

## *Strategic Plan*

*In a strategic framework for institutional planning and success, our priorities help us to outline a plan for moving forward. For each priority that we've established we set goals that will enable us to accomplish that priority. In order to make sure that we can realistically accomplish our goals we break them into sub-goals or outcomes. Our outcomes are our action plans for accomplishing each goal. Our goals and outcomes are written using the SMART method. SCC's goals and outcomes are Specific, Measureable, Achievable, Realistic, and Time Based.*

*Our priorities, goals, and objectives build upon one another to create the appropriate steps to accomplish our Mission and Vision and live our values. They result in what is commonly known as a Strategic Plan.*

**STANLY COMMUNITY COLLEGE**  
**2015-2018**  
**STRATEGIC PLAN REPORT**  
**Version 2015.10.8**

*Stanly Community College strives in all that it does to  
embody the principles of the Learning College.*

## *Institutional Priority One*

### *Improving Student Access, Success, Progress, and Completion*

#### **Strategic Goal 1.A: Make College programs and services accessible to all students by June 2016.**

Outcome 1.A.1: Provide ongoing satisfactory student services resources online to support eLearning programs and traditional programs as measured by the Quality of Service Student Survey. *(Responsible: Student Services Deans and Managers)*

Outcome 1.A.2: The College will employ best practices/processes that advocate opportunities for all people, including populations traditionally underrepresented in higher education. An annual curriculum enrollment demographics report will show that the college maintains an ongoing racial minority enrollment percentage that is equal to or greater than the percentage of racial minorities residing in Stanly County. *(Responsible: Dean of Marketing and Outreach)*

Outcome 1.A.3: The College will have an action plan to bring each ADA non-compliant area into compliance with federal regulations and guidelines and begin implementing the plan by January 2014. *(Responsible: ADA Compliance Officer and Vice President for Administrative Services)*

#### **Strategic Goal 1.B: By June 2016, improve student progress and completion.**

Outcome 1.B.1: The three year (150% time) graduation rate will improve from 33% as reported to IPEDS in Fall of 2012 for AY12-13 to 35% by June 2016. SCC's current benchmark is 33%. *(Responsible: Educational Services AVPs, and Deans)*

Outcome 1.B.2: First-fall to second-fall retention rate (first fall, full time cohort) of students will improve from 62% to 65%, as measured by IPEDS data, by June 2016. SCC's current benchmark is 62%. *(Responsible: Educational Services AVPs, and Deans)*

#### **Strategic Goal 1.C: By June 2016, improve student success as defined by meeting or exceeding all NCCCS Critical Performance Measure standards.**

**NOTE: Following are revised outcomes based on the new Performance Measures set by the North Carolina Community College System (NCCCS) for 2015-2016. Baselines established based on historic reference data provided by the NCCCS.**

Outcome 1.C.1: 68% of Basic Skills students who have post tested and attempted 12 or more contact hours during a program year will progress or move up an educational functioning level by June 2016. SCC's current benchmark is 66%. *(Responsible: Dean of Pre-College)*

Outcome 1.C.2: 55% of first-time Associate Degree seeking and transfer pathway students will pass a credit-bearing English course with a “C” or better within their first two academic years by June 2016. SCC’s current benchmark is 49%. (*Responsible: AVP of University Transfer*)

Outcome 1.C.3: 32% of first-time Associate Degree seeking and transfer pathway students will pass a credit-bearing Math course with a “C” or better within their first two academic years by June 2016. SCC’s benchmark is 30%. (*Responsible: AVP of University Transfer*)

Outcome 1.C.4: 75% of first-time fall credential-seeking students attempting at least twelve hours within their first academic year will successfully complete (“C” or better) at least twelve of those hours by June 2016. SCC’s current benchmark is 68%. (*Responsible: Educational Services AVPs, and Deans*)

Outcome 1.C.5: 57% of first-time fall credential-seeking students will graduate, transfer, or will still be enrolled with 36 non-developmental hours after six years by June 2016. SCC’s current benchmark is 55%. (*Responsible: Educational Services AVPs, and Deans*)

Outcome 1.C.6: The College will maintain a 90% aggregated institutional passing rate of first time test-takers on licensure and certification exams, including state mandated exams required before becoming active practitioners by June 2016. SCC’s current benchmark is 80%. (*Responsible: Educational Services AVPs*)

Outcome 1.C.7: 88% of students who have transferred to a NC 4-year college or university with a NC community college associate degree or those with 30+ NC community college credit hours will achieve a 2.25 GPA or better after two consecutive semesters at the transfer institution by June 2016. SCC’s current benchmark is 77%. (*Responsible: AVP of University Transfer*)

## ***Institutional Priority Two***

***Create a culture that embraces and values technology in support of teaching, learning, and administrative processes.***

**Strategic Goal 2.A: By June 2016, use and integrate technology effectively to enhance student learning and success.**

Outcome 2.A.1: Equip all classrooms on both campuses with teaching technology such as mounted projectors, document cameras, Smartboards, etc. by June 2016. *(Responsible: Chief Technical Officer)*

Outcome 2.A.2: Train all faculty in the use of technologically enhanced classrooms by June 2016. *(Responsible: Director of Organizational Development)*

Outcome 2.A.3: Explore virtual software resources by June 2016. *(Responsible: Chief Technical Officer)*

**Strategic Goal 2.B: By June 2016, use and integrate technology effectively to enhance administrative processes.**

Outcome 2.B.1: Create, implement, and train faculty/staff on the use of a maintenance help desk by June 2016. *(Responsible: Chief Technical Officer and Dean of Administrative & Facility Services)*

Outcome 2.B.2: Automate the Continuing Education/Literacy registration and reporting process by June 2016. *(Responsible: Chief Technical Officer and Dean of Enrollment Services)*

Outcome 2.B.3: Increase efficiencies of student information systems by facilitating data integrations by June 2016. *(Responsible: Chief Technical Officer)*

## ***Institutional Priority Three***

### ***Enhance College resources by increasing external funding and developing human resource potential.***

#### **Strategic Goal 3.A: By June 2016, secure additional funding through more effective pursuit of grants and gifts.**

Outcome 3.A.1: By June 2016, establish a solid Planned Giving Program that will result in at least two planned gifts each year. *(Responsible: Foundation Executive Director)*

Outcome 3.A.2: By June 2018, establish a comprehensive SCC alumni database that will allow the Foundation to keep in touch with its alumni population. *(Responsible: Foundation Executive Director)*

#### **Strategic Goal 3.B: By June 2016, secure ongoing resources by pursuing entrepreneurial College opportunities.**

Outcome 3.B.1: The President in conjunction with the Foundation Board will actively seek information on how to integrate entrepreneurial enterprises into the Foundation's activities by June 2016. *(Responsible: President and the Vice President for Administrative Services)*

Outcome 3.B.2: Research entrepreneurial and self-supporting activities by June 2016. *(Responsible: President)*

#### **Strategic Goal 3.C: By June 2016, pursue continued high quality staffing and leadership through active development of current faculty/staff and planned recruitment of new hires that reflect our students and the community the College serves.**

Outcome 3.C.1: Develop a training plan for new hires by June 2016. *(Responsible: Human Resources Officer)*

Outcome 3.C.2: Develop a President's Leadership Academy by November 2013 for implementation by Spring 2014 to facilitate professional growth and leadership succession planning. *(Responsible: Vice President for Organizational Growth, Development, and Effectiveness and the Director of Organizational Development)*

Outcome 3.C.3: Develop an objective, goals-based employee appraisal system by January 1, 2013 to be implemented in the spring of 2013. *(Responsible: Vice President for Organizational Growth, Development, and Effectiveness and the Human Resources Officer)*

Outcome 3.C.4: Develop a Professional Development Portal that serves as an electronic repository for training resources, schedules, and records by June 2016. *(Responsible: Chief Technical Officer)*

Outcome 3.C.5: Develop a supervisor training program for new and existing managers by Spring 2016. *(Responsible: Human Resources Officer)*

Outcome 3.C.6: Develop a Teaching Matters faculty professional development/recognition three year plan by June 2016. *(Responsible: Educational Services AVPs)*

Outcome 3.C.7: Develop a series of employee engagement activities by June 2016. *(Responsible: Human Resources Officer)*

## ***Institutional Priority Four***

***Contribute to the ongoing development and growth of Stanly County's workforce and business/industry groups to compete in the global economic environment and enhance community enrichment through avocational course offerings and cultural opportunities.***

**Strategic Goal 4: By June 2016, partner with local workforce and economic development groups in business and industry, not-for-profit organizations, and educational institutions to forecast trends, identify needs, develop and implement training solutions to benefit the workforce and the community.**

Outcome 4.1: The College will seek and develop at least one new training/educational opportunity annually (by June 2013 and ongoing) coordinated with the region's growth priorities, including advanced manufacturing, allied health, energy/sustainability, and information technology. *(Responsible: Executive Vice President of Educational Services and AVPs)*

Outcome for 4.2: By August 2016, the College will offer a credential pathway in at least one discipline that students can complete via a Competency Based Educational approach. *(Responsible: Executive VP of Educational Services)*

Outcome 4.3: The College will increase the percentage of graduates from the four traditional Stanly County High Schools who enter SCC as first-year college students by 1% each year with a cumulative increase from 32% to 35% by June 2016. *(Responsible: Dean of Marketing and Outreach)*

Outcome 4.4 The College will increase the percentage of SCC HSE/AHS student completers (graduate with a HSE or Diploma) who continue their enrollment (register and stay in a class past census date in any subsequent semester within one year) in any SCC curriculum or workforce program from 33% to 35% by June 2016. *(Responsible: Dean of Pre-College)*

Outcome 4.5: Stanly Early College enrollment in College curriculum offerings will remain at or exceed benchmark levels (137) and the number of Career and College Promise students (excluding Stanly Early College) enrolled in College curriculum offerings will increase by 10% annually, comparing fall to fall (from 237). *(Responsible: Dean of Pre-College)*

Outcome 4.6: The College will develop and implement at least one annual outreach event for Stanly County middle schools by June 2014 and ongoing. *(Responsible: Dean of Marketing and Outreach)*



Outcome 4.7: By June 2016, the Small Business Center will develop and market a series of five seminars, “The Entrepreneur Success Series”, culminating with successful participants earning an entrepreneur badge. (*Responsible: Associate Dean of Business and Career Technology*)

## ***Institutional Priority Five***

***Create a culture that allows the College to make data-informed decisions, that demonstrates institutional effectiveness, and that promotes transparency in its day to day operations.***

**Strategic Goal 5: Establish, staff, and train a Division of Organizational Growth, Development, and Effectiveness that oversees the strategic and annual planning processes and the assessment of institutional effectiveness deriving from these activities by June 2015.**

Outcome 5.1: The Division of Organizational Growth, Development, and Effectiveness, in conjunction with the Institutional Effectiveness Council will prepare a report benchmarking the current strategic plan against its stated goals and present the Council's findings to the Executive Leadership Team by March 2014 (and ongoing). *(Responsible: Vice President of Organizational Growth, Development, and Effectiveness)*

Outcome 5.2: Each year, the Division of Organizational Growth, Development, and Effectiveness will report on the College's annual planning process, by submitting to the Executive Leadership Team, a summary of the upcoming year budgetary requests and assessment procedures (by April), and the results of previous year annual planning (by August). *(Responsible: Vice President of Organizational Growth, Development, and Effectiveness)*

Outcome 5.3: The Division of Organizational Growth, Development, and Effectiveness will provide a standard portfolio of data annually (by May 2014 and ongoing) on each curriculum program which will provide a framework for measuring the health and effectiveness of the program. The data will be provided to the designated Program Heads, the Educational Services AVPs and the Executive Leadership Team. *(Responsible: Vice President of Organizational Growth, Development, and Effectiveness)*

## ***Institutional Priority Six***

***Serve the students and businesses of Stanly County with safe, environmentally friendly, convenient facilities that enhance student learning and success.***

**Strategic Goal 6.A: By June 2016, pursue strategies that will make the College environment safer, more sustainable, and more accessible to all students.**

Outcome 6.A.1: Complete an energy management audit and make recommendations to the Executive Leadership Team for possible changes to the College's current energy use structure by June 2016. *(Responsible: Vice President for Administrative Services)*

Outcome 6.A.2: Complete safety and security audit and make recommendations to the Executive Leadership Team for possible changes to the College's current practices, policies, and procedures by June 2016. *(Responsible: Vice President for Administrative Services)*

**Strategic Goal 6.B: By June 2016, identify at both campuses and auxiliary locations utilized by the College space needs, construction/renovation/landscaping priorities, and safety initiatives.**

Outcome 6.B.1: Establish a committee to review and update the current Facilities Master Plan and present the updated plan to the Executive Leadership Team by June 2016. *(Responsible: Vice President for Administrative Services)*