



CALHOUN
COMMUNITY COLLEGE



STRATEGIC PLAN

Vision

Success for every student, the community and the College.

Mission

Calhoun Community College promotes student success and community development through quality education, cultural enrichment and workforce training.



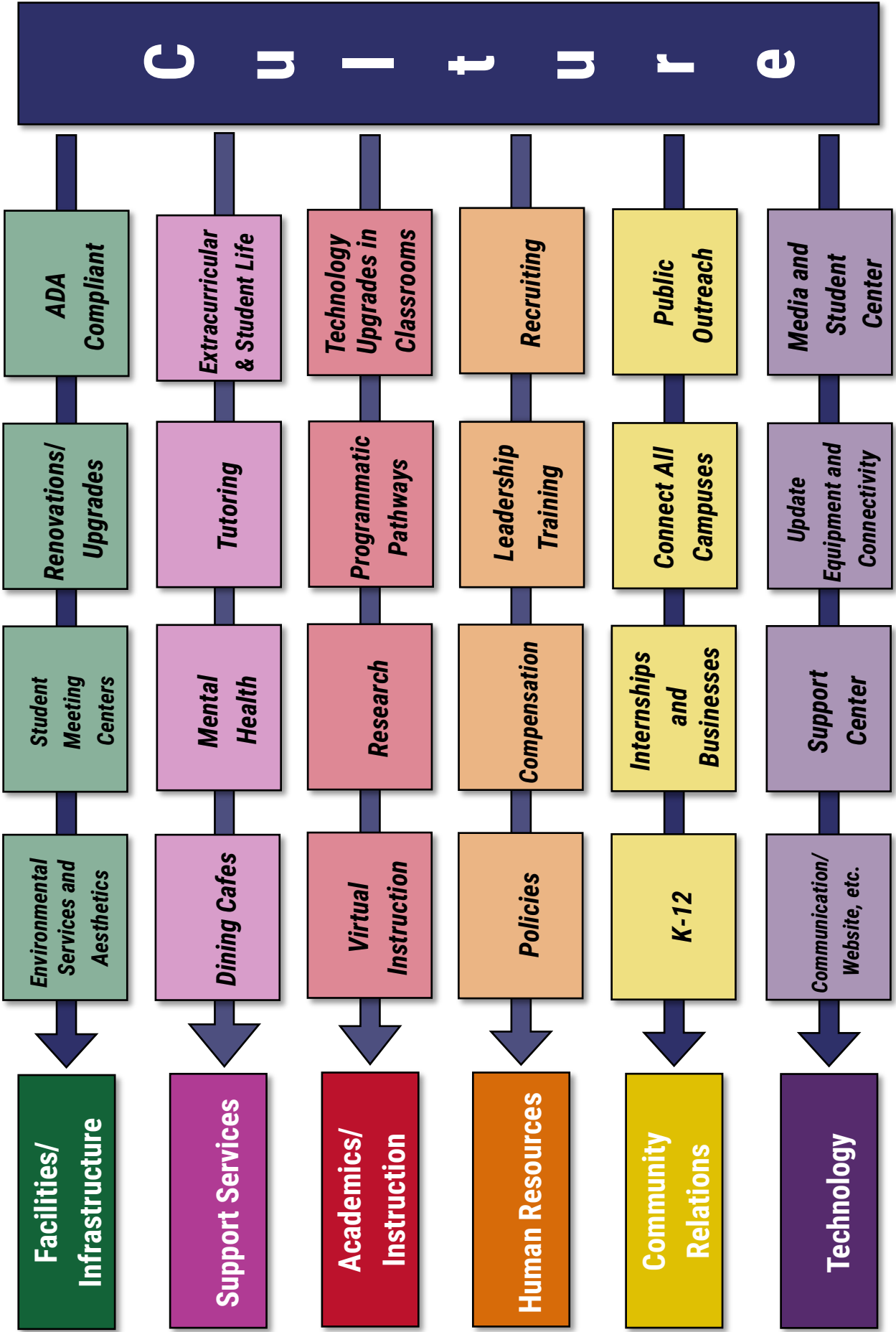
Leadership

Dr. Jimmy Hodges, President

Mr. Wesley Rakestraw, VP of Academic Affairs

Dr. Patricia Wilson, VP of Student Services

Strategic Plan



Facilities/Infrastructure

Performance Goal 1.1- *Environmental Services*

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
New RFP with current service requires every restroom serviced three times a day.	2/1/24	Facilities Director	Fewer complaints
Install new plants under new contract from RFP.	4/1/24	Facilities Director	Plants installed
Take down trees obscuring lighting. Replace lighting with LED bulbs.	Current	Facilities Director	Better lighting/Fewer complaints

Performance Goal 1.2- *Student Meeting Centers*

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Work with architect to redesign Library into a Library/Student Center with food service	4/1/24	Facilities Director	Contract in place
HSV site Student Center currently undergoing renovations with new furniture, games, and décor	6/1/24	Facilities Director	All décor installed
Long-term: Build an event center to seat 5,000	7 years	President	Funding identified

Performance Goal 1.3- *Renovations*

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
STEAM Imagination Center- Funding Secured, Plan Drawn, Bid awarded, Contract Executed, Building Open	Spring 2025	Facilities Director	Students attending classes
HSV site Expansion (Healthcare, Technologies, and Meeting Space) - Procure architect/funding, space completed	Yr 1- 2024/2025	Facilities Director	Construction completed
Aviation Program A&P- Hire architect, renovate adjacent Calhoun leased building space	7 years	President	Renovations completed

Performance Goal 1.4- *ADA Compliant*

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Wave motion door openers	Current/Ongoing	Facilities Director	Wave openers installed on automatic doors

Support Services

Performance Goal 2.1- Enrollment

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Outreach to senior citizens <ul style="list-style-type: none"> Create specific plan for 65+ years old 	Spring 2025	Recruitment Coordinator	Argos/ Enrollment
Improved internal and external service/ communication	Ongoing	Director of Public Relations	Argos/Student Surveys/Argos
Enhanced advising services <ul style="list-style-type: none"> Add translation services in academic advising Revisit outreach for stop out/90% completers 	Ongoing Summer 2024	Directors of Advising/ Admissions	Survey/Reporting
Streamline processes and decrease barriers in the admissions process <ul style="list-style-type: none"> Waitlist functionality for course registration Review functionality and Lean processes as appropriate 	Ongoing	Director of Admissions	Survey/Reporting
Revise payment plan option for monthly payments <ul style="list-style-type: none"> In an effort to reduce student barriers, additional payment options should be explored by 2025 to meet/exceed enrollment goal of 10,000 	Fall 2024	Business Office	Survey/Reporting
Help with FAFSA application	Ongoing/1 year	Financial Aid	Survey/Reporting
Offer student-friendly class scheduling	Fall 2025	Vice President of Academic Affairs	Survey/Reporting
Review and improve business office processes for students and employees	Ongoing	Chief Financial Office/Director of Accounting	



Performance Goal 2.2– *Mental Health*

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Provide additional mental health resources	Ongoing	Director of ADA/Title IX	Maxient
<ul style="list-style-type: none"> Consistently equip faculty and staff with the necessary knowledge, tools, and skills through collaborating with relevant experts, consultants, or organizations to provide in-depth insights to support students in relation to their mental health 			
<ul style="list-style-type: none"> Conduct a GAP analysis on current mental health services 	Fall 2024	Director of ADA/Title IX	Survey
<ul style="list-style-type: none"> Create CARES (Campus Assistance, Referral, and Evaluation) team established in combination with the Social Worker 	In Progress	Coord. of Student Advocacy	Maxient
<ul style="list-style-type: none"> Create a CARES Referral Form 	Spring 2024	Coord. of Student Advocacy	Report
<ul style="list-style-type: none"> Continue to promote mental health resources and awareness by hosting the annual World Mental Health Symposium on campus 	Ongoing	Director of ADA/Title IX	Survey

Performance Goal 2.3– *Tutoring*

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Expand program-specific tutoring services	Fall 2024	Director of Student Success	TracCloud
<ul style="list-style-type: none"> Identify gaps in tutoring services for specific program areas 			
Engage at-risk populations with tutoring services	May 2025	Director of Student Success	Survey/Student Data/TargetX
<ul style="list-style-type: none"> Evaluate student data to identify at-risk populations to focus on 			



Performance Goal 2.4– Student Life

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
<p>Improve Student Engagement</p> <ul style="list-style-type: none"> Bring together appropriate stakeholders to explore options to provide campus-to campus transportation 	Summer 2024	Director of Facilities	Data Report
<ul style="list-style-type: none"> Allocate funds to provide free female hygiene products in all bathrooms on all campuses 	Ongoing	CFO	Data Report
<ul style="list-style-type: none"> Connect appropriate stakeholders to explore options to provide free printing for students 	Fall 2024	CFO, Tech. Director of IT	Data Report
<ul style="list-style-type: none"> Plans are in placeto establisha cafe in the library post-renovations 	Fall 2025	President’s Office	Project Completion
<ul style="list-style-type: none"> Establish an online student engagement portal 	Spring 2024	Engagement Coordinator	Campus Groups Portal LaunchData Report
<ul style="list-style-type: none"> Providea unifiedstudent activities calendar 	Ongoing	Engagement Coordinator	
<p>Provide on-campus Childcare</p> <ul style="list-style-type: none"> Establish a committee to explore/conduct feasibility study on providing childcare on campus for students and employees 	Spring 2026	Committee Chair	Survey Results
<p>Increase Staff</p> <ul style="list-style-type: none"> Opportunityto add staffto support initiatives outlined in the student life performancegoals (dining, transportation, etc.) 	Ongoing	Human Resources/Vice President of Student Services/Chief Financial Officer	Data Report
<p>Increase Work-Based Learning Opportunities</p> <ul style="list-style-type: none"> Connect with academic areas to promote the cooperative learning program Share student success stories to internal and external audiences Expand advertisements for WBL opportunities to students Provide resources for students to meet career readiness indicators upon graduation 	Ongoing	Director of Career Services	Data Report



Academic Affairs

Performance Goal 3.2– Research

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Provide robust data, analysis, and reporting in multiple venues to foster data-informed decisions.	Ongoing	Dean of Institutional Effectiveness and VPAA	Data Dashboards and Publications
Strengthen the Institutional Review Board to promote both faculty and student research, including the support of research grant opportunities	2024-2025	VPAA and Dean of IE	Number of research grant proposals

Performance Goal 3.3– Programmatic Pathways

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Provide learners with timely, relevant, and accredited pathways with multiple on-ramps and off-ramps for a fluid transition between academics, transfer, and workforce.	2024-2025	VPAA and Instructional Deans	Academic pathways made public
Provide learners with flexible scheduling options via a two-year course offering guide to promote increased enrollment and completion.	Ongoing	VPAA and Instructional Deans	Projected academic offerings made public

Performance Goal 3.4– Classroom Upgrades

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Re-imagine classrooms and buildings with a learner-centered approaching to promote academic excellence and innovation.	Ongoing	IT Technical Director/ Facilities Director	Instructional technologies strategic plan and Instructional facilities strategic plan
Perform a systematic review of instructional technologies and infrastructure to develop and maintain a technology-ready mindset.	Ongoing	VPAA and Distance Learning Director	Committee charge

Performance Goal 3.5– *Policies and Procedures*

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Implement an Administrative Modernization plan to review and revise the Faculty Handbook, Distance Learning Policies, and the Personnel Handbook.	2024-2025	VPAA/Vice President of Student Services	Revised handbooks/policies
Align administrative, academic, and business office procedures to promote collaboration and success of faculty, staff, and students.	2024-2025	VPAA/VPSS	TBD

Teaching and Learning

Performance Goal 3.1.a– *Virtual*

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
<p>Ensure quality and consistency by:</p> <ul style="list-style-type: none"> • Define clear expectations for virtual office hours • Reducing reliance on 3rd party content • Increase the utilization of proctoring services <p>Intentional course redesign focusing on active learning and instructor presence</p>	2024-2025	VPAA	Guidance from VPAA

Performance Goal 3.1.b– *Traditional*

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Provide targeted faculty development incorporating best practices from distance learning to increase relevance and promote preparedness for sudden shifts to virtual learning.	2024-2025	Director of Faculty Development	Course Requirement Checklist
Designate faculty champions for innovation and excellence in classroom instruction who will promote institution-wide adoption of best practices.	2024-2025	VPAA and Instructional Deans	List provided to Director of Faculty Development

Performance Goal 3.1.c– Hyflex/Hybrid

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Target professional development around Hyflex teaching modalities.	2024- 2025	Director of Faculty Development	PD Offerings
Analyze classroom technology needs for Hyflex and Hybrid instruction as part of classroom redesign.	2024-2025	VPAA	Needs Assessment Report

Performance Goal 3.1.d– Dual Enrollment

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Target/incentivize professional development for DE faculty.	2024-2025	Director of Faculty Development	DE instructor training program available
Provide standardized course shells to DE faculty to ensure consistency in learner experience.	2025-2026	Dual Enrollment Director	Course shells available in LMS
Provide a full-time faculty mentor for each DE faculty during their first year of instruction.			

Performance Goal 3.1.e– Faculty Development

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Develop a systematic three-year plan for focused and intensive faculty development with emphasis on innovation, dynamic classroom experiences, and active learning.	2024-2025	Director of Faculty Development	3-Year Plan
Provide multiple opportunities for faculty to design, facilitate, and report findings centered around course redesign and best instructional practices.	2025-2026	VPAA	TBD
Provide faculty with multiple forums for presenting information, strategies, and data obtained from seminar and conference attendance.	2025-2026	VPAA/Director of Faculty Development	TBD

Human Resources

Performance Goal 4.1 – Policies

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Evaluate the College’s hiring policies and procedures for areas to streamline the process	2024	Director of Human Resources	Updated policy manual presented to the President

Performance Goal 4.2 – Compensation

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Explore alternative benefits and compensation to market to current and potential employees	2024	Director of HR & Payroll Specialist	Recommendations for Total Compensation approach presented to the President

Performance Goal 4.3 - Leadership Training

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Implement leadership training for employees who want to advance			Leadership Calhoun Committee formed and program established

Performance Goal 4.4 – Recruiting

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Recruit and retain a qualified workforce	Ongoing	Director of HR & Payroll	Percentage increase of qualified hiring and best practice recruitment program TBD

Performance Goal 4.5– Staffing

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Evaluate staffing and budgeting for Institutional Effectiveness and Academic Affairs Offices to support learning initiatives.	2024	VPAA and Dean of IE	Report presented to President
Recruit and retain additional faculty and staff in all instructional areas as needed, focusing on maintaining a highly qualified and learner-centered pool of adjunct and full-time faculty.	Ongoing	VPAA and Instructional Deans	Minimum 50% of program courses taught by full-time faculty. 35% or less of full-time faculty

Community Relations

Performance Goal 5.1– K-12

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Create and enhance a streamlined, comprehensive, Calhoun Learning Camp information and registration process for our K-12 community.	June 2024	PR Assistant Director	Creation and publication of content

Performance Goal 5.2– Internships/Business

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Listen and respond to community needs. Spotlight and recognize Calhoun partnerships with business and industry. Celebrate company/industry partnership internships. Develop quarterly feature calendar.	April 2024, quarterly	Director of PR and Digital Media	Initial spotlight published

Performance Goal 5.3– Connect All Campuses

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Research the feasibility of providing transportation between Calhoun campus and all Calhoun sites. Survey stakeholders for participation interest.	October 2024	Director of PR and Digital Media	Completion of study/ research and analysis

Performance Goal 5.4– Public Outreach

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Develop a Public Speakers bureau. Initiate “Did you know” campaign.	September 2024	PR Assistant Director	In progress

Technology

Performance Goal 6.1– Communication/Website

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Improve connectivity for students and staff at all campus locations. Upgrade current WiFi infrastructure with modern, faster access points with higher bandwidth.	Fall 2024	IT Technical Director/ Lead Network and Service Administrator	Consult AP Heatmaps to determine if gaps in coverage still exist

Performance Goal 6.2– Support Center

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Reduce the number of student calls to the IT Helpdesk. Currently, the #1 issue the Helpdesk assists in resolving is password resets within the Banner system. There is a current project led by the System Office that directly affects this. We will work with the System Office to ensure the students’ issues are the main focus.	Target go live of Alabama.edu is May 1, 2024	Virtual Services Manager/IT Helpdesk Technician	Monitor number of Helpdesk calls

Performance Goal 6.3– Equipment Update

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Adjust classroom technology update plans to take into consideration post Covid supply chain issues. Purchase additional equipment to ensure classroom interruptions are minimal.	Immediate	Classroom Technology & Integration Specialist/IT Technical Director	Monitor work orders to ensure interruptions are minimal

Performance Goal 6.4– Media and Student Center

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Move resources from other areas of the department at critical times to ensure that student requests for equipment and services are met in a timely manner. Evaluate the process of obtaining and turning in the equipment every semester to streamline the process and make it easier on students and staff.	Immediate	IT Technical Director	Monitor the queue time of loaner laptops with the workorder system.

Culture

Performance Goal 7.1

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Create and implement a commitment statement or creed with input from faculty, staff, and students. "The Warhawk Way," initiative is aimed at fostering a culture of unity, care, and shared values across all campuses. This initiative is rooted in the core principles of Integrity, Caring, and Leadership.	Planning through Spring and Summer 2024. Implementation Fall 2024	HR Director, Faculty Development, VPSS, VPAA	Commitment proposal complete

Performance Goal 7.2

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Strengthen the unity among all campuses by fostering a "one college" mentality through the introduction of a shuttle service connecting each campus.	Research and hire drivers, purchase needed equipment.	Facilities Director	Schedule created, staff and vehicles acquired

Performance Goal 7.3

Action Steps and Areas of Focus	Timeline	Lead	Data Marker
Ensure the continuation of successful and essential programs by hiring an additional social worker and a full-time counselor. This action step aims to further provide support to students, faculty, and staff.	Start the hiring process and have additional staff on campus by Fall 2024.	Dean of Social Sciences, ADA Director	Approval and hiring of additional staff

Performance Goal 7.4

Action Steps and Areas of Focus

Create a more supportive relationship between faculty departments and staff departments by offering non-credit one day courses across disciplines: visual arts, technology- welding or machine tool, academic areas - poetry, book club, at least twice a semester. (Fun Fridays).

Timeline

Planning during
Spring and
Summer 2024.
Implement Fall
2024

Lead

Faculty Development
and Staff
Professional
Development
committees

Data Marker

Schedule of course
offerings created.
Participation of
faculty and staff
measured.

Parking Lot Items:

- Reduce Textbook Costs
- Integration of services with Banner and SSO
- More staff



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