Mission
Southeastern Community College provides accessible, quality programs and services which promote student success and economic vitality.

Vision
Southeastern Community College, a visionary leader in lifelong learning, embraces diversity, transforms lives, strengthens communities, and inspires individuals to excellence.

Values
Excellence: we are committed to the highest standards of service in all aspects of teaching and learning.

Integrity: we encourage honesty, respect and personal accountability among and between students, staff, and stakeholders.

Stewardship: we are effective and vigilant stewards of our financial, physical, and human resources.

Continuous Improvement: we promote evidence-based decisions and systems within a culture of empowerment and teamwork.

Approved by SCC Board of Trustees April 19, 2011
Revised by SCC Cabinet June 14, 2013
Revisions reviewed by SCC Board of Trustees July 8, 2013
Revised by SCC Cabinet September 18, 2014
Revisions reviewed by SCC Board of Trustees November 10, 2014
Strategic Goal 1 – Promote Student Success

Strategy 1 - Develop and implement a comprehensive district-wide enrollment management plan.

- **Initiative:** Determine and establish capacity enrollment.
  - **Measure:** Define the elements that comprise capacity enrollment.
    - **Primary Responsibility:** Vice President of Administrative Services and RISE

- **Initiative:** Create an awareness that all employees have responsibility for student attraction, retention, and success.
  - **Measure:** A plan that includes recruitment, retention and completion strategies and goals for credit and non-credit students is implemented by 2012-2013.
    - **Primary Responsibility:** President, Completions Team, and RISE

Strategy 2 - Systematically assess student learning college-wide.

- **Initiative:** Develop, implement and administer an assessment of student learning based on our Core Competencies utilizing competency indicators.
  - **Measure:** Benchmarks of the assessment of student learning are established.
    - **Primary Responsibility:** Director of Accreditation, Assessment and Articulation, Vice President of Academic Affairs

Strategy 3 - Improve the retention rate of SCC students.

- **Initiative:** Develop and implement a First-Year Experience program.
  - **Measure:** Baseline established for retention within all course offerings.
    - **Primary Responsibility:** Vice President of Academic Affairs and Vice President of Student Services

- **Initiative:** Implement a standardized training program for tutors.
  - **Measure:** Develop method to measure the effect of standardized tutor training
  - **Measure:** Student surveys demonstrate satisfaction with services.
    - **Primary Responsibility:** Vice President of Student Services, Vice President of Academic Affairs
- **Initiative:** Implement Ellucian Student Planning module.
  - *Measure:* Establish baseline and increase percentage each fiscal year of SCC students using online advising services to track and monitor program progress.
  - *Primary Responsibility:* Executive Director of Technology Services

- **Initiative:** Partner with external resources that can provide personal counseling to SCC students.
- **Initiative:** Develop a Behavior Intervention Team (BIT Team).
  - *Measure:* Memorandum of Agreements (for specific services and referral process) are established.
  - *Measure:* Communication tools and processes are implemented to provide students and staff on-going awareness of available services.
  - *Primary Responsibility:* Vice President of Student Services

### Strategy 4 - Increase the graduation rate of SCC students.

- **Initiative:** Establish baseline for graduation of SCC students.
  - *Measure:* SCC graduation rates increase each year.
  - *Primary Responsibility:* Vice President of Academic Affairs and Vice President of Student Services

- **Initiative:** Increase efforts to build awareness of the importance to graduate.
  - *Measure:* Commit to Complete signing event by PTK, encourage employers to offer incentives; work with 4-year institutions.
  - *Primary Responsibility:* Vice President of Academic Affairs and Vice President of Student Services

### Strategy 5 - Maintain/increase affordability and access.

- **Initiative:** Develop additional short term certificates for workforce training.
  - *Measure:* The number of offerings has increased.
  - *Measure:* The number of participants has increased.
  - *Primary Responsibility:* CBIZ, Vice President of Academic Affairs, and WIA

- **Initiative:** Expand distance learning programs and courses and internet-enhanced hybrid courses.
  - *Measure:* The number of online students has increased each fiscal year.
  - *Measure:* The number of online credit hours has increased each fiscal year.
  - *Measure:* The number of online courses offered by Southeastern Community College has increased each fiscal year.
  - *Measure:* The number of online sections offered by Southeastern Community College has increased each fiscal year.
  - *Measure:* The number of hybrid students has increased each fiscal year.
• Measure: The number of hybrid credit hours has increased each fiscal year.
• Measure: The number of hybrid courses offered by Southeastern Community College has increased each fiscal year.
• Measure: The number of hybrid sections offered by Southeastern Community College has increased each fiscal year.
  ▪ Primary Responsibility: Vice President of Academic Affairs

• Initiative: Implement desktop virtualization strategies to improve student access to technologies.
  • Measure: Student access to SCC computer resources from external locations has increased.
    ▪ Primary Responsibility: Executive Director of Information Technology

• Initiative: Develop and implement a collaborative, cross-functional process for scheduling courses.
  • Measure: A course schedule is published according to target dates.
  • Measure: The number of scheduling conflicts is reduced each fiscal year.
  • Measure: A two-year rolling course schedule is implemented.
    ▪ Primary Responsibility: Vice President of Academic Affairs and Vice President of Student Services

• Initiative: Develop and implement mobile technology strategies.
  • Measure: SCC responsive website is launched and Ellucian Mobile has been implemented.
    ▪ Primary Responsibility: Executive Director of Technology Services
Strategy 6 - Enhance/Encourage Student Engagement and Personal Development.

- **Initiative:** Develop a culture of active engagement and appreciation for economic, social, racial and ethnic diversity.
  - **Measure:** Identify existing curricular and co-curricular opportunities for cross-cultural interaction.
  - **Measure:** Increase the number and variety of opportunities for cross-cultural interaction.
  - **Measure:** Increase the CCSSE score to the average cohort score or higher.
  - **Primary Responsibility:** Vice President of Student Services and Vice President of Academic Affairs

- **Initiative:** Infuse service learning into curricular and co-curricular activities.
  - **Measure:** Develop and implement a plan to increase participation.
  - **Primary Responsibility:** Vice President of Student Services and Vice President of Academic Affairs

- **Initiative:** Reduce the student federal loan default rate.
  - **Measure:** Develop and implement a default management program.
  - **Primary Responsibility:** Director of Financial Aid

### Strategic Goal 2 - Human, Financial, and Facility Resources

**Strategy 1 - Passage of a capital campaign (debt service levy for facility needs).**

- **Initiative:** Implement a major gift campaign
  - **Measure:** Campaign meets goal
  - **Primary Responsibility:** Executive Director of Institutional Advancement, Vice President of Administrative Services, and President

**Strategy 2 - Increase financial resources from individuals and private and public entities.**

- **Initiative:** Secure additional private and public donations and grants.
  - **Primary Responsibility:** Executive Director for Institutional Advancement
  - **Measure:** The dollar amount of private donations increases 10% each fiscal year.
  - **Primary Responsibility:** Executive Director of Institutional Advancement

- **Initiative:** Create a facilities' maintenance 3-5 year plan
  - **Measure:** Plan in place and available for distribution.
  - **Primary Responsibility:** Vice President of Administrative Services
- **Initiative:** Create a plan to build a residence hall and student activity center
  - **Measure:** Plan in place and available for distribution
  - **Primary Responsibility:** Vice President of Administrative Services

**Strategy 3 - Establish systems that engage employees in learning opportunities that provide professional and/or institutional growth.**

- **Initiative:** Establish departmental Professional Development Plans (PDPs) aligned with SCC’s planning initiatives and individual job responsibilities.
  - **Measure:** Departmental PDPs are completed annually.
  - **Primary Responsibility:** All departmental supervisors, Chair of Quality Faculty Plan Committee.

- **Initiative:** Align employee in-service and professional development activities with major SCC initiatives and the strategic plan.
  - **Measure:** A comprehensive plan of in-service and professional development activities is implemented.
  - **Primary Responsibility:** President, Director of Human Resources, and Vice President of Academic Affairs

**Strategy 4 - Implement strategies that connect adjunct faculty to the college community.**

- **Initiative:** Develop and implement a comprehensive orientation process for new adjunct faculty.
  - **Measure:** A comprehensive orientation program is implemented.
  - **Primary Responsibility:** President and Vice President of Academic Affairs

- **Initiative:** Develop web-based teaching and learning workshop for adjunct faculty to supplement the existing face-to-face workshop.
  - **Measure:** A participation baseline is established and the participation percentage increases annually.
  - **Primary Responsibility:** Vice President of Academic Affairs and Executive Director of Technology Services

- **Initiative:** Design and implement faculty resource site on HawkNet.
  - **Measure:** A HawkNet constituency Web presence is established.
  - **Primary Responsibility:** Executive Director for Technology Services
Strategic Goal 3 – Collaborative Partnerships

Strategy 1 - Strengthen connections with business, industry, and labor.

- **Initiative:** Implement a broad-based future oriented community advisory committee that will link to the Strategic Plan for Academic Affairs.
  - **Measure:** Advisory Committee is established and meets on a semi-annual basis.
  - **Primary Responsibility:** President, Executive Director for CBIZ, and Vice President of Academic Affairs

- **Initiative:** Conduct annual roundtables with business and industry representatives.
  - **Measure:** Meetings conducted throughout the district with data collected and infused into planned initiatives.
  - **Primary Responsibility:** President

- **Initiative:** Develop opportunities for SCC staff, and faculty to collaborate with employers and organizations.
  - **Measure:** Establish a KPI inclusive of qualitative data desired to be collected.
  - **Primary Responsibility:** President and direct supervisors

Strategy 2 - Enhance collaborative efforts that link K-12, community agencies, and business/industry partners to support teaching and learning opportunities.

- **Initiative:** Expand career exploration options hosted by SCC and businesses for K-12 and SCC students.
  - **Measure:** Establish and offer career exploration activities, i.e. STEM, Teams events, Art Conference, Advanced Manufacturing Night; SCC co-sponsored Entrepreneurship event
  - **Measure:** Establish evaluation strategies to improve career exploration activities.
  - **Primary Responsibility:** Vice President of Academic Affairs and Vice President of Student Services

**Initiative:** Collaborate with community agencies to promote student success.

- **Measure:** Establish and offer opportunities for SCC faculty, staff, and students to interact effectively with community agencies.
  - **Primary Responsibility:** Vice President of Academic Affairs and Vice President of Academic Affairs

- **Initiative:** Enhance practices that award credit for prior learning.
  - **Measure:** Credits awarded.
    - **Primary Responsibility:** Registrar, Vice President for Academic Affairs, Executive Director of Center for Business
• **Initiative:** Expand quality high school concurrent enrollment offerings.
  • **Measure:** All district high schools participate in concurrent enrollment courses with SCC.
  • **Measure:** The percentage of high school students taking concurrent enrollment courses increases each fiscal year.
  • **Primary Responsibility:** Director of High School Relations

**Strategy 3 - Expand high-quality connections within SCC and with other post-secondary institutions.**

• **Initiative:** Enhance practices that promote seamless transfer of credit.
  • **Measure:** Articulation agreements are updated and expanded.
    • **Primary Responsibility:** Director of Accreditation, Assessment, and Articulation

• **Initiative:** Expand inter-institutional teaching and learning opportunities for SCC faculty and students.
  • **Measure:** Increasing the opportunities available.
    • **Primary Responsibility:** Vice President of Academic Affairs and Academic Deans

**Strategic Goal 4 – Continuous Improvement**

**Strategy 1 - Meet all requirements for the Academic Quality Improvement Program (AQIP) as mandated by the Higher Learning Commission.**

• **Initiative:** Review the feedback from the Systems Portfolio and identify and develop key processes and systems as needed.
  • **Measure:** SCC shows improvement in those areas prioritized for improvement.
    • **Primary Responsibility:** Cabinet

• **Initiative:** Maintain 3 active action projects and submit the Systems Portfolio.
  • **Measure:** All required documentation is submitted to HLC by specified deadlines.
    • **Primary Responsibility:** Director of Accreditation, Assessment, and Articulation
Strategy 2 - Implement specific processes, systems, and data indicators that demonstrate SCC’s performance compared to our mission and vision.

- **Initiative:** Develop improvement strategies for the KPIs that fall below their targets.
  - **Measure:** SCC improves KPIs that fall below targets.
  - **Primary Responsibility:** Executive Director of Technology Services

Strategy 3 - Integrate CPI process into SCC culture.

- **Initiative:** Include CPI as part of employee training.
  - **Measure:** New employees trained.
  - **Measure:** Existing employees trained or re-trained.
  - **Primary Responsibility:** Director of Assessment, Accreditation, and Articulation

- **Initiative:** Development of Improvement Teams.
  - **Measure:** Teams established, trained, and deployed.
  - **Primary Responsibility:** Director of Assessment, Accreditation, and Articulation

Strategy 4 - Develop annual divisional plans that are aligned with the Strategic Plan.

- **Initiative:** Develop, implement, and monitor annual tactical plans in all divisions/departments reporting to the President.
  - **Measure:** The President’s direct reports will present to Cabinet the tactical plans for their respective areas and demonstrate how they are tied to the SCC Vision, Mission and Strategic Initiatives.
  - **Primary Responsibility:** President and Direct Reports