

SANDHILLS COMMUNITY COLLEGE

STRATEGIC PLAN OF OPERATIONS

2024-2028

2026 ANNUAL REPORT



Sandhills

COMMUNITY COLLEGE



PRESIDENT'S MESSAGE

As I reflect on the past year at Sandhills Community College, I am proud of the progress we have made toward the priorities outlined in our College Strategic Plan. More importantly, that progress is creating meaningful opportunities for our students and strengthening the communities we serve.

This year, we continued to build stronger transfer pathways and saw encouraging gains in key measures of student success. We also expanded educational and workforce offerings in response to regional needs. New apprenticeship programs strengthened connections between students and local employers, while trainings to support our local industries increased significantly. Among NC community colleges, Sandhills had the 4th largest growth in continuing education programs in the State and the 10th largest growth overall.

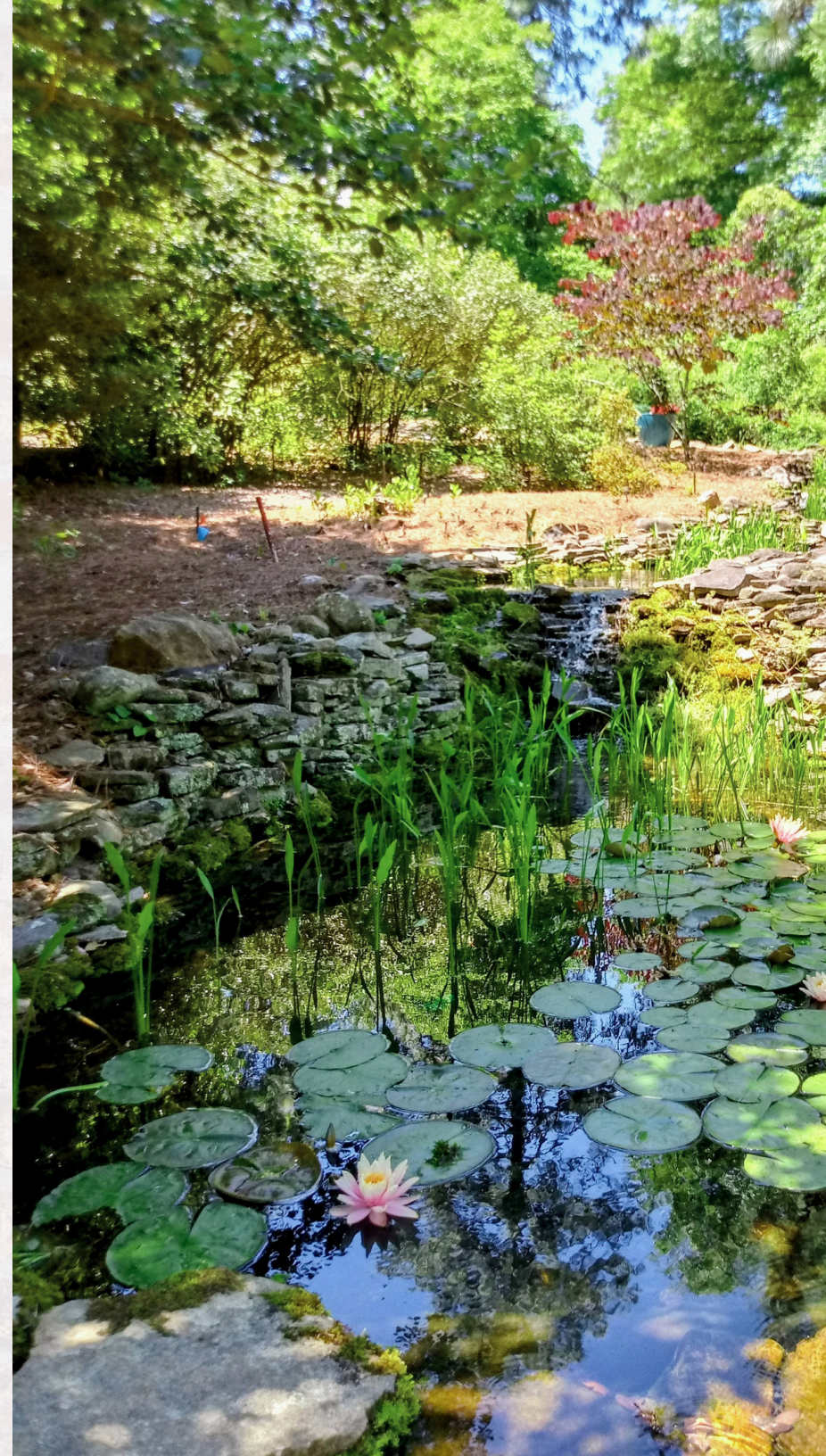
Across campus, our work remained focused on the student experience. Improvements to the Dempsey Student Center increased the visibility of Student Life, Advising, and support services, while expanded communication efforts helped keep our campus community informed and connected. These efforts reflect our continued commitment to ensuring students, faculty, and staff have the resources and opportunities they need to succeed.

Looking ahead, the implementation of Propel NC represents an important shift for North Carolina's community colleges. Propel NC is new way of doing business in community colleges, which places emphasis on aligning programs with workforce demand and provides Sandhills with new opportunities to build upon work already underway with our regional employers. Sandhills has made great strides in being "Propel ready."

The accomplishments highlighted in this annual update demonstrate the continued progress of our College Strategic Plan. As we move forward, LEARN, ENGAGE, and BELONG continue to guide our work and keep student success at the center of our decisions.

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.**





WE BELIEVE

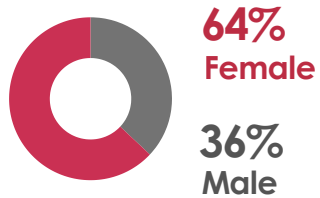
STRONGLY IN OUR MISSION

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

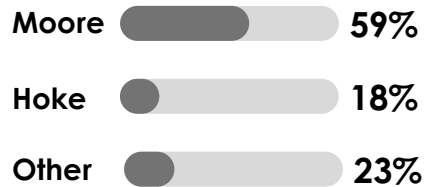
WHO WE ARE

CURRICULUM STUDENTS

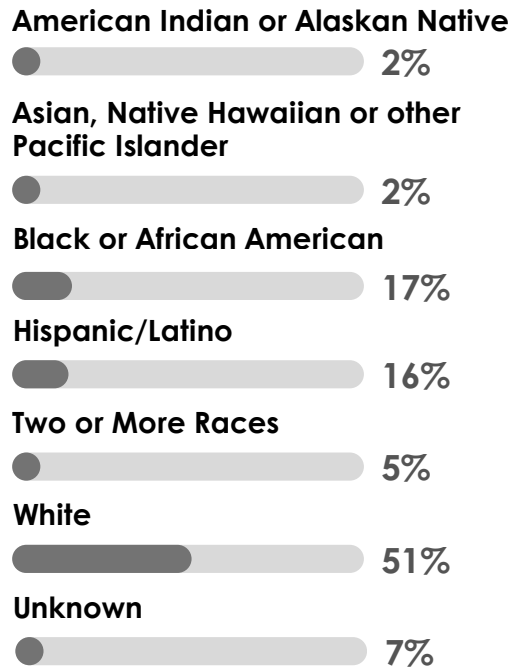
GENDER



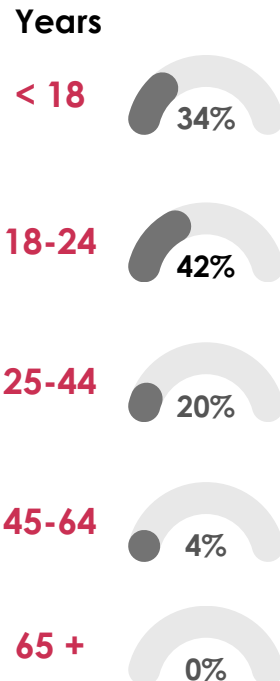
RESIDENCY BY COUNTY



RACE/ETHNICITY

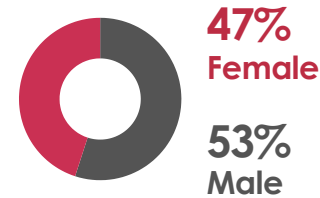


AGE *

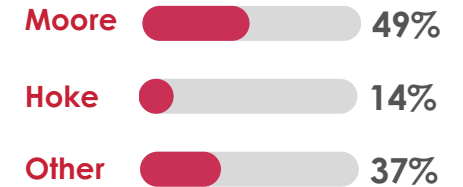


WORKFORCE STUDENTS

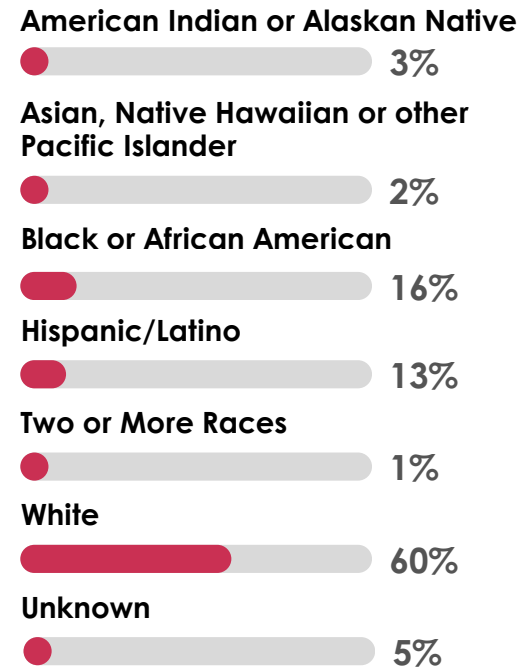
GENDER



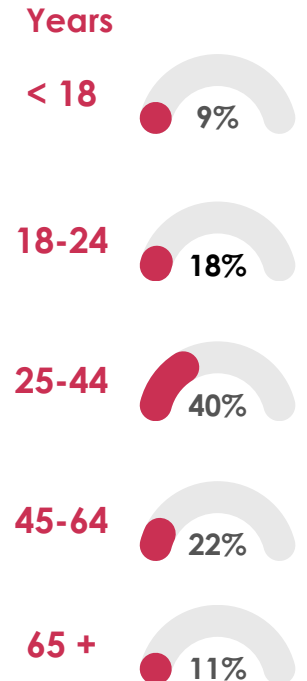
RESIDENCY BY COUNTY



RACE/ETHNICITY



AGE *



*2025-26 Average age of CU & WCE students is 31 yrs old

OUR STUDENTS

(2025-26)

CURRICULUM STUDENT ENROLLMENT STATUS

30% Full-time



Part-time 70%

(2025-26)

CURRICULUM STUDENT TEACHER RATIO

13



:



1

Source: IPEDS Fall Enrollment Report

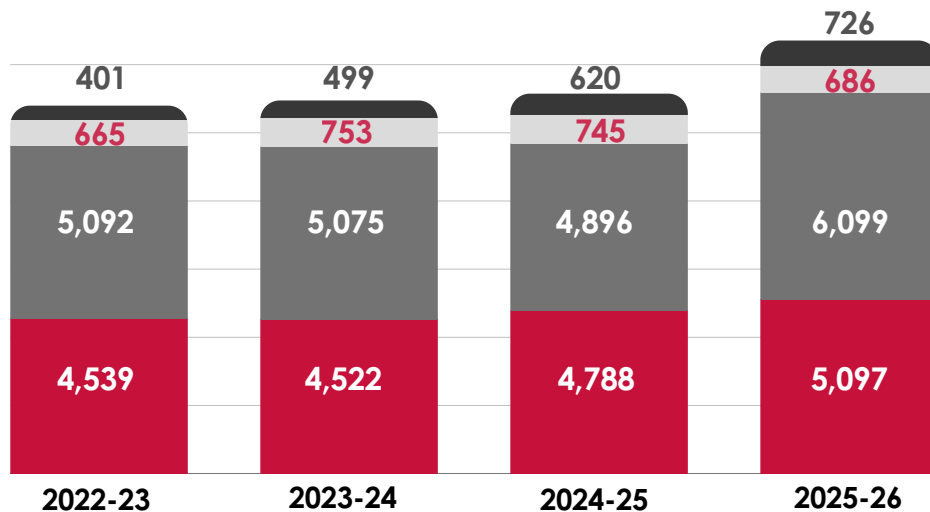
INSTITUTIONAL STUDENT ENROLLMENT

Totals: 10,697

10,849

11,049

12,608



■ Curriculum Only ■ Workforce Only
■ College & Career Readiness Only ■ Crossover Enrollment

Source: NCCCS Dashboard, "Total Headcount" by reporting year (SU/FA/SP)

STUDENT PROGRAM TYPE (2025-26)

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



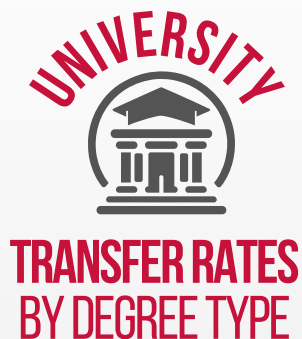
Personal Enrichment



Self-Supporting



OUR GRADUATES



APPLIED SCIENCE

OF **437** GRADUATES
17% TRANSFERRED

GENERAL EDUCATION

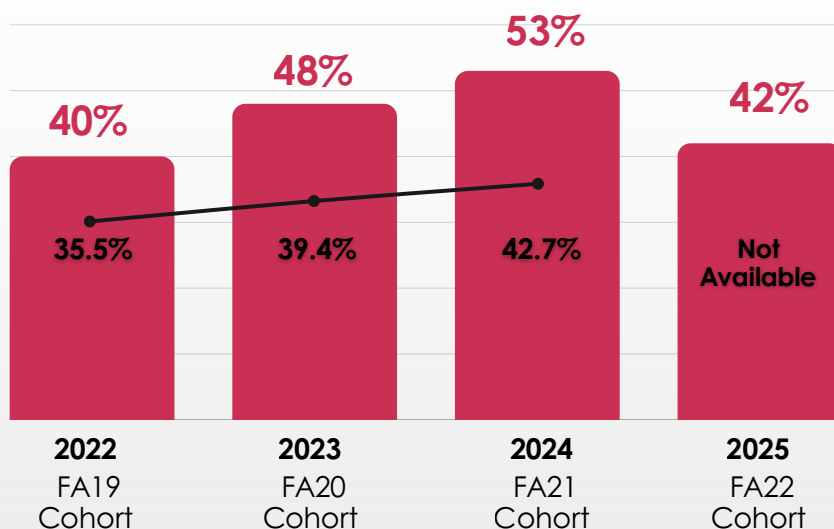
OF **32** GRADUATES
22% TRANSFERRED

TRANSFER

OF **327** GRADUATES
67% TRANSFERRED

*2024-25 Graduates enrolled at a 4-year institution in 2025-26

GRADUATION RATES (3-YEAR)



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

2025-26 TOP TRANSFER UNIVERSITIES (4-YEAR)

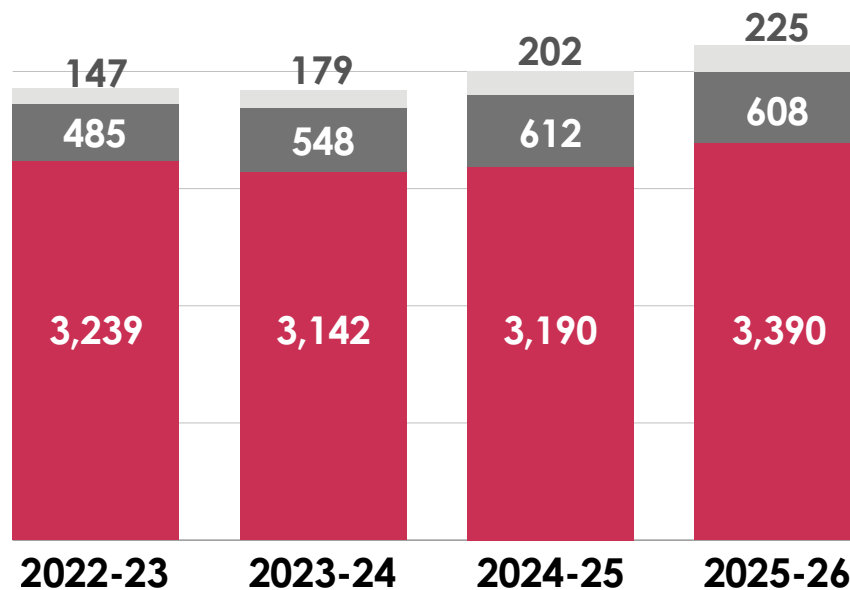
UNC Pembroke
UNC Charlotte
UNC Chapel Hill
Appalachian State University
NC State University
UNC Wilmington
Fayetteville State University
UNC Greensboro
East Carolina University
Methodist University
Liberty University



OUR SUPPORT: STATE & COUNTY

BUDGETED FULL-TIME EQUIVALENT (FTE)*

Totals: 3,871 3,869 4,004 4,223

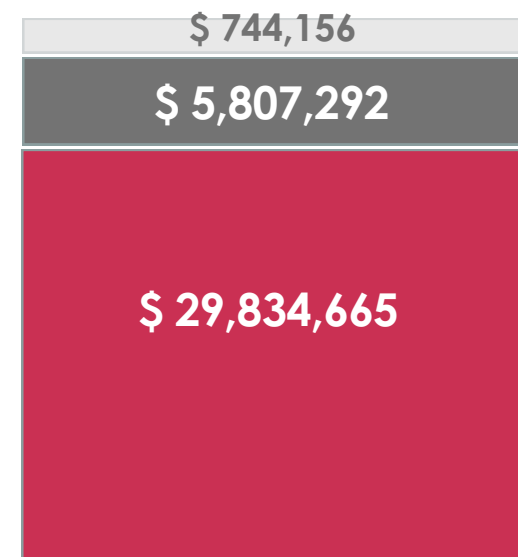


■ Curriculum
 ■ Workforce
 ■ College & Career Readiness

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

FUNDING ALLOCATIONS

2025-2026 Total:
\$ 36,386,113



■ 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

**2025-26 AWARDS:
\$1,312,488.07**

FOUNDATION SCHOLARSHIPS

243 STUDENTS

(CU) awarded a total of

\$ 558,511.60

**Average award per student: \$2,298.40*

An additional

\$65,046.79

supported Workforce &
Continuing Education
scholarships & programs for

124 STUDENTS

**Average award per student: \$524.57*



GUARANTOR ASSISTANCE

470 STUDENTS

(CU & WCE) awarded a total of

\$178,645.28

**Average award per student: \$380.10*



499 STUDENTS

awarded a total of

\$510,284.40

**Average award per student: \$1,022.61*

***Student counts are unduplicated within each category*

WHERE WE ARE

ROBBINS CENTER

111 North Middleton Street
Robbins, NC 27325

LARRY R. CADDELL PUBLIC SAFETY TRAINING CENTER

333 Niagara-Carthage Road
Carthage, NC 28327

PINEHURST CAMPUS

3395 Airport Road
Pinehurst, NC 28374

WORKFORCE TRADES BUILDING- HOKE

2250 Aberdeen Road
Raeford, NC 28376

HOKE CENTER

1110 East Central Avenue
Raeford, NC 28376

Moore County

Hoke County



STRATEGIC PRIORITIES

LEARN



ENGAGE



BELONG



ANNUAL PROGRESS

2025-26

OBJECTIVE 1: INTENTIONAL EDUCATIONAL OFFERINGS

L1.1

By 2028, four new instructional programs (Curriculum/Workforce) will be offered at the Hoke Center.

- In March 2026, the Early Childcare Academy introduced students to pathways to employment in early childcare and assisted them with obtaining initial certifications required for employment.
- In October 2025 and March 2026, the Medical Math class strengthened students' math skills in preparation for the HESI entry exam for healthcare programs.
- In January 2026, the Registered Behavioral Technician was offered at the Hoke Center for the first time.

L1.2

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

Healthcare:

- Three new programs/courses were offered in Ophthalmic Assistant, Registered Behavioral Technician, and Geriatric Aide.
- Total section offerings increased from 59 in 2024–25 to 76 in 2025–26 across six healthcare program areas: EKG Technician, Medical Billing & Coding, Medical Assisting, Central Sterile Processing, NC Community Health Worker, and Pharmacy Tech.

Construction:

- Total section offerings increased from 39 in 2024–25 to 51 in 2025–26 across construction areas: Electrical, HVAC, Core/OSHA.
- Additionally, six combined Workforce Continuing Education and Curriculum (mirror) courses were added.

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.

- The Economic Guided Pathways Campus-Wide Committee met regularly throughout the year, and a Spring 2026 orientation officially launched the work with LEARN faculty and directors. The project will be completed over three academic years, with the first cohort on track to complete its pathways in Fall 2026.

OBJECTIVE 2: COMPREHENSIVE STUDENT SUPPORT AND RESOURCES

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 Job Placement, Disability Services, Financial Aid, Personal Counseling, Tutoring, and Student Life Activities.

- Student awareness of support services increased from 85% in 2024–25 to 87% in 2025–26, thus achieving the outcome target.
- Renovations and relocations within the Dempsey Student Center increased the visibility and accessibility of Student Life. Job Placement is also slated for relocation to the Dempsey Student Center in Fall 2026.

L2.2

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

- During August 2025 through July 2026, the College added four apprenticeship employer partners for the Child Care Development Specialist apprenticeship. This apprenticeship was registered and approved during the previous year, but the College expanded the employer partners to increase supportive efforts.
- Early Childcare Academies prepared students for early childhood careers by providing career exploration and support in earning entry-level employment credentials.

OBJECTIVE 3: STUDENT SUCCESS

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. ("Basic Skills Measure")

- Although still below the System's mean, the College's index score improved from 0.780 in 2024-25 to 0.832 in 2025-26 (based on 2024-25 student cohort), with early results indicating progress toward achieving the outcome in 2026-27.

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. ("Curriculum Completion Measure")

- In 2025-26 (based on Fall 2021 student cohort), the College exceeded the System mean by 0.029 and improved its index score from 0.956 in 2024-25 to 0.975 in 2025-26.

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. ("First-Year Progression Measure")

- In 2025-26 (based on Fall 2024 student cohort), the College exceeded the System mean by 0.072 and achieved excellence level.
- Performance of the Fall 2024 student cohort reflects the one-college redesign of front-end student support services.

OBJECTIVE 1: EDUCATIONAL COLLABORATIONS

E1.1

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

- Total: 8 Program-Specific Transfer Agreements (3 in 2024-25 and 5 in 2025-26)

2025-2026 Program-Specific Agreements:

- Medical Laboratory Technology with ECU
- Health and Fitness Science with UNC Charlotte
- Fire Protection Technology with Fayetteville State University
- Health Science Programs and Medical Office Administration with Appalachian State University
- Visual Arts with UNC Pembroke

2025-2026 General Transfer Agreements:

- Various Majors with North Carolina State University ("Wolfpack Connect")
- Various Majors with Western Carolina University ("WCU Connect")

E1.2

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

- Hoke County High School graduates enrolling at the College immediately after graduation increased from 13% in 2024-25 to 15% in 2025-26.
- Continued collaboration with Hoke County Schools—including transportation, a new dual-enrollment pathway, and expanded Hoke Center course offerings—supports post-graduation enrollment.

E1.3

Annually, the College's percentage of graduates with an AA/AS/AFA/AE degree and non-graduating transfer program exiters completing 30 or more articulated transfer credits who enroll at a four-year university or college within two academic years following exiting will meet or exceed the North Carolina Community College System's (NCCCS) mean. ("Transfer Measure")

- In 2025-26 (based on 2022-2023 student cohort), the College exceeded the System mean by 0.068 and was just 0.009 from reaching the System's excellence level.

OBJECTIVE 2: ECONOMIC PARTNERSHIPS

E2.1

Annually, the College will launch training and apprenticeship programs with five local businesses.

- In 2025-2026, the College partnered with 7 local businesses to create and register 13 apprenticeship programs with ApprenticeshipNC.

E2.2

Annually, the College will increase Customized Training registrations by 10%.

- In 2025-2026, Customized Training registrations increased 277%, from 164 in 2024-25 to 619 in 2025-26.
- The College's increased engagement of local businesses continues to improve and expand college services and offerings supporting the local workforce.

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. ("Licensure Pass Rate Index Measure")

- In 2026 (based on 2025 test results), the College exceeded the System mean by 0.006 with gains achieved in 7 of the 12 individual exams.

Test	Timeframe	Test Takers	Passers	Test Pass Rate	Index Score*
Cosmetology	January-December	5	3	60%	0.877
Cosmetology: Apprentice	January-December	18	14	78%	1.047
Detention Officer	January-December	21	19	90%	0.990
EMT: Basic	January-December	69	49	71%	0.948
EMT: Paramedic	January-December	7	7	100%	1.249
Inspector: Fire Level 1	July-June	7	4	57%	0.712
Inspector: Fire Level 2	July-June	1	1	100%	1.090
Massage and Body Work	July-June	12	10	83%	1.068
Nurse Aide	January-December	65	53	82%	1.098
Nurse: Registered Nurse	January-December	52	49	94%	1.039
Radiography	July-June	18	15	83%	0.902
Real Estate	July-June	28	9	32%	0.705
TOTAL		303	233	77%	

*Sandhills index scores compared to the NCCCS mean of 0.979

OBJECTIVE 3: COMMUNITY COMMITMENT AND MARKETING

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.

- Three issues of *FlightPath* were distributed to nearly 90,000 households per issue, highlighting academic terms, College resources, community engagement opportunities, and profiles of students, employees, alumni, and programs.
- The Foundation expanded outreach through annual campaign impact brochures featuring student stories and data, along with new Gardens and BPAC fundraising materials.
- Communication was expanded through weekly and monthly newsletters for employees, students, donors, trustees, and community audiences, including new Athletics communications.
- The YoDeck campus TV system was prioritized for frequent updates to share College news and information with students, employees, and visitors.
- Website Spotlight stories featuring students, employees, and alumni were expanded and repurposed across social media and YoDeck.
- College stories, aligned with the College Strategic Plan, were routinely pitched to local media, generating strong community coverage.

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.

- In 2025-2026, the College hosted over 280 events, which engaged employees and the community in various activities including Bradshaw Performing Arts (BPAC) performances, Personal Enrichment courses, and library events.

E3.3

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

- In October 2025 and in partnership with the Moore County Economic Development Partnership, the College hosted a Manufacturing Day Breakfast and engaged local industry leaders in conversations related to their current workforce needs.
- In 2025-2026, the College's continuous engagement with the local community, workforce partners, and industries led to the development of new short- and long-term programming including, but not limited to, the defense industry.

OBJECTIVES & OUTCOMES

BELONG

OBJECTIVE 1: STUDENT LIFE

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.

- Although the student participation rate decreased slightly from 17.96% in 2024-25 to 17.46% in 2025-26, the actual number of participating students increased 25%, from 946 to 1,184.
- Renovation of the Student Life offices and relocation of the game room and food pantry to a more prominent, accessible location in the Dempsey Student Center increased student traffic and visibility of Student Life services.

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.

- Graduate respondents who would choose the College again remained high at 94.4%, a slight decrease from 94.7% in 2024-25, representing a difference of six students.

OBJECTIVE 2: FACULTY AND STAFF

B2.1

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

- Faculty and staff participation in College governance remained steady at 54% in both 2024-25 and 2025-26.
- Campus-wide committees remained actively engaged in 2025-26, thus supporting shared governance through broad employee participation and advancing institutional priorities ranging from student success to campus infrastructure.

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.

- Baseline results from the October 2025 annual Faculty and Staff Survey reflected an 85% satisfaction rate.
- In 2025-26, the campus-wide Faculty and Staff Wellness Committee expanded eligibility for annual employee awards and advanced a new procedure providing dedicated fitness and wellness time for eligible employees.

OBJECTIVE 3: CAMPUS INFRASTRUCTURE AND COMMUNICATION

B3.1

The College will have no major findings on State audits in the Financial, SCC Foundation, and Program (FTE), and Veterans Benefits areas.

- **Financial:** The Financial Services Department will undergo its biennial audit by the North Carolina Office of the State Auditor for FY2026, likely in spring 2027.
- **SCC Foundation:** During the year ended June 30, 2025, SCC Foundation management determined an error was made in recording a pledge as conditional when it was in fact unconditional. This resulted in an understatement of previously reported assets, net assets, and revenue for the year ended June 30, 2024 of Sandhills Community College Foundation, Inc. This is considered a finding of a deficiency. A prior period adjustment of \$1,146,521.27 was recorded to increase net position as of July 1, 2023 to correct the error.
 - Auditors Recommendation: The Foundation should ensure that amounts recorded within the accounting books and records reflect conditions or the lack thereof, on pledges.
 - Corrective Actions Taken: The Foundation agrees with this finding. SCC Foundation management has reviewed and modified procedures for recording pledges and has conducted a review of all current pledges to ensure future errors do not occur.
- **Program (FTE):** The College's January 2026 scheduled Program (FTE) compliance review identified no findings for the 2024-25 reporting year.
- **Veterans Benefits:** No audit was required or conducted in 2025-26.

B3.2

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

- Faculty and staff satisfaction with campus facilities and services remained high at 92% in 2025-26, slightly below 93% in 2024-25 and the 95% target.
- Results indicate continued satisfaction, with opportunities for targeted improvements to specific campus services.

B3.3

By 2026, 90% of annual Faculty and Staff Survey respondents will indicate satisfaction and timeliness of College communication surrounding initiatives/projects impacting their role.

- The October 2025 Faculty and Staff Survey indicated 83.6% satisfaction with campus communication, a 15.3 percentage-point increase from the 2024-25 baseline.
- This significant increase reflects expanded campus communication efforts, including town hall meetings, regular President's Office updates, a weekly campus newsletter, and expanded SharePoint resources.



Sandhills

COMMUNITY COLLEGE

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