Strategic Plan
2022-2025

SCC SPARTANBURG
Community College

STRATEGIC PLAN 2022-2025

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LETTER FROM THE PRESIDENT

For sixty years, Spartanburg Community College has traditionally provided a strong return on investment for individuals pursuing educational pathways leading to rewarding and fulfilling careers. Driving the economy forward by advancing individual skill attainment, providing accessibility to higher education pathways, and developing the overall vitality and competitiveness of the workforce at large are fundamentally the actions executed each day at our College to provide for the prosperity and an improved quality of life for the citizens of South Carolina and beyond.

Since returning to the Upstate with my family in 2020 as the 7th President of Spartanburg Community College, I have had the opportunity to frequently engage with an extensive selection of community, education, business, and elected leaders as well as multiple prospective investors and partners regionally, nationally, and internationally. Regardless of the topic at hand, the conversations are always highlighted by the strikingly similar focus on "meeting the demand for a more talented and robust workforce in Spartanburg, Cherokee, and Union Counties."

With more than $6 billion in economic announcements and 5,000 new jobs coming to the area in over the past two years, the need for Spartanburg Community College to act now is critical to serving our communities and fulfilling our mission.

To best meet our mission that empowers our region to accelerate economic development through exceptional innovative holistic experiences, we must be nimble, dynamic, and innovative and strive to be the national leader regarding accessibility and relevant return on investment for students, families, and our many public and private investors.

In order to execute upon this mission, a new and comprehensive strategic plan is needed. This plan will allow the College to address areas of complacency and ineffectiveness and allow us to set strategies for growth and engagement with a focus on transformative experiences for our students, faculty, and staff.

The Strategic Plan that follows is bold, deliberate, and achievable and focuses on five key areas: empowering student success, providing healthy financial growth, strengthening culture and community, delivering transformative experience, and optimizing economic competitiveness.

College leadership, faculty, staff, students, alumni, community leaders, and retirees all shared in the process of developing this plan with the unified hope that by 2026 Spartanburg Community College is no longer recognized as a "best kept secret" or a "hidden gem," but rather the proud Chasers are seen as national leaders in educational innovation and economic advancement.

I look forward to intrepidly advancing this endeavor with the wonderful faculty and staff we have at Spartanburg Community College. Together, we will solidify our mark on the new era of higher education and make a multigenerational impact for the communities we serve that will have ripple effects regionally, nationally, and throughout the world.

Go Chasers!

G. Michael Mikota, Ph.D.
President
Spartanburg Community College

STRATEGIC PLANNING PROCESS

PHASE 1: WINKLER GROUP CONTRACTED
Fall 2021

The Winkler Group, based in Mount Pleasant, SC, was contracted in fall of 2021 to gather stakeholder data and provide a foundational structure to support Spartanburg Community College's strategic planning process. The Winkler Group is a full-service fundraising and strategic planning firm with a mission "to love and serve [their] clients by helping worthy organizations raise more money." The Winkler Group led stakeholder meetings and provided the Strategic Planning Committee with data and information to begin developing the College's 2022-2025 Strategic Plan.

PHASE 2: STAKEHOLDER INPUT
November 2021-March 2022

From November 2021- January 2022, the Winkler Group and SCC conducted online surveys to receive broad feedback from a variety of stakeholders. Surveys were sent to students, staff, faculty and community stakeholders to gather broad information regarding the strength of the College and areas of opportunity as a new strategic plan is developed.

In March 2022, the Winkler Group conducted three focus group stakeholder meetings:

1. SCC Students
2. Community Stakeholders
3. SCC Faculty, Staff, and Retirees

Stakeholder meetings lasted 1.5 hours each. During the meetings, stakeholders were provided with a series of questions which they broke into small groups to answer. A leader for each group reported answers back to the entire group following 8-minute small group discussions on each series of questions. These questions centered around the areas of student success and experience, growth, culture and community, and economic impact.

PHASE 3: STRATEGIC PLANNING COMMITTEE
May 2022

The Strategic Planning Team was selected by SCC's President and the Vice President of Strategic Innovation with a mission to develop the goals and objectives of the 2023-2027 Strategic Plan. The Committee's first meeting occurred in May 2022 and the Committee continued to meet through goal and objective development phases of the plan.

PHASE 4: IMPLEMENTATION WORKGROUPS
October- December 2022

These workgroups were developed to create the strategies and tactics to achieve the objectives that were outlined for each goal. Employees who are subject matter experts in the goal areas of the plan were selected to participate in the implementation workgroups to ensure that the plan goals would be achieved through established targeted strategies, KPIs and other metrics.

Table X: Strategic Planning Committee

Name	Position
Dr. Amanda Adams	Director of Institutional Research
Winston Anderson	Director of Campus Operations
Cheri Anderson-Hucks	Director of Marketing
David Aughinbaugh	Director of Information Technologies
Witney Fisher (chair)	Dean of Student Success
Rich Gibson	SCC Foundation Chair
Josh Holmes	Student Disability Services Director
Rhonda Johns	Dean of Corporate and Community Education (CCE)
Travis McDowell	Director of Outreach
Katherine O'Neill	SCC Commissioner; Chief Economic Development Officer for OneSpartanburg Inc.
Mandy Painter (chair)	Executive Director of Cherokee County Campus
Melissa Pearson	Director of The Learning Center (TLC)
Caroline Sexton	Dean of Research and Development
Mark Smith	Dean of Technologies
Melissa Smith	Academic Director of College Skills
Dr. Jeanette Williams (chair)	Dean of Arts and Sciences
Ex-Officio Members	
Dr. Michael Mikota	SCC President
Dr. Stacey Obi	Vice President of Strategic Innovation

LAY OF THE LAND

OUR HISTORY: Since its founding, Spartanburg Community College's mission has remained consistently focused around two distinct objectives:

1. **To propel regional economic development by instilling residents with the skills, knowledge, and abilities needed to build a workforce to support local business and industry; AND**

2. **To provide accessible higher education opportunities for residents of Spartanburg, Cherokee, and Union Counties.**[i]

Although the fundamental purposes of the institution have remained the same, SCC's strategies for achieving this mission have evolved over the years as the College has adapted to meet the community's changing needs.

In 1961, the SC General Assembly established the South Carolina System of Technical and Comprehensive Education which immediately established a statewide network of public two-year technical education centers. Spartanburg Technical Education Center officially welcomed its first one hundred and fifty students in 1963.[ii] **Focused on preparing "manpower" for new and expanding businesses**, the Spartanburg Center offered nine industrial and engineering technology training programs and one supervisory development course.

As the years progressed, the school **expanded its educational opportunities**, adding curriculum in business and health-related professions along with more laboratories, classrooms, and a library.[iii] Spartanburg County Technical Education Center received accreditation from the Southern Association of Colleges and Schools (SACS) in December of 1970.[iv]

The College proved its **determination to respond to the needs of the community** through changes in curricula, support offerings, and administrative leadership throughout the 1970s. By 1973, only 10 years after the institution's founding, seven of the technology programs started in the 1960s were discontinued and replaced by Civil Engineering, Horticulture, Surgical, and Medical Engineering Technology.[v] The College also experimented with **improving access to education** through **innovative projects** including using two-way cable television to produce an Adult Education program and introducing Cognitive Mapping to assist faculty in identifying student learning styles.[vi] In 1975, the Center officially changed its name to Spartanburg Technical College.[vii] From the 1970s to the 1980s, the College experienced steady enrollment growth that prompted construction of new buildings to accommodate students. By 1984, the College offered over 40 associate degree and diploma programs.[viii]

In 1990, SCC launched the University Transfer Program by establishing Associate Degree programs in Arts and Sciences, **broadening the traditional technical focus of the College's mission.** In 1997, the College opened its first satellite campus in Duncan, which would eventually become the Tyger River Campus. Other campuses were added over the next twenty years in Cherokee (began developing 2004), Union (2009), and Downtown Spartanburg (2013). In 2006, the College changed its name from Spartanburg Technical College to Spartanburg Community College to better reflect its mission to serve the community and showcase the diverse opportunities in program offerings the College provided.

In addition to the College's name change, SCC activated new momentum in the community in the 2000's by establishing its first enterprise campus, Spark Center SC, in 2005. A facility with over 363,000 square feet of space, the Spark Center ignited innovative entrepreneurial projects as a dedicated resource for Spartanburg County business and economic development. The facility continues to serve as an operative space for local industry partners through small business incubators, creating soft landing spaces for new startups, providing workforce employment services, and managing industry special projects. These services allow Spark SC to educate, cultivate, and accelerate the demands the local workforce places on Spartanburg Community College. The result, a $39.6 billion in statewide economic activity since its inception in 2005. Most recently, both Cherokee County and the Downtown campuses have launched their own enterprise campuses on site, with both investments already creating an impact in workforce and economic development opportunities for each county.

CURRENT STATE OF THE COLLEGE

Unfortunately, in recent years SCC has struggled to adapt to changes in technology, education, and student needs resulting in missed opportunities to help individuals reach their full potential and serve our community through advancing education and meeting employers' needs.

Enrollment at higher education institutions nationwide declined tremendously during the Coronavirus (COVID-19) pandemic from 2020 – 2021. However, SCC cannot overlook the consistent deterioration of student enrollment that occurred in the years prior to the pandemic. From 2012-2020, the College suffered a steady enrollment decline after experiencing an enrollment peak of 6,036 students enrolled in Fall 2012.[x] During this period, fall enrollment headcount dropped a staggering 31.9% (See Figure 1).

While Spartanburg County specifically saw an increase of 15.4% in population growth between 2010 – 2020 (OneSpartanburg Vision Plan 2.0), the College remained stagnant ultimately serving fewer students each year during that same time frame. Overall, 2-Year public colleges throughout the United States experienced enrollment declines each year between 2012-2019, averaging a 2.8% dip between each Fall semester.[xi] By 2019 the community college sector overall was strategically reassessing business models, program delivery modalities, and prioritizing student outcomes with the goal to create a redefined culture that would foster institutional change, reevaluate operational design, and poise the sector for future growth and expansion.

Spartanburg Community College has long boasted a dynamic variety of program offerings, reaching a peak of over 70 program options in degree, certificate, diploma, and non-credit continuing education programs. While the College takes pride in the quality of these programs, many fall short of graduating the number of students needed to meet the community's workforce demands.

Figure 1: Fall Enrollment Headcount, 1963-2021
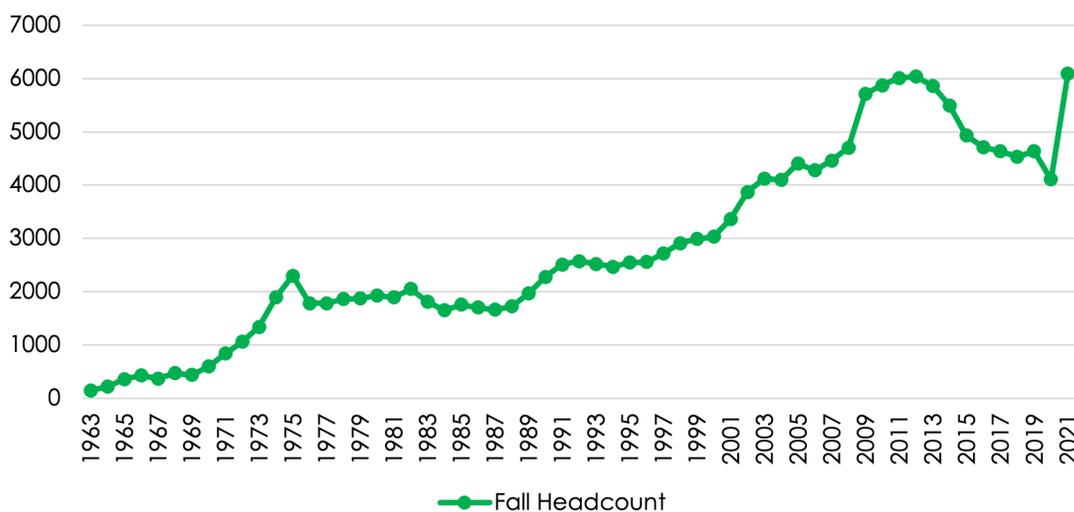
For instance, while SCC is the fifth largest college in the SC Technical College System, SCC's School of Health Sciences has historically admitted very few students into high demand medical programs and represents only 11% of the College's total enrollment, despite high levels of interested health science students applying to the College. This has caused a significant staffing shortage for our hospital and medical partners who have had to partner with non-local institutions for support and expand their employee recruitment territories. Additionally, industrial programs such as Mechatronics, Welding, HVAC, and Commercial Driver's License operate at full capacity often with waitlists, and no formal plan to expand scope to serve a larger audience.

Of further concern, the College's retention and completion rates (Fall 2019- Fall 2020) reveal that only 55% of first-time, full-time students and 36% of first-time, part-time students who start a program at the College persist to their second year.[xii] Moreover, only 28% of first-time, full-time students complete their programs within 150% of traditional time to completion and only 10% transfer to another institution (Fall 2017 first-time, full-time student cohort).[xiii] This indicates that only about 1 in 3 full-time students who start at Spartanburg Community College are completing a higher education program. These rates are even lower for part-time students and students from other underserved demographics.

To increase student enrollment, retention, and completion rates and apply continued growth through the College's economic footprint across the Upstate, Spartanburg Community College must be nimble and address inadequacies and deficiencies within operations, set strategies, and implement a plan to address the challenges. If executed correctly, these actions will create a robust, innovative, and accessible institution poised for rapid growth and innovation.

Surveys and focus groups conducted with SCC faculty, staff, students, and community members from fall 2021-spring 2022 revealed numerous institutional strengths such as a solid academic product with multiple pathways leading students to many career fields or to continued education, a high-quality/low-cost education, facilities, and grounds that are exquisite and well-maintained, a strong financial footing, and employees with many years of dedication and commitment to students. These accolades are impressive.

However, the College has many opportunities for improvement. Departments have spent years operating in silos, communication both internally and externally has been strained, and the College currently lacks an effective, metric-driven strategic plan. The dedication to enrolling and serving students has been evident, but a true focus on enrollment growth, retention, and the student experience has not been effectively managed through program development and a goal-driven strategy. The College also lacks a culture of continual improvement and goal setting which is evident in the performance evaluation process the College has used operationally for several years. While SCC has recently made a deliberate effort to build upon its brand and connect with residents in its service area by introducing new mascot, Chaser, to the College, previous years were spent passively with little engagement with the communities throughout our service area. This inaction has resulted in the College's reputation as a "best kept secret" and a "hidden gem."

As SCC looks to redefine, reenergize, and reorganize, implementing this three-year strategic plan will provide the bridge to what will become the nimble, robust, and well-defined SCC of 2026.

When the College's seventh president, Dr. Michael Mikota, arrived in July of 2020, he immediately established priorities designed to address internal and external communications, enrollment, faculty and staff investment, efficiencies, and program research and development. These priorities led to the College's Free Tuition Initiative which resulted in a 32% student enrollment increase in the fall of 2021 compared to 2019 (pre-COVID) and a 49% increase to fall 2020. The initiative particularly provided access and opportunity for many students who may not have sought to complete a certificate or degree and for the many who at one point started a certificate or degree but did not complete. SCC saw a 66% enrollment increase in adults age 25+ which is instrumental in closing the degree attainment gap the community currently faces. There were also notable gains in the enrollment of minority groups with a 55% increase in African American enrollment and a 44% increase in Hispanic enrollment.[xiv] **Early results show that the initiative has poised the College for substantial growth, however considerable focus must be applied to eliminating barriers to student access, providing student success support and additional programming to ensure that students are able to overcome challenges and barriers that arise post-enrollment and that they persist to completing their degrees.** Only then will SCC truly change students' lives and provide the many pathways for them to unleash their knowledge and skills into the economic engine within the Upstate area.

The entire Upstate region of South Carolina that is linked together by Interstate Highway 85 anticipates an unprecedented explosion of economic growth and investment over the next five years. As a result, the College is positioned to become a pivotal force for sustained and continued growth and development across the region and beyond. A new, actionable strategic plan will implement innovative change, prepare the College for future advancement and expansion, and equip SCC to become a leader in education and economic development for many years to come.

Spartanburg was recently named the No. 1 small U.S. metropolitan area in terms of economic growth for the 2021 calendar year, according to a study by Stessa, a company that provides tools and information to real estate investors, based on data from the Bureau of Labor Statistics. In addition to topping the list of small metro areas, Spartanburg metro came in 4th place overall, regardless of metro area size.[xv]

Manufacturing is by far the largest industry in the communities that the College serves, employing approximately 1 in 4 workers in Spartanburg County alone.[xvi] This is a core economic strength for Spartanburg

County, with a long history of growth over the past decades. Spartanburg Community College plays a key role in this industry by delivering graduates, such as those who complete SCC's Mechatronics Associate Degree, who are skilled and prepared to enter the manufacturing workforce. **As technology advances, the community relies on the College to continually stay abreast of trends to ensure that graduates entering the manufacturing workforce remain prepared.**

Like many communities throughout the nation, SCC's service area is also in dire need of more healthcare workers to address labor shortages. This problem was exacerbated by the COVID-19 pandemic which caused a mass exodus of nurses and other vital healthcare workers from the industry. This exodus, coupled with an aging population of workers, more than justifies the need for critical replenishment . With a mission defined by service to our community through education and workforce development, we must take considerable action now.

As the College looks to evolve and adapt, there are numerous innovative industry frontiers that should be explored in response to changing regional, national, and international needs. The College is positioned at the nexus of important transportation networks including interstates, inland ports, and airports, making it an ideal institutional leader for the development and implementation of logistics curriculum to ensure that workers are prepared to transport manufactured goods worldwide. Moreover, the regional industry focus on manufacturing automobiles and automobile parts provides an opportunity for the College to lead in the development of academic programs and courses that teach future automobile technicians emerging and environmentally conscious technology. A variety of other fields, including quantum science, cybersecurity, and bioscience, are also ripe for the development of technical degrees and certificates.

While the future requires substantial commitment, dedication, and investment to the work that will transpire throughout the enclosed strategic plan, our faculty and staff are Chasers, and together we will build and ignite what will become the SCC of tomorrow and beyond.

Our Community Needs Spartanburg Community College to Act Now

CONCLUSION: OUR PLAN

By 2025 Spartanburg Community College will work diligently
to adapt its structures, processes, academic programs, and student
support services so that individuals in Spartanburg, Cherokee, and
Union Counties can access higher education, improve
their economic mobility, and pave the way for our
community to thrive and achieve its full potential.

Together, we will create a model of excellence for our students,
our economic partners, our communities, and for the many future
Chasers, who decide that they want to live in a world where
they can, Dream it, Chase it, Live it!

PREPARING TO CHASE: ELIMINATING BOUNDARIES

VISION 2025

In the June 2022 meeting of the Commission of Technical and Community Education, the following adjustments to Spartanburg Community College's mission and vision were approved.

Mission

Spartanburg Community College empowers our region through exceptional, innovative, holistic experiences that accelerate economic development and provide an educated community, committed to lifelong learning and financial prosperity.

Vision

Spartanburg Community College is a recognized, respected, and innovative leader in higher education, economic and workforce development, and serves as a comprehensive nexus between higher education and the Upstate economy.

By 2025 our College will:

1. **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. **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. **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. **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. **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.

KEY PERFORMANCE INDICATORS

Spartanburg Community College's Strategic Plan 2022-2025: Preparing to Chase – Eliminating Boundaries consists of five strategic goals and 51 action items referred to as objectives, which when completed will fulfill each goal within the plan. A variety of institutional Key Performance Indicators (KPIs) are assigned to each goal area and allow the College to illustrate progress to established goals. KPIs will be quantitative, measurable, and will guide decision making as the College progresses through the strategic plan.

KPI progress reporting will occur on an annual or semi-annual basis for each goal area and will be displayed on a dashboard with both snapshot and detailed information on outcomes available.

Key Performance Indicators:

1. **Student Success**
   a. Annual Fall to Fall Retention Beginning Fall 2022
   b. Fall to Spring, Spring to Fall Persistence Beginning Spring 2023
   c. Developmental Course Success Rates by Semester
   d. Annual Student Graduation Rate (Total Graduates)
   e. Annual Career Placement Rate
   f. Annual Foundation Scholarship Dollars Given Over Prior Year

2. **Financial Growth**
   a. Annual Total Enrollment Over Prior Year
   b. Annual Dual Enrollment Students at Six or More Credits Over Prior Year
   c. Workforce Training Enrollment Annual Revenue Generated Over Prior Year
   d. Number of Donors and Amount of Donations to SCC Foundation Over Prior Year
   e. Annual Number of Alumnus who are Members of SCC Alumni Association
   f. Sponsorship and Donations Gifted by Spark Center Clients Annually

3. **Culture & Community**
   a. Participation Rate for Constituents Attending Events
   b. Annual Net Promoter Score
   c. Annual Student, Faculty, and Staff Satisfaction with SCC Beginning 2024

4. **Transformative Experience**
   a. Annual Number of Professional Development Offerings Against Attendance by Department for Faculty and Staff
   b. Percentage of Student Issues Resolved Within Expected Timeframe (All Departments)
   c. Number of Students Participating in Clubs and Organizations
   d. Number of Students Participating in Apprenticeship Opportunities
   e. Decreasing Year Over Year Subsidization of Food Service Costs

5. **Economic Competitiveness**
   a. Annual Workforce Development Training Enrollment Over Prior Year
   b. Number of Existing Programs who Completed an Academic Review Cycle Annually Toward the 100% Completion Goal in 2025
   c. Annual Licensure Examination Pass Rate Over Prior Year by Program
   d. Number of New Corporate Training Partnerships Developed Annually

STRATEGIC GOALS AND OBJECTIVES

1

STRATEGIC GOAL 1: EMPOWER STUDENT SUCCESS

Spartanburg Community College will foster 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.

OBJECTIVES

1. Evaluate five-year historical data to determine where students are not successful within developmental courses. Assess modality, course content, and student surveys to gather information to identify additional supports for students and make any needed curricular adjustments. Establish benchmarks of success through increased term-over-term persistence and the number of students matriculating into their chosen academic program against prior year.

2. By fall 2024, develop and implement a first-year experience program, housed in Student Success, that begins with orientation, transitions students thorough evidence-based skills programming, and prepares them for the academic rigor and responsibility they will have as they progress through the student experience.

3. SCC will define, implement, share, and continually assess course success metric criteria and develop course evaluation procedures to impact student retention and completion rates.

4. Establish a student support resource to build awareness and connect students to support services on campus.

5. Provide ongoing employee and faculty training regarding student support resources.

6. Develop effective, proactive, student support services that are strategic, deliberate, focused on student success and completion, and delivered through a lens that places students first.

7. Develop and implement a soft skills curriculum that is integrated into SCC's academic programming and delivered through multiple touchpoints during the student experience.

8. Create a culture that prioritizes access and inclusion through support for all students, one that permeates internal and external relationships and fosters community.

STRATEGIC GOAL 2: PROVIDE HEALTHY FINANCIAL GROWTH

Spartanburg Community College will develop strategic initiatives designed to grow financial resources, including increasing student enrollment and retention, build workforce training opportunities, and explore new economic advancement partnerships while strengthening current affiliations.

OBJECTIVES

1. Develop a funding resource model through developed public – private relationships, foundation contributions, and other economic development interests.

2. Create a metrics-based enrollment management division, focused on goals, established metrics, and methods of continual improvement. This division will be driven by accurate and timely data, reports, and processes built to foster both informed decision-making and streamlined processes.

3. Through a combined collaboration between Strategic Innovation and Academic Affairs, develop an immediate plan to address program cap sizes, growth of available course sections, dual enrollment, and new program offerings in the short term, while larger master plans are in development, with the goal to reach a student body of 7,500 by 2025.

4. By fall 2023 establish a centralized enrollment process for all non-corporate training programs, managed by enrollment management where personnel manage the student enrollment process from application through matriculation, thus removing individual programs managing applicant processes.

5. Develop a college-wide approach and investment towards increasing student outcomes and retention and establish annual benchmarks towards predetermined measurements of success.

6. Assess organizational structure and establish a procedure and metric to evaluate current departmental FTE employee/faculty across the organization to ensure units are staffed effectively and with purpose.

7. Develop (2022-23) and implement by (2023-24) a major gifts campaign.

8. Provide a multifaceted board training to cover the areas of fundraising, major gifts, marketing strategies, governance, and networking with business professionals and donor prospects.

9. Research (2022-23), design (2023-24), and implement (2024-25) a college-wide Facility Master Plan.

10. Research (2022-23), design (2023-24), and implement (2024-25) a college-wide Academic Master Plan.

11. Research (2022-23), design (2023-24), and implement (2024-25) a college-wide Strategic Enrollment Management Plan.

12. Develop a comprehensive and fresh marketing strategy that will provide deliberate student and programmatic campaigns, that are time bound, monitored, and with developed metrics to evaluate performance based on prospective student outcomes.

13. Create a formalized college-wide process for research and development of new programs, led by the Research & Development division through partnership with Academic Affairs.

14. Reimagine the role of the Curriculum Review Committee and develop best practices that will allow the committee to effectively serve as a knowledge-based resource to vet program curriculum changes and approve new programs, post the R&D program approval process.

(continued)

15. Develop an ongoing Academic Program Review cycle that evaluates student success and completion, enrollment, generated revenues against expenditures with identified goals and outcome metrics.

16. Develop an evaluation process for the alignment of academic offerings of certificate, diploma, and degree programs in conjunction with the needs of the local business industry through strategic, accountable relationships with industry partners.

17. Research, design and implement a pay for performance evaluation model by the 2024-25 EPMS/FPMS review cycle.

18. Develop a college-wide culture of achievement and expectation in performance evaluations, incorporating metric-based, time-bound goals and objectives, with performance ratings defined by the completion to goal.

STRATEGIC GOAL 3: STRENGTHEN CULTURE & COMMUNITY

Spartanburg Community College will foster a culture of communication, collaboration, and transparency between students, employees, and community stakeholders, and will take an active and deliberate approach to increasing community involvement and partnerships.

OBJECTIVES

1. Create a system of networks and collaboration that fosters communication, reduces duplication of effort, and leads to sharing of information and resources.

2. Streamline reporting structures interdepartmentally to increase efficiencies, reduce duplication, and share messages effectively.

3. Empower department leaders and managers to operate more autonomously in fulfilling their departmental goals and developed metrics of accountability.

4. Invest in professional development and leadership training programs for mid-level managers who are new in leadership roles or those who need additional development.

5. Establish an annual college-wide engagement plan that includes all events, happenings, and other shared information to build awareness of college and community-wide events and create a culture of belonging and community.

6. Develop and implement a community integration outreach strategy that combines the forces of marketing, enrollment, and academics to increase awareness of SCC programs and educational pathway offerings.

7. Create a culture of collaboration and support for our external campuses so they feel engaged and included in the larger collective SCC experience.

4

STRATEGIC GOAL 4: DELIVER TRANSFORMATIVE EXPERIENCES

Spartanburg Community College will provide transformative 21st century experiences, cultivate innovation through best practices, and strive to foster a highly engaged and effective institution of higher learning focused on continual improvement and outcomes.

OBJECTIVES

1. Research, develop, and initiate a plan to bring intercollegiate athletics to the College.

2. Develop collaborative, intentional programing that decreases duplication across departments and promotes student participation and campus engagement.

3. Improve the student, staff, and faculty experience as it relates to the availability of food on campus.

4. Develop a faculty advisement plan to include student advisement procedures, specifically reestablishing the role of the faculty advisor (current students) versus enrollment advisors (new students) and implement student outreach activities and other methods of engagement to ensure students are prepared for registration.

5. Provide a plan by fall 2023 to address faculty advising and office hours scheduling; one that correlates with student availability and coincides with the College's year-round operational schedule.

6. Ensure adequate course sections are available each term for on-campus instruction during operational hours so students have more scheduling options and courses are not full weeks prior to the semester starting.

7. Establish a process for departments to research and implement professional development goals within their divisions based on programmatic and/or strategic needs.

8. We will adopt a "students first" mentality in our approach to developing processes and procedures with purpose to provide a more seamless experience in every department.

9. We will make it our goal to see every student issue through to resolution in a timely manner that meets our commitment to them as fellow Chasers.

10. Implement a departmental strategy by 2024 within divisions moving to electronic processes when applicable to decrease the need for paper forms when an electronic alternative is available.

5

STRATEGIC GOAL 5: OPTIMIZE ECONOMIC COMPETITIVENESS

Spartanburg Community College will collaboratively align 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.

OBJECTIVES

1. Establish one uniform enrollment division responsible for enrolling both CCE and Academic Credit students.

2. Create a culture of continual assessment of academic pathways so that offerings and completion strategies remain current and responsive to workforce demands.

3. Analyze current faculty pay scale structure in comparison against industry pay and develop plan to accommodate inadequacies to impact recruitment and retention of faculty in high demand industries.

4. Assess current human resource procedures and current business practices related to staff and faculty in comparison with other state and private affiliated institutions and identify opportunities to adjust current practice.

5. Develop a client relationship strategy (2022-23) to effectively track donor and community contacts and other pertinent information for economic advancement stakeholders.

6. Create (2023-24) and implement (2024-25) a Strategic Economic Advancement Plan.

7. Build a Spark Center Alumni program focused on building the business relationship post departure from the Spark.

8. Develop a marketing plan to showcase the brand and past successes of the Spark Center and other Enterprise Campuses, in addition to reinforcing recruitment strategy.

[i] LBC&W Consultants. (1975). Spartanburg Technical College Master Development Plan, 1975-1985. Pg. 2.2.

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[iii] Spartanburg Technical College. (1984). SACS Self-Study 1983-1984, pg. 15.

[iv] Spartanburg Technical College. (1984). SACS Self-Study 1983-1984.

[v] Spartanburg Technical College. (1984). SACS Self-Study 1983-1984, pg. 17.

[vi] Spartanburg Technical College. (1984). SACS Self-Study 1983-1984, pg. 18.

[vii] LBC&W Consultants. (1975). Spartanburg Technical College Master Development Plan, 1975-1985. Pg. 2.2.

[viii] Spartanburg Technical College. (1994). SACS Self-Study 1993-1994, pg. 12.

[ix] Ethan Burroughs. (2022). 2022 Economic Impact Study of the Spark Center SC. Spartanburg Community College.

[x] SCC Institutional Research, 2022

[xi] National Student Clearinghouse Research Center. (2022) Current Term Enrollment Estimates. Retrieved May 2022 from https://nscresearchcenter.org/current-term-enrollment-estimates/

[xii] U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Spring 2021, Fall Enrollment component.

[xiii] U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS): Winter 2020-21, Graduation Rates component

[xiv] SCC Institutional Research, 2022.

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