2025 STRATEGIC PLAN

PREPARING TO CHASE

ELIMINATING BOUNDARIES

Strategic Plan Progress Report: Q2

20
23

STRATEGIC GOALS

SCC identified 5 Strategic Goals with 51 corresponding Objectives in it's 2022-2025 Strategic Plan, "Preparing to Chase."

1

01 — EMPOWER STUDENT SUCCESS

Empower student success by fostering a culture of student success that places students first, promotes our mission of accessibility and affordability, and produces well-prepared graduates to enter the local workforce or continue their education.

2

02 — PROVIDE HEALTHY FINANCIAL GROWTH

Provide Healthy Financial Growth by developing strategic initiatives designed to grow financial resources including increasing student enrollment and retention, building workforce training opportunities, and exploring new economic advancement partnerships while strengthening current affiliations.

3

03 — STRENGTHEN CULTURE AND COMMUNITY

Strengthen Culture and Community by fostering a culture of communication, collaboration, and transparency between students, employees, and community stakeholders, and taking an active and deliberate approach to increasing community involvement and partnerships.

4

04 — DELIVER TRANSFORMATIVE EXPERIENCES

Deliver transformative experiences by cultivating innovation through best practices and striving to foster a highly engaged and effective institution of higher learning focused on continual improvement and outcomes.

5

05 — OPTIMIZE ECONOMIC COMPETITIVENESS

Optimize economic competitiveness by collaboratively aligning with local businesses and economic development partners to ensure that SCC graduates have the skills required to secure high-quality, local jobs upon graduation and that our region remains economically competitive.

SUMMARY

Challenged
3.9%

Delayed
25.5%

On Schedule
70.6%
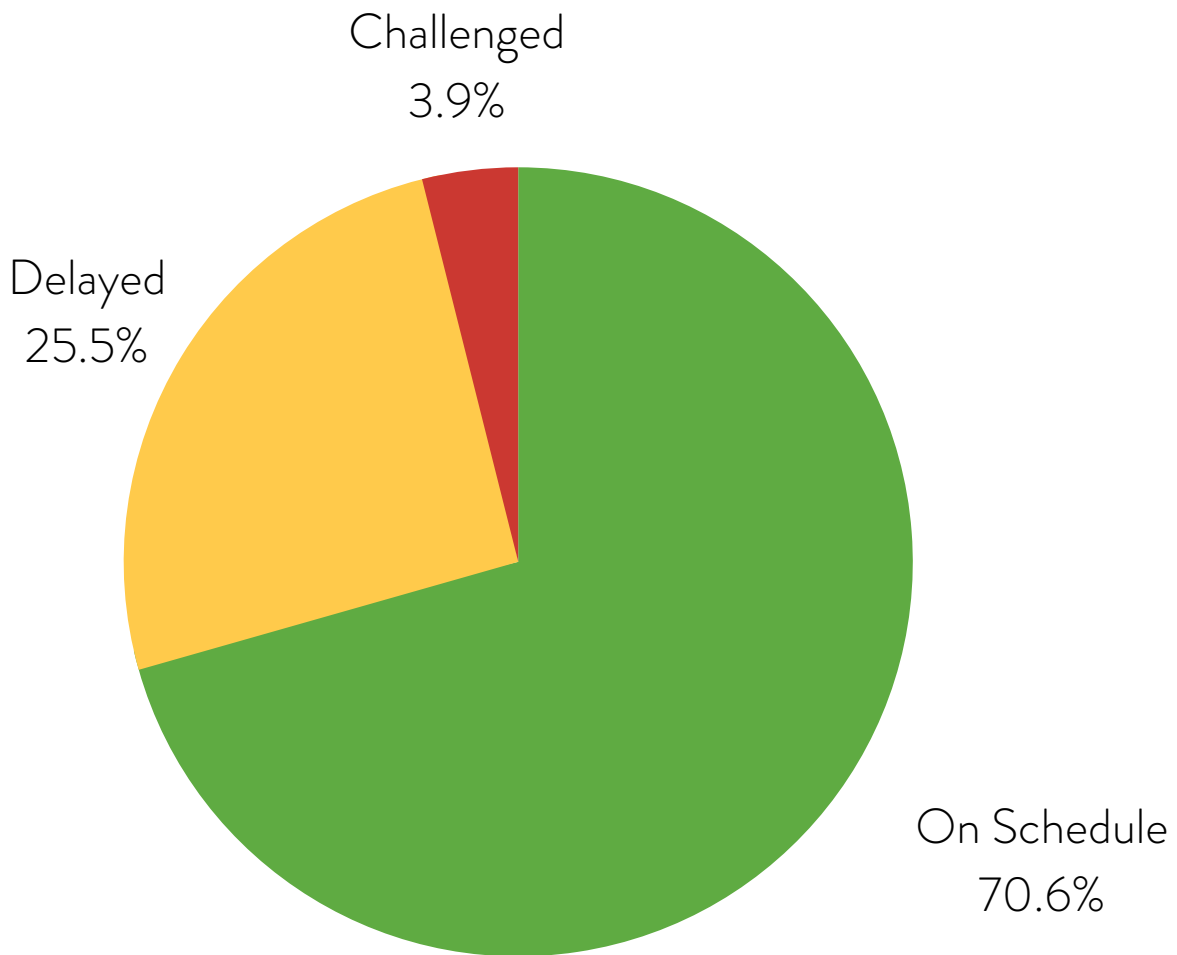
NOTABLE SUCCESSES

- Tactics aimed at reaching a student body of 7,500 by 2025 resulted in 23% enrollment growth of new students from Fall 22 to Fall 23 by the end of the first week of class.
- A Director of Educational Partnerships was hired and a new Dual Enrollment Application was created. 87.5% of high school partners reported that they were very satisfied or satisfied with the updated Dual Enrollment application.
- A new Student Communication Coordinator was hired to enhance and streamline communication with students.
- A new website was launched.
- The Office of Research & Development was established.
- A new form for New Certificate, Diploma, and Degree Program Proposals was published.
- The role of the Curriculum Review Committee was reimagined and aligned with best practices to establish the Academic Council.
- A Cares Team was established to identify and support students in distress.
- A CRM solution was selected to manage client relationships throughout the College.
- 2 Success Coaches were hired.

CHALLENGES

- 12 Objectives are currently in jeopardy because of HR challenges, either because of concerns about delays in hiring key positions or because HR collaboration is essential to carrying out the tactics (ex: faculty/staff training, HR policies and procedures, new employee orientation). Positions that MUST be prioritized if the work of the Strategic Plan is to continue on an appropriate timeline include:
  - Events Coordinator
  - Director of Athletics
  - Director of Academic Advising
- 5 Objectives are delayed because they were too ambitious in their initial timeline. The Dean of Research & Development will work with them to adjust their timeline.
- 1 Objective is delayed because of the restructuring of the Marketing Department.
- 1 Objective is delayed because of procurement difficulties, which have since been rectified.

STRATEGIC GOAL 1:
EMPOWER STUDENT SUCCESS
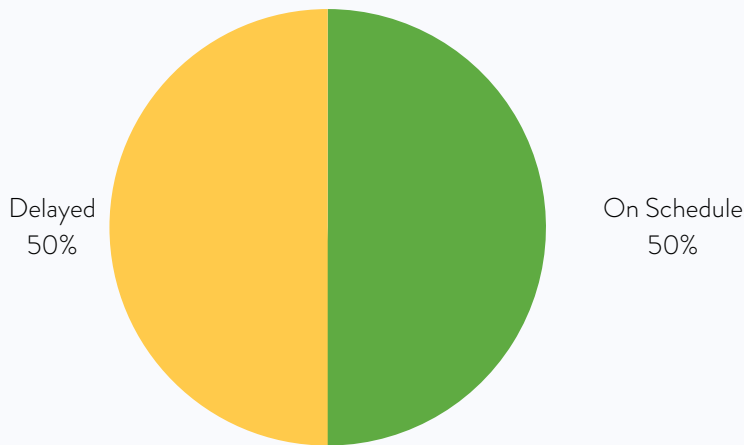
Delayed
50%

On Schedule
50%

Empower student success by fostering a culture of student success that places students first, promotes our mission of accessibility and affordability, and produces well-prepared graduates to enter the local workforce or continue their education.

| OBJECTIVE	On Schedule	Delayed	Challenged
1A1: Developmental Courses	█		
1A2: First Year Experience		█	
1B1: Course Evaluation Procedures	█		
1C1: Student Support Awareness/Communication		█	
1C2: Student Support Faculty/Staff Training		█	
1C3: Student Support Enhancement	█		
1D1: Soft Skills Curriculum		█	
1E1: Culture of Access, Inclusion, and Support for All Students	█		

Highlights: July 2022-June 2023

- Transitional Study Task Force formed
- First Year Experience leaders attended the Gardner Institute Symposium in Asheville to learn about best practices in First Year Experience
- First Year Experience Task Force formed
- Hired 2 Success Coaches and created a success coaching strategy plan
- Collected current and historical institutional data relevant to measuring the current state of equity, access, and inclusion at SCC
- Developed and implemented a new assessment procedure to continually assess course success metric criteria to impact student retention and completion rates.

What's Coming: July 2023-Sept. 2023

- Conducting an environmental scan of existing student spaces across all 5 campuses
- Reviewing existing soft skills curriculum and develop plan to emphasize a soft skills curriculum across any student's academic experience
- Beginning implementation of event calendar that celebrates the diversity of the SCC community in order to foster a sense of inclusion and belonging among all Chasers

STRATEGIC GOAL 2:
PROVIDE HEALTHY FINANCIAL GROWTH
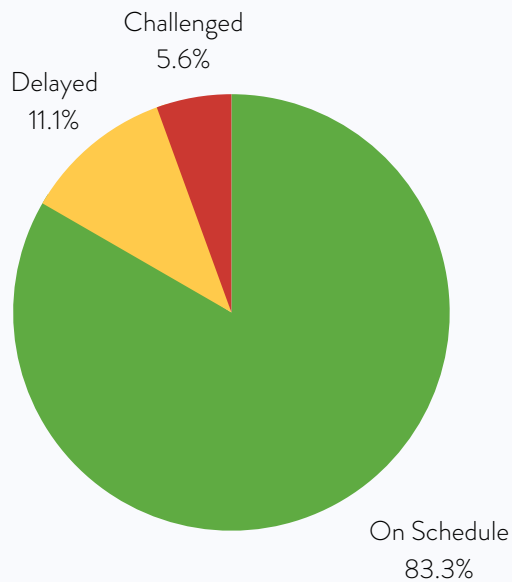
Challenged
5.6%

Delayed
11.1%

On Schedule
83.3%

Provide healthy financial growth by developing strategic initiatives designed to grow financial resources including increasing student enrollment and retention, building workforce training opportunities, and exploring new economic advancement partnerships while strengthening current affiliations.

OBJECTIVE	On Schedule	Delayed	Challenged
2A1: Funding Resource Model Development	■		
2B1: Metric-Based Enrollment Management Division	■		
2B2: Course and Program Sizes & Enrollment Growth	■		
2B3: Centralized Enrollment Process	■		
2B4: College-Wide Approach to Increasing Student Success	■		
2B5: Organizational Structure and FTE Evaluation		■	
2C1: Major Gifts Campaign	■		

| OBJECTIVE	On Schedule	Delayed	Challenged
2C2: SCC Foundation Board Training	🟩		
2D1: Facility Master Plan	🟩		
2D2: Academic Master Plan	🟩		
2D3: Strategic Enrollment Management Plan	🟩		
2E1: Marketing Strategy	🟩		
2F1: Research & Development Process	🟩		
2F2: Academic Council	🟩		
2F3: Academic Program Review Cycle	🟩		
2F4: Program Alignment with Industry Needs	🟩		
2G1: Pay for Performance		🟨	
2G2: Culture of Achievement and Accountability			🟥

Highlights: July 2022 - June 2023

- Hired a Director of Educational Partnerships to facilitate external relationship building, foster ongoing partnerships, and develop new opportunities for dual partners
- Developed and implemented new dual enrollment application process with 87.5% satisfaction rate according to survey of high school partners
- Created pre-program codes as a way to define program pipeline to provide superior customer service to students through the program application process
- Created Student Success Committee to lead the development of a college wide retention plan and effort
- Contracted with consultant to assist with SCC Foundation major gifts campaign
- Received A&E proposals for SCC Facility Master Plan for all five campuses
- Developed a brand approval process
- Launched a new website
- Hired a Student Communication Coordinator
- Established an Office of Research & Development
- Developed a new New Certificate, Diploma, and Degree form to ground potential new programs in strong research, collaboration, and communication throughout the program development process
- Hired a Research & Development Coordinator to assist program development teams with researching, writing, and completing Needs Assessments for Program Proposals
- Established the Academic Council as the body of individuals responsible for vetting curriculum changes and approving new programs, post the R&D program approval process

What's Coming: July 2023-Sept. 2023

- Evaluating and implementing fee schedule for Spark Center facility usage; Customizing per client giving levels to support SCC Foundation as way to offset of eliminate fees
- Building measurable cultivation strategy for leadership prospect donors to SCC Foundation
- Developing and launching annual fund plan to serve both individual and industrial donors including leadership society, events, alumni giving, annual mailings, and online solicitations
- Identifying gaps in tools and strategies currently used to track enrollment division progress towards enrollment growth
- Creating new enrollment management processes built on accountability and utilizing the CRM to manage the applicant funnel
- Reviewing and identifying courses offered over two years by location, modality, and time offered, against registered students
- Establishing policies and processes to support solicitation, tracking, and reporting of gifts to the SCC Foundation
- Producing Facility Master Plan for all 5 campuses

STRATEGIC GOAL 3:
STRENGTHEN CULTURE AND COMMUNITY
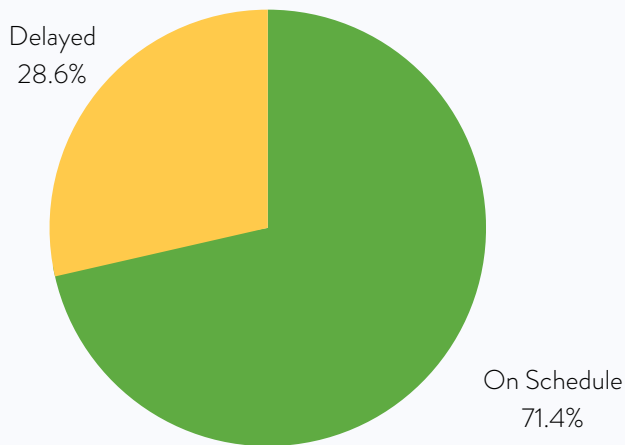
Delayed
28.6%

On Schedule
71.4%

Strengthen culture and community by fostering a culture of communication, collaboration, and transparency between students, employees, and community stakeholders, and taking an active and deliberate approach to increasing community involvement and partnerships.

| OBJECTIVE	On Schedule	Delayed	Challenged
3A1: System of Networks and Collaborations	🟩		
3A2: Streamlined Reporting Structures	🟩		
3B1: Empowering Leaders and Managers		🟨	
3B2: Professional Development for Leaders and Managers		🟨	
3C1: College-Wide Engagement Plan	🟩		
3D1: Collaborative Outreach Strategy	🟩		
3E1: Collaboration and Support for External Campuses	🟩		

Highlights: July 2022-June 2023

- Designed and developed a comprehensive student engagement survey to guage overall student desire to be engaged

What's Coming: July 2023-Sept. 2023

- Developing structure for the "SCC Leadership Academy," a year-long leadership program to develop leaders among SCC faculty and staff
- Distributing student engagement survey
- Designing and developing a comprehensive faculty/staff engagement survey to collect data on desired levels of engagement (outside the classroom)
- Creating plan to expand outreach for middle school aged children in service areas
- Creating plan to expand outreach to the adult and continuing education populations in service areas

STRATEGIC GOAL 4:
DELIVER TRANSFORMATIVE EXPERIENCES
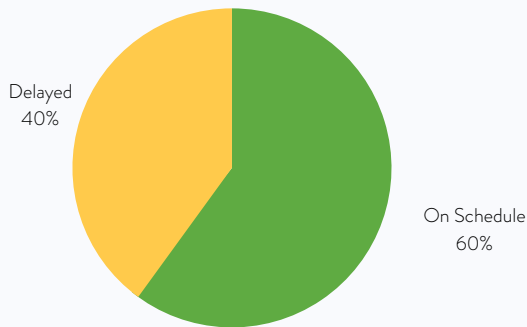
Delayed
40%

On Schedule
60%

Deliver transformative experiences by cultivating innovation through best practices and striving to foster a highly engaged and effective institution of higher learning focused on continual improvement and outcomes.

| OBJECTIVE	On Schedule	Delayed	Challenged
4A1: Athletics	🟩		
4A2: Collaborative Programming for Student Engagement	🟩		
4A3: Food Services		🟨	
4B1: Faculty Advising Procedures		🟨	
4B2: Faculty Advising Hours		🟨	
4B3: Adequate Course Sections	🟩		
4C1: Ongoing Specialized Professional Development		🟨	
4D1: "Students First" Processes and Procedures	🟩		
4D2: Student Issues	🟩		
4E1: Electronic Processes	🟩		

Highlights: July 2022-June 2023

- Conducted research to help develop a plan to bring intercollegiate athletics to the college.
- Established a CARES Team to identify and assign case managers to students at-risk due to issues like homelessness, food insecurity, death of a loved one, unemployment, substance abuse, emotional distress, academic challenges, and more.
- Presented shortlist of potential food vendors to executive team
- Rolled out new expectations for faculty to utilize scheduling feature in AVISO
- Increased course offerings to meet the demands of student interest by reviewing historical course offerings, updating course offerings for identified gaps in courses and modalities offered, and developing tracking process for on-going course additions
- Notified Deans and Department Heads by email of impending replacement of remaining paper forms to digital and solicited information about current paper forms

What's Coming: July 2023-Sept. 2023

- Hiring a Director of Athletics
- Investigating Student Engagement software to implement on campus
- Securing food vendor
- Hiring a full-time Director of Academic Advising
- Defining professional development expectations for an academic year to include both internal and external opportunities
- Developing anonymous departmental survey for each student facing department to learn about student follow up timeframes, communication patterns, and response measures

STRATEGIC GOAL 5:
OPTIMIZE ECONOMIC COMPETITIVENESS
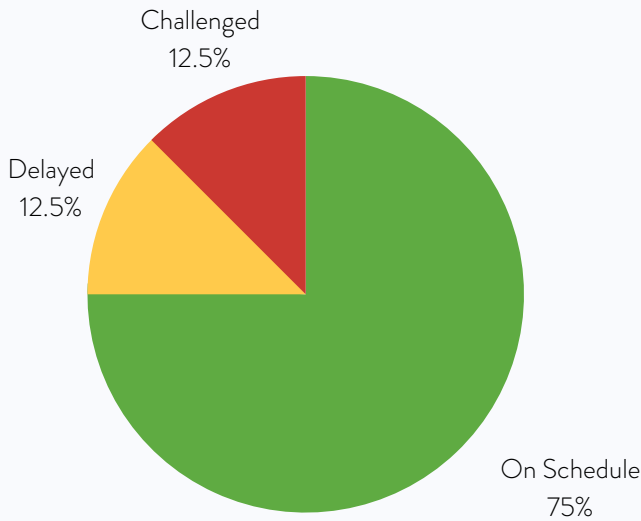
Challenged 12.5%
Delayed 12.5%
On Schedule 75%

Optimize economic competitiveness by collaboratively aligning with local businesses and economic development partners to ensure that SCC graduates have the skills required to secure high-quality, local jobs upon graduation and that our region remains economically competitive.

OBJECTIVE	On Schedule	Delayed	Challenged
5A1: Academic & CCE Enrollment Unification	🟩		
5A2: Continuous Academic Pathway Assessment	🟩		
5B1: Faculty Pay Scale			🟥
5B2: HR Policies and Procedures	🟩		
5C1: Client Relationship Management	🟩		
5C2: Economic Advancement Plan	🟩		
5D1: Spark Center Alumni Program	🟩		
5D2: Enterprise Campus Marketing		🟨	

Highlights: July 2022-June 2023

- CCE hosted a Product Knowledge session for Outreach, Enrollment Advisors, and Admissions Processors to learn basic info to help prospective students who may ask a question about CCE
- Researched and selected a CRM platform
- Compiled a list of current and former Spark Center clients

What's Coming: July 2023-Sept. 2023

- Beginning implementation of new CRM platform
- Developing client orientation protocol for new Spark Center clients and exit interviews for each graduating client
- Researching partnered marketing strategies related to Spark Center and economic development