



**Catawba  
Valley**

COMMUNITY COLLEGE

**Dream**

**Believe**

**Aspire**

**Strive**

**Achieve**

**Succeed**

# Strategic Plan

**2007 - 2012**



# Table of Contents

President’s Message .....	2
CVCC Mission & Vision Statements.....	3
Planning Trends and Assumption.....	4 - 6
College Stakeholders .....	7 - 8
Strategic Directions, Initiatives and Objectives.....	9 - 18
Glossary of Terms .....	19
Strategic Planning Council .....	22
CVCC Board of Trustees .....	23
CVCC Foundation, Inc., Board of Directors .....	24



# President's Message

## *Success Begins With Planning*

Catawba Valley Community College is striving to become the best community college in America! This is the basis behind the development of our first Strategic Plan that will guide our decision making and programming over the next five years. CVCC has a rich 50 year history that has positively impacted thousands of the citizens in our region. Now, our college is positioned to move to the next level of excellence.

The development of the 2007-2012 Strategic Plan was a comprehensive process involving input from both internal and external stakeholders. We have committed ourselves to the initiatives that will be necessary to make our region competitive in a global economy. The community college system in North Carolina has long been touted as the “backbone of economic and workforce development.” Your community college will be just that for our region.

The plan involves seven major directions and many initiatives and objectives that are focused on academic excellence, student engagement, community engagement, globalization/diversity, economic and workforce development, resource development, and the college environment. This plan will propel us to stronger partnerships in the region as well as provide the best higher education programs and services that are needed to make Alexander and Catawba Counties stronger in the future.

We appreciate the continued support of our community and look forward to becoming the community college that our citizens deserve and expect. CVCC expects excellence in everything that we do, and it is our goal to enhance the quality of life for all that choose our college as their starting point for a bright future.

Garrett D. Hinshaw  
President

*Destiny is not a matter of chance; it is a matter of choice.*

*- Anon*

# CVCC Mission & Vision Statements

## Mission Statement

Catawba Valley Community College is an innovative, comprehensive community college that fosters an environment focused on Academic Excellence, Globalization and Diversity, Economic and Workforce Development, and Student and Community Engagement to empower individuals and enrich the community through premier educational programs and services centered on teaching and learning.

## Vision Statement

The vision of Catawba Valley Community College is to be the standard of excellence for programs, services and facilities for community colleges in the nation.

*To succeed, jump as quickly at opportunities as you do at conclusions.  
- Benjamin Franklin*



# Planning Trends and Assumptions

## Demographic

1. Catawba and Alexander County's population is projected to increase 6% over the next 5 years compared to the State increase of 9%.
2. From 2005-2020, Catawba County's population is expected to increase 20.6% compared to the growth rate of 26.2% from 1990 to 2005.
3. From 2005-2020, Alexander's population is expected to increase 20.4% compared to the growth rate of 29.0% from 1990 to 2005.
4. Highest population growth expected to occur in the 55 and older age group and the 20 to 24 age group.
5. Significant increase in Hispanic and Asian populations will continue.
6. Retiring baby boomers will result in a growing share of the workforce that are black and Latino.
7. The Hickory Metropolitan Statistical Area (MSA) has the oldest workforce of North Carolina MSAs.

## Socio-Cultural

1. Growth of information industries is creating a knowledge-dependent global society.
2. Family structure will continue to be more diverse.
3. Tourism, vacationing and travel will continue to grow in the next decade.
4. The demand of greater accountability and transparency will increase among all entities over the next decade.
5. The number of high school graduates is expected to decline slightly over the next five years.
6. Acceptance of cultural diversity will continue to slightly increase.
7. Poverty rates in the Hickory MSA will continue to be above the State average.

## Education

1. Future prosperity will depend on citizens achieving higher education attainment levels.
2. Baby-boom retirements will increase an emerging skills gap among experienced, skilled workers.
3. Demand for highly trained employees with technology skills will continue to increase.
4. The percentage of adults 25 years and older without having obtained a high school diploma in the Hickory MSA significantly exceeds the percentage in the State.
5. Demand for continuing education among adults will increase.
6. Emerging fields of biotechnology and nanotechnology will require more math and science skills.
7. Demand for more soft skills by employers will increase—interpersonal; oral and written communication; teamwork; professionalism; problem-solving.



8. Substantial projected gaps in occupations requiring community college education— allied health; service technicians; biotechnology; computing, software, and internet; logistics and distribution; materials and manufacturing; management and financial, and child care.

### **Economic and Workforce Development**

1. Economy challenged by transitioning to globalized markets, knowledge economy, internet revolution, outsourcing, and foreign competition.
2. Skills possessed by manufacturing workers not easily transferable to the knowledge economy.
3. Air quality and transportation issues will challenge the economy and workforce development.
4. The majority of new jobs will originate from the development of small businesses, many of them entrepreneurial.
5. Employers will increase efforts to employ individuals who can communicate effectively with their international clients.
6. The need for establishing partnerships with business, industry, healthcare, service and hospitality clusters will increase.
7. Uncertainty of economic conditions will continue to cause fluctuations in the unemployment rate and the economy.
8. Jobs in traditional manufacturing industries will continue to decrease over the next five years.



### **Globalization**

1. Community college students needing to understand cultures, economic systems, and business environments to survive in a global economy.
2. A networked global economy driven by flow of information, ideas, cultural values, capital, goods, services and people.
3. Globalization is broadly based, particularly among emerging markets (e.g., China and India).
4. Internationalizing of trade is reflected in the increasing capacity to connect markets on an immediate basis and to move capital across national frontiers.
5. Growing importance of capital-intensive production will continue in the foreseeable future.
6. Increasing financial, technological and cultural gap between more-developed and less-developed countries.

### Technology

1. The development of new technologies will require a higher level of education and training.
2. Technological obsolescence is accelerating rapidly.
3. Research and development will play an increasingly important role in the economy.
4. Advances in transportation technology will make travel/shipping faster, cheaper and safer.
5. Life-long learning is a necessity for anyone working, especially in a technical field.
6. Medical advances are accelerating significantly.
7. Internet-based operations require more sophisticated, knowledgeable employees.
8. Increased technical instructional expectations from Gen-X and Gen-Y students.



### Political

1. State and local budget challenges are anticipated over the next several years because of increased demands for services, healthcare, and safety issues.
2. An eventual higher education version of the No Child Left Behind Law is very probable.
3. As costs increase, public institutions can expect increased scrutiny from state and national governments.
4. The reduction of student financial aid is probable while for-profit institutions are likely to gain access to federal grants.
5. Financial costs associated with the War on Terror and national disasters may negatively affect funds for education.
6. The continued decline of traditional manufacturing, the reduction of consumer spending due to rising energy costs, and the temporary status of certain tax increases may negatively affect allocations for education.

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9. The University of North Carolina at Chapel Hill School of Government, Popular Government, Spring/Summer 2004 Issue.
10. United States Census Bureau, Census 2000.
11. Western Piedmont Council of Governments, Economic Indicators Newsletter.

# College Stakeholders

## Students

Students are more than just our “customers.” They are the very reason our institution exists. Our goal is to prepare them for better opportunities so that they may contribute economically, culturally and socially to the community. Whether completing the first two years of a four-year degree, learning basic literacy skills, or learning how to start a business, students are the college’s primary focus.



## Faculty and Staff

Academically prepared to the same level as many of their university peers, our faculty and staff are our greatest and most important resource. They have a unique responsibility to pass along a vast body of knowledge. In return, the college invests in their professional development and strives to provide a work environment that rewards, engages and challenges them.

## Alumni

CVCC alumni are living, breathing confirmation of the benefits of a community college education. Our alumni transfer to four-year schools and beyond. CVCC alumni care for us in sickness, keep our homes heated and cooled, serve and protect our communities, maintain and repair our computers, and keep our vehicles running, just to name a few of their essential contributions. We all benefit from the work of community college alumni.

## Board of Trustees

Our Board of Trustees does not do the work of the institution. However, these individuals, appointed by local and state government, establish the policies by which CVCC does its work. Our trustees provide a vital link between the college and the community at large, ensuring that the college fulfills its mission.



## CVCC Foundation, Inc.

The Foundation exists to foster and promote the growth, progress, diversity and general welfare of the college. Those serving on the board and hundreds of individuals and businesses that contribute to the Foundation are committed to providing for the educational needs of students and the community.

### Service Area Communities

Although the primary campus is located in Hickory, the college has a mandate to deliver programming and training throughout our entire service area of Catawba and Alexander counties. To do that, the college partners with numerous community groups and public agencies to provide convenient, affordable services. Citizens can access college programming in public schools, at county agencies, public libraries and on-site at industry.

### Business, Industry & Agencies

Employers not only hire our graduates, but rely on CVCC to train their existing workforce. Close collaboration with business, including service industries and the non-profit and human services sector, results in the creation of affordable, unique—and often one-of-a-kind—training opportunities. These services help upgrade job skills, which in turn help local industry compete in a global market, expanding the economic base of the entire community.



### Citizens of Catawba and Alexander Counties

Every citizen benefits from a strong economy comprised of industries which provide good jobs and attractive compensation packages. A well-prepared workforce attracts those types of employers that can help build a community rich in social and cultural diversity.

*We are continually faced with a series of great opportunities brilliantly disguised as insoluble problems.*

*- John W Gardner*

# Strategic Directions, **Initiatives** and Objectives

## Strategic Direction: Embracing Academic Excellence by

**Initiative #1:** Establishing and assessing institutional standards of Excellence based on national, state, and institutional data as the expectation for all students, faculty, staff, facilities, and operations, the College will

### Completion Date and Objectives:

- Dec. 2007 Promote to stakeholders the importance of achieving excellence.
- May 2008 Identify appropriate national databases and relevant benchmarks.
- May 2008 Research and implement standardized grading practices and learning expectations throughout the College.
- Dec. 2008 Create an environment that embraces assessment and research for decision-making, budgeting, and benchmarking.
- May 2009 Examine methods to award credit for experiential learning and training.
- May 2009 Create a comprehensive program and services review system that provides a basis for expansion, reduction, resource allocation, and standards of excellence.
- May 2010 Develop practices that improve and expand programs to help exceed the national benchmarks.
- May 2012 Implement instructional methods that are shown by research to be superior.

**Initiative #2:** Providing resources that promote academic excellence, the College will



### Completion Date and Objectives:

- Dec. 2009 Develop a plan to attract and reward the top 25% high achieving graduates in the service area.
- May 2010 Identify and designate additional funds to be used for continuous professional development for all CVCC faculty, staff and administration.
- May 2010 Provide support to students to attend professional meetings and conferences in their specific disciplines.

*The major difference between the “best” and the “average” is that the “best” get as much pleasure from practice as performance.*

*- Ben Zander*



**Initiative #3:** Developing partnerships with other educational institutions that value academic excellence, the College will

**Completion Date and Objectives:**

- May 2008 Identify and develop the technology-related skills necessary for our students' academic and professional success.
- May 2009 Expand collaborative programs via Information Highway or other state-of-the-art technology/media.
- Dec. 2009 Develop Advisory Committees in each academic division with representation from high schools and institutions of higher learning to address academic excellence.
- Dec. 2009 Develop and participate in regional workshops dedicated to the establishment and promulgation of academic excellence standards.
- May 2010 Engage in collaborative undergraduate academic experiences.
- May 2011 Increase the transferability of instructional programs through the development of articulation agreements with both public and private institutions of higher learning.

**Initiative #4:** Providing technology to support academic excellence, the College will

**Completion Date and Objectives:**

- Dec. 2007 Maintain an Information Technology Team staffed with individuals who have credentials and training to support academic excellence.
- Dec. 2009 Research and implement methods of using technology to enhance intra-campus communication.
- May 2009 Develop programs that meet the needs of the community and provide a "high-tech" workforce in the region.
- Dec. 2010 Research and acquire new technological advancements that will provide state-of-the-art classrooms.

**Initiative #5:** Providing services to support academic excellence, the College will

**Completion Date and Objectives:**

- Dec. 2008 Develop policies, procedures and practices to assist students.
- May 2010 Establish a comprehensive Advising Center.

**Strategic Direction: Enhancing Economic and Workforce Development by**

**Initiative #1:** Identifying and providing flexible programming options that are relevant to the economic and workforce needs of the community, the College will

**Completion Date and Objectives:**

- Dec. 2007 Set up an internal communication process for sharing information between relevant departments on economic development and workforce development.
- Dec. 2008 Conduct an annual workforce programming needs analysis for our service area using both external and internal sources.
- Dec. 2009 Design an organizational model that expedites service delivery to business and industry.

**Initiative #2:** Building local and regional partnerships that promote economic and workforce development, the College will

**Completion Date and Objectives:**

- May 2008 Enhance the use of program advisory committees and employer focus groups.
- Dec. 2010 Prioritize local and regional partnerships in order to allocate CVCC resources.
- May 2010 Provide incentives for faculty and staff to engage in small group networking in industry and education.
- May 2012 Work with the Economic Development Commission to provide skilled employees in the recruitment of industry.



**Initiative #3:** Providing research and development services to stakeholders, the College will



**Completion Date and Objectives:**

- Dec. 2008 Develop a Research and Development Center of Excellence.
- May 2009 Develop internal and external opportunities for scholarly publications.

**Initiative #4:** Providing career development services to assure that students are prepared for employment, the College will

**Completion Date and Objectives:**

- Dec. 2008 Provide comprehensive career development services and pathways to employment for students.

**Initiative #5:** Providing services that promote economic and workforce development, the College will

**Completion Date and Objectives:**

- Dec. 2007 Develop an annual marketing plan to highlight its role in economic and workforce development.
- Dec. 2008 Provide an environment conducive to business and industry education.
- May 2010 Provide incentives for faculty and staff to engage in small group networking in industry and education.

**Strategic Direction: Institutionalizing Globalization/Diversity by**



**Initiative #1:** Addressing globalization through courses of instruction, the College will

**Completion Date and Objectives:**

- Dec. 2007 Expand continuing education opportunities for the understanding of international cultures.
- Dec. 2008 Research courses for related global themes and make additions and changes to the courses that reflect globalization.

- Dec. 2008 Provide globalization training for all faculty and staff.
- Dec. 2009 Identify and utilize key resources to provide assistance in addressing global issues.

**Initiative #2:** Providing events and activities for students' discovery and understanding of a global economy, the College will

**Completion Date and Objectives:**

- Dec. 2007 Develop a global awareness presence within the College website.
- May 2009 Promote international travel for faculty, staff and students.
- May 2009 Host speakers, cultural events, and workshops to promote global and cultural education.
- May 2010 Expand library resources related to globalization.

**Initiative #3:** Creating global partnerships, the College will

**Completion Date and Objectives:**

- Dec. 2008 Partner with international institutions of higher education.
- May 2009 Develop networks with cooperating institutions in global studies programs.
- Dec. 2010 Develop partnerships with the business community to embrace global ventures.

**Initiative #4:** Promoting a college culture that embraces diversity, the College will

**Completion Date and Objectives:**

- May 2008 Encourage service-learning projects for diverse populations and purposes.
- Dec. 2008 Create a welcoming environment for diverse populations.
- May 2009 Provide diversity training for all faculty and staff.
- May 2009 Address cultural barriers that individuals face as students at our college.
- May 2010 Create a permanent display that demonstrates the college's commitment to embracing the value of diversity.



*Community building must become the heart of any school improvement effort.*

*- Thomas Sergiovanni*

## Strategic Direction: Fostering Community Engagement by

**Initiative #1:** Providing an environment that encourages and expects community engagement, the College will

### Completion Date and Objectives:

- Dec. 2008 Develop a Speakers Bureau.
- May 2009 Establish benchmarks for community engagement.
- May 2010 Recognize and reward employees who actively participate in service opportunities.
- May 2012 Establish comprehensive intake centers for college stakeholders.

**Initiative #2:** Creating and supporting service opportunities, the College will



### Completion Date and Objectives:

- May 2008 Identify and assess opportunities for regular interaction between students and the community.
- May 2009 Identify opportunities for each department/division to work as a team to develop and implement community service projects.
- May 2011 Support the establishment of mentoring, community service, internship, and other related opportunities.

**Initiative #3:** Providing opportunities and events for community involvement at the College, the College will

### Completion Date and Objectives:

- May 2009 Collaboratively plan, promote and implement a schedule of events to provide social, intellectual and cultural engagement.

**Initiative #4:** Promoting the value of the College to the community, the College will

### Completion Date and Objectives:

- Dec. 2007 Celebrate student, alumni, faculty and staff achievements.
- Dec. 2007 Recognize and promote College achievements.

**Initiative #5:** Pursuing new community partnerships, the College will

**Completion Date and Objectives:**

May 2012 Provide opportunities for community discussions.

**Initiative #6:** Enhancing community engagement through technology, the College will

**Completion Date and Objectives:**

May 2008 Plan, promote and implement a regular series of outreach programs for retirees.  
May 2008 Expand summer education opportunities for youth focused on technology careers.  
Dec. 2008 Assess current technology outreach for community engagement.  
May 2010 Develop a full-service online college at CVCC.  
May 2010 Develop community partnerships with technology-related businesses.  
Dec. 2010 Develop technologies for mass communications within the community.  
Dec. 2011 Provide innovative technology seminars.

**Initiative #7:** Providing relevant programs in convenient locations throughout the service area, the College will

**Completion Date and Objectives:**

May 2009 Expand programs of personal enrichment based upon adequate demand.  
Dec. 2010 Assess the need for additional educational campuses within the service area.

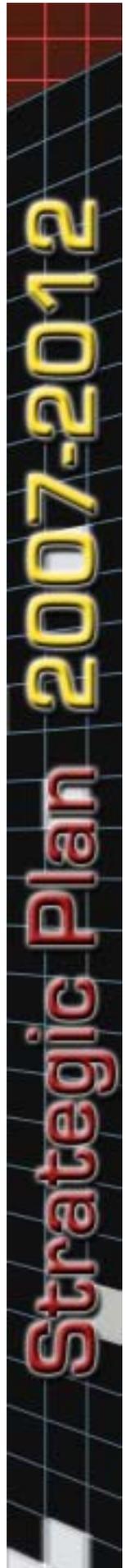
**Strategic Direction: Enhancing Resource Development by**

**Initiative #1:** Obtaining resources to support instructional programs and enhance excellence in teaching, the College will

**Completion Date and Objectives:**

May 2009 Foster an organizational culture that makes learning the primary value.  
May 2010 Develop and establish internal professional development opportunities that allow campus-wide participation.

*We must act as if our institutions are ours to create, our learning is ours to define, our leadership we seek is ours to become.*  
- Peter Block, Philosopher



**Initiative #2:** Increasing accessible financial resources, the College will

**Completion Date and Objectives:**

- May 2008 Research and increase grant funding for College initiatives.
- Dec. 2010 Explore alternative funding methods for providing programs.
- May 2012 Partner with the CVCC Foundation and Institutional Advancement Team to develop a \$10 million endowment.



**Initiative #3:** Providing for excellence in human resources, the College will

**Completion Date and Objectives:**

- Dec. 2008 Expand initiatives that value employees.
- May 2010 Develop a process to identify leadership potential and implement programs to support leadership development.
- May 2010 Establish a comprehensive performance evaluation system.

**Initiative #4:** Leveraging partnerships to enhance resource efficiency, the College will

**Completion Date and Objectives:**

- Dec. 2008 Provide excellence in service to internal and external constituents.
- May 2009 Assess and establish standards for resource efficiency.

**Strategic Direction: Enhancing the College Environment by**

**Initiative #1:** Providing an environment that is conducive to teaching and learning, the College will

**Completion Date and Objectives:**

- May 2009 Provide a system of technology adoption that quickly addresses the changing technological environment.
- May 2009 Conduct an internal assessment of current facilities for deficiencies.
- Dec. 2009 Expand evening and weekend instructional and support offerings.
- Dec. 2010 Design themes that are relative to program areas within the College.
- May 2011 Provide an efficient environment for service delivery.

**Initiative #2:** Enhancing the safety and security of all campuses, the College will

**Completion Date and Objectives:**

- May 2007 Perform regular external audits of campus health, safety and security.
- Dec. 2007 Review and revise safety policies and procedures for all campuses.
- May 2008 Assure compliance with all regulatory standards related to safety and health.



**Initiative #3:** Providing excellent physical resources for the community, the College will



**Completion Date and Objectives:**

- May 2011 Research opportunities for “green” partnerships and initiatives.
- May 2011 Enhance the appearance of the College.

**Initiative #4:** Providing a healthy environment for the College community, the College will

**Completion Date and Objectives:**

- Dec. 2009 Explore and provide wellness opportunities on campus.

**Initiative #5:** Providing a technology-rich environment, the College will

**Completion Date and Objectives:**

- May 2008 Develop and implement a comprehensive technology plan that adequately supports the college’s programs and services.

**Initiative #6:** Promoting a customer service-based atmosphere, the College will

**Completion Date and Objectives:**

- Dec. 2008 Provide college communication systems that are effective and efficient for stakeholders.

## Strategic Direction: Fostering Student Engagement by

**Initiative #1:** Effectively recruiting, engaging and retaining students, the College will

### Completion Date and Objectives:

- Dec. 2007 Expand student financial resource awareness and availability for both credit and non-credit students.
- May 2009 Increase the availability and funding for quality co-curricular activities.
- Dec. 2009 Sponsor student appreciation days for all students.
- May 2010 Establish and implement an enrollment management plan that includes recruiting and retention strategies.
- May 2011 Provide events and activities that enhance the student experience.
- May 2012 Recognize each student as an individual with diverse educational goals.

**Initiative #2:** Establishing seamless pathways for successful student transition between instructional opportunities, the College will

### Completion Date and Objectives:

- May 2009 Expand state concurrent enrollment initiatives designed to simplify and facilitate the transition of students from high school to college.
- May 2010 Facilitate the transition between credit and non-credit programs.
- May 2011 Develop semester schedules which provide flexible entry into curriculum courses.
- May 2012 Establish learning communities to engage the student and enhance learning.

**Initiative #3:** Developing opportunities that promote lifelong learning, the College will

### Completion Date and Objectives:

- Continue to expand and enhance course offerings and methods of delivery.

*You were born to win, but to be a winner you must plan to win, prepare to win, and expect to win.*

*- Zig Ziglar*

# Glossary of Terms

**Articulation Agreements:** formal, written agreements between Catawba Valley Community College and four-year colleges, which indicate the acceptability of courses and credits in transfer toward meeting specific degree requirements.

**Best Practices:** dynamic, documented and measurable strategies, tactics and methodologies that consistently and effectively achieve College objectives. They are comprehensive, integrated and cooperative approaches to the continuous improvement of all facets of the College operations. Whereas college operating processes and procedures are a series of activities organized to achieve specific college objectives or purposes, a best practice is a college-wide process with demonstrated ability to achieve superior performance results and student outcomes, both of which are integral parts of the college's expectation of excellence.

**Excellence:** a process of constant improvement requiring alterations in the institution's cultural and attitudinal milieu.

**Expectations:** the professional skills, attitudes and ethics that the College deems necessary for employees to accomplish their duties and responsibilities.

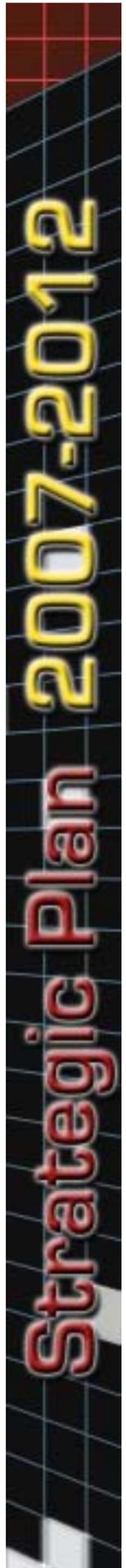
**Fees:** charges for services that are set by Catawba Valley Community College and approved by its Trustees, (e.g., student activity fee, graduation fee, etc.) Fees are not tuition costs. Catawba Valley Community College offers an educational opportunity at a minimum cost to the student. Tuition costs are set by the North Carolina General Assembly and are subject to change without prior notice.

**Global Perspective:** in today's fast-paced and ever-changing world, higher education must link students, faculty, business, industry, government and community. Our graduates have worldwide career opportunities at their feet, but to be successful in a global environment they will need to possess skills, knowledge and self-awareness to adapt to the dynamic international business environment and to a wide range of cultural circumstances. We think globally to shape our actions that will serve our students effectively in their quest to realize promises of a better world, individually and collectively.

**Huskins Bill:** provides high school students cooperative programs with enrichment opportunities in college level academic, technical and advanced vocational courses not otherwise available to them. Huskins programs allow high school students to take college level courses and receive college credit and high school credit. Tuition costs for the student are waived by the N.C. General Assembly.

**Mission Statement:** the core purpose of an institution. A mission statement should provide a clear sense of why an institution exists, what it does, who it serves, how it serves, and what sets it apart from other organizations.

**Planning Implications:** strong statements based on present supporting data that clearly specify the critical issues the College must address in order to meet the stated College mission.



**Professional Development:** formal activities, instruction, or programs designed to improve the ability of Catawba Valley Community College faculty to teach students and Catawba Valley Community College staff to serve students and other stakeholders.

**Stakeholders:** all individuals and entities that have direct benefits or interests stemming from the existence of the College and its operations. Students are the primary stakeholders of Catawba Valley Community College, but the detailed list of stakeholders clearly indicates the breadth of the stakeholders of Catawba Valley Community College.

**Standards:** external criteria against which the College evaluates results. According to the dictionary, a standard is “something established for use as a rule or basis of comparison in measuring quantity, quality, value, etc.” The College creates standards because they improve the quality of the education that students receive at the College.

**Strategic Directions:** the major directions that Catawba Valley Community College must focus upon for the period 2007-2012 in an effort to be strengthened internally and externally. These directions coexist with the College Mission, but are priorities for the five-year period.

**Strategic Initiatives:** more specific statements of substance that support individual directions and further define where the College is headed for the period 2007-2012. Although tied to specific Strategic Directions, they interrelate and guide the College’s decisions and budgeting processes.

**Strategic Objectives:** specific activities proposed by departments that support specific initiatives. These activities are variable as to their expected duration, the resources required to implement them, and the possible outcomes beneficial to Catawba Valley Community College. Similar to the initiatives, many of the objectives interrelate.

**Strategic Plan:** a regular, thoughtful, broad-based and collaborative institutional process to identify ways to move toward desired future states. Sound strategic planning allows an organization to stay true to and accomplish its stated mission by anticipating and analyzing the impact of internal and external environmental trends and then, in the context of its stated mission, by developing plans that focus its resources on effectively and efficiently addressing these trends.

**Technology:** all the technical knowledge and use of existing tools and procedures a college staff will use to improve their work efficiency and overall experiences for students.

**Vision Statement:** a broad statement image of future expectations that a college aims to achieve. The vision statement outlines what a college wants to be.

**Institutional Effectiveness – Quality and Efficiency:** a broad-based, continuous commitment to the constant quality improvement of all areas of the College to endeavor to fulfill the Institutional Mission. The goal of institutional effectiveness is to integrate planning, evaluation and budgeting processes into a comprehensive program that encompasses all functions of the College.

**Globalization:** a process of expanding interdependence between all people. People are linked together economically and socially by trade, investments and governance. These links spur the increased mobility of goods, services, labor, technology and capital throughout the world.

**Diversity:** acknowledges students' differences and encompasses acceptance and respect. of all socio-economic, cultural, ethnic/racial, gender, academic and physical abilities, and age groups.

**Resources:** the factors used in the production of goods and services. Land, labor and capital are the key resources. Land consists of the actual soil used in the development of good and services, while labor represents the human effort expended, and capital is manmade goods used to produce other goods, such as machinery, tools and buildings.

**Workforce Development:** the education, employment, and job-training efforts designed to help employers to get a skilled workforce and individuals to succeed in the workplace.

**Economic Development:** creating opportunity for all citizens in a suitable economic, social and political environment in which balanced growth may be realized through stimulating business investment, diversifying the public revenue base, and enhancing the quality of life.

**College Environment:** a complex of programs and activities, conditions, or influences which contribute to the holistic preparation of students for life in the real world.

**Community Engagement:** the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It is a powerful tool for bringing about changes that will improve the overall health of the citizens of a community.

**Cultural Enrichment:** activities designed to promote awareness and dispel myths about the social, economic, political and religious differences of students.

**Academic Excellence:** a key element of an institution where members are performing to their fullest within the standards of the institution, and the institution is a place where this is both demanded and supported. Academic excellence must involve the support, selection and evaluation of all the members of the academic community in accordance with these standards.

*Plan to be better today, but don't ever plan to be finished.*  
- Carol Ann Tomlinson

# Strategic Planning Council

Dr. Garrett D. Hinshaw, President

Wes Bunch, Vice President of Business Affairs

Bill Dulin, Vice President of Student Services & Technology Services

Dr. Coy Hudson, Vice President of Administration & Assistant to the President

Christine Holt, Executive Director of Alexander Operations

Dr. Linda Lutz, Vice President of Institutional Advancement

Ron Valentini, Vice President of Economic & Workforce Development

Charles White, Institutional Effectiveness Officer

Wayne Wooten, Vice President of Academic Services

Strategic Plan 2007-2012

*What gives people superiority at a task is true intention. That makes you attuned to everything.*

*- Weiner Erhard*

# CVCC Board of Trustees 2007-2008

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Dr. Garrett D. Hinshaw, CVCC President

Mrs. Sherry Williams, Board Secretary



*Don't go where the path may lead, go instead where there is no path  
and leave a trail.*

*- Ralph Waldo Emerson*

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*We should turn out people who love learning so much and learn so well that they will be able to learn whatever needs to be learned.*

*- John Holt*