CONSISTENT POSITIVE OPERATING RESULTS

Lead Responsibility: President's Council

- Enacting a multiyear strategic reduction of debt payment utilizing carryforward funds.
- Ensuring no deferred maintenance costs on our buildings.
- Planning for a course cancellation target of 12% by Fall 2020.

(CCV's Strategic Pillar IV – Increase Organizational Capacity and Sustainability)

SUSTAINABLE CAMPUS CONFIGURATIONS CONSISTENT WITH REALISTIC ENROLLMENT AND REVENUE PROJECTIONS

Lead Responsibility: Dean of Administration Andy Pallito and Dean of Enrollment and Community Relations Katie Mobley

- Relocating the CCV-St. Albans academic center to downtown, in collaboration with Vermont Tech, Northwestern Medical Center, and the City of St. Albans.
- Developing an updated enrollment plan by Spring 2020, focusing on our target populations of high school students, workforce participants, adults, and short-term non-returners.

(CCV's Strategic Pillar III – Engage the Community and Cultivate Partnerships)

INCREASED OPPORTUNITIES FOR NON-TRADITIONAL STUDENTS

Lead Responsibility: Adult Student Task Force Chair Melissa DeBlois and Associate Academic Dean of Workforce Tiffany Keune

- Increasing both accelerated online and on-ground course offerings.
- Enhancing and expanding certificate offerings that provide stackable pathways into degree programs, transfer, and careers.
- Launching the Flex program, a competency-based, self-paced program that allows for multiple registration entry points.

(CCV's Strategic Pillar I – Create Pathways and Programs for Academic and Career Success)

The Community College of Vermont supports and challenges all students in meeting their educational goals through an abiding commitment to access, affordability, and student success.

IMPROVED AFFORDABILLITY FOR STUDENTS

Lead Responsibility: Director of Financial Aid Ryan Dulude, Associate Academic Dean of Workforce Tiffany Keune, Director of Development Aimee Stephenson

- Utilizing CCV's 50th anniversary to build an endowment supporting the Life and Loan Gap program.
- Supporting scholarships for Prior Learning Assessment and subsequent course enrollments through a $50,000 gift from the McClure Foundation in recognition of CCV's 50th anniversary.
- Implementing OER and Low-cost/No-cost textbook initiative.
- Developing "earn while you learn" apprenticeships in medical assisting, pharmacy technician, and manufacturing production technician.
- Expanding ETES (Education and Training Evaluation Service) evaluations to include the VTLEAD training program for the Center for Achievement in Public Service for State of Vermont employees.

(CCV's Strategic Pillar I – Create Pathways and Programs for Academic and Career Success)

IMPROVED RETENTION AND GRADUATION RATES

Lead Responsibility: Academic Dean Debby Stewart and Dean of Student Affairs and Strategic Initiatives Heather Weinstein

- Developing academic roadmaps for students that outline recommended course sequences by semester.
- Implementing a college-wide coaching and success model through a partnership with InsideTrack.
- Applying Aviso software to implement student-centered and data-driven retention strategies.

(CCV's Strategic Pillar IV – Increase Organizational Capacity and Sustainability)

INCREASED SYSTEM COLLABORATIONS

Lead Responsibility: President Joyce Judy and Academic Dean Debby Stewart

- Establishing seamless and student-friendly articulation agreements with all VSCS institutions.
- Effectively implementing Direct Admissions pathways for students with clear academic course maps.

(CCV's Strategic Pillar III – Engage the Community and Cultivate Partnerships)

To read CCV's full Strategic Plan, visit ccv.edu/strategicplan

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