



SPARTANBURG
Community College
RESEARCH & DEVELOPMENT

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 its 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

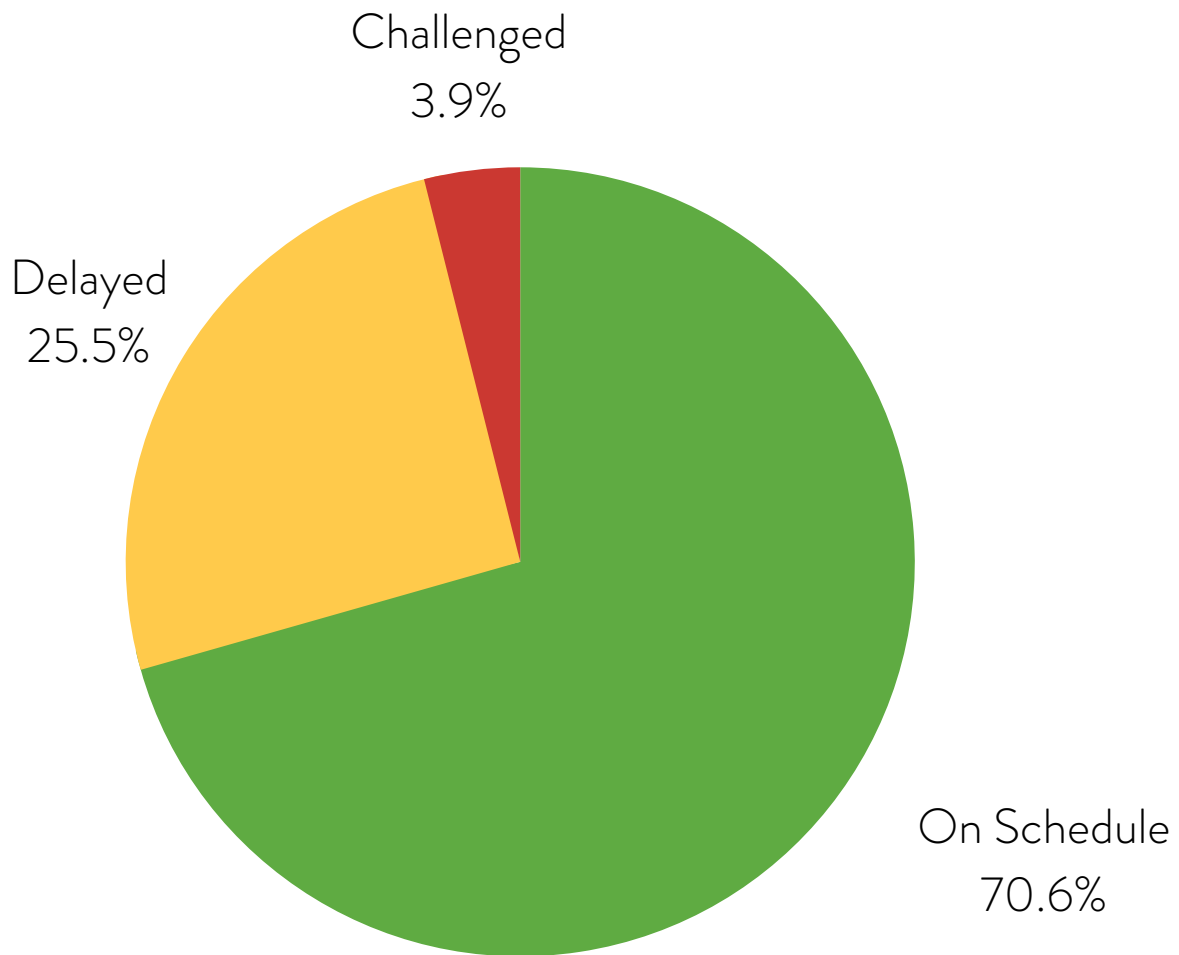
Deliver transformative experiences by cultivating innovation through best practices and striving to foster a highly engaged and effective institution of higher learning focused on continual improvement and outcomes.

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



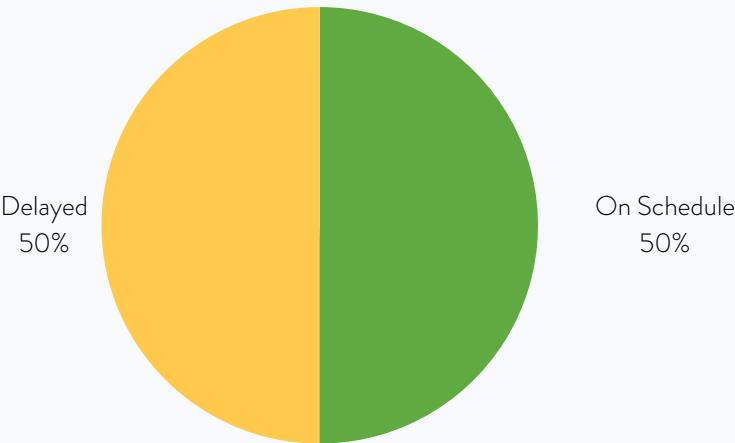
NOTABLE SUCCESSES

- 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



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			



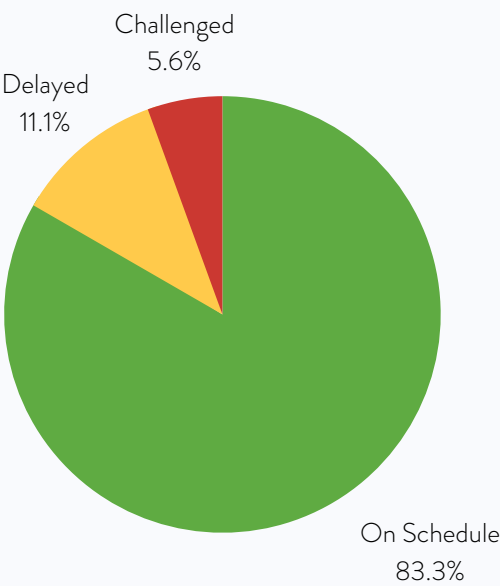
Highlights: July 2022-June 2023

- 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



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

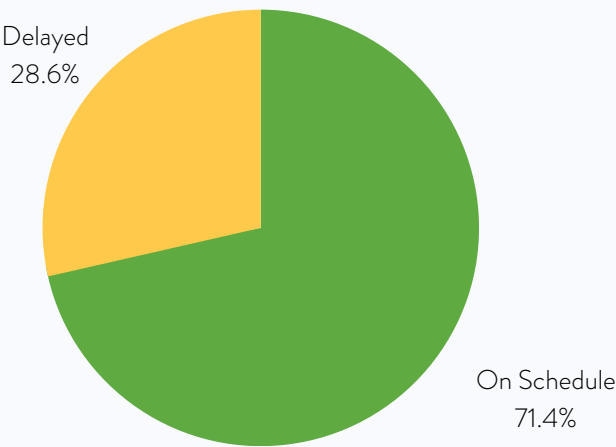
- Hired a Director of Educational Partnerships to facilitate external relationship building, foster ongoing partnerships, and develop new opportunities for dual partners
- Developed and implemented new dual enrollment application process with 87.5% satisfaction rate according to survey of high school 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 or 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



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			



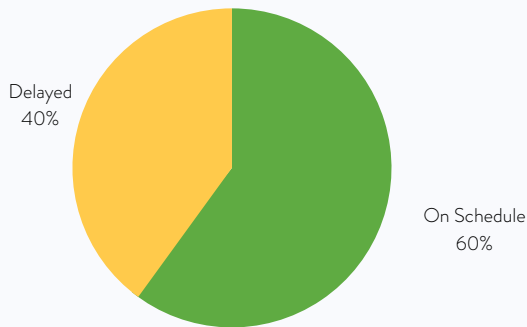
Highlights: July 2022-June 2023

- Designed and developed a comprehensive student engagement survey to gauge 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



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			



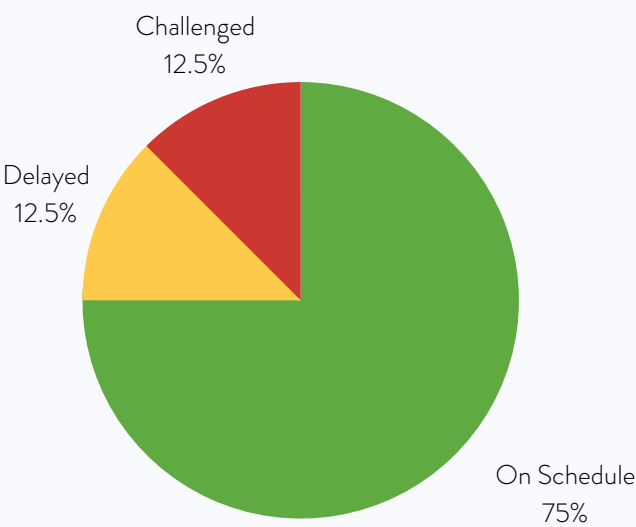
Highlights: July 2022-June 2023

- 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



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