

TRANSFORMING



Engage • Innovate • Lead

*Strategic Planning
for 2020 - 2025*

Caldwell Community College
& Technical Institute



TRANSFORMING LIVES

A Message From the President

It is my privilege to share with you Caldwell Community College and Technical Institute's new Strategic Plan. For years, CCC&TI has woven the strategic planning process, otherwise known as Future Search, into the fabric of the communities we serve. Planning for Future Search V started in June 2018, and surveys were sent to students, employees, and the community in January 2019.

Next came facilitated internal focus groups, in which nearly all employees and a large number of students, participated. Students were also given a chance to contribute through a writing prompt in ACA first-year experience classes by responding to questions related to the strengths, weaknesses, opportunities, and threats associated with the college's mission, vision, and core values. All of the information was consolidated and analyzed by College Planning Council. With evolving information from each interaction, Future Search V was branded with a new logo and the title Transforming Lives: Engage, Innovate, and Lead.

In October 2019, community leaders from across our service region attended the Future Search V Conference at the J.E. Broyhill Civic Center, where they participated in facilitated focus groups representing business and industry, public safety, local government, education, healthcare, arts and entertainment, and advisory committees. College Planning Council analyzed the focus group results and crafted a draft of the Strategic Plan. In May 2020, a final draft was sent out to all college stakeholders for feedback. The final 2020-2025 Strategic Plan embodies the vision statements, goals, and initiatives set forth by CCC&TI employees, students, and community. Now, the hard work continues as we put this plan into action.

As CCC&TI stands at the threshold of a great generational challenge, we are asking the following questions as we move into 2020-2025. How do we create genuine opportunities for all students, regardless of their backgrounds? How do we create educational equity, not just in access, but also in outcomes? How do we foster economic mobility through workforce development education and close the skills gap needed for specific jobs in Caldwell and Watauga counties? How do we improve the quality of life in our communities? We believe the Transforming Lives 2020-2025 Strategic Plan is a guide to actively answer these questions.

CCC&TI has been successful, but we certainly have more to achieve. We will spend the next five years creating a level playing field for college students of all backgrounds. We will zero in on obstacles our students may encounter; collaborate with community and educational partners; create an environment on campus that provides students with supports needed to help them succeed; build clear pathways to connect students with their goals; and provide innovative teaching strategies and technology to help students be successful.

As we focus on the next five years, let's celebrate our successes and seize every opportunity to Transform Lives.

A handwritten signature in black ink that reads "Mark J. Poarch". The signature is fluid and cursive, written on a light-colored background.

Mark J. Poarch
President – CCC&TI





INSTITUTIONAL MISSION

Purpose

Caldwell Community College and Technical Institute is a public, comprehensive post-secondary institution whose primary service area is Caldwell and Watauga counties. Operating under the legal framework of the State of North Carolina and in partnership with the North Carolina Community College System, we are an open-door institution that values the diversity of its constituencies and offers equal opportunities.

Philosophy

Caldwell Community College and Technical Institute is committed to providing an environment conducive to student success through institutional integrity, ethical practices, and an expectation of excellence. The institution provides leadership during social, economic, and cultural transitions through teaching, promoting lifelong learning, improving the quality of life, and fostering academic and civic enrichment. We are dedicated to educating a workforce prepared for a rapidly changing global economy.

The mission of Caldwell Community College and Technical Institute is to:

- provide accessible, quality instruction to enhance student learning,
- support economic development through comprehensive resources to business, industry, and agencies, and
- offer diverse services and opportunities which improve the quality of life.

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J. E. BRODYHILL
CIVIC CENTER
C C C & T I

INSTITUTIONAL VISION

As an institution of the community and for the community, Caldwell Community College and Technical Institute is committed to creating a supportive learning-centered environment that encourages innovation and creativity and acts as a catalyst for growth in the intellectual, cultural, and economic life of the community. We are responsive to the educational needs of a diverse population and are dedicated to student success by opening doors to educational potential. As we look to the future, Caldwell Community College and Technical Institute will continue to build and maintain academic excellence and economic vitality in the region it serves.

Vision Statements

Caldwell Community College and Technical Institute will continue to be a state, national, and global community college model for student-centered higher learning. Toward these ends, CCC&TI will:

- provide services and resources that empower students to succeed;
- sustain, enhance, develop, and deliver relevant and innovative educational programs and services that prepare graduates for significant careers and meaningful lives;
- foster an institutional culture that promotes commitment to excellence and accountability through equity, inclusion, and diversity;
- elevate the college's presence in the communities it serves;
- enhance facilities, upgrade technologies, and advance operations to create an environment of excellence; and
- develop and maintain programs and services to enrich and advance the workforce of our communities.

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CORE VALUES

Caldwell Community College and Technical Institute's core values represent our shared beliefs within the institution. These values define the character or essence of the institution, describe expectations, set standards, and drive our organization's priorities.

As an institution, we value:

Teaching and Learning—We embrace an educational climate that promotes lifelong learning, intellectual growth, and scholarship through excellence in teaching.

Student Success—We cultivate environments and opportunities that are conducive to student learning, development, and success.

Academic Excellence—We commit to providing exemplary educational experiences.

Innovation—We aspire to improve the college environment through critical and creative thinking.

Integrity—We encourage an environment of fairness and honesty by upholding the highest ethical standards throughout the college.

Communication—We recognize that effective communication is essential to establishing a culture that fosters collaboration, strengthens relationships with others, and promotes the mission of the college.

Community—We nurture partnerships and relationships that strengthen the local, regional, state, and global communities.

Inclusion and Diversity—We create respectful and equitable work and learning environments across differences where every person feels valued and has opportunities for growth and potential.

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BACKGROUND

Over the past four years, national attention has turned to view community colleges around the country as a solution to the ever-increasing need for a well-educated workforce. Today, the biggest problem found in the job market is a near complete mismatch between the skills workers have and the skills required in emerging industries. In a new Korn Ferry study that includes a sweeping country-by-country analysis, the biggest issue is that there are not enough humans to fill jobs. Indeed, the study finds that by 2030, there will be a global human talent shortage of more than 85 million people, or roughly equivalent to the population of Germany. Left unchecked, in 2030 that talent shortage could result in about \$8.5 trillion in unrealized annual revenues (www.kornferry.com/insights/articles/talent-crunch-future-of-work).

Governments and organizations must make talent strategy a key priority and take steps now to educate, train, and upskill their existing workforce. By 2030, if current trends hold, the United States could have a shortage of up to nine million workers with a college degree needed to fill jobs. Nearly six million Americans who lack a high school diploma will be unemployed. These are staggering figures. Furthermore, to combat the nation's shortage of qualified workers, myFutureNC unveiled its goal and bold vision for the future of education in North Carolina in February 2019. This goal ensures that by 2030, two million North Carolinians will have a high-quality credential or post-secondary degree.

As Caldwell Community College and Technical Institute looks to the future, the institution is prepared to step up to this challenge. We recognize the impact the college will make in helping to grow our region while also meeting the expectations of a rapidly changing educational environment. Most importantly, the college looks to further its mission of helping all students achieve their educational and professional goals.

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FUTURE SEARCH V: THE PROCESS

Strategic planning at Caldwell Community College and Technical Institute is an in-depth, all-encompassing process culminating in a five-year strategic plan. The strategic planning process is completed over two years, beginning with an environmental scan and a comprehensive review of the current institutional mission, core values, and planning trends and assumptions developed through discussion with college stakeholders. Analysis of this data provides the base for CCC&TI Future Search, an event that invites Board of Trustees members, faculty, staff, students, and community partners to contribute to the building of a new strategic plan. The vision statements, goals, and initiatives will guide planning and resources through 2025 in an effort to meet the institutional mission and respond to the needs of the community.

The vision statements, goals, and initiatives in the strategic plan evolved from the work of college stakeholders and the College Planning Council, with approval by the Executive Council and the Board of Trustees. Expected outcomes will be written and implemented annually, along with metrics to measure the success of the outcomes.

As one of the premier educational institutions in Western North Carolina, CCC&TI strives to be responsive to the needs of the region by fostering a dynamic, well-educated, and globally competent community. CCC&TI aims to be the

- 1st choice in education for Caldwell and Watauga counties.
- 1st choice as an economic partner by businesses and corporations in our region.

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CALDWELL COMMUNITY COLLEGE
AND TECHNICAL INSTITUTE

STUDENT SUCCESS

CCC&TI will provide services and resources that empower students to succeed.

GOAL 1 | Focus on strategic recruitment and enrollment strategies.

Initiatives

- 1 Create a strategic recruitment/enrollment plan focused on enhancing commitment to students and increasing educational opportunities.
- 2 Optimize the environment on Caldwell and Watauga campuses, instructional sites, and online to support holistic student success.
- 3 Improve on the one-college philosophy to integrate scheduling, shared resources, and better access for students.
- 4 Revise policies, processes, and operations to enhance responsiveness to students.
- 5 Evaluate and strengthen coordinated, data-driven advising processes that use intentional intervention milestones for students.
- 6 Strengthen the student onboarding process.
- 7 Increase educational opportunities and support services available to historically underrepresented populations to decrease equity gaps.

GOAL 2 | Increase college-going rate by recent high school graduates.

Initiatives

- 1 Foster equitable access opportunities by identifying and removing barriers to relevant and affordable programs/services.
- 2 Target collegewide outreach and support to students, schools, families, and communities to foster a college-going mindset among underrepresented groups.
- 3 Decrease the gap between high school intenders and enrollment.
- 4 Encourage attendance after high school in both credit and non-credit programs through awareness of regional career opportunities.
- 5 Increase participation from underrepresented groups in Career and College Promise pathways and develop innovative pathways.

GOAL 3 | Increase student retention and completion annually.

Initiatives

- 1 Enhance intervention and wrap-around support services for all students.
- 2 Coordinate intentional outreach and interventions for students based on risk factors, and/or students experiencing academic challenges.
- 3 Ensure all students have an academic map that enables them to progress along their educational pathway.
- 4 Fully implement Guided Pathways to support students with resources to provide seamless transfer.
- 5 Educate students regarding developmental education processes to expedite their entrance to college-level work.
- 6 Establish a more inclusive campus culture and embrace student diversity and cultural awareness through unique opportunities on campus.

GOAL 4 | Engage with students to provide extraordinary experiences that lead to credentials and careers.

Initiatives

- 1 Build a sense of community among students through involvement/participation in student activities, clubs, athletics, support services, and other learning initiatives.
- 2 Increase student engagement opportunities.
- 3 Close performance gaps among students from diverse backgrounds.
- 4 Increase student satisfaction.

ccc&ti
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Appalachian
STATE UNIVERSITY



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VISION 2 QUALITY PROGRAMS & SERVICES

CCC&TI will sustain, enhance, develop, and deliver relevant and innovative educational programs and services that prepare graduates for significant careers and meaningful lives.

GOAL 1 | Align programs and courses with business, workforce, and transfer needs.

Initiatives

- 1 Improve processes to provide seamless transfer for students.
- 2 Explore different types of instructional delivery methods to meet student needs.
- 3 Increase the availability of academic experiences.
- 4 Explore new curriculum, continuing education, and workforce development programs.
- 5 Create new non-credit offerings to complement credit programs.
- 6 Identify needs of local business and industry to align instructional programs and credentials with employer needs.

GOAL 2 | Invest in students.

Initiatives

- 1 Emphasize program outcomes and academic support opportunities to align with career and transfer ready initiatives.
- 2 Develop and implement programming, services, and extracurricular opportunities to enhance student well-being, health and wellness, interests, and personal growth.
- 3 Integrate essential life skills alongside program-specific outcomes in all programs to prepare students for today's work environment.
- 4 Increase meaningful work-based experiences to engage more students in service-learning, apprenticeship, and internship opportunities.
- 5 Create innovative support programs to enable students to adjust to and succeed in a post-secondary education environment and achieve their highest potential.
- 6 Foster an environment of learner-centered instruction.

GOAL 3 | Maximize sustainable processes, systems, and resource management.

Initiatives

- 1 Modernize procedures and processes to minimize risk and guide operations.
- 2 Strategically incorporate quality, leading-edge technology in all aspects of instruction to support the mission of the college.
- 3 Evaluate institutional effectiveness tools to make them more beneficial as well as user-friendly.
- 4 Improve scheduling to ensure student access.
- 5 Improve decision-making through increased awareness and access to comprehensive, timely, and quality data.

GOAL 4 | Establish CCC&TI as a leader in Online Learning.

Initiatives

- 1 Establish a clearly articulated model for online and hybrid teaching and learning to align with national best practices.
- 2 Enhance quality in online and hybrid environments.
- 3 Investigate various types of online delivery and online learning to meet the needs of students.
- 4 Investigate partnerships to ensure internet access in rural communities.
- 5 Expand and enhance student support strategies for all online learners.
- 6 Provide ongoing support and professional development for online faculty, staff, and students.
- 7 Ensure instructor commitment to the design of relevant and engaging instructional strategies for all learners.



COLLEGE CULTURE

CCC&TI will foster an institutional culture that promotes commitment to excellence and accountability through equity, inclusion, and diversity.

GOAL 1 | Improve college-wide communication

Initiatives

- 1 Assess current communication methods and develop comprehensive internal communication strategies.
- 2 Investigate new administrative methods of providing feedback to questions and concerns, as well as implement innovative ideas.
- 3 Remove communication barriers between campuses, divisions, and departments.
- 4 Increase open-forum opportunities for students, employees, and Caldwell and Watauga communities.
- 5 Evaluate the purpose and function for all standing and ad hoc committees.

GOAL 2 | Attract and retain a high-performing, diverse workforce that reflects the internal and external communities we serve.

Initiatives

- 1 Strengthen employee skills through a supportive environment that encourages professional development and growth.
- 2 Investigate the compensation plan to ensure the ability to compete for the best employees.
- 3 Implement a new performance evaluation instrument and process to ensure all employees receive detailed feedback.
- 4 Increase employee satisfaction.
- 5 Enhance employee professional development opportunities focused on leadership development, student support and engagement, and provide customer-focused service.
- 6 Increase employee engagement in activities and events, on campus and throughout the community.
- 7 Create a succession plan for the retention and promotion of qualified employees.

GOAL 3 | Create a dynamic and diverse culture known as *The Caldwell Way*.

Initiatives

- 1 Create, promote, and support learning and working environments that fully welcome diversity, inclusion, and equity.
- 2 Recognize and celebrate employees, students, and achievements.
- 3 Build pride and spirit among employees and students with an emphasis on best practices, customer-focused service, and adaptability.
- 4 Ensure transparency in operations, and promote positive relationships between administration, divisions, campuses, learning centers, employees, and communities.



CAUTION

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CAUTION

CONTAINMENT UNIT



ENGAGEMENT & OUTREACH

CCC&TI will elevate the college's presence in the communities it serves.

GOAL 1 | Cultivate and strengthen mutually beneficial partnerships with business, industry, public schools, government agencies, colleges and universities, and communities to enhance ability to serve stakeholders.

Initiatives

- 1 Show evidence of active Advisory Committees.
- 2 Develop and implement processes to listen and respond to community needs, concerns, and suggestions.
- 3 Partner with local business, school, government, and social-based organizations to increase educational access and opportunities in our communities.
- 4 Share the CCC&TI story.
- 5 Create new opportunities for collaborations and strengthen established transfer and co-admissions agreements with colleges and universities.
- 6 Collaborate with community partners to identify issues with and explore solutions for transportation and student housing.

GOAL 2 | Build community awareness and engagement through branding and marketing efforts.

Initiatives

- 1 Establish a marketing committee to ensure an accurate and consistent message is delivered in the community.
- 2 Develop and implement an integrated institutional marketing plan.
- 3 Promote the value of attending a community college to prospective students and potential employers.
- 4 Partner with external agencies to develop professional videos highlighting programs and services, and show how programs lead to employment.
- 5 Evaluate signage on all campuses and instructional sites for clarity.
- 6 Utilize past, current, and future students in marketing materials to engage with the community.

GOAL 3 | Improve and expand presence in the community.

Initiatives

- 1 Provide opportunities for employees and students to participate in unique community events, activities, and services.
- 2 Work to remove the stigma associated with community colleges, making CCC&TI the first choice for students.
- 3 Engage community, student, and employee focus groups to enhance recruitment, enrollment, and communication.
- 4 Publicize college and student successes through news and social media using students of various backgrounds to represent the diversity of the communities we serve.



INSTITUTIONAL ENHANCEMENT

CCC&TI will enhance facilities, upgrade technologies, and advance operations to create an environment of excellence.

GOAL 1 | Ensure access to technology and related infrastructure to meet student and institutional goals.

Initiatives

- 1 Enhance learning spaces and offices by providing upgraded technology and extended wireless connectivity allowing students and employees to use their personal devices on campus.
- 2 Update the college's business continuity plan.
- 3 Enhance and protect the information technology infrastructure to support college operations and to provide consistent content delivery.
- 4 Implement voice-over IP telephones and services in all offices.

GOAL 2 | Evaluate, update, and implement a long-range facility and revitalization plan, which includes rehabilitation of existing facilities and construction of new ones with a focus on the student experience.

Initiatives

- 1 Invest in the physical infrastructure of campuses to meet the needs of students, employees, and the community.
- 2 Prioritize accessibility in all facilities.
- 3 Utilize college colors and mascot throughout campus to develop identity, a sense of belonging, unity, and comradery among students, employees, and the region.
- 4 Create and implement a multi-year plan to bring all student learning spaces up to high-quality, learner-centered physical spaces.
- 5 Address deferred maintenance for all college facilities.

GOAL 3 | Optimize campus resources.

Initiatives

- 1 Utilize labor market data/assessments to guide decisions.
- 2 Promote the use of data to all stakeholders to create a culture of inquiry.
- 3 Evaluate processes to guarantee continuous improvement, and maintain accountability to ensure excellence.
- 4 Create work design teams to tackle project-based issues.
- 5 Provide safety upgrades to facilities and provide ongoing training to ensure a safe learning and working environment.
- 6 Encourage employees to share their knowledge and skills on campus, regionally, statewide, and nationally.

GOAL 4 | Utilize external funding opportunities to strategically increase public and private support of programs, facilities, and services, creating an environment conducive to student success.

Initiatives

- 1 Create a strategic resource development plan to build an expansive network of advocates and partners.
- 2 Enhance resources through grants from federal, state, corporations, and foundations.
- 3 Enhance existing and cultivate new donor partnerships.
- 4 Increase revenue from private sources by creating and engaging external relationships to expand support.



WORKFORCE DEVELOPMENT

CCC&TI will develop and maintain programs and services to enrich and advance the workforce of our communities.

GOAL 1 | Align education, both credit and non-credit programs, with business/industry, workforce, and economic development to sustain a healthy local economy.

Initiatives

- 1 Partner with the Economic Development Commissions to entice business relocation to the region by aligning educational programs to company needs.
- 2 Foster an entrepreneurial spirit to encourage business growth.
- 3 Close the skills gap by educating a workforce to provide the skills necessary to succeed in targeted growth occupations.
- 4 Strengthen seamless, cohesive classes between curriculum and continuing education.
- 5 Create opportunities for underemployed, under-represented, and unemployed populations to participate in specialized skill-training.
- 6 Expand accelerated skills training.
- 7 Build a pipeline of highly skilled workers to meet business and industry demand and maximize the skill level and confidence of our students.

GOAL 2 | Increase the advancement of incumbent workers through customized training, on-the-job training, apprenticeship opportunities, lifelong learning, and industry-recognized credential attainment.

Initiatives

- 1 Expand site-based non-credit instructional opportunities.
- 2 Develop registered apprenticeships for industry clusters.
- 3 Design processes to capture graduates who earn industry-recognized credentials.
- 4 Create an infrastructure to award credit for prior learning.

GOAL 3 | Promote community awareness of area occupations and the associated skills required, as well as create an appreciation for the types of workforce opportunities in our communities.

Initiatives

- 1 Develop and integrate career preparation opportunities to include work-based learning, internships, civic engagement, and other activities that build the skills necessary to secure gainful employment in a globally competitive market.
- 2 Promote and increase participation in career events and job fairs.
- 3 Promote and strengthen relationships and programs with high schools that will lead to credentials.
- 4 Incorporate Career Connections on all tours to the campus.
- 5 Create opportunities for public school teachers, guidance counselors, and other staff from public schools to learn about programs and services through campus visits.
- 6 Develop and strengthen partnerships with public and private schools to align with college programs to create career awareness.
- 7 Ensure transition advisors have up-to-date knowledge of all programs and services offered.
- 8 Promote Transitional Studies initiatives.

GOAL 4 | Lead the effort in Caldwell and Watauga counties to increase the percentage of students earning a degree or credential to reach the targeted goal of 2 million by 2030 by myFutureNC.

Initiatives

- 1 Identify targeted goals in Caldwell and Watauga counties.
- 2 Investigate gaps, define "industry-based credentials," and develop new opportunities to increase the number of credentials awarded.
- 3 Create co-curricular transcripts.
- 4 Determine the number of post-secondary credentials currently being awarded to set a baseline for improvement.



Community
Technical Institute





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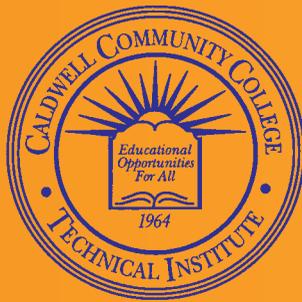
The 2020-2025 Strategic Plan was
adopted and approved by the
Board of Trustees on
August 19, 2020.



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Caldwell Campus

2855 Hickory Boulevard
Hudson, North Carolina 28638
828.726.2200

Watauga Campus

PO Box 3318
Boone, North Carolina 28607
828.297.3811

www.ccti.edu