



2020-2024

College Strategic Plan of Operations Summary

Foreword

The College's *Strategic Plan of Operations (CSP)* is an annual institutional document that uses information gleaned from the assessment and evaluation of each campus department to identify strategic and operational plans over a newly adopted four-year cycle. Like historical planning documents, the 2020-2024 *CSP* represents the College's four-year strategic and operational plan, allowing campus leadership to implement change over a broader range of time.

The 2020-2024 *CSP* cycle marks the first time the College has shifted to a four-year plan. College administration and department leaders have found great value in department evaluation through the intensive review process, which underwent a major revision in 2016. Increasingly, since then, new departments have been added to the intensive review cycle, which directly feeds into decisions regarding annually adopted *CSP* initiatives. As such, the new four-year intensive review and *CSP* cycle allows for a more manageable process both fiscally and administratively. The plan is periodically reviewed throughout the academic year and revised annually until the four-year planning cycle begins again in 2025.

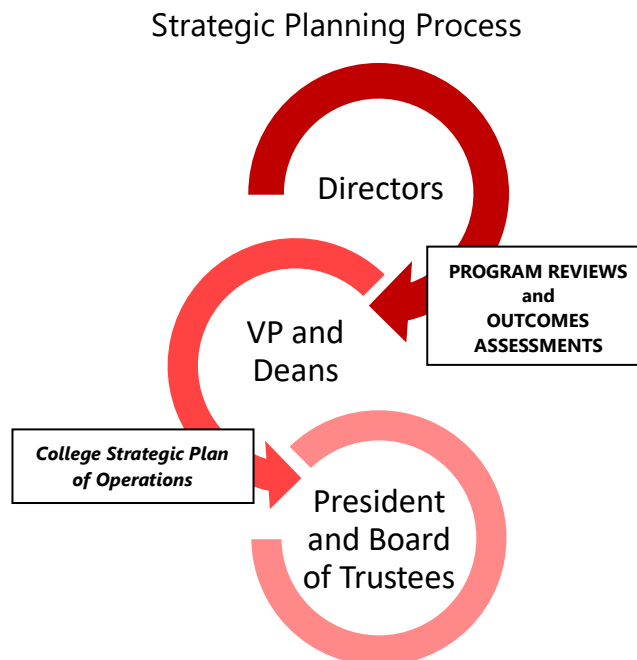
The Office of Planning and Research
Sandhills Community College

Purpose of Strategic and Operational Planning

Sandhills Community College values strategic and operational planning as a process for establishing priorities and allocating resources to accomplish its mission of “Providing educational opportunities of the highest quality to all we serve.”

Institutional effectiveness processes

Strategic planning is an important part of the College’s institutional effectiveness cycle that includes three primary processes: assessment, evaluation, and strategic planning.



The institutional effectiveness processes that culminate with strategic planning and, ultimately, result in developing the College’s *Strategic Plan of Operations* begin at the department level. All programs and departments at Sandhills Community College complete outcomes assessments as well as program evaluations, known as annual program reviews. Assessments allow departments to measure progress while evaluation provides a context to understand data and to use the evaluation process to make decisions about program needs and resources.

Each department completes an annual, non-intensive program review which serves as a litmus test of program success and advancements. However, in every four-year cycle, each department also undergoes an intensive program review process, which includes a series of meetings with the Dean of Planning and Research and the deans, associate vice

presidents, and vice presidents of the appropriate division. The intensive review process is a more in-depth process that includes reflective conversations as well as a critical look at strengths and weaknesses within each department. A program's intensive review ensures that the College recognizes that program's short term and long term needs every four years. The intensive review then allows appraisal of funding sources and feasibility analysis. The intensive review findings are filtered to vice presidents who prioritize needs and allocate resources as appropriate.

The third component of the institutional effectiveness process is strategic planning, and at its heart is collaboration—balancing individual program and area wants and needs with those of the larger campus community. The strategic plan begins to take shape through the collaborative work of active participants in a shared process that emphasizes mutual respect for the work, challenges, and opportunities faced within each division. Each summer, department leaders from all divisions meet for a daylong retreat to discuss current campus-wide challenges, successes, and needs. Through detailed discussions, *campus-wide* priorities emerge, and department leaders agree on new initiatives to move forward to the vice presidents for approval. The six vice presidents then work together to determine which initiatives are feasible and most supportive of the College's mission. Additionally, the vice presidents both individually and collectively provide status updates on prior-year initiatives. From there, the College *Strategic Plan of Operations* is crafted for the President's approval and Board of Trustees review and formal implementation approval.

CSP Schedule of Annual Events

As noted above, the planning process includes a series of annual events that ultimately lead to the publication of the *CSP*. Spanning a calendar year, the process begins each October with department leaders receiving their program review and outcomes assessments documents and then concluding the following October with final Board of Trustee *CSP* approval.

College Strategic Plan of Operations (CSP) Schedule of Events

Event	Date	Purpose
Department Program Reviews And Outcomes Assessments	October – May	Directors and coordinators complete program reviews to identify strengths, areas of concern, and needs. Department needs are defined by the <i>CSP</i> 's focus areas of personnel, facilities, and equipment/technology. *Every fourth year, programs undergo an intensive review.*
Intensive Review Vice President Meetings	Late May – Early June	As departments complete the intensive review process, the VPs meet with individual program coordinators and directors to determine funding priorities for the upcoming four years.
“Prioritizing” Division Meetings	June	The VPs meet with their respective divisions to determine division-specific priorities, which the division representatives (directors and coordinators) bring forth to their upcoming Directors’ Retreat.
Directors’ Retreat	mid-July	Division representatives (directors and coordinators) from across campus meet to discuss division priorities. Common themes emerge from the small group conversations and evolve as campus-wide priorities.
Division Directors Report-Out to VPs	late July	Division representatives who attended the Directors’ Retreat meet with all six VPs to report-out on the top priorities identified for both their division and the campus as a whole.
VPs Identify Priorities for the CSP’s Operational Planning Action Plan	August	From the information gleaned listening to the directors and coordinators, the VPs determine priorities to focus efforts for the upcoming four years and to include on the <i>CSP</i> .
CSP Sent to the Board of Trustees (BOT) Planning Committee for Approval	September	The Planning Committee reviews and offers suggestions/edits to the <i>CSP</i> prior to presenting to the full BOT.
CSP BOT Approval	October	Final BOT approval

With Board of Trustee approval, the VPs, faculty, and staff start to implement newly adopted *CSP* initiatives, which are reviewed the next year to determine status completion.

Guiding Framework

Using the process described above, the entire strategic planning process helps the college to set a course that fulfills its mission and goals. With the mission of “Providing educational opportunities of the highest quality to all we serve,” strategic planning provides the structural framework for designing and implementing the day-to-day operational decisions that require human, fiscal, and physical resources.

The President’s Vision

The ***College Strategic Plan 2020-2024*** provides a clear and aspirational path forward for this college in infrastructure, human resources, community engagement, and student achievement. This comes at a time in U.S. history when education has never been more important and never more challenging. This document, which is revisited each year for the next four years, provides the benchmarks for progress in four key areas: Expanding and Improving on an Already Exemplary Campus, Ensuring Student Access to Education, Building Collaborations That Align with Local and State Needs, and Communicating Our Mission to Our Community. The Initiatives contained herein will advance those goals. The annual convening of campus constituents to adapt and add initiatives during the four-year cycle of this plan will make this a living document that guides the College.

Mission Statement

The mission of Sandhills Community College is to, “Provide opportunities of the highest quality to all we serve.” That broad focus and purpose is inclusive of each of the various campus stakeholders in the College’s service area of Moore and Hoke counties, which are described in greater detail in Part II. This Mission Statement is the guiding policy by which the College operates and is reviewed annually. The Dean of Planning and Research directs the decision to revise this statement as changes warrant.

Core Values

In addition to the Mission Statement, the College has five core values that influence all that it does with regards to day-to-day decisions and guide efforts in establishing larger strategic priorities. These core values define the institution’s priorities in that each employee strives to meet them day by day. Those five core values are:

Integrity

Sandhills treats its students, faculty, and staff fairly and stands behind the commitments that are stated or implied in its policy documents and promotional materials. The College demands academic work that is honest and rigorous and that meets the expectations of employers and baccalaureate-level institutions.

Helpfulness

The faculty and staff of Sandhills are genuinely and eagerly helpful to the College's students and to each other. Going the extra mile is expected behavior at Sandhills.

Excellence

Sandhills provides educational programs of the highest quality and then provides the support necessary to promote student success. Similarly, the College employs faculty and staff who are exceptionally well-qualified to promote educational excellence and, in addition, encourages and supports them in the performance of their jobs.

Respect

The atmosphere of Sandhills Community College is one of respect, friendliness, and civility — values that are taught to students by the way in which faculty and staff interact with them and with each other.

Opportunity

Opportunity is at the core of Sandhills' mission. The College provides educational opportunities to the students who enter through its open doors, opportunities for growth to the area's businesses and lifelong learners, and opportunities for professional and personal development to its faculty and staff.

Equity Statement

Sandhills is committed to advancing access and opportunity in an inclusive environment that creates a sense of belonging by actively dismantling equity barriers and eliminating disparities historically underrepresented students face.

Six Goals of the Mission Statement

The mission statement and core values are achieved by working towards six primary goals, which help the College to accomplish incrementally its mission.

Access and Opportunity

To ensure access for students of all abilities to credit and noncredit courses through various course delivery modes; and to provide opportunities for students in curriculum studies and workforce training as well as in adult literacy and personal enrichment.

For-Credit Academic Programs

To educate and prepare students for professional and personal opportunities by providing relevant technical and transfer programs that include distinct general education competencies through a variety of course delivery modes.

Support Services

To provide comprehensive academic and student support services and resources that facilitate engagement, support student success, and help students meet their academic, career, and personal goals.

Economic Development

To provide training for local businesses and to contribute constructively to the economic well-being of the region.

Campus and Community Life

To foster an inclusive environment that encourages student involvement, celebrates faculty and staff, contributes to the cultural richness of the community, and promotes community service while honoring our core values.

Campus Resources

To ensure that the college has the necessary financial, technological, and physical and human resources to advance a culture of excellence and opportunity; to hire personnel of the highest quality who reflect its diverse community and exhibit its core values; and to create a welcoming campus with a sense of belonging.

The mission, its six supporting goals, and the College's core values and equity statement signify all that is important to the College. The College's *Strategic Plan of Operations*, at the macro level of strategic planning and the micro level of day-to-day operations, guides the work that helps it stay true to the mission and values of the College.

Strategic Priorities for 2020-2024

The *College Strategic Plan of Operations* is supported by four strategic priorities, which are updated annually during the four-year cycle. It is important to note that these CSP initiatives represent goals and may not actually be achieved – particularly in areas related to personnel where funding restrictions often impact decision making. The 2020-2024 strategic priorities are defined below.

Fostering a Vibrant Campus Community

Sandhills Community College values its stakeholders, all of whom create a dynamic campus community. With people at the core of this strategic priority, a vibrant campus community is predicated on a physical environment that is safe and beautiful and is designed such that the overall environment is a place in which the entire community can thrive. Not only does this strategic priority focus on the physical needs of the main campus and of the off-site locations, this priority also encompasses preserving or enhancing the campus ethos and fostering a culture of belonging and inclusiveness with regards to the well-being of multiple campus and community stakeholders.

Additionally, with challenges created by the COVID-19 pandemic, creating a lively virtual space is of equal importance. An increasing priority is ensuring that the campus remains engaged and supported while students and staff may face restricted access to a physical engagement on campus.

At the core of this strategic priority is fostering activities that encourage a safe, healthy, and intellectually engaged campus community. Key objectives of this strategy are:

Maintaining a Safe, Healthy, and Intellectually Engaged Campus

Creating Community through Inclusion and Belonging

Providing Physical and Virtual Space

Heightening Access and Success for Students

At the heart of the strategic priority for student access and success is asking ourselves, "How does this decision impact students?" This concept includes all students enrolled in curriculum or continuing education courses, regardless of whether the student is seeking a credential or simply taking courses for personal interest and growth. Access for students includes course offerings as well as when, where, and how those courses are made available.

The College is committed to making courses accessible to a wide audience of potential students while ensuring that student support is equitable to all populations. To the College faculty, staff, and board members, student success means helping students identify and achieve their short-term and long-range goals, to include success progression through programs and coursework. Both access and success include initiatives to align closely these programs and coursework to the skills and concepts that students need to be successful and includes gathering input from various campus stakeholders with regards to program and course development. The success of these programs depends upon input from these stakeholders. The strategies outlined in this priority also focus on increasing various performance indicators, including NCCCS State-Wide Performance Measures.

Key objectives of this strategy are:

Increasing Student Access and College Affordability

Providing Additional Continuing Education Course and Curriculum Program Offerings

Offering Equitable Student Support with a focus on Special Populations:

Veteran Students, Active Military, and Their Dependents

Concurrently Enrolled High School Students

Student Athletes

Academically Underprepared Students

Tracking Student Progression in the General Student Population and At-Risk Populations (by Race/Ethnicity, Gender, and Socioeconomic)

Cultivating Collaborative Relationships

Aristotle taught us that “The whole is greater than the sum of its parts.” Working collaboratively among college divisions and with various external stakeholders creates a synergy that is often far more dynamic than what the College could create in isolation. The campus recognizes that in a climate of decreased external funding, the need for functioning as “one college,” and not individual divisions, is paramount. Further, the College recognizes that forming alliances with community partners—such as local economic development groups, service area secondary schools, and other postsecondary institutions—enables each of us to accomplish more of our goals.

Key objectives of this strategy are:

Becoming One College

*Ensuring Collaboration with External Partners –
Secondary, Post Secondary, and Economic Development
Secondary Partners
Post Secondary Partners
Economic Development Partners*

Promoting Efficiency and Communication

Promoting efficiency and campus-wide and external communication includes initiatives to help faculty and staff accomplish more, often in the face of dwindling resources. Promoting efficiency involves reviewing processes, scrutinizing resource allocation, and supporting the development of skill sets that help faculty and staff accomplish tasks more quickly and accurately. The College further promotes efficiency through increased campus and external communication which supports the strategic priority that targets collaboration.

Key objectives of this strategy are:

Scrutinizing Resource Allocation

Seeking Alternative Funding

Increasing Campus-Wide Communication

Reporting to External and Internal Stakeholders

Closing Thoughts

The College relies on the assessment and evaluation of individual departments to plan strategically future endeavors; however, the success of the *CSP* process relies on the dynamic collaboration among and within college divisions. Individual department leaders annually assess and review their department strengths, weaknesses, and needs but then come together each summer to identify, discuss, select, and prioritize new *CSP* initiatives that ultimately serve the greater good for faculty, staff, students, and community partners.

The College acknowledges that the strategies and initiatives detailed in this 2020-2024 *College Strategic Plan of Operations* require a great deal of forward thinking, resource allocation, and resolve. To that end, the senior leadership turns to faculty, staff, community, and board of trustee members each year for guidance and commitment.