

# *Charting the Future of Seminole State College*

## **2019-2022 Strategic Plan**

### ***Decision Filters***

A core component of the strategic planning process is determining “decision filters” that will guide how new ideas and opportunities are evaluated. The Seminole State College leadership team, as well as campus and community stakeholders, have outlined the following decision filters to provide generally accepted framework for evaluating strategic priorities.

- **Mission / Student Success** – All initiatives will be aligned to the mission of Seminole State College and student success efforts.
- **Evidence and Data** – Data and evidence will support the viability of the initiative.
- **Financial and Resource Capacity** – Are financial and other resources available to adequately support the initiative?
- **Enrollment Management** – Initiatives will support enrollment growth and sustainability.
- **Accountability** – Metrics and other measures will be in place to support accountability of the initiative.
- **Buy-In** – There will be general buy-in and excitement for the initiative.



### **Institutional Sustainability**

#### ***Goal Statement:***

Enhance institutional stability and sustainability through program expansion and human and capital investment.

#### ***Goal Intention:***

SSC will take an intentional approach to sustainability. Using the decision filters included in this plan, SSC will add or expand academic, athletic, and activity-based programs to enhance enrollment and financial baselines. Concurrently, SSC will invest in human resources in such a way as to recruit, retain, and develop diverse talent. The institution will also invest in capital assets to lessen deferred maintenance. The above will be undertaken in a spirit of inclusivity and transparency.

#### ***What will SSC look like when this goal is achieved?***

New programs will be added and/or current programs enhanced in such manner as to bring new enrollment to SSC. The new enrollment will not only strengthen the financial base of the institution, it will also offer new opportunities to engage and enrich students. To this end, existing programs (academic, athletic, activity, and support services) will be reviewed regularly for performance and potential. Personnel will be recruited and appropriately compensated as to

be retained, while simultaneously being developed for greater knowledge, impact, and responsibility. The effect will be lower employee turnover and better prepared future leaders.

***Initiatives:***

IS-1: Using the decision filters in this plan, evaluate new programs for addition to the SSC offerings, with the intent to offer new programs as warranted

IS-2: Formalize ongoing program review, modification and deletion processes for all academic, athletic, activity, and support service functions

IS-3: Reduce deferred maintenance through the development and implementation of a five-year plan

IS-4: Develop and implement a talent recruitment and reward process

IS-5: Develop and implement a sustainable professional and leadership development plan



## **Service Area Engagement**

***Goal Statement:***

SSC will strategically engage and collaborate with communities, schools and businesses in the College's service area.

***Goal Intention:***

Seek out opportunities for developing interactive relationships in the College's five-county service area. Create a known presence through providing courses and training for local business, and seek ways to encourage economic development and civic engagement through the service area and beyond.

***What will SSC look like when this goal is achieved?***

Seminole State College will be recognized as a partner that is involved in all aspects of the service area communities.

***Initiatives:***

SAE-1: Optimize enrollment management through developing a campus culture of recruitment, establishing off-site recruitment opportunities and increasing personnel

SAE-2: Promote Seminole State College as the College of choice in the five-county service area

SAE-3: Encourage employees to be involved in community and civic organizations and activities

SAE-4: Expand on efforts that bring business and industry leaders to campus in advisory groups to provide guidance on curriculum

SAE-5: Foster the development of internship programs and service learning which provide valuable services for employers and workforce preparation experiences for students

SAE-6: Provide cultural, educational and wellness programs for campus that can be open to the public and benefit the quality of life for our service area



## **Digital Presence**

### ***Goal Statement:***

Provide students, customers, and the community with a state-of-the-art technological experience.

### ***Goal Intention:***

As technology advances it is essential for SSC to adapt to accommodate these technological innovations in order to retain current students, recruit new students, and promote our campus community.

### ***What will SSC look like when this goal is achieved?***

SSC has recognized that technology has evolved and is now essential for student learning; most notably, it is necessary for instructors and students to have options for using technology. These advancements will not only supplement current student retention objectives but entice new students to SSC. State-of-the-art 100% online programs and online student onboarding and enrollment would effectively supplement our current academic programs and in-person advisement. Likewise, providing an attractive, user-friendly webpage and mobile application with an increased social media marketing presence will supplement communication and interaction with current and potential students. Additionally, personnel will take advantage of the advancements through the use of videoconferencing, augmenting their valuable time.

### ***Initiatives:***

DP-1: Execute a complete redesign of the SSC website to include a new Content Management Systems, as well as an updated, attractive appearance and easy to access format – specifically mobile friendly

DP-2: Implement offerings of 100% online programs

DP-3: Develop 100% online onboarding and enrollment process

DP-4: Provide campus-wide videoconferencing options

DP-5: Develop an SSC mobile application

DP-6: Strategically enhance online marketing presence



## Student Success

### ***Goal Statement:***

Grow a campus-wide culture that facilitates student engagement, completion, and success.

### ***Goal intention:***

Continue the process of changing the “get your basics” campus mindset to a “choose your pathway and get your degree” mindset. Honor the established community college mantra of providing ACCESS to higher education and academic excellence with an intentional focus on PATHWAYS TO COMPLETION. Provide wrap-around assistance and services to students from onboarding to transfer or gainful employment.

### ***Initiatives:***

SS-1: Enhance the onboarding process for incoming students by embedding multiple video orientation modules into Learning Strategies classes allowing more intentional and focused in-class skills development. Explore self-paced or competency-based Learning Strategies formats.

SS-2: Make general education math courses more relevant to students’ fields of study by institutionalizing SSC’s commitment to offering four math pathways for general education math. Continue SSC’s commitment to accelerating remediation in math and language arts by offering corequisite remediation to approximately 75% of students requiring remediation.

SS-3: Achieve first-time, full-time cohort retention rate of 70% by increasing the retention rate by 3% each year compared to the previous three-year average.

SS-4: Achieve first-time, full-time cohort graduation rate of 50% by increasing the graduation rate by 3% each year compared to the previous three-year average. Dedicate increased institutional resources to graduation through reverse transfer efforts.

SS-5: Establish processes for identifying, tracking, and publicizing student retention and graduation rates for four cohorts of entering students: first-time, full-time. Information will be published utilizing an institutional dashboard for first-time, part-time, full-time transfers; and part-time transfers.

SS-6: Research ways to redesign/renovate the David L. Boren Library to be a hub of student learning, development, and career exploration.