UPDATE:
√ Little Progress Reported

- Began incorporating flexible learning spaces in Decatur; not yet started at the Huntsville Campus.
Strategic Initiative# 2

Completion

Calhoun Community College will increase degree completion. Efforts will involve both course and degree completion strategies. These strategies encompass student relations, retention, engagement, rewards, and technology. Extensive professional training is also critical to the success of the completion strategies.

Course completion strategies

• Improve diagnostic placement testing and implement modular basic skill curriculum to increase success in transitional coursework.
• Improve success and completion rates for distance learning courses.
• Develop a systematic approach to identify and refer at risk students.
• Improve success and completion rates for transitional courses.
• Implement an automated system of early alert for at-risk students.
• Support student success and retention through improved counseling, advising, and registration processes.

2013-2014 UPDATE:  
√ Little Progress Reported

Certificate and degree completion strategies

• Decrease time for completion of degrees and certificates.
• Recognize milestone markers within degree programs and notify students of success.
• Develop and promote pathways to degrees (30 hrs or 15 hrs)

2013-2014 UPDATE:  
√ Little Progress Reported

Technology and policy development

• Automate degree awards using Banner student management system.
• Fully develop metrics for the early alert system.
• Promote student success by providing virtual tutoring services from the College’s labs and learning centers.
• Encourage graduation by eliminating fees.
• Implement a uniform attendance policy.

2013-2014 UPDATE:  
√ Little Progress Reported

• Installed Degree Works option in Banner student management system.
Strategic Initiative# 3

Innovation

Calhoun Community College will use innovative strategies to improve the efficiency and effectiveness of the institution. These innovative strategies integrate technology and human resources to enrich the teaching and learning environment at CCC.

Communications

- Implement a centrally located call center.
- Provide unified access for all students and employees (single sign-on solution).
- Improve communication through the implementation of mobile applications.
- Improve student advisement through faculty training/advisement.

2013-2014 UPDATE:
√ Little Progress Reported
  • Improved communications between Advising Center and faculty;
  • Developed on-site Call Center;
  • Working on towards Single-Sign-On Option – Fall 2013

Comprehensive professional development

- Implement a plan for professional development for adapting to Generation Z learners.
- Expand technology capacity of faculty and staff.

2013-2014 UPDATE:
√ Little Progress Reported
NEED: Comprehensive plan for Professional Development

Best practices implementation of Banner

- Improve accuracy of reporting data.
- Implement mandatory reporting of attendance in Banner.
- Automate rule checking for financial aid, admissions, and student services.
- Continue compliance in SAP/state/federal regulations.

2013-2014 UPDATE:
√ Considerable Progress Reported
  • Improved access to data has resulted in more meaningful reporting through the office of Institutional Research.

Improve Data-sharing resources

- Implement reporting using ARGOS for end-user access to data.
- Expand access/ARGOS usage training.

2013-2014 UPDATE:
√ Considerable Progress Reported
  • Implemented Argos in Business Office and Financial Aid; plans to roll out to other departments in 2013-14.
Community/Development

Calhoun Community College will expand its relationships and leverage resources to increase industry growth within the region, increase access to Calhoun’s programs and services throughout the community, and become recognized as a cultural center for the community.

Workforce Training

- Train the workforce for the community.
- Align the College’s workforce development initiatives with the Governor’s Accelerate Alabama Strategic Plan.
- Partner with industry to support economic development in the Tennessee Valley and state.
- Fully integrate with Alabama Robotics Technology Park activities, promotion and development.

Strategies

- Establish internships/apprenticeships and CO-OPs.
- Market existing course offerings.
- Provide expanded customized training.
- Create job placement office.

2013-2014 UPDATE:
√ Considerable Progress Reported

- Expanded internships and Co-op positions for students;
- Hosted new and expanding companies locating in the region; and
- Hosted several events at Robotics Technology Park.

Student recruitment

- Increase the number of minority students enrolling at the College.
- Develop an online, interactive recruitment experience for students which will provide clear pathways for enrollment specific to each academic term.

Strategies

- Hire additional career coaches.
- Increase activity in Huntsville and Madison County Schools.

- Increase dual enrollment offerings and promotion of articulation opportunities.
- Administer diagnostic testing in high schools to improve college readiness.
- Develop specific marketing campaigns and recruitment events for diverse populations.
- Establish a Recruitment Office.

2013-2014 UPDATE:
√ Moderate Progress Reported

- Increased dual enrollment activity in Huntsville and Madison County Schools;
- Converted TV ads to Spanish;
- Developing plan for diagnostic testing in high schools; and
- Reorganizing to establish separate Recruitment Office.

Cultural enrichment

- Increase opportunities and cultivate an appreciation for the arts.
- Establish Calhoun Community College as a major partner for the cultural enrichment for the community.

Strategies

- Develop our own students for arts industry.
- Partner with Athens State to develop a 4-year Arts program.
- Provide local access to arts.
- Provide Community Arts classes, a Visual Arts series, and a Performing Arts series.
- Partner with Athens State and community to complete Phase 2 of the Alabama Center for the Arts.

2013-2014 UPDATE:
√ Considerable Progress Reported

- Offered digital photography classes through Continuing Education;
- Conducted meetings with Athens State faculty to develop a 4-year Arts Program; and
- Developed architectural plans for Phase 2 of the Alabama Center for the Arts.
Changing Demographics

Planning for 2020
Planning for the shift in the incoming “digital native” student will require Calhoun to increase its online services and programming for students. The students of tomorrow are highly likely to go to college (63%), and more are expected to make the community college choice. Demographic shifts show the disappearance of the baby-boomers and the emergence of Generation Z to represent nearly a fourth of all Calhoun students by the year 2020.

Generation X, the “Latchkey Kids,” were raised by the early Baby Boomers. They were born into a world witnessing a strong trend to divorce and economic uncertainty. They observed the popularity of cable TV and video games and are characterized as individualists.

Generation Y, the “Millennials,” are roughly 70 million people. The time spent on the internet for a Gen Y is greater than any other media, and Gen Ys are the first generation to grow up with technology. Gen Ys are diverse, socially-minded, creative and entrepreneurial. The majority of community colleges students are currently Gen Y.

Generation Z, the “Digital Natives,” are being raised by Generation X and are expected to be another “boom” in size. Born into a digital world, Gen Z is proficient with and dependent on technology, making it a critical part of how they interact, play, and learn.

Service Area Population
The population increase from 2010 – 2020 for the College’s four-county district is expected to be 19 percent, with the largest percentage growth in Limestone County.

Calhoun Community College Service Area Population Changes

<table>
<thead>
<tr>
<th>COUNTY</th>
<th>POPULATION 2010</th>
<th>POPULATION 2020</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lawrence</td>
<td>34,343</td>
<td>34,376</td>
<td>.10%</td>
</tr>
<tr>
<td>Limestone</td>
<td>83,366</td>
<td>108,037</td>
<td>30%</td>
</tr>
<tr>
<td>Madison</td>
<td>336,557</td>
<td>408,892</td>
<td>21%</td>
</tr>
<tr>
<td>Morgan</td>
<td>119,756</td>
<td>130,678</td>
<td>9%</td>
</tr>
<tr>
<td>CCC Service Area</td>
<td>574,022</td>
<td>681,983</td>
<td>19%</td>
</tr>
</tbody>
</table>

*Projection based on birth, death, migration, and economic assumptions.

Education-level Changes:
Associate Degree or Higher Percent of Workforce Population

<table>
<thead>
<tr>
<th>COUNTY</th>
<th>2000</th>
<th>2010</th>
<th>CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lawrence</td>
<td>11.2%</td>
<td>19.2%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Limestone</td>
<td>21.7%</td>
<td>32.7%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Madison</td>
<td>40.4%</td>
<td>43.8%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Morgan</td>
<td>24.1%</td>
<td>22.7%</td>
<td>-1.4%</td>
</tr>
<tr>
<td>CCC District</td>
<td>24.7%</td>
<td>29.6%</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

Source: American Community Survey for the U.S. Census Bureau

Huntsville Metropolitan Service Area

Population 2000 .................158,216
Population 2010 .................180,105
Population 2020 .................205,680

The 2010 to 2020 population growth estimate for Huntsville MSA is 14.2 percent. This increase represents an additional 25,575 people by 2020.
Quality Enhancement Plan

As a component of the 2011 reaffirmation of accreditation with the Southern Association of Colleges and Schools, Calhoun developed a Quality Enhancement Plan to improve academic reading comprehension (ARC). Through the ARC project, Calhoun is creating an environment that promotes academic reading; fosters strong reading comprehension skills in students; and promotes classroom opportunities – both face-to-face and online – to facilitate successful learning.

STUDENT LEARNING OUTCOMES

The QEP outlines three over-arching outcomes consistent with both the College mission and an extensive literature review of the influence of reading comprehension on academic learning and success at the postsecondary level.

• Students will improve their comprehension of course-specific readings in high attrition courses that have a substantial reading component.

• Students will succeed in greater numbers in high attrition courses that have a substantial reading component.

• Students will improve their reading comprehension skills to college level during their overall tenure at Calhoun as measured by nationally recognized standardized reading tests.

IMPLEMENTATION STRATEGIES

Academic Reading Comprehension for Success (ARC) strategies focus on resources, programs, policies and procedures which streamline systems and support the QEP. These strategies include environmental changes that focus on the culture and surroundings which promote reading. Strategies that focus on developing and improving students’ reading skills and comprehension are fundamental to the success of the project.

• Develop a five-year comprehensive professional development program to be implemented utilizing multiple means including online programs, email information sharing, peer-to-peer sharing, professional conferences, and on-site sharing from national/state programs.

• Identify and enhance space in selected buildings across both sites with comfortable seating and lighting to be stocked with reading materials applicable to programs of study. Schedule ongoing activities in these areas to encourage use of materials.

• Establish book clubs in selected programs to encourage community and reading. Faculty and/or student organizations will be invited to lead and coordinate selection of articles/books.

• Enhance Calhoun’s website with information relative to reading and student success.
The Completion Agenda

Increasing Completion At Calhoun

The United States ranks ninth in the world with 42 percent of its workforce having some type of post-secondary credential. To become the most educated workforce in the world, the nation must produce five million more degrees or post-secondary certifications by the year 2020. This is the National Completion Agenda and translates into 6,200 more degrees awarded at Calhoun Community College between now and 2020. Many states, including Alabama, are responding to this challenge with consideration of legislation for performance-based funding. The completion agenda is a major trend that will guide community college service delivery to emphasize completion.

Calhoun’s current graduation rate is 11%. With the national average ranging in the low 20% range, Calhoun has strategic room for improvement. Decreasing the time to degree is a key factor in increasing graduation rates. The current degree production for Calhoun is 32% certificate (1-year or less) and 68% associate-type degrees (2-year). Below is certificate production for the top community college degree producers in the nation.

- Lake Area Community College: 39% certificate production
- West Kentucky Community College: 77% certificate production
- Walla Walla Community College: 68% certificate production
- Valencia Community College: 35% certificate production

Research identifies four key issues that have the greatest impact on time to completion: degree and program requirements, transfer credits, developmental education, and financing. Careful monitoring of degree length and development of multiple exit points for degrees are key starting points for increasing degrees awarded at Calhoun.

National Completion Agenda

National:
50% increase in degree production

State:
155,334 degrees in Alabama

Calhoun:
6,200 more degrees by 2020
Learning Spaces of Tomorrow

The 21st Century Classroom

Design principles for 21st century learning spaces require highly active “multiple rhythms” within the same room. Everyone should be seen and heard and new technologies make it possible to support dynamic presentation of information. Spaces should be designed for temporary ownership of space.

The instructional process is both diverse and continually evolving. Faculty and students need a flexible and creative environment in which to teach and learn. Classroom designs should support discussions, group projects, and other interactive pedagogies. Flexible configurations of furniture, vertical content displays, and multiple projection surfaces and whiteboards should be important considerations for developing instructional design settings for truly interactive learning.

Calhoun’s facilities are among the best in the Alabama Community College System. Several projects are underway to expand and improve the College’s capacity to deliver educational programs using 21st century design principles.

Alabama Center for the Arts – Phase II

Phase II of the Alabama Center for the Arts will be located on the site adjacent to Phase I in downtown Decatur. The project will consist of a three-story, 45,000 square foot building with a façade to match the existing Phase I building. Music and Drama Programs will be housed in the new facility. Construction is expected to begin in 2013.

Business Center Renovations – Decatur Campus

The College’s Business Center on the Decatur Campus is currently undergoing renovations to provide updated spaces for the College’s Testing Center and Adult Basic Education Program. Construction is expected to be completed in early 2013.

Huntsville Campus Expansion

The Huntsville Campus expansion will add additional classroom and laboratory space in addition to a parking deck. Construction is expected to begin in early 2013.

Alabama Robotics Technology Park – Phase III

The Governor is working to secure funding for Phase III of the Alabama Robotics Technology Park. Construction is expected to begin by 2014.
Economic Development
Alignment of Calhoun with the Region

Calhoun primarily serves a manufacturing-dependent metropolitan area. The economic classifications by the Economic Research Service classify Limestone and Morgan counties as manufacturing-dependent. Madison County is classified as Federal/state government dependent. Programming at Calhoun reflects and supports these specific dependencies.

Georgetown University Center on Education and the Workforce suggests that five occupational clusters will drive employment growth and demand for more highly skilled workers as the nation emerges from the economic downturn.

- Healthcare
- STEM and Social Science
- Education
- Community Services and Art
- Managerial and Professional Office

Additionally, another recent Georgetown study strongly supports healthcare as the fastest-growing occupation sector in the nation. In 2010, 29% of all healthcare jobs required associate degree or some type of certifications. In 2020, 30% of all healthcare jobs will require associate degree or some type of certification. Between 2010 and 2020 there will be 5.6 million jobs in healthcare (with or without Obamacare). Of these new jobs, 1.7 million will involve certifications and degrees from the two-year sector.

Huntsville Regional Economic Growth Initiative (HREGI)

Calhoun aligns itself with regional economic developmental planning efforts. One example is the strategic initiatives for the Huntsville Regional Economic Growth Initiative (HREGI). This program, under the stewardship of the Chamber of Commerce of Huntsville/Madison County, will establish Huntsville/Madison County as a stronger and more visible community in the national competition for economic growth. The Initiative's overarching vision is for our community to become a primary center of technology in the South and in the nation. HREGI is designed to position the Huntsville area as one of the leading economic growth centers in the Southeast, comparing consistently and favorably with Austin, Raleigh-Durham, Charlotte, and other peer technology-based U.S. cities.