SPARTANBURG
Community College
RESEARCH & DEVELOPMENT

2025 STRATEGIC PLAN
PREPARING TO CHASE
ELIMINATING BOUNDARIES

Strategic Plan Progress Report: Q2

2024

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

Challenged
2%

Complete
17.6%

Delayed
27.5%

On Schedule
52.9%
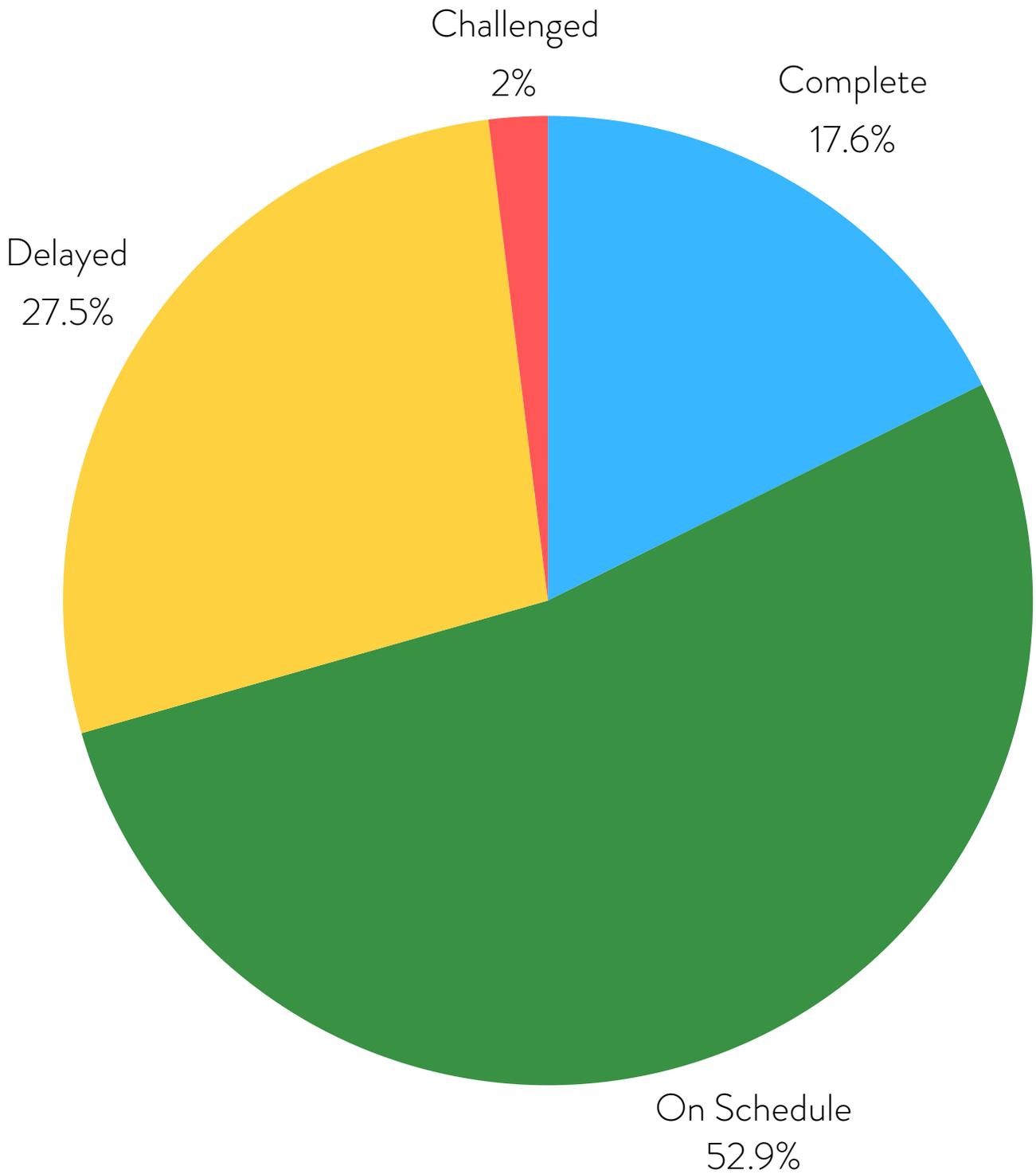
NOTABLE SUCCESSES

- 2 Objectives Completed this Quarter:
  - 4A2: "Develop collaborative, intentional programming that decreases duplication across departments and promotes student participation and campus engagement." The CARES team formed through this objective has helped students to navigate significant challenges including food and housing insecurity, inadequate childcare, family deaths, and more, and responded to 63 reports since its creation.
  - 3A1: "Create a system of networks and collaboration that fosters communication, reduces duplication of effort, and leads to sharing of information and resources."
- The first SCC Leadership Academy cohort is scheduled to begin in August.
- The new LEAP program for Transitional Studies was unveiled. LEAP responds to student needs for streamlined pathways in Transitional Studies with intrusive student support that will be reinforced (but tapered off) in early curriculum level courses.
- A new College Success Department, separate from Transitional Studies, was created to oversee COL 101 and 103 Curriculum with a new Department Chair named for the program.
- A new financial assistance program, SOAR (Students Overcoming Academic Roadblocks) was developed to support adult learners and others who close to completion.
- A draft of the Facility Master Plan was delivered to Dr. Mikota.
- A Program Alignment Report detailing the alignment of current programs with existing and future industry workforce needs was shared with the Executive Leadership Team.

IMPORTANT NOTES & CHALLENGES

- Multiple objectives throughout the plan are reliant on the implementation of the CRM system in order for the objectives to successfully complete by the end of this Strategic Plan in Q2 2025 including 4D1, 5A1, 5C1, and 5D1. Anything that hinders the successful or timely implementation of the CRM system will jeopardize those objectives.
- Shifting priorities and personnel have resulted in scattered delays throughout the plan.
- Establishing a NCJAA Athletics team on campus continues to be an elusive goal, however Student Engagement has utilized information gathered to implement other tactics that respond to student desires for athletic opportunities at SCC.

STRATEGIC GOAL 1:
EMPOWER STUDENT SUCCESS
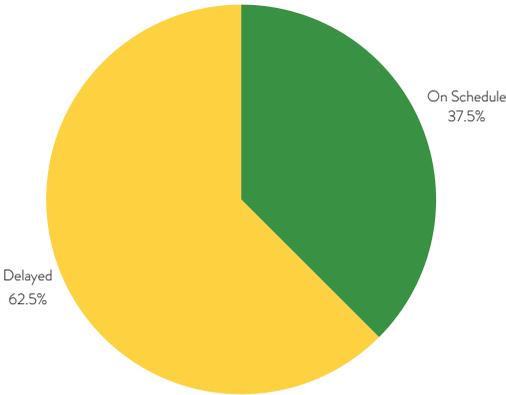
On Schedule
37.5%

Delayed
62.5%

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: April- June 2024

- The new LEAP program for Transitional Studies was unveiled. LEAP responds to student needs for streamlined pathways in Transitional Studies with intrusive student support that will be reinforced (but tapered off) in early curriculum level courses.
- A new College Success Department, separate from Transitional Studies, was created to oversee COL 101 and 103 Curriculum with a new Department Chair named for the program.
- An Academic Advising Transition Plan has been developed along with academic advising pathways and an advising syllabus.
- A new financial assistance program, SOAR (Students Overcoming Academic Roadblocks) was developed to support adult learners and others who close to completion.

What's Coming: July- Sept. 2024

- Developing a plan to track number of transitional studies students who persist into a program of study.
- Hiring a First Year Experience Director.
- Implementing soft skills curriculum culture through Elevate Excellence.
- Developing and tracking target data points for underserved students.

STRATEGIC GOAL 2:
PROVIDE HEALTHY FINANCIAL GROWTH
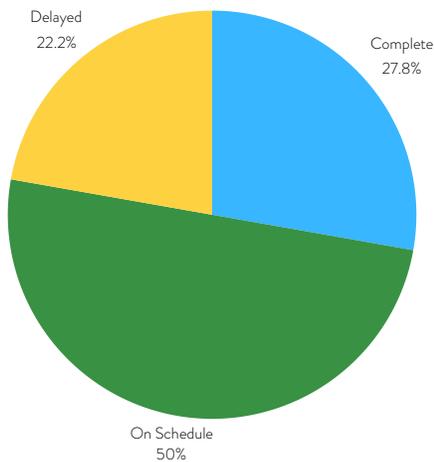
Delayed 22.2%
Complete 27.8%
On Schedule 50%

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	On Schedule		
2D2: Academic Master Plan		Delayed	
2D3: Strategic Enrollment Management Plan	On Schedule		
2E1: Marketing Strategy			
2F1: Research & Development Process			
2F2: Academic Council			
2F3: Academic Program Review Cycle		Delayed	
2F4: Program Alignment with Industry Needs	On Schedule		
2G1: Pay for Performance	On Schedule		
2G2: Culture of Achievement and Accountability	On Schedule		

Highlights: April- June 2024

- A draft of the Facility Master Plan was delivered to Dr. Mikota.
- A Program Alignment Report detailing the alignment of current programs with existing and future industry workforce needs was shared with the Executive Leadership Team.

What's Coming: July- Sept. 2024

- Completing EAB Edify Dashboards to track annual spend and identify inconsistencies, duplication, and areas of opportunity to create efficiencies.
- Implementing a new CRM system
- Developing and communicating economic benefit analysis customized to each Spark Center client
- Launching comprehensive annual fund for SCC Foundation
- Completing Facility Master Plan

STRATEGIC GOAL 3:
STRENGTHEN CULTURE AND COMMUNITY
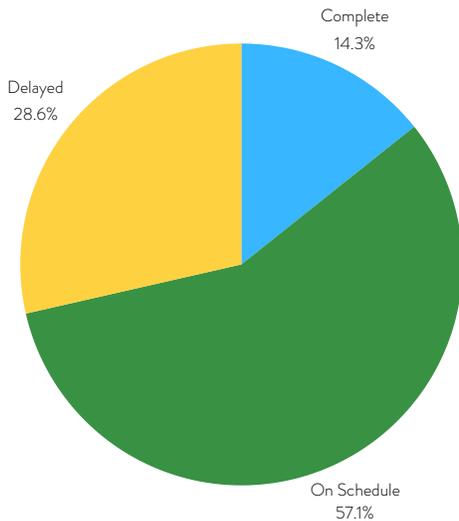
Complete
14.3%

Delayed
28.6%

On Schedule
57.1%

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: April - June 2024

- COMPLETED Objective 3A1: Create a system of networks and collaboration that fosters communication, reduces duplication of effort, and leads to sharing of information and resources.
- Established recurring meetings between Vanguard Team, Deans Council, and Academic Council to foster a system of communication and collaboration
- Solicited applications for first cohort of SCC Leadership Academy and selected first cohort members.

What's Coming: July - Sept. 2024

- First cohort of SCC Leadership Academy starting.
- Empowering the SGA team to host focus groups on campus to gather information.
- Hiring an Events Manager to serve as a liaison for internal and external community events.

STRATEGIC GOAL 4:
DELIVER TRANSFORMATIVE EXPERIENCES
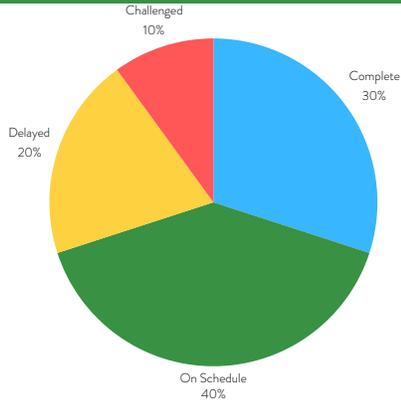
Pie chart: Complete 30%, On Schedule 40%, Delayed 20%, Challenged 10%

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			▮ (red)
4A2: Collaborative Programming for Student Engagement	▮ (blue)	▮ (blue)	▮ (blue)
4A3: Food Services		▮ (yellow)	
4B1: Faculty Advising Procedures	▮ (green)		
4B2: Faculty Advising Hours	▮ (blue)	▮ (blue)	▮ (blue)
4B3: Adequate Course Sections	▮ (blue)	▮ (blue)	▮ (blue)
4C1: Ongoing Specialized Professional Development	▮ (green)		
4D1: "Students First" Processes and Procedures		▮ (yellow)	
4D2: Student Issues	▮ (green)		
4E1: Electronic Processes	▮ (green)		

Highlights: April - June 2024

- COMPLETED Objective 4A2: Develop collaborative, intentional programming that decreases duplication across departments and promotes student participation and campus engagement. Since its establishment, the CARES Team created through this objective has navigated 63 reports, helping connect students to resources.
- Engaged with food vendor prospects throughout the RFP process.
- Developed a Professional Development Working Group to tackle tactics across the plan related to professional development including faculty and staff training on student support services, accessibility, belonging, and more.
- Defined the role and expectations of faculty advisors and developed a philosophical approach to faculty advising including who oversees and coordinates the faculty advising process.

What's Coming: July - Sept. 2024

- Communicating the winner of the food services bid.
- Creating a plan/timetable for annual registration activities.
- Implementing a concern-tracking software that emphasizes resolution of student concerns in 24-48 hours.

STRATEGIC GOAL 5:
OPTIMIZE ECONOMIC COMPETITIVENESS
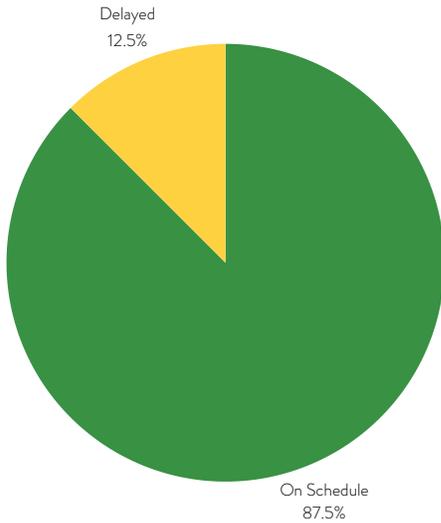
Delayed
12.5%

On Schedule
87.5%

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.

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: April - June 2024

- The SCC Foundation is actively using Salesforce as their new CRM.
- Hired and onboarded a Benefits Coordinator.

What's Coming: July - Sept. 2024

- Completing implementation of DocuSign and conducting employee training on software.
- Identifying internal and external stakeholders who can help facilitate development of a SCC Economic Development Plan.
- Outlining areas of focus for the new Economic Advancement Plan.
- Implementing a CRM solution.
- Developing and executing a plan to address assets for each campus and SCC's economic development partners