

SANDHILLS COMMUNITY COLLEGE

STRATEGIC PLAN OF OPERATIONS

2024-2028

YEAR 1



Sandhills

COMMUNITY COLLEGE



PRESIDENT'S MESSAGE

For over 60 years, Sandhills Community College has been a guiding light in the lives of its students, faculty, staff, and community. We have welcomed thousands of students through our doors and helped them earn degrees and certificates, along with new skills, to enhance our local economy and enrich our communities.

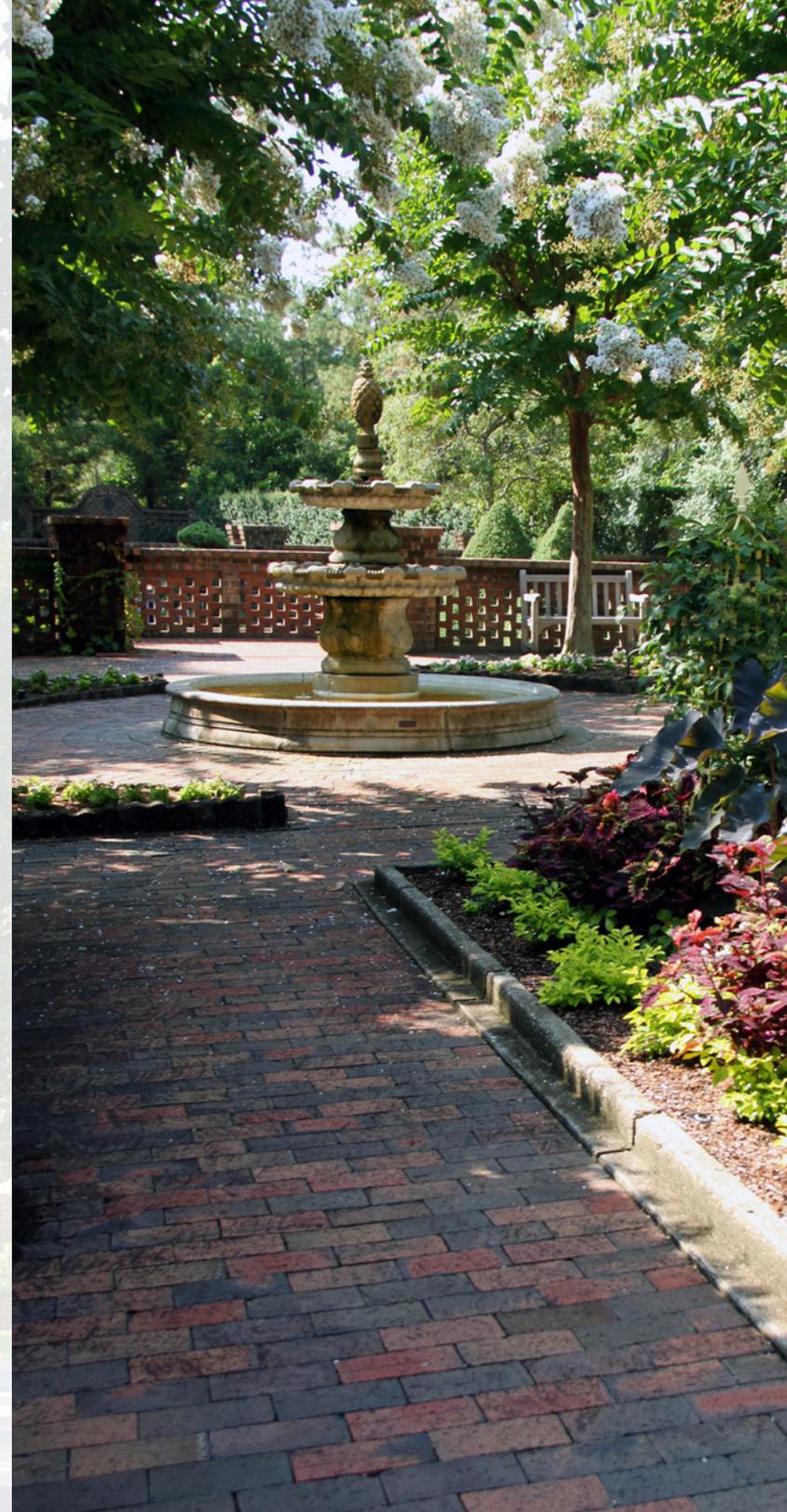
And now, we look to the next 60 years in the life of the College. I am excited to introduce our new College Strategic Plan of Operations that focuses on **learning, engaging, and belonging**. This Plan is a comprehensive flightpath that will guide our College over the next four years and reflects the insights and aspirations of our students, faculty, staff, and community.

Our mission, "to provide educational opportunities of the highest quality to all we serve," remains steadfast while our core values, **Integrity, Helpfulness, Excellence, Respect, and Opportunity**, guide and inspire the work of the College. We are committed to following these principles and invite you to join us as we work together to build a brighter future for our students and the community we serve.

I am grateful for your support of the College and dedication to our work.

Best regards,

Dr. Alexander "Sandy" Stewart
President, Sandhills Community College



OUR VALUES

INTEGRITY

HELPFULNESS

EXCELLENCE

RESPECT

OPPORTUNITY

Our Core Values promote the Sandhills **SPiRiT** & allow our students, faculty, staff, and community to **FLOURISH**.

The tenets of our **COLLEGE GOALS** set the standard:

Access and Opportunity
For-Credit Academic Programs
Support Services
Economic Development
Campus and Community Life
Campus Resources



WE BELIEVE

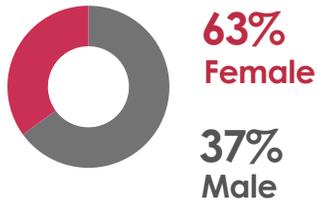
STRONGLY IN OUR MISSION

**“TO PROVIDE EDUCATIONAL
OPPORTUNITIES OF THE
HIGHEST QUALITY TO ALL WE
SERVE.”**

WHO WE ARE

CURRICULUM STUDENTS

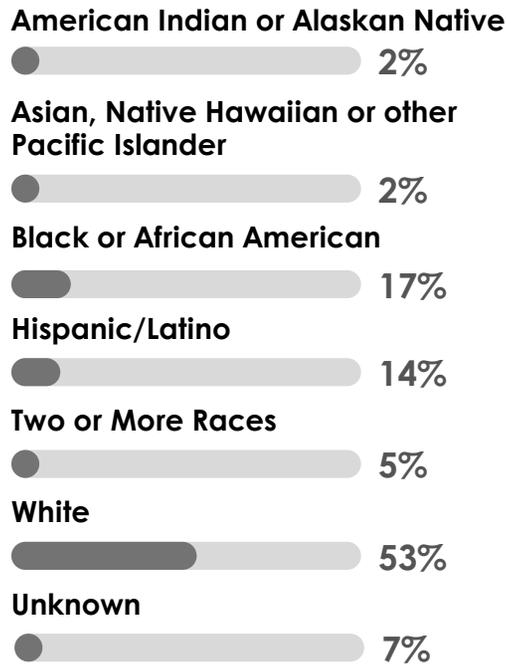
GENDER



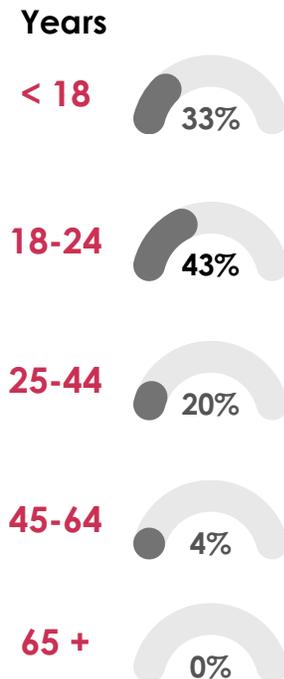
RESIDENCY BY COUNTY



RACE/ETHNICITY

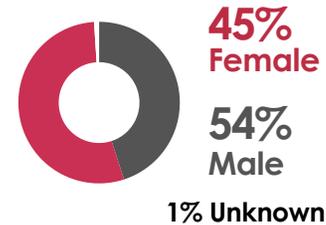


AGE

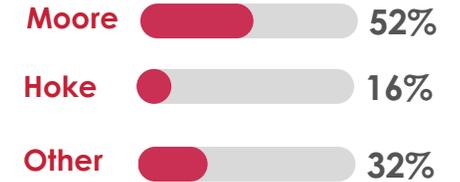


WORKFORCE STUDENTS

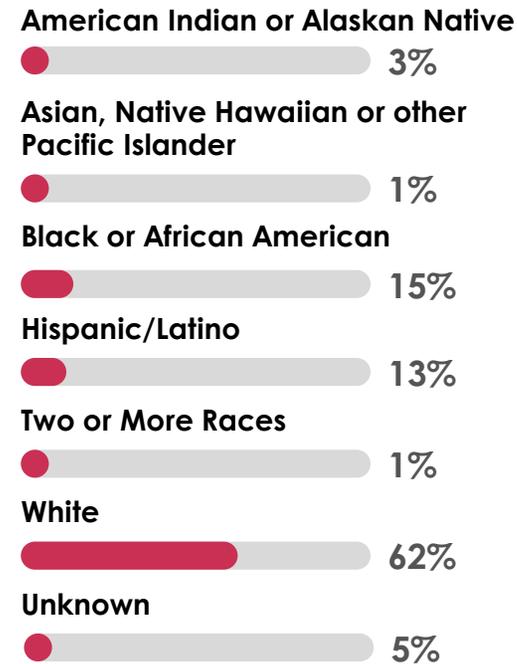
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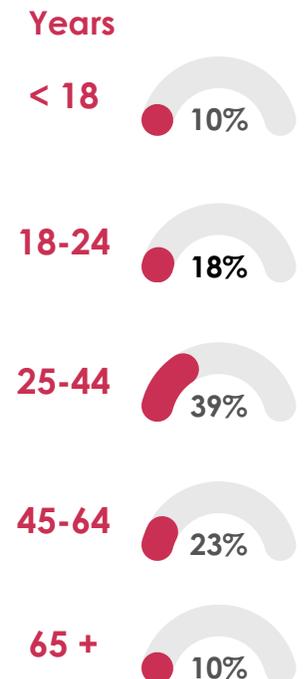
RESIDENCY BY COUNTY



RACE/ETHNICITY



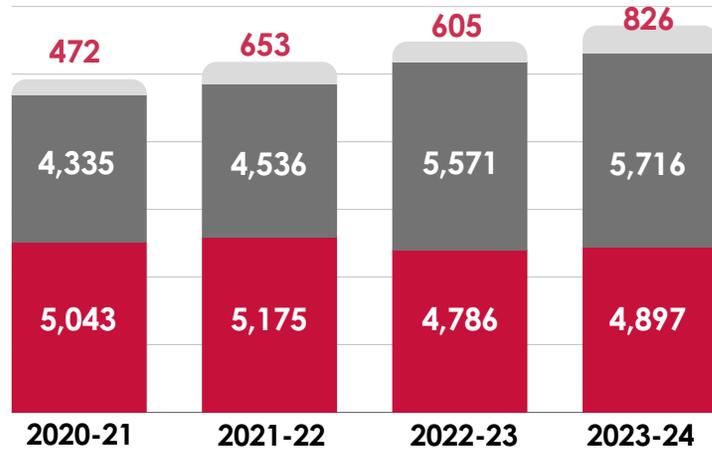
AGE



OUR STUDENTS

INSTITUTIONAL STUDENT ENROLLMENT

Totals: 9,850 10,364 10,962 11,439



■ Curriculum ■ Workforce □ College & Career Readiness

*Fall/Spring/Summer unduplicated student headcount per category, Source: Internal Enrollment Report

[2023-24]

CURRICULUM STUDENT TEACHER RATIO

13



:



1

Source: IPEDS Fall Enrollment Report

[2023-24]

CURRICULUM STUDENT ENROLLMENT STATUS

32%
Full-time



68%
Part-time

STUDENT PROGRAM TYPE (2023-24)

Curriculum

Applied Science



Transfer



Dually Enrolled High School



SandHoke Early College



GenEd & Guided Studies



Non-Degree Seeking



Workforce

Credentials & Certifications (96-hr)



College & Career Readiness



Personal Enrichment



Self-Supporting



OUR GRADUATES



TRANSFER RATES BY DEGREE TYPE

APPLIED SCIENCE

OF **252** GRADUATES
23% TRANSFERRED

GENERAL EDUCATION

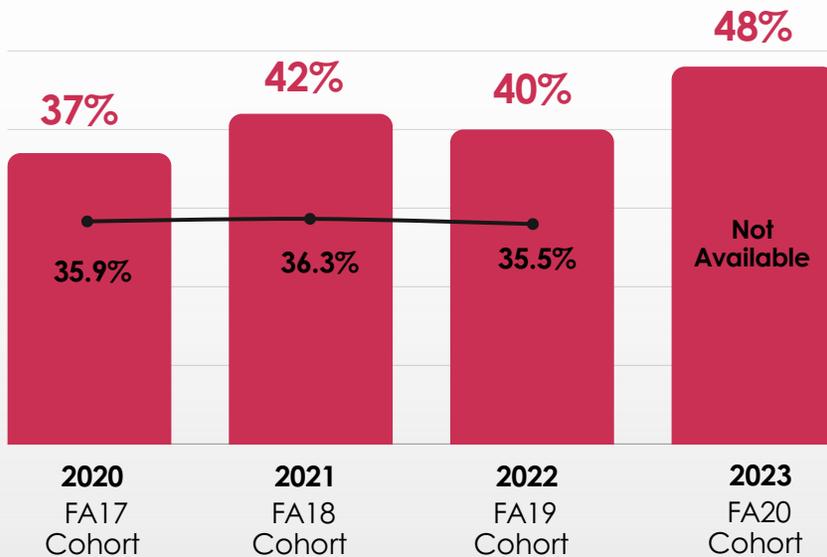
OF **36** GRADUATES
17% TRANSFERRED

TRANSFER

OF **269** GRADUATES
70% TRANSFERRED

*2022-23 Graduates enrolled at a 4-year institution in 2023-24

GRADUATION RATES (3-YEAR)

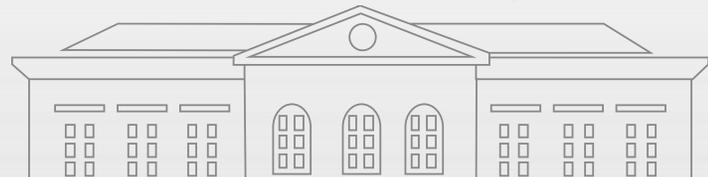


—●— US Avg. 3-Yr Grad Rate for 2-Yr Institutions

*Source: IPEDS 150% (3-Yr) Graduation Report, U.S Dept of Education

2023-24 TOP TRANSFER UNIVERSITIES (4-YEAR)

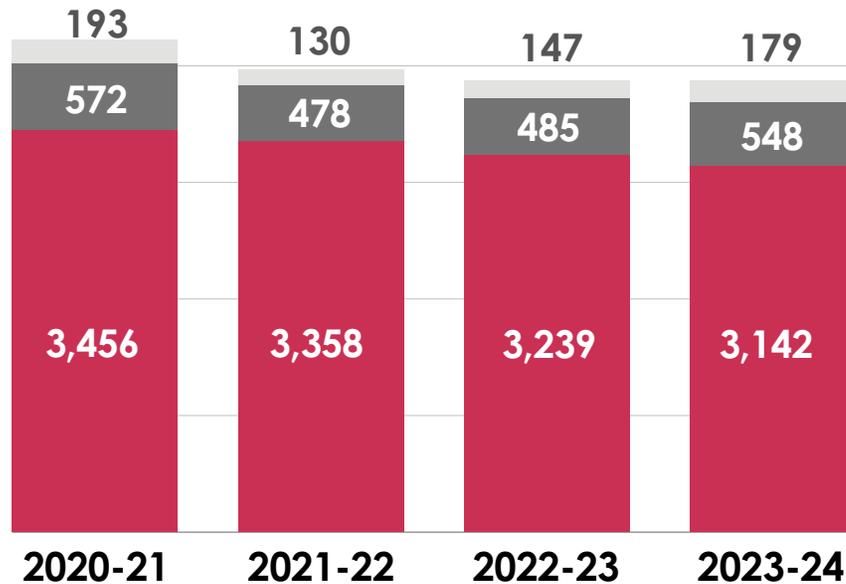
- UNC Pembroke
- NC State University
- UNC Charlotte
- Appalachian State University
- Fayetteville State University
- East Carolina University
- UNC Chapel Hill
- UNC Greensboro
- UNC Wilmington
- Methodist University



OUR SUPPORT: STATE & COUNTY

BUDGETED FULL-TIME EQUIVALENT (FTE)*

Totals: 4,221 3,966 3,871 3,869

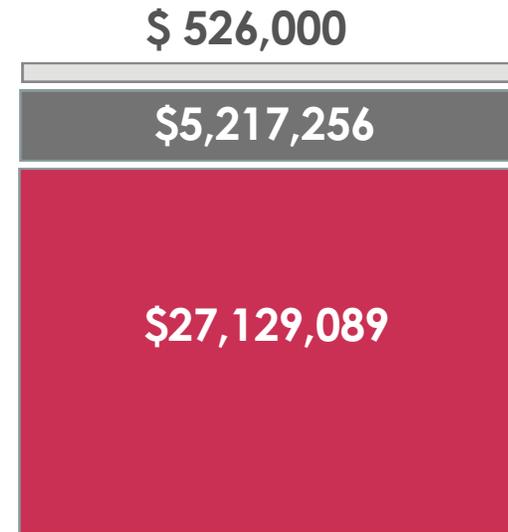


■ Curriculum
 ■ Workforce
 ■ College & Career Readiness

Source: NC Community College System Dashboard: "State Aid Allocations"

FUNDING ALLOCATIONS

2023-2024 Total:
\$32,872,345



■ STATE
 ■ MOORE COUNTY
■ HOKE COUNTY

*The North Carolina Community College System (NCCCS) defines a full-time equivalent (FTE) as 512 hours of instruction, which is based on 16 hours of class work per week for 16 weeks, multiplied by 2 semesters. FTE enrollment statistics are reported to the NCCCS and are then used to determine the College's State operating budget, which is funded in arrears.

OUR SUPPORT: PHILANTHROPIC

2023-24 AWARDS

GUARANTOR ASSISTANCE

261 STUDENTS

awarded a total of

\$113,920.40

*Average award per student:
\$436.48

An additional

\$51,723.00

supported Workforce &
Continuing Education
scholarships & programs.



FOUNDATION SCHOLARSHIPS

395 STUDENTS

WCE & CU, awarded a total of

\$547,999.08

*Average award per student:
\$1,387.34



549 STUDENTS

awarded a total of

\$530,224.70

*Average award per student:
\$965.80

**Student counts are unduplicated within each category

WHERE WE ARE

ROBBINS CENTER

111 North Middleton Street
Robbins, NC

LARRY R. CADDELL PUBLIC SAFETY TRAINING CENTER

333 Niagara-Carthage Road
Carthage, NC 28327

PINEHURST CAMPUS

3395 Airport Road
Pinehurst, NC 28374

HOKE CENTER

1110 East Central Avenue
Raeford, NC 28376



Moore County

Hoke County

OUR PLAN

NEW PLAN & ANNUAL UPDATES

With the completion of the College's last Strategic Plan of Operations (2020-2024), development for a new plan began in Spring and Summer of 2024. This first, Year 1, publication outlines and defines our work ahead for the next four years--beginning in the current 2024-2025 academic year and ending with the 2027-2028 academic year. Subsequent, annual updates will provide outcome results and details related to initiative work of each strategy.

STAKEHOLDER ENGAGEMENT

To develop this four-year College Strategic Plan of Operations, the College engaged students, faculty, staff, and the community through surveys and a series of listening forums in Moore and Hoke Counties. This collaborative approach allowed us to gather valuable insight into the strengths and challenges faced by our institution, as well as explore innovative, "big ideas" for future development.

PRIORITIES, GOALS, OBJECTIVES, AND OUTCOMES

Three words - Learn. Engage. Belong. - have come to mean a great deal to our students, faculty, and staff. Collectively, this tagline represents the fabric of who we are and how we operate. To this end, Learn, Engage, Belong serve as the pillars of our Strategic Priorities. The correlating Goals, Objectives, and Outcomes directly address stakeholder feedback and future growth plans. The campus-wide teams assigned to each Strategic Priority will direct the objective work and oversee outcome achievements.

STRATEGIC PRIORITIES

LEARN



ENGAGE



BELONG



STRATEGY: LEARN

GOAL:

Develop a robust and nurturing educational environment that actively supports the academic and professional growth of all students.

Working Teams:

Instruction
Student Services

OBJECTIVES:

INTENTIONAL EDUCATIONAL OFFERINGS

Deliver high-quality program, credential, and course offerings that are innovative, flexible, accessible, and aligned to regional needs.

Outcome L1.1: By 2028, four new instructional programs (Curriculum and/or Workforce) will be offered at the Hoke Center.

Outcome L1.2: Annually, the College will add at least one new section offering in the high-demand workforce areas of Healthcare and Construction.

Outcome L1.3: By 2028, the College will develop and implement guided pathways for all key programs that outline course sequences, career opportunities, and support resources to enhance academic success and timely graduation.

COMPREHENSIVE STUDENT SUPPORT & RESOURCES

Offer comprehensive student support through personalized and targeted initiatives designed to address the needs of each student.

Outcome L2.1: By 2028, 85% of annual Current Student Survey respondents will indicate awareness of support services available to all students in the areas of Career Counseling & Job Placement, Disability Services, Financial Aid, Personal Counseling, Tutoring, and Student Life Activities.

Outcome L2.2: By 2028, the College will partner with local organizations who provide access to childcare both during the day and the evening.



STRATEGY: LEARN

GOAL:

Develop a robust and nurturing educational environment that actively supports the academic and professional growth of all students.

Working Teams:

Instruction
Student Services

OBJECTIVES (CONT.)

STUDENT SUCCESS

Increase retention, completion, and job placement rates.

Outcome L3.1: Annually, the College's Basic Skills Measurable Skill Gain (MSG) rate will meet or exceed the North Carolina Community College System's (NCCCS) mean. [\[NCCCS Basic Skills Performance Measure\]](#).

Outcome L3.2: Annually, the College's percentage of first-time credential-seeking (Curriculum) students who graduate, transfer, or are enrolled during the fourth academic year with 42 successfully completed non-developmental hours will meet or exceed the North Carolina Community College System's (NCCCS) mean. [\[NCCCS Performance Measure: Curriculum Completion\]](#).

Outcome L3.3: Annually, the College's percentage of first-time fall credential-seeking (Curriculum) students who graduate prior to or enroll in postsecondary education during the subsequent fall term will meet or exceed the North Carolina Community College System's (NCCCS) mean. [\[NCCCS Performance Measure: First Year Progression\]](#).

STRATEGY: ENGAGE

GOAL:

Support and enhance the local community by forging relationships with educational partners and local businesses and industries to provide the education and training needed to develop the local workforce. Provide opportunities that connect and contribute to the cultural richness of the community.

Working Teams:

Engagement
Instruction
Student Services
Workforce and Corporate Partnerships

OBJECTIVES:

EDUCATIONAL COLLABORATIONS

Build partnerships with secondary and post-secondary entities to enhance student learning before, during, and after college enrollment.

Outcome E1.1: By 2028, the College will establish program-specific transfer agreements with at least 10 four-year institutions.

Outcome E1.2: By 2028, 30% of Hoke County High School graduates will enroll at the College within one academic year of high school graduation.

Outcome E1.3: Annually, the College's percentage of associate degree completers and those who have completed 30 or more articulated transfer credits who subsequently transfer to a four-year university or college during the fall semester will graduate prior to or remain enrolled at any four-year college or university the subsequent fall semester will meet or exceed the North Carolina Community College System's (NCCCS) mean. [[NCCCS College Transfer Performance Measure](#)].

ECONOMIC PARTNERSHIPS

Cultivate collaborative relationships with economic partners to prepare students for local business and industry workforce demands.

Outcome E2.1: Annually, the College will launch new training and apprenticeship programs with five local businesses.

Outcome E2.2: Annually, the College will increase Customized Training registrations by 10%.

Outcome E2.3: Annually, the College's weighted index score of first-time test-takers on licensure and certification exams will meet or exceed the North Carolina Community College System's (NCCCS) mean. Exams included in this measure are state mandated exams which candidates must pass before becoming active practitioners. Weights are based on the tier associated with the related instructional program. [[NCCCS Licensure Pass Rate Index Perform Measure](#)].



STRATEGY: ENGAGE

GOAL:

Support and enhance the local community by forging relationships with educational partners and local businesses and industries to provide the education and training needed to develop the local workforce. Provide opportunities that connect and contribute to the cultural richness of the community.

Working Teams:

Engagement
Instruction
Student Services
Workforce and Corporate Partnerships

OBJECTIVES (CONT.):

COMMUNITY COMMITMENT & MARKETING

Offer venues, events, and opportunities for the local community to engage with and participate in cultural, educational, training, and personal enrichment activities with the College.

Outcome E3.1: Annually, the College will engage with the community through at least three publications that provide student success stories, data, current events, and Lifelong Learning course offerings.

Outcome E3.2: Annually, the College will offer a minimum of 200 events to encourage engagement, promote lifelong learning, and provide cultural enrichment opportunities for faculty, staff, and the community.

Outcome E3.3: Annually, the College intentionally will provide at least one avenue for community feedback on initiatives, operations, events, and/or programs.

STRATEGY: BELONG

GOAL:

Ensure that the college has the necessary financial, technological, physical, and human resources to create a welcoming, supportive, and safe campus to advance a culture of excellence and opportunity for its students, faculty, and staff.

Working Teams:

Senior Administration
Student Services
Instruction
Operations

OBJECTIVES:

STUDENT LIFE

Continue to expand student opportunities, activities, and events to include all student populations.

Outcome B1.1: By 2028, 50% of students—including degree-seeking, dually-enrolled high school, credential/certification (96-hour), and Career and College Readiness—will annually participate in at least one Student Life activity.

Outcome B1.2: By 2026, 98% of annual Prospective Graduate survey respondents will indicate that if they were to begin college again, they would choose to attend Sandhills Community College.

FACULTY & STAFF

Promote opportunities for faculty and staff to grow, develop, and thrive.

Outcome B2.1: By 2026, 55% of full-time faculty and staff will be actively involved annually in academic and governance matters of the College.

Outcome B2.2: By 2026, 95% of annual Faculty and Staff Survey respondents will agree that they are satisfied with the College's acknowledgement of their contributions to the College's mission.

STRATEGY: BELONG

GOAL:

Ensure that the college has the necessary financial, technological, physical, and human resources to create a welcoming, supportive, and safe campus to advance a culture of excellence and opportunity for its students, faculty, and staff.

Working Teams:

Senior Administration
Student Services
Instruction
Operations
Foundation Office
Engagement

OBJECTIVES (CONT.):

CAMPUS INFRASTRUCTURE & COMMUNICATION

Maintain sound internal operations and enhance campus-wide communication to ensure consistent and timely sharing of information.

Outcome B3.1: The College will have no major findings on State audits in the Financial, Information Services, SCC Foundation, and Program (FTE) areas.

Outcome B3.2: By 2026, 95% of annual Faculty and Staff Survey respondents will indicate satisfaction with campus facilities and services.

Outcome B3.3: By 2026, 90% of annual Faculty and Staff Survey respondents will indicate that the College provides timely information on initiatives/projects.

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 **Sandhills**
COMMUNITY COLLEGE

3395 Airport Road Pinehurst, NC 28374
910-692-6185 - 800-338-3944