

# Transformation through Innovation

## Strategic Plan 2010 – 2015

### Caldwell Community College & Technical Institute

## *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. CCC&TI is responsive to the educational needs of a diverse population and is dedicated to student success by opening doors to educational potential. As it looks 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 Statement**

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 the college will:

- Provide diverse educational opportunities that broaden knowledge and enhance skills
- Create progressive and flexible programs and services responsive to student and community needs
- Promote educational, personal, social, and economic growth and development
- Provide student-centered lifelong learning experiences
- Partner with the broader community to enhance the quality of life through education
- Model exemplary standards of higher education, integrity, and academic and administrative excellence.

## *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, CCC&TI is an open-door institution that values the diversity of its constituencies and offers equal opportunities.

## *Philosophy*

The faculty and staff of Caldwell Community College and Technical Institute are 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.

## *Mission*

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.

# Core Values for Improvement

*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*

Through excellence in teaching, we foster an educational climate that promotes lifelong learning, intellectual growth, and scholarship.

## *Student Success*

We foster environments and opportunities that are conducive to student learning, development, and success.

## *Academic Excellence*

We are committed to providing exemplary educational experiences.

## *Innovation*

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

## *Integrity*

We foster 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 are committed to creating a positive working and learning environment where we honor relationships and take responsibility for fostering trust, respect, and goodwill. We value active and vital participation in our college, region, state, and global communities.

# Goals, Directives & Initiatives

*These strategic goals, directives, and initiatives are the result of strategic planning with community partners during the 2008 Future Search III Conference and focus group discussions among Caldwell Community College and Technical Institute Board of Trustee members, faculty, staff, and students. The goals, directives and initiatives will guide annual planning through 2015 as the college responds to the needs of the community.*

## Goal 1:

To advance educational excellence

### *Strategic Directive 1.1 – To enhance student learning*

Strategic Initiatives:

- 1.1.1 Include multicultural and global perspectives and experiences more broadly in the curriculum and in student activities
- 1.1.2 Strengthen and expand the role of web enhanced and online learning
- 1.1.3 Develop and implement strategies to enhance students' critical thinking skills
- 1.1.4 Expand and integrate service to the community into the learning process

***Strategic Directive 1.2 – To establish a culture that promotes excellence in teaching and learning***

Strategic Initiatives:

- 1.2.1 Continue to explore alternative formats for instruction
- 1.2.2 Support and recognize curricular innovation
- 1.2.3 Provide opportunities for continued professional development
- 1.2.4 Recognize faculty and staff for professional excellence

## **Goal 2:**

To provide comprehensive and effective services to students

***Strategic Directive 2.1 – To develop and deliver programs that anticipate and respond to student needs***

Strategic Initiatives:

- 2.1.1 Modify, expand, and create services based on student backgrounds, needs, and aspirations
- 2.1.2 Enhance joint initiatives with public school and post-secondary partnerships
- 2.1.3 Develop and implement a strategic enrollment management plan

***Strategic Directive 2.2 – To promote student success***

Strategic Initiatives:

- 2.2.1 Offer continued academic support for students
- 2.2.2 Strengthen educational services for students from diverse backgrounds
- 2.2.3 Actively seek to engage students in their own learning

## **Goal 3:**

To engage and respond effectively to business and the community

***Strategic Directive 3.1 – To develop and deliver programs that anticipate and respond to community needs***

Strategic Initiatives:

- 3.1.1 Address community and business environmental changes through dynamic planning
- 3.1.2 Build and maintain relationships and strategic alliances with community leaders
- 3.1.3 Increase participation in key economic and workforce development strategies
- 3.1.4 Provide training for business and industry to support economic and workforce development needs that are aligned with the college's mission

## **Goal 4:**

To enhance infrastructure to support the college mission

***Strategic Directive 4.1 – To strengthen college operations and services***

Strategic Initiatives:

- 4.1.1 Identify and implement strategies to enhance college processes and services
- 4.1.2 Strengthen the college's information technology capabilities
- 4.1.3 Strengthen employee communications and engagement
- 4.1.4 Develop and implement strategies to incorporate environmentally-sound principles in college operations and services

***Strategic Directive 4.2 – To increase institutional effectiveness***

Strategic Initiatives:

- 4.2.1 Support and recognize innovation and excellence
- 4.2.2 Systematically assess and improve processes and procedures
- 4.2.3 Assess and analyze strengths and weaknesses of programs and services for improvement
- 4.2.4 Continue to pursue external funding to diversify college resources