Vision 2023 Executive Summary

In January, 2017, the administration at Southwestern Community College (SCC) initiated the process of developing a new strategic plan for the college as the current strategic plan, Vision 2017, was soon to run its course. A point that had been agreed upon was that the college would continue moving forward with relevant pieces of Vision 2017, but that the new strategic plan should be simplified. During the pre-planning stage, the Office of Institutional Research and Planning researched strategic plans of other community colleges and established a template for an effective, yet less colossal, strategic plan.

Steering Committee - President's Council Member List for Spring 2017

Chair: Meg Rollins Petty, Radiography Program Coordinator/Instructor	
Cabinet:	**Deans:**
Don Tomas, President	Barbara Putman, Dean of Arts & Sciences
Thom Brooks, Executive Vice President for Instruction and Student Services	Mitch Fischer, Dean of Health Sciences
Scott Baker, Vice President for Information Technology	Kirk Stephens, Interim Dean of Career Technologies and Cyber Crime Technology Program Coordinator/Instructor
William Brothers, Vice President for Financial and Administrative Services	Cheryl Davids, Dean of Macon Campus
Lynda Parlett, Executive Director of Institutional Development	Cheryl Contino-Conner, Dean of Students
Tyler Goode, Director of Public Relations	Curtis Dowdle, Dean of Public Safety Training
Johnathan Dean, Director of Institutional Research and Planning	Bethany Emory, Dean of Learning Support
Nan Coulter, Executive Assistant to the President and Board of Trustees	Jason Lambert, Dean of Workforce Innovations and Economic Development
Faculty:	**Staff:**
Barbara Connell, Nursing Program Coordinator/Instructor	Martin Aucoin, Director of Enrollment Management
Michael Deaver, Computer Engineering Program Coordinator/Instructor and Electronics Engineering Tech. Instructor	Mark Ellison, Director of Student Support Services
Eric Hester, Emergency Medical Science Program Coordinator/Instructor and Faculty Senate Representative	Lisa Sizemore, Director of Human Resources
Jennifer Hippensteel, English Instructor and Quality Enhancement Plan Co-chair	Scott Sutton, Director of Occupational Training
Randy McCall, Cosmetology Program Coordinator/Instructor	Jody Woodring, Testing Coordinator/Enrollment Counselor
Gene Norton, English Instructor	Brett Woods, Director of SCC Foundation

PHASE 1 - Preplanning

The first step was to establish a steering committee (member list found one page 1), and it was determined that the President's Council, since it included representatives from every area of the college, would serve as the steering committee. The March, 2017, President's Council meeting was the beginning of the official planning stages for Vision 2023. The meeting began with a review of the progress made on Vision 2017 and the Office of Institutional Research and Planning shared results of its preliminary planning along with a timeline leading up to the full implementation of the new strategic plan.

Eight leadership teams were formed. They were as follows:

	Teams	Leaders
1	Instruction	Thom Brooks & Barb Putman
2	Student Services	Thom Brooks & Cheryl Contino Conner
3	Workforce Innovation & Economic Development	Thom Brooks & Jason Lambert
4	Budget & College Resources	William Brothers & Karen Polyasko
5	Human Resources	William Brothers & Lisa Sizemore
6	Business Continuity Plan & Business Infrastructure & College Resources	Scott Baker & Marc Boberg
7	Institutional Development, Foundation, Community Awareness	Lynda Parlett & Brett Woods
8	Marketing, Community Awareness	Tyler Goode & Megan Jamison

PHASE 2 – Information Gathering & Brainstorming

From March through July, the task of these leadership teams was to gather information from their respective areas/constituents that would form the pool of possible goals, objectives and initiatives that would eventually become Vision 2023. A Strategic Plan survey was a significant source for collecting valuable feedback from faculty, staff, students, the Board of Trustees, the Foundation Board, alumni, the community, community leaders, local businesses and industry, and Western Carolina faculty and students. The Office of Institutional Research and Planning compiled the survey results as well as internal college data and momentum gains/losses.

PHASE 3 – Analysis

In mid-August, the Director of Institutional Research and Planning presented to President's Cabinet the Strategic Planning survey results. Team leaders then shared that information with their identified subcommittee(s). The teams began the task of formulating goals, initiatives and objectives based on this data and worked over the next several weeks to finalize the plan. In early September, leaderships teams met to discuss progress made. This group added a ninth team, QEP, and identified three focus areas.

PHASE 4 – Building the Plan

In early November, the President's Council met where the leadership teams presented their final goals. From there, some revisions were made and in late November, Vision 2023 was reviewed

and approved by the President's Council. In December, the President's Cabinet reviewed and approved the plan to move forward.

PHASE 5 - Publication
Production began in early January, 2018, for the official document, Vision 2023. The President's Cabinet reviewed and approved the final plan that was to be presented at the January Board of Trustee meeting.

PHASE 6 – Board of Trustee Approval
The Board of Trustees approved Vision 2023 at the January, 2018, board meeting.

PHASE 7 – Implementation

Southwestern Community College
Vision 2023
Strategic Plan

Mission
Southwestern Community College will be an educational gateway for enriching lives and strengthening our community.

Vision
Southwestern Community College is a learning and teaching institution offering high quality, innovative instruction and support which promotes student achievement, academic excellence and economic development.

Student Achievement	Community Engagement	College Operations
Instruction: Provide excellence in learning and teaching for transfer, career education, and literacy development in an accessible format.	**Institutional Development, Foundation, Community Awareness:** Generate support for students, faculty, staff and programs from internal and external sources.	**Budget, College Resources:** Identify, acquire and maintain college resources to support the vision, mission and goals of the college.
Student Services: Provide comprehensive and effective services to enroll students and support their success.	**Marketing, Community Awareness:** Enhance SCC's positive image throughout - and beyond - our service area.	**Human Resources:** Attract and retain quality employees and provide for their professional development.
Quality Enhancement Plan (QEP) - Professional Exploration and Knowledge**:** Strengthen student understanding of career pathways leading to success in career and academic planning.	**Workforce Innovation, Economic Development:** Provide engaged leadership in workforce and economic development.	**Business Continuity Plan, Business Infrastructure, College Resources:** Provide the services, programs and infrastructure to ensure a safe and secure learning environment.

Vision 2023 Strategic Plan				

Goal 1 - Instruction:
Provide excellence in learning and teaching for transfer, career education, and literacy development in an accessible format.

Objective 1.1 with Measure - Improve student success in gateway Accounting, Biology, English, and Math courses by 5% over five years.

Plan of Action
Strategy 1: Implement targeted professional development opportunities for gateway course faculty
Strategy 2: Implement intentional early academic support interventions identified through the use of diagnostic assessments in gateway courses

Objective 1.2 with Measure - Enhance student preparation for their chosen professions by increasing aggregate licensure and certification pass rates by 5% over five years.

Plan of Action
Strategy 1: Update curricula annually to ensure alignment with professional certification and licensure standards
Strategy 2: Evaluate and revise student exam preparation processes to ensure readiness for success on licensure exams

Goal 2 - Student Services:
Provide comprehensive and effective services to enroll students and support their success.

Objective 1.1 with Measure - Increase curriculum student headcount by 5% over five years.

Plan of Action
Strategy 1: Continue to market the value of CCP to our area high school partners and home school population.
Strategy 2: Onboarding process will streamline a caring and resource connected message for all SCC prospects and applicants.

Objective 1.2 with Measure - Demonstrate improved customer service from all student services departments by achieving an average score of 4.4 or higher on employee and student surveys over 5 years.

Plan of Action
Strategy 1: Student Services personnel will foster relationship building beyond the division through the use of campus walk-abouts and social positioning.
Strategy 2: Student Services staff will provide exceptional service through the use of active listening, effective communication and resource connection.

Goal 3 - Quality Enhancement Plan (QEP):
Strengthen student understanding of career pathways leading to success in career and academic planning.

Objective 1.1 - Implementing PEAK to provide comprehensive support for career planning that reaches all students.

Measure 1.1 - In the Student Career Services and Academic Advising Survey, on Q3d, "College faculty/staff member assisted me in developing a career plan," curricular students will score affirmatively 80% or higher by 2023.

Plan of Action
Strategy 1: All students in ACA 111, 122, and 115 will complete the Career Coach interest assessment and write essays in which they select and justify academic and vocational goals as well as Five-Year Plans to achieve them.
Strategy 2: Career Services will publish and promote content and supporting technology and programs related to PEAK on its website, in the Student Life Newsletter, in training materials and correspondence with faculty and advisors, and in all presentations across the curriculum.

Objective 1.2 - Demonstrate readiness to achieve success through use of their Career Plans.

Measure 1.2 - In the Student Career Services and Academic Advising Survey, curricular students will score 80% or higher on each of the following questions: Q3e (I am using my Career Plan to guide my activities with in college); W4c (I have reviewed my Career Plan with an advisor); and Q4d (I am using my Career Plan to guide my course selection).
Plan of Action Strategy 1: All Career Essays and Five-Year Career Plans will be uploaded into Aviso software for access by students and advisors. Strategy 2: Career planning and referrals to Career Services staff, resources, and programs will be incorporated into advisor training, delivered through the Appreciative Advising Model, and tracked through the completion and the use of notes in Aviso.

Goal 4 - Institutional Development, Foundation, Community Awareness:
Generate support for students, faculty, staff and programs from internal and external sources.

Objective 1.1 - Increase the number of scholarships available to serve greater numbers of students in need.
Measure 1.1 - By 2023, the number of annual and endowed scholarships will have increased from 75 to 90.
Plan of Action Strategy 1: The SCC Foundation will identify and solicit individual, family, corporate and other donors to develop endowed or annual scholarships in support of SCC students. Strategy 2: The SCC Foundation will work closely with the SCC Faculty-Staff Advancement Advisory Council to encourage those faculty, staff and administrators who have not yet initiated gifts to scholarship funds to become involved through payroll deduction or individual gifts.
Objective 1.2 - Increase support for faculty, staff and programs.
Measure 1.2 - The number of programs supported through funds from external sources (including grants and gifts) will increase by 5% over the number (17) from the 2012-2017 period.
Plan of Action Strategy 1: The SCC Foundation will identify and solicit appropriate individuals, organizations, businesses and/or foundations for cash, cash-equivalent and/or in-kind support. Strategy 2: The SCC Institutional Development office will identify appropriate sponsors and develop and submit proposals for funding.

Goal 5 - Marketing, Community Awareness:
Enhance SCC's positive image throughout - and beyond - our service area.

Objective 1.1 - Assist with growing enrollment and increasing institutional awareness among segments of the population that have been trending downward while helping low-enrollment programs draw more students.
Measure 1.1 - Increased, or flat, enrollment among targeted populations and within targeted programs of study.
Plan of Action Strategy 1: Using each semester's final enrollment report, identify segments of the student population that have been trending downward. Strategy 2: Develop marketing campaigns targeting the populations identified by Strategy 1.
Objective 1.2 - Raise community awareness of SCC's value to our entire service area and the people who live here by bringing more community leaders and citizens onto our campus.
Measure 1.2 - Over the next five years, increase the number of people who visit SCC's major events by a total of 15% (or an average of 3% per year).
Plan of Action Strategy 1: Work with administration and colleagues to enhance opportunities to bring more people on campus. Strategy 2: Invite media and community leaders onto our various campuses/locations for personalized tours with the president.

Goal 6 - Workforce Innovation, Economic Development: **Provide engaged leadership in workforce and economic development.**
Objective 1.1 - Enhance career readiness and workforce training to increase student licensure, credentialing, and certification.
Measure 1.1 - Improvements shown in the attached table.
Plan of Action   Strategy 1: Job Corps Instructors will meet with students to set goals, record student progress, and analyze results weekly.   Strategy 2: Public Safety Program Directors/Coordinators will analyze results after each academy. This information will be shared with coordinators and instructors who are directly involved with academies.   Strategy 3: HRD Coordinator will analyze results at the end of each course and submit annual report to NCCCS and to Charlotte Works.
Objective 1.2 - Develop and Implement Workforce Continuing Education (WCE) Career and College Promise Pathways to support the development of a quality NC workforce prepared to succeed in employment.
Measure 1.2 - Approval of two pathways (NCCCS)
Plan of Action   Strategy 1: Employer participation in the identification and development of potential CCP pathways.   Strategy 2: Pathways will be developed, submitted for NCCCS approval, and implemented at LEAs.
Goal 7 - Budget, College Resources: **Identify, acquire and maintain college resources to support the vision, mission and goals of the college.**
Objective 1.1 - Develop the college budget and efficiently allocate funding to support programs and initiatives.
Measure 1.1 - 100% of educational requests deemed necessary for instruction are funded annually. Attempts to fund program enhancement(s) considered desirable but not essential for instruction will be made as funding is appropriate and necessary.
Plan of Action   Strategy 1: Assess current funding levels to establish a baseline for comparison.   Strategy 2: Make monthly budget adjustments and utilization analysis to identify opportunities to fund needs as appropriate.
Objective 1.2 - Identify and seek additional funding from auxiliary services through budget monitoring and fiscal planning.
Measure 1.2 - Develop an annual budget for unrestricted funds and develop a fund balance with annual growth of 2%.
Plan of Action   Strategy 1: Develop a vending budget as well as proper review of institutional funds.   Strategy 2: Review adherence to budget and identify area of overconsumption.
Goal 8 - Human Resources: **Attract and retain quality employees and provide for their professional development.**
Objective 1.1 - Offer competitive salary and benefit packages as well as provide a positive and pleasant environment which recognizes effort and excellence.
Measure 1.1 - The college conducts a salary analysis of recently hired positions to keep the salary within 5% of an average range for schools of a similar size hiring for similar positions.
Plan of Action   Strategy 1: Identify compensation model that is competitive (95% market index) within our hiring market and within budget.   Strategy 2: Develop sustainable compensation practice, maintaining 95% compa-ratio.

Objective 1.2 - Enhance supervisory skills through formalized professional development program for new and current supervisors.
Measure 1.2 - The Human Resource Department will develop and implement pilot program by FYE 2018
Plan of Action Strategy 1: A minimum of two new sessions will be offered by FYE 2018. Strategy 2: 100% of new supervisors will complete the program within the first 12 months of their employment.
Goal 9 - Business Continuity Plan, Business Infrastructure, College Resources: **Provide the services, programs and infrastructure to ensure a safe and secure learning environment.**
Objective 1.1 - Revitalize the just-in-time repair and replacement of college infrastructure.
Measure 1.1 - 90% completion of Master (Infrastructure) Plan by 2023 and 90% or higher completion of work orders (SchoolDude) annually
Plan of Action Strategy 1: Update Facility Master Plan to include deferred maintenance plan. Strategy 2: Execute Facility Master Plan to include deferred maintenance plan.
Objective 1.2 - Increase situational awareness of college's infrastructure and improve the college's preparation for continuous operations in a crisis situation.
Measure 1.2 - Approval of 90% of College Emergency Action/Operations Plans by 2023 and one critical incident exercise conducted annually.
Plan of Action Strategy 1: Review and update existing Business Continuity Plan. Strategy 2: Integrate Business Continuity Plan with College's Critical Incident Plan (CIP) to ensure synchronization. Strategy 3: Create a digital infrastructure map for real-time College facilities and resources using Geographic Information System (GIS).