



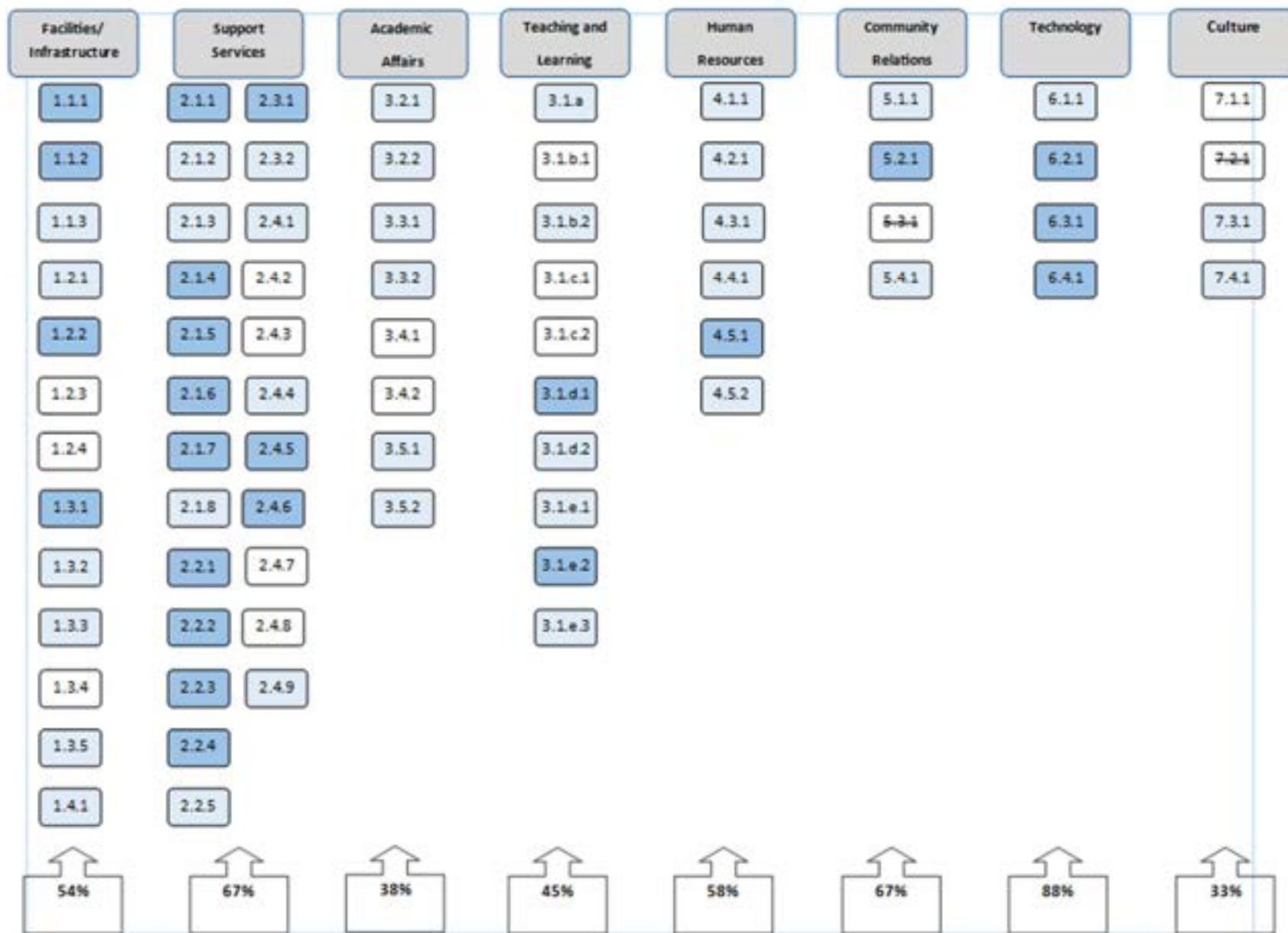
Strategic Plan Updates 2025, Quarter 1

Current Status:

57% complete

Updated 04.07.2025

LEGEND: ■ Completed In Progress Not Started



Facilities/Infrastructure – updates from 4/7/2025 meeting

<u>Performance Goals</u>	<u>Action Steps and Areas of Focus</u>	<u>Timeline</u>	<u>Lead</u>	<u>Data Marker</u>	<u>% Complete</u>	<u>Updates/Comments</u>
1.1 - Environmental Services	New RFP with current service requires every restroom serviced three times a day.	2/1/24	Facilities Director	Fewer complaints	— 0% not started — 50% in progress _√_ 100% completed	Improved. Additional staff added.
	Install new plants under new contract from RFP.	4/1/24	Facilities Director	Plants installed	— 0% not started — 50% in progress _√_ 100% completed	
	Take down trees obscuring lighting. Replace lighting with LED bulbs.	Current	Facilities Director	Better lighting/ Fewer complaints	— 0% not started _√_ 50% in progress — 100% completed	
1.2 – Student Meeting Centers	Work with architect to redesign Library into a Library/Student Center with food service	1/1/25	Facilities Director	Contract in place	— 0% not started _√_ 50% in progress — 100% completed	Approval received and design started.
	HSV site Student Center currently undergoing renovations with new furniture, games, and décor	6/1/24	Facilities Director	All décor installed	— 0% not started — 50% in progress _√_ 100% completed	
	Long-term: Build an event center to seat 5,000. Residence Hall, Ball Fields.	7 years	President	Funding identified	_√_ 0% not started — 50% in progress — 100% completed	Working on purchase of property.
	Huntsville Student Center: New kitchen. Refitting the kitchen to become a full-use kitchen rather than just a warming center.	Aug. 2025	Facilities Director	Kitchen re-fit completed	_√_ 0% not started — 50% in progress — 100% completed	Approval received for design.
1.3 – Renovations	STEAM Imagination Center– Funding Secured, Plan Drawn, Bid awarded, Contract Executed, Building Open	Spring 2025	Facilities Director	Students attending classes	— 0% not started — 50% in progress _√_ 100% completed	Classes plan to start Summer 2025. Furniture and technology install date 4/15/25. Tentative ribbon cutting May 20, 2025 at 10:00 AM.
	HSV site Expansion (Healthcare, Technologies, and Meeting Space) - Procure architect/funding, space completed	2025/2026	Facilities Director	Construction completed	— 0% not started _√_ 50% in progress — 100% completed	Seeking funding. Concept plans created.
	Aviation Program A&P– Hire architect, renovate adjacent Calhoun leased building space	Fall 2025	President	Renovations completed	— 0% not started — 50% in progress _√_ 100% completed	Move in date May 15, 2025. Classes start Fall 2025.
	New Aviation Facility on Airport Property	3 to 5 Years	President	New Facility Completed	_√_ 0% not started — 50% in progress — 100% completed	Seeking funding.
	Rural Development Park	Oct. 2025	President, Facilities Director	Site renovated	— 0% not started _√_ 50% in progress — 100% completed	Construction began end of March 2025. Plan to open Fall 2025.

1.4 – ADA Compliant

Wave motion door openers	Current/ Ongoing	Facilities Director	Wave openers installed on automatic doors	<p>— 0% not started —√ 50% in progress — 100% completed</p>	Openers that were on hand have been installed. Newly ordered others.

Support Services – updates from 4/7/2025 meeting

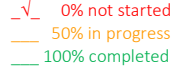
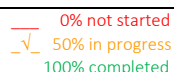
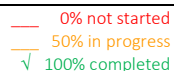
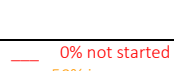
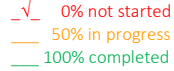
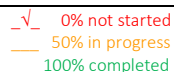
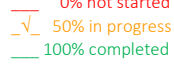
Performance Goals
2.1 - Enrollment

Action Steps and Areas of Focus	Timeline	Lead	Data Marker	% Complete	Updates/Comments
Outreach to senior citizens •Create specific plan for 60+ years old	Spring 2025	Recruitment Coordinator	Argos/Enrollment	— 0% not started — 50% in progress —√_ 100% completed	Recruiting has started Target-X campaigns to recruit 60+: Social media posts, collaborations with senior centers and senior residences, updating viewbook to add 60+page, texts to applicants DOB +/- 1964. Viewbook being published as of this update.
Improved internal and external service/communication (direct advertising; geo-fencing)	Ongoing	Director of Public Relations	Argos/Student Surveys	— 0% not started —√_ 50% in progress — 100% completed	Website updates, upgraded signage on Hwy 31, Target-X strategic communications. About to roll out new website (60-70% complete).
Enhanced advising services •Add translation services in academic advising •Revisit outreach for stop out/90% completers	Ongoing Summer 2024	Directors of Advising/Admissions	Survey/Reporting	— 0% not started —√_ 50% in progress — 100% completed	•Add translation services in academic advising - 50% complete. Hispanic Community Initiative Outreach Coordinator (recently hired) will assist in advising. There is also a Student Success Assistant in Decatur, fluent in Spanish. •Revisit-outreach for stop out/90% completer - 50% complete - Data has been compiled; will begin outreach to this group April 2025.
Streamline processes and decrease barriers in the admissions process •Waitlist functionality for course registration •Review functionality and Lean processes as appropriate	Ongoing	Director of Admissions	Survey/Reporting	— 0% not started — 50% in progress —√_ 100% completed	Advising – Waitlist has been implemented. Introduced electronic form for Change of Major. Forms added for STC completers. All Admissions forms are now electronic. Process developed for student completion of Admissions Checklist. Reviewing functionality & lean processes – <ul style="list-style-type: none"> • We are adding another day to our add/drop period starting in January. • We are slowing implementing course restrictions to our programs of study. This will prevent them for registering for any courses outside their program of study. Students receive an error message stating “Field of Study Restriction-Concentration”. • Changed our policy to bring in all courses from a previous college instead of select few. • Changed our policy to being in all courses from a previous college where if the GPA is 2.0 that all “D” courses are evaluated. This eliminated the exception to the ENG 101 that was previously in our policy.
Revise payment plan option for monthly payments •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	VP of Student Services/ Chief Financial Officer	Survey/Reporting	— 0% not started — 50% in progress —√_ 100% completed	Already set up for monthly payments; payments have to be made by mid-point. Researching if we can take cash for monthly payments.

2.2 – Mental Health

Help with FAFSA application	Ongoing/1 year	Financial Aid	Survey/Reporting	<p>— 0% not started</p> <p>— 50% in progress</p> <p>—√_ 100% completed</p>	February was Financial Aid Awareness Month. There was a great turn out for the FAFSA Fiesta. Continuing to provide information to local high schools and churches.
Offer student-friendly class scheduling	Fall 2025	Vice President of Academic Affairs	Survey/Reporting	<p>— 0% not started</p> <p>— 50% in progress</p> <p>—√_ 100% completed</p>	Conducted meetings with Instructional Deans; Ad Astra training provided. FA25 schedule put together using Ad Astra along with historical reports. Worked with Advising; set up an Excel file for Course Requests, and have seen fewer requests coming in.
Review and improve business office processes for students and employees	Ongoing	Chief Financial Officer/ VP of Student Services		<p>— 0% not started</p> <p>—√_ 50% in progress</p> <p>— 100% completed</p>	Working on a Business Office page as a central location about paying for classes. Separate bills will be sent for summer and fall semesters. Started issuing electronic Purchase Orders instead of paper forms. Meal allowance for athletes increased to \$45/day. Began issuing cash cards to students who travel as a group with the college. The purchasing manual was updated in 2024.
Provide additional mental health resources •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.	Ongoing	Director of ADA/Title IX	Maxient	<p>— 0% not started</p> <p>— 50% in progress</p> <p>—√_ 100% completed</p>	*See also 7.3 below: A full-time counselor has been hired with start date 11/4/24. We have implemented UWill Mental Health and Wellness online services. This platform provides the campus community with access to teletherapy, along with on-demand wellness solutions such as yoga, meditation, and mindfulness training. Additionally, UWill offers 24/7 tools for crisis response, ensuring support is available whenever it's needed. Our newly hired mental health counselor will offer training and workshop centered around mental health for faculty and staff in the Spring 2025 semester. By consistently equipping our faculty, staff, and students with these resources, we aimed to foster a more resilient and supportive campus environment.
•Conduct a GAP analysis on current mental health services	Fall 2024	Director of ADA/Title IX	Survey	<p>— 0% not started</p> <p>— 50% in progress</p> <p>—√_ 100% completed</p>	Following a recent GAP analysis of our mental health services, we identified that the previous model (contracted counseling services through the Mental Health Center of North Central Alabama and Covenant Counseling) was costly while only providing support two days per week. In response, we have hired a full-time mental health counselor, expanding our offerings to five days per week. This allows us to provide free counseling services to students, faculty, and staff on a more consistent basis, ensuring better access to mental health support for our campus community.

<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"> — 0% not started — 50% in progress —√ 100% completed 	CARE team consists of Student Advocate, Mental Health Counselor, Social Worker, BIT Chair, and Campus Police We meet informally as needed when referral forms come in to determine what resources a student should be referred in order to holistically support their well-being.
<ul style="list-style-type: none"> •Create a CARES Referral Form 	Spring 2024	Coord. of Student Advocacy	Report	<ul style="list-style-type: none"> — 0% not started — 50% in progress —√ 100% completed 	The referral form is live and available to all faculty, staff, and students. It can be accessed by visiting www.calhoun.edu/calhouncares and clicking on "Refer a Student". The referral form routes to the most appropriate individual on the CARE team based on the form responses. We may need to more widely promote awareness of the form.
<ul style="list-style-type: none"> •Continue to promote the mental health resources and awareness by hosting the annual World Mental Health Symposium on campus 	Ongoing	Director of ADA/Title IX	Survey	<ul style="list-style-type: none"> — 0% not started —√ 50% in progress — 100% completed 	In alignment with our strategic planning initiative to enhance mental health awareness, we are actively promoting resources across campus. This includes implementing UWill Mental Health and Wellness Services, and displaying informative posters on suicide prevention and mental health resources. Additionally, with the recent hiring of a full-time mental health counselor, we are committed to providing ongoing support and awareness for mental health within our campus community, including hosting an annual World Mental Health Symposium/ event in the near future. (Had 55 appts in March 2025 for mental health services.)
<p>2.3 - Tutoring</p> <ul style="list-style-type: none"> Expand program-specific tutoring services •Identify gaps in tutoring services for specific program areas 	Fall 2024	Director of Student Success	TracCloud	<ul style="list-style-type: none"> — 0% not started — 50% in progress —√ 100% completed 	STAR Institute now offers tutoring in most all subjects taught. Tutors are located in the main STAR locations and online for general ed courses. Instructors relayed a need for tutors in the visual arts and technology areas. Tutors are located at the ACA for assistance with the visual arts courses. Tutors are located on both campuses in the technology areas and online to assist those students.
<ul style="list-style-type: none"> Engage at-risk populations with tutoring services •Evaluate student data to identify at-risk populations to focus on 	May 2025	Director of Student Success	Survey/Student Data/TargetX	<ul style="list-style-type: none"> — 0% not started —√ 50% in progress — 100% completed 	Currently, staff visits ORI classrooms to inform students of our services. A small amount of our dev ed classes are visited. STAR is working on a schedule to visit all of the dev ed classes at the start of Spring 2025. We plan to reach out to recruiting for assistance in identifying the most at-risk using Target X, so that a plan can be put in place to contact those students.
<p>2.4 – Student life</p> <ul style="list-style-type: none"> Improve Student Engagement •Bring together appropriate stakeholders to explore options to provide campus-to campus transportation 	Spring 2025	Director of Facilities, Director of PR and Digital Media	Completion of study/research and analysis. Schedule	<ul style="list-style-type: none"> — 0% not started —√ 50% in progress — 100% completed 	Survey is in progress; there was an issue with the survey questions. A question will be added to the Strategic Plan Survey: If transportation were available, I would attend classes on other campuses.

			created. Staff and vehicles acquired.		
•Allocate funds to provide free female hygiene products in all bathrooms on all campuses	Ongoing	Facilities	Data Report		Clint Young will check with Cintas to see what supplies are available for bathrooms.
•Connect appropriate stakeholders to explore options to provide free printing for students	Fall 2024	CFO, Tech. Director of IT	Data Report		Ongoing discussions with some concerns about unlimited printing. Questions will be added to Strategic Planning Survey to ask students about this specifically.
•Plans are in place to establish a cafe in the library post-renovations	Fall 2025	Facilities	Project Completion		In the design phase.
•Establish an online student engagement portal	Spring 2024	Engagement Coordinator	Campus Groups Portal Launch		Hawk's Nest by Campus Groups is the new online student portal, created in the spring of 2024. We are currently implementing marketing events to increase knowledge and activity on the portal. Campus Clubs are now required to register their clubs on the portal.
•Provide a unified student activities calendar	Ongoing	Engagement Coordinator	Data Report		The Student Activities Calendar on the Hawk's Nest by Campus Groups is being used for this purpose. All campus clubs are required to submit their event requests on the portal, and they will automatically be added to the calendar.
Provide on-campus Childcare •Establish a committee to explore/conduct feasibility study on providing childcare on campus for students and employees	Spring 2026	Committee Chair	Survey Results		
Increase Staff •Opportunity to add staff to support initiatives outlined in the student life performance goals (dining, transportation, etc.)	Ongoing	Human Resources/ Vice President of Student Services/ Chief Financial Officer	Data Report		
Increase Work-Based Learning Opportunities •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		A committee has been formed and will meet on Wednesday, December 4, to establish our definition of work-based learning programs, a baseline for reporting, and an initial action plan for the initiatives listed. The committee met; defined WBL experience. Will highlight student success stories and promote WBL on the website (have reached out to PR).










Academic Affairs – updates from 4/7/2025 meeting

Performance Goals	Action Steps and Areas of Focus	Timeline	Lead	Data Marker	% Complete	Updates/Comments
3.2 – Research	Provide robust data, analysis, and reporting in multiple venues to foster data-informed decisions.	Ongoing	Dean of IE and VPAA	Data Dashboards and Publications	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	IE Office began sending Data Updates Fall 24. Several administrators attended Complete College America training on the PDP Dashboard. Need a Data Committee.
	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	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	IRB Chair has been piloting a process. There are now streamlined processes for IRB.
3.3 – Programmatic Pathways	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	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	Pathways are an active and ongoing initiative right now. For example, dental hygiene is working on a pathway to the dental health program at Athens State. Our MOU Committee is moving forward. Building Dynamic Forms.
	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	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	3 of 6 divisions have a version of this guide in place.
3.4 – Classroom Upgrades	Re-imagine classrooms and buildings with a learner-centered approach to promote academic excellence and innovation.	Ongoing	IT Technical Director/ Facilities Director	Instructional technologies strategic plan and Instructional facilities strategic plan	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	Started on Huntsville campus. Master Planning Committee established; not just classrooms.
	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	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	Committee not yet formed.
3.5 – Policies and Procedures	Implement an Administrative Modernization plan to review and revise the Faculty Handbook, Distance Learning Policies, and the Personnel Handbook.	2024-2025	VPAA/VPSS	Revised handbooks/policies	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	Multiple meetings with the Faculty Senate have taken place. Other ACCS schools have been surveyed on their policies, virtual hours, etc. Conversations about a policy committee and what policies will look like have taken place. Working to identify a platform to house policies and develop procedures to approve new policy.
	Align administrative, academic, and business office procedures to promote collaboration and success of faculty, staff, and students.	2024-2025	VPAA/VPSS	TBD	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	Quest to 10,000 group meets monthly; is working to improve policy and procedures. For example, the purge process has been improved. A Registration Group has been formed. A Bookstore change is taking place; in progress for a new contract, aiming for Fall 2025.

Teaching and Learning – updates from 4/7/2025 meeting

<u>Performance Goals</u>	<u>Action Steps and Areas of Focus</u>	<u>Timeline</u>	<u>Lead</u>	<u>Data Marker</u>	<u>% Complete</u>	<u>Updates/Comments</u>
3.1.a – Virtual	Ensure quality and consistency by: <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 Intentional course redesign focusing on active learning and instructor presence	2024-2025	VPAA	Guidance from VPAA	— 0% not started -√ 50% in progress — 100% completed	Beginning stages – working on a comprehensive Manual/Handbook. Have rewritten the Faculty Development Director position; the job has been posted.
3.1.b - Traditional	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	-√ 0% not started — 50% in progress — 100% completed	High priority but temporarily on hold. Started a very specific targeted list of PD offerings. Hopefully ready Fall 2025.
	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	— 0% not started -√ 50% in progress — 100% completed	Awarded 7 Innovation Grants. 16 faculty presenting at a poster session prior to the beginning of 2025 Honors Day; poster session will be in the MSA Lobby.
3.1.c – Hyflex/Hybrid	Target professional development around Hyflex teaching modalities.	2024-2025	Director of Faculty Development	PD Offerings	-√ 0% not started — 50% in progress — 100% completed	
	Analyze classroom technology needs for Hyflex and Hybrid instruction as part of classroom redesign.	2024-2025	VPAA	Needs Assessment Report	-√ 0% not started — 50% in progress — 100% completed	
3.1.d – Dual Enrollment	Target/incentivize professional development for DE faculty.	2024-2025	Director of Faculty Development	DE instructor training program available	— 0% not started — 50% in progress -√ 100% completed	Based on AG guidance, we are able to pay DE faculty for trainings like professional development. Starting Fall 2025.
	Provide standardized course shells to DE faculty to ensure consistency in learner experience. Provide a full-time faculty mentor for each DE faculty during their first year of instruction.	2025-2026	Dual Enrollment Director	Course shells available in LMS	— 0% not started -√ 50% in progress — 100% completed	Some work on course shells. Faculty mentor: not yet started.

3.1.e – Faculty Development

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	 0% not started  50% in progress  100% completed	
Provide multiple opportunities for faculty to design, facilitate, and report findings centered around course redesign and best instructional practices.	2025-2026	VPAA	TBD	 0% not started  50% in progress  100% completed	Have started Honors Day opportunities and Professional Development opportunities. On schedule for Spring 2025.
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	 0% not started  50% in progress  100% completed	

Human Resources – updates from 4/7/2025 meeting

Performance Goals	Action Steps and Areas of Focus	Timeline	Lead	Data Marker	% Complete	Updates/Comments
4.1 - Policies	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	<div style="display: flex; justify-content: space-between; width: 100px;"> — 0% not started √ 50% in progress — 100% completed </div>	Research underway
4.2 - Compensation	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	<div style="display: flex; justify-content: space-between; width: 100px;"> — 0% not started √ 50% in progress — 100% completed </div>	Research underway. Reviewing policies and salary structures. Parental leave signed by the Governor. Made recommendations to ACCS.
4.3 – Leadership Training	Implement leadership training for employees who want to advance			Leadership Calhoun Committee formed and program established	<div style="display: flex; justify-content: space-between; width: 100px;"> — 0% not started √ 50% in progress — 100% completed </div>	Have conducted one class. On hold due to Director of Faculty Development position vacancy.
4.4 - Recruiting	Recruit and retain a qualified workforce	Ongoing	Director of HR & Payroll	Percentage increase of qualified hiring and best practice recruitment program TBD	<div style="display: flex; justify-content: space-between; width: 100px;"> — 0% not started √ 50% in progress — 100% completed </div>	Recruiting will take place at the Adjunct Fair being held both in Huntsville and Decatur. The Fair was well attended (45). Contacting previous students about adjunct opportunities. Trying targeted recruiting via Calhoun social media apps.
4.5 - Staffing	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	<div style="display: flex; justify-content: space-between; width: 100px;"> — 0% not started √ 50% in progress — 100% completed </div>	IE budget requests for Xitracs and an Assessment Consultant have been approved. Academic Affairs Specialist job has been posted.
	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 teaching an overload.	<div style="display: flex; justify-content: space-between; width: 100px;"> — 0% not started √ 50% in progress — 100% completed </div>	Adjunct Fair – Huntsville and Decatur. Dual Enrollment instructors: become adjuncts Added several instructional positions.

Community Relations – updates from 4/7/2025 meeting

Performance Goals	Action Steps and Areas of Focus	Timeline	Lead	Data Marker	% Complete	Updates/Comments
5.1 – K-12	Create and enhance a streamlined, comprehensive, Calhoun Learning Camp information and registration process for our K-12 community.	June 2024 Spring 2025	PR Assistant Director	Creation and publication of content	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	Will have a centralized location for camp information on the new website. A JotForm for registration is up and running. Ready to roll out the new website. A third party vendor will handle camps.
5.2 – Internships/ Business	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 Ongoing	Director of PR and Digital Media	Initial spotlight published	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	Spotlights on students. YouTube graduation testimonials, see most recent Commencement 2023 Testimonials: https://www.youtube.com/watch?v=KeNOvTXci2Y # of student spotlights has increased. Also doing spotlights on industry relationships/partnerships.
5.3 – Connect All Campuses	Research the feasibility of providing transportation between Calhoun campus and all Calhoun sites. Survey stakeholders for participation interest.	October 2024 Spring 2025	Director of PR and Digital Media	Completion of study/ research and analysis	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	NARCOG is willing to participate in getting this set up. (Combined into 2.4 above)
5.4 – Public Outreach	Develop a Public Speakers bureau. Initiate “Did you know” campaign.	September 2024 Spring 2025	PR Assistant Director	In progress	<div style="display: flex; justify-content: space-between;"> 0% not started 50% in progress 100% completed </div>	Contact each dean to get input on individuals in their areas who would be good candidates for the speakers bureau.

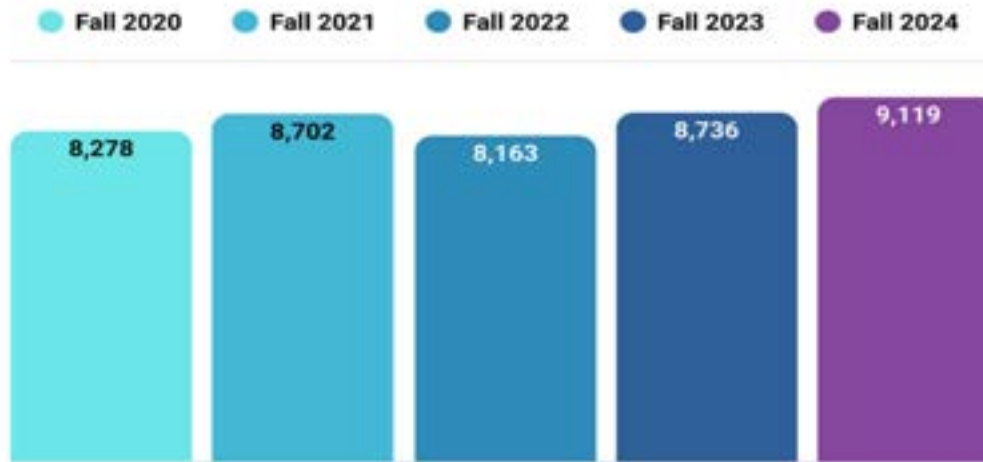
Technology – updates from 4/7/2025 meeting

<u>Performance Goals</u>	<u>Action Steps and Areas of Focus</u>	<u>Timeline</u>	<u>Lead</u>	<u>Data Marker</u>	<u>% Complete</u>	<u>Updates/Comments</u>
6.1 – Communication/ Website	Improve connectivity for students and staff at all campus locations. Upgrade current Wi-Fi infrastructure with modern, faster access points with higher bandwidth.	By end of June 2025	IT Technical Director/ Lead Network and Service Administrator	Consult AP Heatmaps to determine if gaps in coverage still exist.	<div style="display: flex; justify-content: space-between;"> — 0% not started √ 50% in progress — 100% completed </div>	All interior access points have been replaced except Automotive, Machine Tool, and Welding. Exterior access replacement ongoing. Have reviewed and updated the Heatmaps. Overall, about 90% complete.
6.2 – Support Center	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	<div style="display: flex; justify-content: space-between;"> — 0% not started — 50% in progress √ 100% completed </div>	The go-live has happened. Call numbers are still up, but hopeful they will taper off in SP25. There have been a significant number of calls regarding QR Code and Multi-Factor Authentication. SP25 calls have fallen off. Reduction in number of calls is achieved.
6.3 Equipment Update	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	<div style="display: flex; justify-content: space-between;"> — 0% not started — 50% in progress √ 100% completed </div>	Products have been evaluated. Most are back to pre-Covid lead times.
6.4 – Media and Student Center	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 Ongoing	IT Technical Director	Monitor the queue time of loaner laptops with the workorder system.	<div style="display: flex; justify-content: space-between;"> — 0% not started — 50% in progress √ 100% completed </div>	Kept the lines down for Fall 2024. Pre-filled forms helped to reduce the time students had to wait in line. The changes made have helped a lot. The lines and wait times were much better in January.

Culture – updates from 4/7/2025 meeting

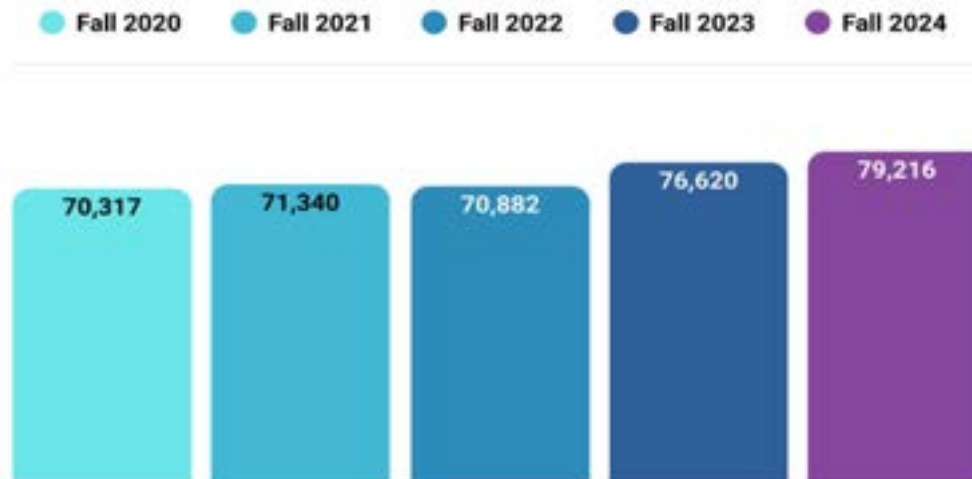
<u>Performance Goals</u>	<u>Action Steps and Areas of Focus</u>	<u>Timeline</u>	<u>Lead</u>	<u>Data Marker</u>	<u>% Complete</u>	<u>Updates/Comments</u>
7.1 -	Create and implement a commitment statement or creed with input from faculty, staff, and students. "The Warhawk Way," initiative is aimed at fostering a culture of unity, care, and shared values across all campuses. This initiative is rooted in the core principles of Integrity, Caring, Respect, and Leadership.	Planning through Spring and Summer 2024. Implementation Fall 2024 (Summer 2025)	HR Director, Faculty Development, VPSS, VPAA	Commitment proposal complete	 0% not started 50% in progress 100% completed	Incorporate with the Calhoun Leadership program On hold, pending hiring for the vacant Faculty Development position.
7.2 -	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 need-ed equipment.	Facilities Director	Schedule created, staff and vehicles acquired	 0% not started 50% in progress 100% completed	Multiple initiatives have this same area of focus; will work to merge into one. (Combined into 2.4 above)
7.3 -	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	 0% not started 50% in progress 100% completed	A full-time counselor has been hired as of 11/4/24. UWill platform is available. Have requested a full-time social worker; awaiting approval.
7.4 -	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).	Planning during Spring and Summer 2024. Implement Fall 2024	Faculty Development and Staff Professional Development committees	Schedule of course offerings created. Participation of faculty and staff measured.	 0% not started 50% in progress 100% completed	Have offered: Book Clubs, Fine Arts offerings/Resin class, Writing Club, Poetry Readings. A series of art classes is coming for Summer 2025, the "Calhoun Creative Corners."
Parking Lot Items	<ul style="list-style-type: none"> Reduce Textbook Costs Integration of services with Banner and SSO More staff 					

Enrollment



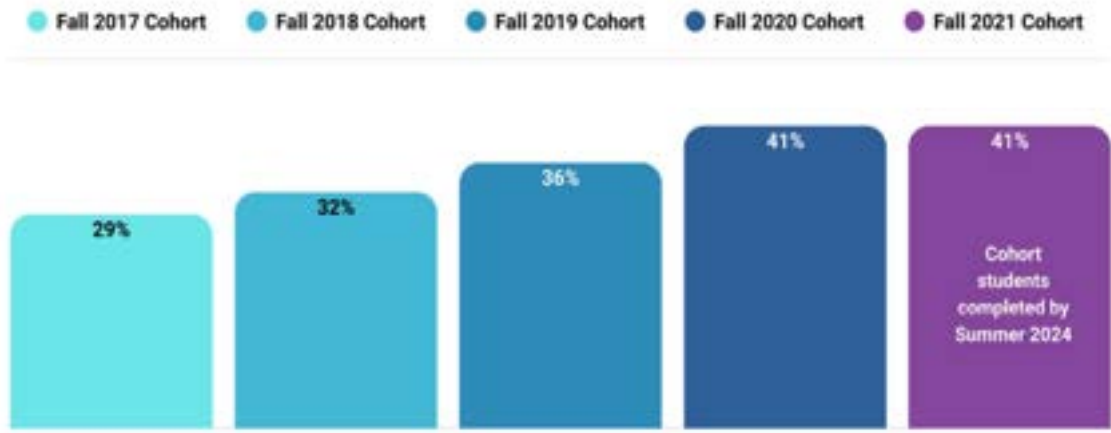
GOAL
10,000

Credit Hour Production



GOAL
89,500

3-Year Graduation Rates



GOAL
50%

Source: IPEDS Graduation Rates Survey

IPEDS Definition for Graduation Rate – Full-time, first-time degree/certificate-seeking undergraduates who completed a degree or certificate within 150% (3 years) of the normal time to complete.

Fall-to-Fall Retention Rates for Full-time Students



GOAL
75%

IPEDS Definition for Retention Rate – The percentage of first-time degree/certificate-seeking students from the previous fall who either re-enrolled or successfully completed their program by the current fall.

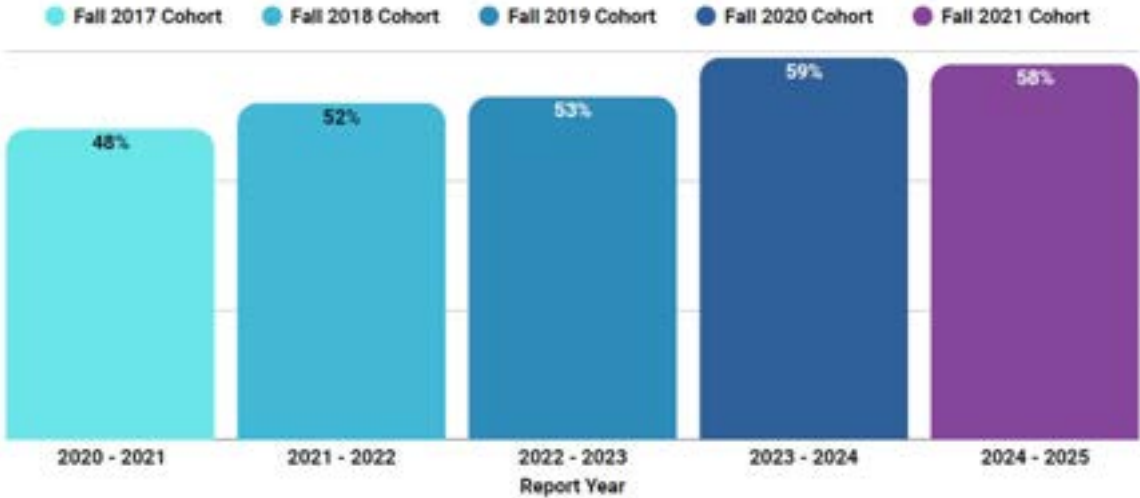
Fall-to-Fall Retention Rates for Part-time Students



GOAL
50%

IPEDS Definition for Retention Rate – The percentage of first-time degree/certificate-seeking students from the previous fall who either re-enrolled or successfully completed their program by the current fall. The part-time retention rate is calculated using the percentage of part-time, first-time degree/certificate-seeking undergraduates.

Graduation + Transfer Rate (Aspen)



GOAL
75%