

One College – Endless Opportunities



SEMINOLE COMMUNITY COLLEGE

STRATEGIC PLAN
2005 - 2010

May 30, 2006



SEMINOLE COMMUNITY COLLEGE

MISSION STATEMENT

The mission of Seminole Community College is to serve the community by providing a learning-centered, high-quality educational institution that anticipates and meets the needs of the community by providing a comprehensive range of programs and services.

Seminole Community College promises:

- Exemplary and highly motivated faculty, administrators, and staff who foster a caring and professional relationship with students and the community.
- An excellent academic curriculum that provides the first two years of university studies.
- State-of-the-art career and technical programs that lead directly to employment or career advancement.
- Cutting-edge continuing education programs that offer opportunities for advancement or recertification.
- Personalized adult education programs that help students learn and strengthen basic academic skills and earn a high school diploma.
- Innovative student development services that support the learning and teaching processes and promote student success.
- Dynamic business, industry, and educational partnerships that enhance the region's economic development and vitality.
- Leisure and personal development programs which contribute to the enrichment of the community.
- A distinctive cultural center that provides diverse professional and academic courses, programs, and events.

VISION

Seminole Community College will be renowned, first and foremost, for its enduring commitment to learning and focus on individual student success. We are **student-centered**, as evidenced by our investment in high quality, committed faculty and staff; distinctive and diverse programs; and the wide range of innovative services we offer. We are **community-connected**, as evidenced by our commitment to forging mutually beneficial partnerships and alliances that address the specific needs of our diverse community. We are **future-focused** as evidenced by our anticipation of the needs of our community and our proactive development of strategies to meet those needs.

To achieve this vision, we will:

- Create a collaborative learning environment where students are the first priority.
- Champion diversity and inclusiveness.
- Attract and support premier faculty and staff.
- Ensure excellent programs that prepare students for success.
- Achieve leadership in technologically advanced learning.
- Build collaborative corporate, community, academic, and internal partnerships.
- Guarantee institutional effectiveness through ongoing assessment.

Achieving this vision positions Seminole Community College as a source of pride and an exemplary model for the community college of the future.

COLLEGE WIDE GOALS

- I. Student Success:** *SCC will provide the highest quality, student-centered teaching and learning environment to help students define and successfully achieve their learning objectives and career goals.*
- II. Access:** *SCC will improve and expand access to programs and services to meet the needs of a growing Seminole County community.*
- III. Workforce Development:** *SCC will be a trusted business partner for regional employers by educating and training the skilled employees needed to achieve Central Florida's economic and community development vision.*
- IV. Efficiency and effectiveness** *SCC will demonstrate responsible stewardship of taxpayer resources by strengthening and enhancing college operations.*
- V. Quality Workplace:** *SCC will be a great place to work.*

SEMINOLE COMMUNITY COLLEGE

One College – Endless Opportunities

Seminole Community College (SCC) has been providing quality educational programs to Central Florida since 1965. From its beginning in temporary buildings as Seminole Junior College, SCC has evolved into a major force in postsecondary education in Florida enrolling more than 32,000 students from Central Florida and 108 countries. In the past ten years, SCC has transitioned from a single campus college into a multi-campus system, from a linear organization into a complex organization, from a college of access to a college of choice, and from a dependable player in education to a leader in regional development. In so doing, it has become one of the fastest growing community colleges in the nation and the 10th largest community college in the state. SCC currently delivers more than 4,000 offerings per semester to a student population that mirrors the diversity of a changing demographic composition of Seminole County's nearly 400,000 residents.

At present, Seminole Community College is positioned at the center of a wave of growth that is changing the pattern, pace and quality of life of citizens in Seminole County. A combination of new and expanding business and commercial interests, a burgeoning market for jobs, quality schools, a brisk residential housing market, proximity to Orlando and Daytona Beach, a high quality of life reflected in cultural and recreational opportunities, and a perception of opportunity that is generally associated with growth are but a few of a number of forces leading to explosive development of the region. Overall, however, the pattern of development has accelerated and projections now call for saturation of the County (population, commercial and residential development, and school capacity) within a decade. Growth has many faces. On the positive side, it is a catalyst for a new economy which ultimately becomes an engine of opportunity for improvement in education, career and quality of life. On the negative side, unplanned and poorly regulated growth can lead to a chasm between those who have and those who do not have the skills and resources necessary to pursue opportunity in a new economy.

Seminole Community College is situated at the center of a paradox involving opportunity and discontent. The promise of opportunity will attract people and organizations seeking enhancement in income and resources, better housing and schools, and improved life circumstances. If unregulated, however, opportunity could evolve into discontent fueled by competing interests of expansion and resistance to growth, affluence and poverty, education and illiteracy, establishment and disenfranchisement, and globalism and parochialism in outlook. ***One College – Endless Opportunities*** carves out the role that SCC will play in delivering education in keeping with its Mission and Vision that opens and sustains opportunity for the community. This report proposes priorities and tactics that can be used by the College to realize its potential as a partner with and a leader within the community in the development of Seminole County and Central Florida.

Process

The College has undertaken a Strategic Horizon planning process available through its participation in the Strategic Horizon Network of community colleges. A defined three-stage process was used to gather information. In the first stage (Document Review), specific categories of information describing the College and its service region was reviewed to determine its resources and capabilities, service region characteristics, sources of revenue, benefits rendered to students and constituencies, competitors, and other pertinent information. This information was used to determine the parameters that could determine priorities for College development.

The second stage (Campus Visit) involved a site visit. Richard Alfred and Patricia Carter visited the College on November 15 through 19, 2004 to meet with College staff and community groups for the purpose of gathering first-hand information about SCC's capabilities, its visibility, the value it delivers, and current and potential opportunities. Approximately 400 individuals participated in this phase of the project, representing business, government, education, and community leaders (115) and campus constituencies (285) at the Sanford/Lake Mary, Oviedo, and Hunt Club locations.

In the third stage (Analysis), information obtained through the visit was merged with published information identified in the document review to forge priorities for development.

This comprehensive report is the end product of this process and identifies key findings related to SCC's internal capacity, opportunities, and the current and potential value it can deliver. It also poses key questions and proposes priorities for institutional development which are accompanied by a situation analysis and action steps.

Priorities for the Future

One College - Endless Opportunities focuses on nine priorities to be pursued by SCC over the next five years. Each priority begins with a brief situation analysis describing forces and trends that make it important, followed by action steps that identify tactics.



PRIORITIES 2005 - 2010

a commitment to OUR COMMUNITY

SCC Will Lead Our Region...

SCC will lead Seminole County and our region in higher education, community enhancement, economic development, diversity and cultural enrichment.

SCC Will Engage Our Many Constituents...

SCC will engage community constituents, students, faculty, and staff in the design, delivery, and support of programs and services that meet or exceed changing student and community needs.

SCC Will Collaborate With Our Educational Partners...

SCC will collaborate with K-12, college, and university educational partners to improve opportunities for access and success from secondary studies through the baccalaureate degree.

a commitment to QUALITY

SCC Will Enhance Our Exceptional Quality...

SCC will enhance the quality of instruction and learner support services by providing students with optimum opportunities to learn and to succeed.

SCC Will Impart Our Distinctive Qualities...

SCC will define and promote the distinctive qualities that SCC will impart to students and community constituents through College programs and services.

a commitment to COLLEGE CAPACITY

SCC Will Develop And Grow The Finest Faculty and Staff...

SCC will create a comprehensive personnel development program designed to increase institutional effectiveness and performance and enhance the strategic capabilities of SCC faculty and staff.

SCC Will Strengthen Our Resource Base...

SCC will strengthen the resource base and the financial capabilities of SCC by securing major gifts, grants, equitable funding, and non-traditional revenue streams through collaborative initiatives with profit and not-for-profit organizations.

SCC Will Balance Our Growth and Quality...

SCC will balance the relationship between growth and quality by aligning the organizational structure of SCC with conditions that encourage diversity, consider optimal growth, respond to changing infrastructural needs, and reflect available resources.

SCC Will Remain "One College" Even As We Expand...

SCC will establish a coordinated "One College" campus developmental plan that addresses uniqueness and consistency in operations using varied delivery modes at multiple sites throughout Seminole County and our extended service region.

 **PRIORITIES** 2005 - 2010

 *a commitment to OUR*

COMMUNITY

SCC Will Lead Our Region...

SCC will lead Seminole County and our region in higher education, community enhancement, economic development, diversity and cultural enrichment.

Situation Analysis

While Seminole County and the region have seen rapid population, land development, and economic growth, there has been little attention to those areas that lead to quality of life. In many instances citizens in our community must look outside the county to meet those needs. With a growing and diverse population the needs for that quality of life will expand exponentially.

High quality educational programs, ethical leadership, community stewardship, economic development, skilled workforce, diverse culture, and the arts are all necessary to create quality of life in a community.

SCC is ideally positioned to play a central role in our community by taking a leadership role in these areas.

Seminole County needs a vision and strategy for long-term community, cultural, and economic development. SCC should draw upon its visibility, reputation, connections, and capabilities to inspire public and private sector organizations to support and carry out a strategic planning process that would result in a comprehensive vision of the region's future.

SCC is ideally situated to initiate and coordinate this process by virtue of its esteemed position in the community and its status as an apolitical entity oriented and committed to community development. The College has the opportunity to play a pivotal role in regional development involving a host of partners including business and industry, K-12 school districts, planning agencies, colleges and universities, government agencies, trade associations, cultural organizations, arts groups, and civic organizations. The various players will welcome an organization with altruistic aims in service of the community.

SCC's commitment to service and stewardship, and an enlightened self-interest all point to the College as being the ideal community partner to provide those programs, offerings, and services that lead to enhanced quality of life in Seminole County and our region.

Strategies 2005-2010

1. We will provide quality educational programs that establish regional and national reputations.
2. We will play a pivotal role in attracting new business and industry to Seminole County and other service areas.
3. We will dedicate ourselves and educate our students to become leaders and contributors to the development of our community, our county, and our region.
4. We will facilitate a community strategic planning process that will result in a comprehensive vision of our region's future.

Action Step/Objective	Target Start Date
1. We will enrich arts programs and showcase cultural offerings to become the cultural center for Seminole County.	2005-06
2. We will review and modify as needed our course content, program offerings, policies and procedures, and community outreach to be sure we are championing diversity.	2005-06
3. We will identify for the community the key SCC contacts – a response team – for economic and workforce development opportunities and issues.	2006-07
4. We will expand service learning opportunities for our students that combine classroom learning and practical applications to benefit the community.	2007-08
5. We will encourage faculty and staff involvement in community enhancement projects.	2007-08

SCC Will Engage Our Many Constituents...

SCC will engage community constituents, students, faculty, and staff in the design, delivery, and support of programs and services that meet or exceed changing student and community needs.

Situation Analysis

Focus groups indicate that SCC is an increasingly important resource in a region that faces growing educational demands. General education faculty see the historical mission of liberal arts and college transfer as increasing in significance in a changing world. Career faculty view state-of-the-art skill preparation in occupational fields as essential. Employers see workforce skills and technology capability as requisites for career success. Disenfranchised groups see access to higher education as a primary concern. Elected officials see capacity and efficiency in the use of resources as important issues. Need and demand for SCC's programs and services is not an issue; the issue is one of capacity to respond to needs through programs and services that are relevant to community constituents' needs.

Focus groups also observe that SCC plays an important role in addressing changing workforce needs, and that demand for skilled workers is growing. Workers need postsecondary education to be qualified for employment and will look to SCC for that education. However, due to limited state funding sources, SCC is already close to capacity for further growth. If SCC is to meet the community's needs, it must develop collaborative relationships to compensate for its limited resources.

Existing regional employers note similar needs in workforce preparation. In addition to information technology abilities, employers identify continuing needs for training in workplace ethics, written and oral communication skills, critical thinking, and teamwork. Employees who have technical expertise and credentials but lack these other skills have limited ability to be successful.

As SCC continues to fulfill its role as the leading educational institution in Seminole County, faculty and staff must assess the needs of existing and future students. Programs and services must be designed to meet the needs of underserved and underrepresented community constituents. Delivery methods must be appropriate for varied community members.

Strategies 2005-2010

1. We will foster diversity initially on campus in order to enhance our ability to work directly with underserved and underrepresented campus community constituents to understand their needs more comprehensively and respond with appropriate programs and services.
2. We will work directly with community constituents and prospective students to understand their needs more comprehensively and respond with appropriate programs and services.

Action Step/Objective	Target Start Date
1. We will foster diversity in order to enhance our ability to work directly with underserved and underrepresented campus community constituents to understand their needs more comprehensively and respond with appropriate programs and services.	2005-2006
2. We will review and integrate current population growth, demographic change, economic growth, and community need findings and their relationship to SCC. These will used to develop a demand analysis methodology.	2006-2007
3. Diversity Office will develop a Diversity Plan.	2007-2008

SCC will Collaborate With Our Educational Partners...

SCC will collaborate with K-12, college, and university educational partners to improve opportunities for access and success from secondary studies through the baccalaureate degree.

Situation Analysis

SCC has made many efforts to collaborate with K-12 schools and regional colleges and universities; however, there is also a discernible lack of continuity in partnering on curriculum development, career progression, and articulation. The state has mandated a seamless transition between all levels of education in articulation, learning, quality, and support. Recent focus group feedback from the Seminole County community indicates a concern about this seamlessness in terms of curricula, technology, and support services. SCC now has a unique opportunity to enhance its relationships with K-20 by implementing new models of cross collaboration that will foster greater cooperation with and interaction between K-12 schools and the region's colleges and universities.

In addition, a coordinated strategy is needed to reach underserved, disadvantaged, and underemployed populations in Seminole County. An orchestrated effort is needed to bring together all educational sectors to address the challenge of making education universally accessible. The College has the opportunity to spearhead an effort to reach these populations and to engage them in learning that would lead to higher education and increased opportunities.

Current resource limitation and future resource realities create a need for multiple forms of collaboration, including sharing faculty and facilities, joint research initiative, and other initiatives that benefit all institutions as well as the community. SCC should expand its outreach and collaborative efforts with K-12 schools and college / university partners to encourage persistence in primary and secondary education, and to provide seamless access to postsecondary education for all in the region, including hard-to-reach populations.

Strategies 2005-2010

1. We will evaluate our relationships with K-12 and baccalaureate degree institutions to assess current and pursue future seamless educational opportunities.
2. We will explore opportunities to collaborate and share resources with K-12 and post-secondary partners.
3. We will strengthen the transition from SCC's Adult Education programs to our post-secondary programs.
4. We will improve ongoing and initiate new high-quality outreach initiatives and transition programs to meet the needs of the underserved, disadvantaged and underemployed population in our community.

Action Step/Objective	Target Start Date
1. We will inventory and research opportunities to collaborate and share resources with K-12 and post-secondary partners.	2005-2006
2. We will explore opportunities to collaborate and share resources with K-12 and post-secondary partners.	2006-2007
3. We will strengthen the transition from SCC's Adult Education programs to our post-secondary programs.	2006-2007
4. We will establish and maintain relationships with our K-12 and post-secondary partners.	2006-2007
5. We will determine current Adult Education transition programs and conduct a needs assessment concerning student transitions.	2006-2007
6. We will improve ongoing and initiate new high-quality outreach initiatives and transition programs to meet the needs of the underserved, disadvantaged, and underemployed population in our community.	2006-2007
7. We will develop new initiatives.	2007-2008



PRIORITIES 2005 - 2010



a commitment to

QUALITY

SCC will Enhance Our Exceptional Quality...

SCC will enhance the quality of instruction and learner support services by providing students with optimum opportunities to learn and to succeed.

Situation Analysis

Focus groups with regional employers, K-12 schools, civic organizations, and government indicate that SCC has developed a reputation for growth and responsiveness to educational needs. However, the region is entering a new phase of growth, and SCC will be expected to do more with less. Demands for more programs, more services, more training, and improved access to meet the needs of more people all come at a time of diminished College resources. This imbalance between increased demand and diminishing resources detrimentally impacts the campus and the community. Quality of life in the community and quality of instruction and service at the college cannot long withstand this imbalance.

The current crisis elicits questions from both the college and the community about quality:

- What effort is SCC making to balance growth and quality?
- What steps are being taken to measure quality in SCC's programs, courses, and services?
- What actions have been and will be taken as a result of these measures?

An aggressive approach to identifying indicators of quality and building them into programs and services will be needed if SCC is to answer these questions.

To enhance "quality", SCC will need to develop a coordinated approach to assessment and quality assurance, involving all parts of the institution. At present, quality is the business of everyone yet the stewardship of no one. The desirable goal of quality has taken a backseat to growth. A deep interest in and support of quality has been voiced by faculty, administrators, support staff, and students. However, the college lacks evidence to practically apply to issues of quality (e.g. assessment indicators, part-time/full-time faculty ratios, academic systems and processes, hiring practices, and resource allocation.) Because faculty, staff, and administrators have different views of quality, their resulting actions are not necessarily in concert with one another.

So long as SCC lacks resources to support its expanding programs and services, the college will need to assure quality by using resources more effectively through continuous review of all programs and services. Those programs and services with a consistent record of marginal performance on established quality indicators will need to be carefully examined and considered for improvement, modification, or retirement. Efforts will also need to be made to monitor student and community needs to flag new areas for program and service development.

Finally, SCC's resources are currently allocated through across-the-board increases and decreases. SCC needs to award resources to programs and services based on need, performance and quality. This allocation of resources

must also include a fair and equitable process that incorporates the differences in divisions when computing budgets and needs.

2005-2006 Strategies

1. We will work with the community inside and outside of SCC to develop criteria for measuring quality in programs and services.
2. We will deliver quality programs and services using delivery approaches that are appropriate to learner needs and in accordance with best practices.
3. We will promote innovative teaching and provide student services that respond to changing learner needs and enhance student success.
4. We will undertake continuous assessment of learner and community needs, expectations, satisfaction, and achievement to guide our decision-making about necessary additions, modifications, or retirement of programs and services.

Action Step/Objective	Target Start Date
1. We will identify the human and financial resources to conduct comprehensive ongoing assessment of all programs and services.	2005-2006
2. We will measure college-wide, retention, and completion as important elements in our definition of quality.	2005-2006
3. Develop consistent indicators that measure learning, retention, and completion as important elements of our definition of quality throughout the institution.	2006-2007

SCC will Impart Our Distinctive Qualities...

SCC will define and promote the distinctive qualities that SCC will impart to students and community constituents through College programs and services.

Situation Analysis

Focus groups consistently praise SCC's willingness and capacity to respond to emerging needs. However, they also note that SCC's impact on students and community is largely unknown. Until recently, growth has been the primary measure of SCC's success, with limited attention to student outcomes. Concerns about growth and resources have taken precedence over quality. College employees have been consumed by operations and have had little time to devote to value, quality and student outcomes.

Constituents inside and outside of the College want to know more about the difference the College makes in students' lives. Different groups value different outcomes: SCC faculty cite the importance of general education in developing analytical, critical thinking and literacy skills; businesses cite the importance of cognitive and persuasional skills; and local leaders value workplace skills that will enable students to contribute to the region's economy.

SCC, as a complex, multicampus college, has yet to establish clear and compelling descriptions of the distinctive qualities it delivers to the students and the community it serves. Defining these distinctive values will help SCC manage curriculum, programs, services, and quality as the College implements a "One College" philosophy. Describing the value, knowledge and skills SCC wants to impart to students is vital for good decision-making for the future. SCC must answer the questions if the college is to provide quality education in the decade ahead:

- What programs, services and activities should receive priority in the allocation of resources?
- How should courses be organized and sequenced in degree programs to deliver the greatest value to students?
- What are desirable core curricula for students in a changing world?
- What knowledge, skills and value should students gain through each core curricula?
- What innovations in program design and delivery would advance student learning?

Strategies 2005-2010

1. Each division will use its distinctive qualities as a benchmark in assessing current offerings and updating core competencies.
2. We will use our distinctive quality to heighten SCC's visibility and reputation in the community.

Action Step/Objective	Target Start Date
1. Each major division of the College will define distinctive qualities that the division provides to students and community constituents.	2006-2007
2. Each major division of the College will identify its core competencies and define a rationale for each.	2007-2008



PRIORITIES 2005 - 2010

 *a commitment to COLLEGE*

CAPACITY

SCC will Develop And Grow The Finest Faculty and Staff...

SCC will create a comprehensive personnel development program designed to increase institutional effectiveness and performance and enhance the strategic capabilities of SCC faculty and staff.

Situation Analysis

Highly successful and high-achieving institutions invest in their employees in ways that enable personnel to create and pursue opportunities that lead to a higher level of development. Successful institutions are also wise to invest in developing and enhancing the strategic capabilities of all their employees.

In recent years, while Seminole Community College has experienced fast-paced, rapid growth in enrollment and related services, the College's personnel have been operating under a staffing / organizational model developed nearly a decade ago. Escalating demands for growth and change, in combination with diminishing resources, have left College personnel with limited opportunities and little time to continue developing their careers and enhancing their strategic capabilities.

As the challenges and needs of a growing Seminole County community continue to build, the College will need to similarly build the skills, capabilities and potential of its personnel. Doing so will not only maximize institutional effectiveness and performance, but will enable personnel to improve their management, operations, and decision-making skills.

As a Strategic Horizon College, SCC will also need to develop competencies in five broad areas: strategic thinking, awareness and assessment of value, strategic management, change design and management, and exercising leadership capability. Even though time and resources may be scarce, cultivating the talents and capabilities of the College's faculty and staff will benefit the entire institution and the Seminole County community. By inspiring and developing – and retaining – the current and future leaders of Seminole Community College, the institution's performance and crucial role in the community will be enhanced.

Strategies 2005-2010

1. We will ensure all College practices are effective by assessing internal processes, reviewing systems and policies, and redesigning them, if necessary.
2. We will encourage and support faculty and staff in attaining their career and educational goals.
3. We will actively seek additional resources to invest adequately in staff and professional development.
4. We will improve our ability to manage change by learning and using new strategic capabilities.

Action Step/Objective	Target Start Date
1. We will develop and implement a college-wide leadership development plan.	2005-2006
2. We will gather information from employees for staff to attain their career and educational goals in support of a staff development program.	2005-2006
3. We will develop a basic training plan for new employees.	2006-2007
4. We will seek grant opportunities to develop staff.	2006-2007
5. We will link planning and budgeting to more efficiently use scarce resources for our staff development program.	2006-2007

SCC Will Strengthen Our Resource Base...

SCC will strengthen the resource base and the financial capabilities of SCC by securing major gifts, grants, equitable funding, and non-traditional revenue streams through collaborative initiatives with profit and not-for-profit organizations.

Situation Analysis

SCC's funding from the state has not kept pace with the College's rapid growth, leading to serious shortfalls in SCC's financial capabilities.

It is clear that SCC needs non-traditional revenue sources if it is to achieve most or all of its long-term developmental priorities. Therefore, generating new and additional sources of support through relationships cultivated with individuals and organizations in the region will become increasingly important. The College Foundation's role will be paramount in this area, and it may be wise for the Foundation Board to use the College's strategic plan as a guide to develop one of its own.

In addition, SCC will need to find creative ways to engage regional and state governmental agencies as well as business and industry in the economic development of Seminole County and Central Florida. SCC plays an important role in this process through its workforce development programs, resulting in the attraction and retention of business and industry. To bolster resources that will support SCC's economic development role, the College will also need to undertake vigorous lobbying efforts with business and industry leaders as well as state and regional governmental agencies. For-profit organizations, in particular, will play an important role in developing public resources that can be used to support workforce development programs. Help from business and industry leaders in making the case for improved state funding to support workforce development should become a central part of SCC's lobbying initiative.

Working as part of a collective, SCC may enhance its capacity to attract major grants targeted to diversity, workforce development, and other collaborative initiatives.

Strategies 2005-2010

1. We will enlist key public- and private-sector partners to advocate for additional operating resources through government appropriations.
2. We will generate revenue and increase resources by building collaborative relationships with business and industry and developing programs and services to meet their needs.
3. We will investigate non-traditional revenue resources.

Action Step/Objective	Target Start Date
1. We will work with the SCC Foundation to pursue a vigorous program of private sector fund raising and to cultivate funding sources, sponsors, or partners for our strategic priorities. Additionally, we will strongly support and fund grant-writing activities to secure resources to accomplish strategic priorities. We will also define the role that faculty, staff, and administrators play in resource development.	2005-2006
2. We will investigate parking fines and facility use fees.	2007-2008

SCC will Balance Our Growth and Quality...

SCC will balance the relationship between growth and quality by aligning the organizational structure of SCC with conditions that encourage diversity, consider optimal growth, respond to changing infrastructural needs, and reflect available resources.

Situation Analysis

Rapid growth in SCC's service region accompanies increasing diversity in the demographic fabric of the community and the structure of the economy. This diversity provides many challenges for the College. The College is obligated and committed to providing access to citizens and community constituents in every part of its service region, but it currently lacks sufficient operating resources to do so. Even though an additional campus and center are planned, the resources needed to adequately operate these facilities to accommodate the growing number of students and community members in our service area have yet to become available.

Therefore, the College must address the issue of optimal size. Population statistics and projections show accelerated growth and increasing diversity according to age, race and ethnicity. These differences prompt questions about the strategy that SCC should follow to meet increasing demand with reduced capacity and resources:

- Should SCC expand operations and its resource base to serve the needs of new and additional learners?
- Should SCC grow within the limits of its resources?
- Should SCC rely on partners to maximize operations through increased efficiency?
- Should SCC examine the extent by which emerging technologies might increase its reach?

During these difficult times, a fundamental strength of SCC is the dedication of faculty and staff to respond to the needs of the community and their remarkable ability to do more with less. SCC's dynamic growth is built on a "can do" attitude that both an advantage and a liability. As an advantage this enables staff to stretch in relationship to needs and to provide full service with the same or fewer resources. As a liability, this "can do" attitude cloaks the fact that as an organization SCC is lean and seriously understaffed. The College infrastructure has not kept pace with its growth, and a number of capacity issues (e.g., number of faculty and staff, classroom space, and processes) need to be addressed. The College's organizational infrastructure needs to be realigned to address its larger size, its increased complexity, and its limited resources. Also, in order to adapt to a complex multi-campus College the new PeopleSoft system needs to be adjusted, stabilized and enhanced.

Finally, the College must implement a comprehensive human resources plan to address the following needs: a growing multi-campus institution, optimal use of existing personnel, professional development, and performance assessment. While full-time staffing needs must be addressed, in the interim the human resource plan should address ways to integrate part-time faculty into the mainstream of the College.

Strategies 2005-2010

1. We will complete and optimize the PeopleSoft implementation to improve access, quality, and efficiency of services for students, employees, and the community.
2. We will develop a comprehensive human resources plan identifying multi-campus needs, maximizing the use of personnel, and addressing professional development needs.
3. We will develop financial and capital projections based on optimal growth between 2005-2010.

Action Step/Objective	Target Start Date
1. Develop a model to project future enrollment. Additionally, we will organize and undertake a comprehensive regional forecast of population growth, demographic changes, economic growth, educational capacity, and community needs and expectations to determine a delivery strategy for programs and services.	2005-2006
2. Develop a model to project future resources.	2005-2006
3. Continue PeopleSoft integration and implementation.	2005-2006
4. Develop schedule development and management model that will result in achievement of College's revenue goals.	2005-2006
5. We will successfully implement and integrate the 8.9 version of PeopleSoft.	2006-2007

(Page Corrected 2/3/06)

SCC will Remain “One College” Even As We Expand...

SCC will establish a coordinated “One College” campus developmental plan that addresses uniqueness and consistency in operations using varied delivery modes at multiple sites throughout Seminole County and our extended service region.

Situation Analysis

Until 2001, Seminole Community College consisted of one original, “main” Sanford/Lake Mary Campus and a satellite Hunt Club instructional center added in 1987. Even with the addition of a second campus at Oviedo in 2001, the College still has not completely addressed the challenges and issues arising from operating multiple facilities in multiple locations ... all under the umbrella of “one” college.

SCC will need to construct a coordinated plan for the development and operation of new campuses and facilities. This plan should include five-year projections of enrollment for multiple sites; the distribution of programs and services (program/service mix) by site; projections of the resources required for full staffing, technology, and capital equipment; and a description of the services that will be centralized and decentralized as part of a multi-site One-College organization.

The demographics of Seminole County and Central Florida point to continuing growth through 2025 in population, diversity, business and industry investment, and citizen needs for postsecondary education. Past decisions regarding sites for educational delivery, capital resources, and operating resources to fully equip additional facilities were not always made with full planning information. Factors such as the desire for expansion and growth, availability of land, convenience, and cost effectiveness have been favored while factors such as revenue forecasts, availability of staff, and operating resource requirements have not received the same level of attention. Central Florida and Seminole County will continue to grow as will pressure for access to SCC and to postsecondary education in general. Add to this the continuing inability of the state to fully fund public higher education and, in particular, SCC (the College ranks 28th in community college funding) and it is clear that the College will be hard-pressed to provide operational support for multiple campuses and facilities.

Strategies 2005-2010

1. We will examine options for organizing and delivering services to establish our One College organization.
2. We will construct a coordinated plan for the operation of new and existing facilities including programs of study.
3. We will construct a coordinated plan for the operation of new and existing facilities including resources required for full staffing, sufficient technology, and appropriate capital equipment by site.
4. We will renew and redevelop the Sanford/Lake Mary Campus to reflect our One College philosophy by emulating the design quality, modernity, integration, and aesthetics of our newer facilities.

Action Step/Objective	Target Start Date
1. We will define "One College" as it relates to SCC's multiple locations.	2005-2006
2. We will implement policies, procedures and operating processes that support "One College."	2005-2006
3. We will develop a process for new opportunities (e.g. grants, new programs, and new projects) against our mission, vision, and "One College" philosophy to ensure that human, financial, and other resources are available for project initiation, completion, and operation.	2005-2006

Summary of the 2005-2010 Strategic Plan SCC has become a visible and respected player in the development of the fastest growing region in the state. We have experienced explosive growth in credit and non-credit enrollment, programs and services, technology, and facilities. Demand for our programs and services will continue to rise while traditional sources of revenue will fail to keep pace with growth. If not brought into balance, this pattern of simultaneous growth and decline will stretch the College beyond its operating resources and constrain its ability to deliver services to our community at the level of quality implied in SCC's mission and vision. The strategic position of Seminole Community College as an academic enterprise is fundamentally sound. The framework outlined in this document will serve as a base to build upon that strategic position.

The following nine priorities provide a framework for developing SCC's 2005-2010 Strategic Plan and will enable the college to:

- Lead our region
- Engage constituents
- Collaborate with educational partners
- Enhance quality
- Define and promote distinctive qualities
- Create a personnel development program
- Strengthen the resource base
- Balance growth and quality
- Establish "One College"

To realize these priorities, the college and community will need to work together on a common path.