Strategic Priority 1: CCS will be the nation’s leading provider of education, consultation and professional development across the lifespan.

Goal 1: Expand and strengthen programs that serve the needs of people throughout their lives

Initiatives:

- Strengthen processes that connect programs across the CCS portfolio to create more natural transitions between programs (e.g., alignment of professional development/continuing education programs offerings with existing degree programs, developing stackable credentials that lead from professional development to degree programs.)
- Conduct a comprehensive evaluation of the CCS portfolio to identify opportunities to build programs that support individuals during points across the lifespan that we are not currently serving.
- Employ mechanisms to identify and track current and emergent needs in business, technology, and social systems through direct engagement with industry leaders and professional associations and greater internal collaboration, (e.g., feedback from field experiences such as UA SafeState consultation to inform program ideas). Analyze overall market value, industry trends, and sustainability of collaborative efforts with campus and community programs on a biannual basis to inform our competitive strategy.
- Survey existing customers/alumni to identify the benefits of CCS programs/resources and unmet needs.

Goal 2: Elevate CCS’ profile through strategic branding and marketing initiatives

Initiatives:

- Develop a collaborative CCS-wide marketing strategy that shares the CCS story to all of our relevant stakeholders.
- Enhance processes and technologies to support our ability to establish and cultivate meaningful relationships with stakeholders.
- Create new mechanisms to consistently communicate the positive impact of CCS programs to relevant audiences.

Goal 3: Achieve excellence in all we do, at all levels
Initiatives:

- Define and implement a set of standards/methods to evaluate quality for all CSS initiatives, incorporating data regarding impact and financial sustainability.
- Adopt a common framework for setting program-level and individual goals that encourages bold initiatives, learning from failure and continuous improvement.
- Enhance the quality of our online course offerings by building stronger faculty development programs, adopting the Quality Matters framework and regularly reviewing data regarding quality to implement necessary changes.
- Continue to invest in our customer-serving facilities, including the Bryant Conference Center and Gadsden Center, to ensure an excellent customer experience. Couple infrastructure investments with process improvements to maximize the benefits of facilities for customers.

Strategic Priority 2: CCS will build a portfolio of accessible, innovative offerings that foster continuous growth among learners that lead to the economic and social development of communities.

Goal 1: Provide an inclusive and accessible experience by addressing gaps and barriers to participation

Initiatives:

- Conduct a comprehensive evaluation of the populations we are serving to identify barriers that are keeping others from benefitting from our programs. Once barriers are identified, implement dynamic strategies to reduce those barriers and reach those who need our programs most.
- Create equitable funding opportunities to provide financial support that ensure our programs reach underrepresented communities.
- Develop programs to ensure our learners have access to technology, so they may maximize the benefits of our programs.
- Implement programs that reduce barriers to participation in UA Early College and increase UA Early College students matriculating to The University of Alabama.

Goal 2: Create new programs and adapt existing programs to address emerging opportunities

Initiatives:
• Assess current processes to determine how best to incorporate technology that supports the overall customer experience, prioritizing ease of use and reliability.
• Invest in research that identifies emerging opportunities and how best to capitalize on them.
• Create mechanisms to harvest innovative ideas from staff, faculty, and students and others that could dramatically enhance our ability to serve our stakeholders.
• Create common parameters for defining emerging opportunities.

Goal 3: Increase and diversify revenue sources to drive financial growth and sustainability

Initiatives:
• Pursue grant and contract opportunities to benefit economic and social development programs in communities.
• Increase our focus on charitable giving by leveraging relationships with alumni, corporate partners and individuals with an affinity for lifelong learning.
• Implement activity-based budgeting focused on strategic initiatives and strengthening programs.
• Engage in regular market research to ensure pricing across all offerings that is competitive, consistent and sustainable.
• Maintain a distance learning tuition and revenue-sharing model that supports value and access to learners and provides adequate resources to sustain quality.

Strategic Priority 3: CCS will be a magnet for the best talent in the nation.

Goal 1: Prioritize diversity, equity and inclusion efforts that support a dynamic workplace

Initiatives:
• Design and implement a comprehensive recruitment and retention plan that incorporates efforts to increase the diversity of CCS staff at all levels.
• Support the Diversity, Equity, and Inclusion Council in promoting collective and individual talents, skills and perspectives that foster a culture of belonging, collaborative practice, innovation and mutual respect.
• Promote employee voice and psychological safety to ensure a high performing, safe and resilient workplace.
Goal 2: Cultivate a culture of continuous quality improvement, with focused emphasis on the personal and professional growth of our employees

Initiatives:

• Incentivize staff professional development opportunities that focus on leadership development, learner support and engagement, and providing customer-focused service (e.g., STAR).
• Create formal and informal career pathways and professional development plans to encourage employee advancement.
• Develop a mentoring program designed to enhance leadership skills and build professional networks.
• Enhance employee feedback mechanisms, including ensuring all employees receive detailed, comprehensive performance evaluations at least annually and have opportunities to provide feedback to their supervisors.
• Enhance employee and manager onboarding and training to ensure that employees have the knowledge skills and tools necessary to perform well in their jobs from their first day with the organization.
• Identify creative spaces and prioritize time to foster collaboration and ingenuity.
• Enhance college-wide communication channels to ensure timely dissemination of information.

Goal 3: Embrace a work environment that values employee wellness

Initiatives:

• Promote well-being/wellness by highlighting the support resources offered through employee benefits, campus programs and community partners.
• Explore mechanisms to provide flexible work arrangements that improve productivity, efficiency, and well-being.
• Publicize opportunities for service and communicating the impact of community service provided by CCS.