

SECTION III

SCC 2008-2009 Planning Assumptions

Demographic

- There will continue to be an influx of “seniors” in our service area who want to be part of the community and they will want courses for enrichment as well as for another career.
- The college service area is projected to experience positive population growth during the foreseeable future. For example, the State Demographer’s Office projects that the population of the three-county service area will increase by 4.3 percent from 2007 to 2010, 10.3 percent from 2007 to 2015 and 16.3 percent from 2007 to 2020.
- The projected increase in numbers of college students will affect enrollments, program offerings, staffing, facilities, etc. The traditional college age group (18-24 year olds) is projected to increase by 5.8 percent in the college service area from 2007 to 2015. Growth of all age groups is projected to be 10.3 percent.
- There will be an increase in the number of non-English speaking people (particularly Hispanic) in the area and among the students at SCC. However, this group will remain a small segment of the overall population. To illustrate this trend, from 1990 to 2000, the Hispanic population in the college service area increased by 207 percent. However, there was only a net increase of 824 persons of Hispanic ethnicity. Regardless of the actual numbers, the college service area will, to some extent, include a more diverse population/customer mix with the influx of Hispanics and other minority cultures into the region.
- The natural aging of the population (particularly the baby boom generation) combined with the influx of retirees will result in a service area population which is increasingly dominated by the older segment of the population. In 2007, the percentage of persons age 65 or over was 17.9 percent in the college service area. By 2015 this percentage is projected to increase to 20.6 percent. For North Carolina as a whole, the percentage of persons age 65 and over was 12.0 percent in 2007 and by 2015 this percentage is projected to increase to 13.6 percent. For the United States, the percentage of persons age 65 and over was estimated to be 12.4 percent in 2006. These numbers indicate that not only is the percentage of older adults in the college service area higher than the state and national averages, but that this will be increasingly so in the foreseeable future.
- Population growth in Macon County may significantly exceed what has been projected. Current projections by the State Demographer’s Office project the population of Macon County to increase 5.3 percent from 2007 to 2010, 13.5 percent from 2007 to 2015 and 21.7 percent from 2007 to 2020. However, some officials in Macon County predict that the total population of full and part-time

residents will rise to 100,000 within five to seven years. This growth will be fueled by the population explosion in the northern counties surrounding Atlanta. Further fueling the growth will be the opportunity to telecommute to the city and yet live in the country. Finally, Macon County has buildable home sites.

- Population growth in Jackson County may also exceed what is projected. Current projections by the State Demographer's Office project the population of Jackson County to increase 3.4 percent from 2007 to 2010, 7.6 percent from 2007 to 2015 and 11.6 percent from 2007 to 2020. This growth will largely be predicated on the forecast expansion of WCU, resulting in more faculty, staff and students.
- Student populations will shift to the Macon campus as the population growth in Macon exceeds that of Jackson and Swain counties. As this occurs, the need for additional facilities at the Macon Campus may increase.
- The projected number of graduates from public high schools in the college service area is projected to remain relatively flat from 2007 to 2013 according to the North Carolina Department of Public Instruction. High schools in the college service area graduate approximately 700 individuals annually. However, this trend will likely improve after 2013, as the number of individuals in the 15 to 19 age group in the college service area is projected to increase by 9.2 percent from 2007 to 2013. A sizable portion of these graduates are in the younger portion of this age range and should begin matriculating out of high school soon after 2013.
- There is likely to be some increase in the number of young families, especially in Macon County. According to the State Demographer's Office, the population of individuals in the ages 25 to 34 range for Macon County, will increase 10.5 percent from 2007 to 2010, 19.7 percent from 2007 to 2015 and 31.9 percent from 2007 to 2020.
- The College needs to raise the awareness of the elderly residents of the area concerning the extensive healthcare and public safety programs offered by the College. This will help make this group more supportive of the college given their interest in these services.
- The national trend of older employees delaying retirement and remaining in the workforce beyond the normal retirement age will continue. This trend could have an impact on staffing patterns at SCC.
- According to staff at the System Office, the federal government will require colleges to adopt new categories for reporting race and ethnicity beginning in 2009-10. The new categories will apply for both student and faculty/staff reports. The new guidelines are expected to be released in June, 2007. As a result, changes will be required for the race and ethnicity categories in the Student and Human Resources components of Colleague.

- The increase in the number of single parents could generate a variety of day care concerns (cost, availability, etc.) for these parents.

Economic

- There will be an increase in the number of entrepreneurs starting their own businesses, primarily in the services sector.
- Manufacturing (as we traditionally know it) will be mostly in urban areas; large plants will be converted to alternate uses; minimal need for “spec buildings” in rural areas.
- There will be an increase in workers who will telecommute to work.
- Importation of labor for the agricultural, construction and services sector fields will become increasingly necessary in the college service area.
- There will still be a need for workers who “work with their hands”..... construction, masonry, crafts production, etc.
- College must assist the service area in making the transition from an economy based on low-wage, low-skill workers to one based on a highly skilled workforce.
- Digital-based electronics will continue to revolutionize the way we work and the way we live. Things/devices will continue to get smaller, faster, cheaper, lighter, more connected and more pervasive.
- International trade imbalance will have an uncertain impact on the import and export of goods, particularly during a modest recession.
- The Internet will continue to have an almost revolutionary impact on how business is conducted especially as related to the marketing and sale of goods and services to customers. These changes will directly impact public agencies that will be expected to offer similar services to their constituents.
- The computer/television/radio/telephone will be available through a single provider who will sell, lease, or rent the necessary equipment as well as the access charges. However, you will still be able to secure your services through buying components from different vendors.
- While the funding level for colleges has improved from state sources, there is still an emphasis to shift greater responsibility toward securing increased revenues from local (e.g. county government), federal, private and foundational sources.
- Employment and population growth will increase for Macon County at a rate greater than that the statewide average.
- The matter of discretionary revenue generated from a state lottery that can be used by community colleges will likely be very limited.

- Housing costs in the college service area will remain significantly higher than the statewide average.
- Wage rates in the college service area will continue to trail both state and national averages.
- Quicker, cheaper, and more robust Internet access will soon be a reality in the college service area and will likely spur the development of small businesses in the information technology field.
- The economy of the counties west of Asheville will be primarily driven by the growth in the north Georgia area (and to a lesser extent, growth in northern South Carolina and eastern Tennessee).
- The senior adult market will also be a key factor in driving the economy of the western North Carolina.
- There will be continued demand for employees in many healthcare fields.
- Economic diversification is essential to future economic stability and quality of life.
- Tourism, services sector jobs and government employment helped Jackson, Macon and Swain counties (including the Qualla Boundary) minimize the financial impact of the national economic decline.
- The economic and operational impact of the Internet and advanced telecommunications services will continue as to its level of importance.
- Technology deployment, workforce development and resource attainment will remain a top priority for SCC.
- Public education will continue to be challenged to find alternative funding sources for additional and value-added services.
- Southwestern North Carolina will continue to experience population growth causing increased concern and discussion over housing, land management, social services and jobs.
- Healthcare fields will see continued demand along with more specialized services being offered to persons in rural areas.
- New upscale, resort-type communities are either under development or are proposed within the college service area. There are both negative and positive aspects to these types of developments. **Positive aspects** include an increase to

the local tax base, the creation of some additional jobs, and an overall enhancement to the quality of construction/development in the area. **Negative aspects** include the likely increase in the cost of land/housing in the college service area, and most of the jobs created will be low-wage and may be largely filled by immigrants.

- High land/housing costs may limit the ability of the service area to attract new businesses/entrepreneurs. High housing costs is one of the major challenges facing the western North Carolina region.
- Costs associated with the occupation in Iraq (and costs to stabilize/rebuild that nation) will have a negative impact on the national economy.
- Continued development in the Cherokee area will solidify that area as one of the major economic engines driving the economy of the college service area.
- Travel and tourism in the college service area may benefit from Americans who change their travel plans due to fear of international travel as a result of war/terrorism concerns but will definitely be impacted by raising fuel prices.
- Continued growth in shopping by Internet may contribute to reduced sales tax collections by N.C. Dept. of Revenue.
- The economy will have an impact not only on enrollment (due to work demands/opportunities), but also on the ability of colleges to secure part-time instructors. Online enrollment will continue to increase as potential students have job responsibilities that limit their availability to attend traditional classes.
- The National Heritage designation will give greater emphasis on tourism.
- The continued major expansions at Harrah's (in Cherokee) will have an impact (training, jobs, etc.).
- The completion of the Balsam West fiber optic project will have a positive impact on the region's economy.
- The growing national awareness of the importance of community colleges could have a positive impact on future funding. State election year issues will certainly focus increased interest on community colleges.
- Migrant labor will become an increasingly important part of the region's labor force. This presents both opportunities and challenges. **Opportunities** include low-skilled and wage jobs being filled and an increase in students. **Challenges** include an increase in the demand for services and placing a strain on the local economy.

- Local leadership (including county & municipal governments) will be challenged to manage infrastructure and service issues (schools / physical facilities, availability of water/sewer, inadequate road systems such as Hwy. 107, etc.) arising from explosive growth and development.
- Increasing tax revenues flowing into county governments may initially be insufficient for meeting the growing infrastructure and services needs to meet quality of life expectations of county residents. This may result in a shift from pay-as-you-go approaches as governments begin relying more on local bond issuances to meet these needs.
- Haywood County may begin shifting toward a common regional market with the six far western counties.
- Interest in environmental issues will increase the demand for “green” jobs.
- Increasing fuel costs will have an impact on costs in all sectors of the economy.
- The rising cost of gas will result in transportation concerns for students and may generate more demand for public transportation.
- The economy is entering a modest recession with an expectation of increases in unemployment and increases in the cost of living. The economy will remain in this mode throughout the national election cycle. The college should expect an increase in enrollment during this period provided financial aid and other aid remains constant.
- The subprime mortgage loan crisis could increase the difficulty in finding and securing private student loans.

Education and Training

- Education and training will continue to be important, especially with rapidly advancing changes in technology and the increasing incorporation of technology in the workplace.
- Partnerships with other educational institutions/entities will be critical for maximizing use and potential pooling of resources. Access to resources will be a need, especially with state economic situation (less revenue, etc.), increased accountability mandates, and initial cost of technology and upgrades/maintenance of technology, and competitive salaries for faculty/staff.
- There will be increased competition among all education/training providers and the one with the pertinent offerings, at convenient times/places, completed in the shortest time and providing evidence of skill acquisition (credentials/certifications) will be successful.
- College must be flexible in the delivery of training and educational offerings in non-traditional places, times and methods.
- Articulation agreements and the rising costs of four-year colleges will result in more individuals attending community colleges the first two years and then transferring to four-year institutions to complete their bachelor's degree.
- Increasing emphasis by business and industry job-ready certification.
- Education and training, as related to an available skilled workforce, will remain an important economic development issue for a community, county, region or state.
- Curricula will become increasingly more interdependent and interrelated allowing for greater transferability of academic and application skills.
- Instructional emphasis should be placed on the productive application of knowledge outside the classroom in real-world settings.
- Greater emphasis will be placed on accelerated learning models (e.g., immersion, simulation) as related to skill-specific applications. This demand will be driven by employment needs of major corporations.
- The teaching of responsibility, values, etc. is an employability issue and educational institutions need an increased awareness and should explore opportunities for student-development in these areas.
- Increase in home schooling in the college service area. The College needs to continue to monitor this trend and work with this population.

- The classroom will increasingly take on more of a laboratory orientation in that students will be assigned projects and activities designed to teach application, synthesis, evaluation and analysis skills as well as the social skills of teamwork, negotiation, interaction, etc.
- Some level of state funding dependence on performance measures for higher education institutions will continue through most of the first decade of 21st Century. Their greater importance in terms of funding might be in their use in securing grants (federal and state).
- The traditional classroom will not disappear as a result of electronic education.
- Alternative delivery methods such as fast-track, weekend and distance learning (telecourse, on-line, etc.), will be highly desirable to the traditional model.
- The traditional model will need to examine how to deal with the issue of credentials, especially in the area of IT. Locally- issue of competing with private providers.
- The need to upgrade equipment and the associated cost of doing so, will be an increasingly critical issue for colleges in the state.
- The college must refine plan/strategy for utilizing bond monies.
- Funding level for Occupational programs will continue to be an issue.
- Increase in mandated training by a variety of agencies in a wide range of fields (law enforcement, automotive-related, cosmetology, etc.).
- Biotechnology will continue to be a trendy topic, but the extent to which this field will impact the college service area or the state in general, is still unclear.
- Acknowledge the aging of the population in the college service area and the influx of second-home residents and the possibility of offering educational programs appropriate for these individuals.
- With the rising cost of gasoline, access may be an issue for students and employees. The college needs to be aware of on-line, hybrid, and ITV options to facilitate student access. Additionally, the college needs to re-engage the carpool program for everyone.
- Jackson County will be adding two Early Colleges this year. The Early College on the Jackson Campus will have an impact on the culture of the college, and we need to be sensitive to this issue.
- Increased computer literacy of the general population could have a major impact on the delivery mechanisms for educational offerings.

Facilities/Property Acquisition

- Cost of property acquisition for future expansion and growth will continue to rise dramatically.
- Construction costs are escalating due to the higher price of steel and other material. This will impact the costs of planned construction projects at the Jackson and Macon campuses.
- Additional sites, facilities, and properties will place a strain on existing maintenance resources. Additional local funding will be required to maintain facilities. The College now staffs seven sites, excluding staff at the Job Corps location.
- The campus in Macon County will offer has given SCC the opportunity to develop an image and position as THE college in Macon County, whereas WCU will always be THE college in Jackson County.
- The size and scope of the bond projects will require a greater devotion of staff time and resources than any other building project in SCC history.
- The future construction of a higher education center on the Qualla Boundary is still debated and being considered by the Eastern Band of the Cherokee. SCC should seek to position itself to be an integral component of this center. An immediate need for space exists for the Associate of Fine Arts programs
- The age of SCC facilities will require increased maintenance and renovations.
- Safety and security concerns at the College will require additional expenditures. Classrooms need to be modernized to include new locks and communication capabilities. The Macon Campus, with the Early College program, will require additional security resources such as Campus Resource Officer(s).
- There is a need to increase security surveillance (additional cameras) and to install emergency call boxes in college parking lots.
- Keyless entry is being implemented on the Macon Campus. Additional resources will be needed to expand the program to the Jackson Campus and other college centers.
- The Southwestern Child Development Commission Day Care Center will relocate off campus providing some space for the Jackson Early College High School.
- Jackson County has acquired property for a new school bus garage facility. The college has made known its need for the current bus garage property.

- The proposed connector road (NCDOT Project R-5000) between Highways 107 and 116 is being planned and designed. Construction is estimated prior to 2011.
- Development of the Heritage Arts Institute at the Swain Center will predicate the need for additional resources from Swain County or grant funds.
- A capital needs assessment has been initiated to guide the new construction on the Jackson Campus and future expansion of the college.
- The acquisition of the North Carolina Forest Service property is in process.
- A second building dubbed a “transition building” is planned for the Macon Campus to house ninth and tenth grade Macon Early College High School students.
- As our campus expands, we should “grow green” and develop the reputation for doing so...even in the architecture of our buildings - like best use practices of natural lighting.

Political

- Land-use planning will become an increasingly important subject, resulting in some form of planning (required by the DOT in Jackson County). A majority of the newly-elected Jackson County Commissioners favors land use planning, and ordinances were drafted about subdivisions and slope and ridge development.
- The influx of persons from outside the region may impact views and positions on issues such as land-use planning.
- SCC will continue to receive strong support from all three service area counties and the Qualla Boundary.
- The Eastern Band of Cherokees will play a more active role in the region (due in part to the tribe's increasingly strong resource base).
- More planning/increase in regulations is inevitable.
- Issue of paying for public education- vouchers, charter schools and home schooling will receive increased attention.
- The state budget problem will last beyond the 2007-08 year, resulting in a tight state budget for several years.
- The proactive role of the College with the BalsamWest project will have both positive and negative political implications.
- The legislature has instituted a state lottery, which will serve as a future source of funding for educational programs in the state, though primarily at pre-K and elementary school levels. Lottery has not generated the level of funding that was predicted.
- Counties in the college service area, particularly Jackson and Macon have significant financial reserves which could provide them with the resources to increase funding to the college and/or college initiatives.
- Possibilities exist for more infrastructure sharing with county governments.
- Some educational programs at the federal level (such as student financial aid) have been targeted for cuts; however, the new majority in congress should fight this.
- Increased opportunities for law enforcement and emergency services training as a result of Sept. 11 attack, training for public officials in liability issues, fund raising, developing business tax base, setting aside land preservation trusts, more regional ways to compete for state monies.

- The College will, when appropriate, seek opportunities to collaborate with neighboring higher educational institutions (such as Western Carolina University and other North Carolina community colleges).
- Congressman Shuler's election to the U.S. House of Representatives could have significant implications for the region.
- Increased focus on planning activities by counties in the service area will provide the College opportunities to work with counties in this regard.
- More opportunities for the College to partner with the Eastern Band of Cherokees may emerge as a result of the BalsamWest project.
- The Eastern Band of Cherokees re-elected Michel Hicks as chief and there have been changes in tribal administrative positions, with different management styles than prior leaders. Changes under the new administration include an increased scrutiny of tribal education grants.
- The controversy concerning the proposed Southern Loop Road in Jackson County will continue.
- Development of a new Macon Campus will bring a new emphasis to SCC (marketing, working with county officials, etc.). There is an expansion opportunity for the Macon Enterprise Center (old library and incubator). Fast growth in Macon may indicate a need for a county-funded building sooner than expected.
- There will likely be new homeland security related opportunities for the College. We need to promote SCC as a safe campus. Preparedness drills, in cooperation with local law enforcement, are one way.
- A variety of federal, state and local races will be determined in the November election.
- The role of the Jackson County Economic Development Commission (EDC) in economic development issues is still unclear but should be resolved soon.
- SCC should utilize existing resources like the large meeting rooms and computer labs at Harrah's where classes could be convenient to employees who say they want to take college courses. Competition could increase from institutions like UT, ETSU, Montreat, and N.C. State University.
- The Smoky Mountain Center for Performing Arts in Franklin will draw more people to the area and we can expect an increase in business related activity on the 441S corridor.

- Since the Institute of Government is the only agency that trains public officials, and most of this training is a great distance from here, SCC should offer training for public officials. (was a recommendation from our Listening Forum.)
- As our campus expands, we should “grow green” and develop the reputation for doing so...even in the architecture of our buildings - like best use practices of natural lighting.
- We should promote our campuses as places to hold government meetings.
- With our new fibernet connectivity, we could broadcast political meetings to our classrooms.
- What about the politics of preparing for the bond issue?

Social

- The system which provides funding for child care services in North Carolina continues to experience a budget crisis—resulting in child care center closures, a scarcity of care for infants, and frozen subsidy slots. Students may find it difficult to locate a convenient care center or access the funding to pay for those services—which will permit them to attend school.
- The cost of public transportation, and the price of fuel, and a lack of reliable transportation is a continuing problem for many. These transportation issues may present barriers for students who need to travel to and from classes, work, etc.
- The lack of available affordable rental housing, the increasing price of home ownership, and the explosion of high-end home construction will have a significant impact on the quality of life issues affecting the student population.
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- Economic recession, underemployment, lack of health insurance, immigrant status, and the divestiture of mental health services have resulted in a significant burden on the public and non-profit “social service” system. Access to these services may be limited and/or difficult to navigate for many students and their families.
- Substance abuse will continue to be a problem plaguing the region. It does not occur in a vacuum, but rather often exists together with a number of other medical or psychiatric conditions—which could complicate the College’s ability to effectively serve these high-risk students and their families.
- A diverse population, heightened awareness of health risk factors, and serious local health concerns will cause health and wellness—particularly preventative medicine—to continue to be critical issues.
- The public debate over land-use planning, issues related to air/water quality, and other environmental matters will continue to be a focus of many regional, county, and municipal organizations in the college service area.
- Divergent political interests, shrinking public funding, and an overall increase for social services has created a competitive environment for scarce financial resources.
- In a national climate of increased accountability of public and private organizations, the demand for transparency, accountability, and outcomes

oriented testing will continue.

- Positive media attention, favorable political support, and a collection of other long-term developments have resulted in a trend of increased social acceptance of the community college as an institution of “first choice.”
- Some important Federal financial aid regulations inadvertently create a group of individuals and families who are ineligible for financial assistance due to parent income, divorce, age, or other factors. Many of these potential students still have real financial barriers to attending college and may find it difficult to attend.
- Immigration from other states, increasing racial/ethnic diversity, an ever-dynamic family structure, and existing local populations continue to create a unique social context for the teaching and learning process of the college.
- The culture of the “college family” continues to evolve as faculty and staff retire and the institution adds new personnel. The integration of Early College students and faculty will also impact the culture of the college.
- International and domestic terrorism and turmoil will continue to have an impact on the public safety concerns of the people who live in the region.

SWOT- Internal Strengths

- Experienced leadership.
- Committed, competent faculty and staff.
- Strong support from the Board of Trustees.
- Excellent technology resources for educational delivery and instructional support.
- Collaborative efforts with other local/regional organizations.
- Strong tradition of support from county commissions in the college service area.
- Solid financial management of college budget.
- A generally high level of student satisfaction with programs and services at the College.
- Strong efforts by the college to assess its programs and services.
- Ability to respond quickly to educational and training needs in the college service area.
- Improving press coverage in the local media.
- Unique fiber infrastructure provides a wealth of advantages for the College.
- New building on Jackson Campus will provide additional instructional space as well as conference facilities.

SWOT- Internal Weaknesses (Challenges)

- Loss of experienced leadership, faculty and staff due to departures or retirements.
- Too much diversification of activity (may result in a loss of focus).
- Need to recognize and address stress and overload of faculty and staff due to problems with, and maintenance of, Colleague and related software systems.
- Lack of cultural diversity among SCC employees.
- The tight state budget will continue to impact the College budget through reduced flexibility and control.
- County budgets are not keeping pace with increasing facility repair needs.

- The challenge of prioritizing a tight budget to meet institutional priorities.
- Increase faculty and staff understanding of the comprehensive nature of the College.
- Salary limitations (as well as the increasing costs of family health insurance coverage) due to the state budget situation could impact the ability of the College to attract/retain employees.
- Understanding of the public's demand and need for distance learning.
- Maintaining pace with the training, development and cost associated with distance learning growth.
- Need for a cohesive marketing plan that includes a focus on specific demographics.
- Need to develop and use marketing images and trade marks.

SWOT- External Opportunities

- The College is viewed as an affordable choice.
- Threat of recession may result in increased enrollment.
- Attitude, opinion and understanding held by segments of the community about the comprehensive educational offerings available.
- Opportunities to pursue/obtain private grant money.
- Increased opportunities in Macon County with the Groves Center and the Early College initiative.
- Growth expected as result of Early College initiative in Jackson County.
- Growth and expansion along Hwy. 107 and Hwy. 116.
- Increased opportunities at the Swain Center through the Heritage Arts, conferences and extension services.
- Continue negotiations for acquiring the Jackson County School Bus Garage.
- Continuation of the SACS QEP process will provide opportunities for improving and strengthening student learning outcomes.

- To embrace and institutionalize the Learning College concept.
- Increased opportunities with the Cherokee Tribe through the growth of the Fine Arts degree program.
- Increased opportunities to respond to the educational needs of the in-migration of immigrants and visiting alien workers.

SWOT- External Threats

- Increasing tuition costs
- Threat of recession will likely impact state and local budgets as well as private donations.
- Gasoline costs are causing transportation concerns for students and employees.
- Costs associated with the training and implementation of Colleague and related software systems and costs associated with responding to changes in identity theft protection.
- Competitive with other colleges/universities.
- High cost of housing in the area can limit the college's ability to attract/retain employees.
- Negative aspects of rapid growth in the area- traffic congestion, increased crime (such as Meth), conflicts between immigrants and natives of the area.
- State and regulatory issues limiting locally based operating functions- trend toward centralization.

Technology

- The rate of change associated with of technological improvements, enhancements, and new ideas, will continue to be very fast.
- Technology will permeate more and more of everyone's life and SCC can be a leader in technology change in education in the region.
- Affordability and access will be issues until demand is aggregated and costs come down.
- SCC faculty and staff will be continually called upon to keep current with technology and improve their skills for teaching technology applications and using them in daily jobs.
- The College will still incur substantial costs for implementation of new technologies and upgrading existing networks and systems, as well as training for tech support staff.
- The College must be prepared for an influx of a younger generation of students who are much more technologically proficient than students in the past.
- The College has gained recognition as a leading player in the effort to upgrade technology infrastructure in the service area.
- Enhancements in distance learning technology has the potential to be both an opportunity and a threat to the College: it enables the College to deliver educational programs to a new segment of students (from both within and beyond the college service area), while at the same time service area residents will have increasing opportunities to access educational offerings from educational providers outside the region via distance learning technology.
- Advancing technologies will change the classroom: while it does not do away with the classroom, video and transmitting capabilities will continue to change and improve.
- The continued integration and convergence of technology will require the College to maintain constant vigilance as to what direction(s) new technologies may take.
- The maintenance and support of various hardware, software and telecommunication networks will require a knowledgeable, energized, responsive and adequately staffed technology support staff. In order to do their jobs, these persons will need to be educated, trained, and, where appropriate, licensed or certified.
- Since individual and institutional productivity is directly correlated with education and training in the use of various applications, it is imperative that the

College develop and implement a professional/technical development program for key employees most directly involved with various software applications.

- Life cycles of technology will continue to decrease while its usage will increase. Priority should be given to providing the latest software and hardware to support the imminent changes and advancements in technology. Our teaching labs, classrooms and faculty must have access to the latest applications.
- Efforts will continue to obtain high-speed broadband connectivity at a speed/cost comparable to urban areas of the state.
- The College needs to stay on the cutting edge with technology in spite of limited funding. As technology costs continue to increase, the College should emphasize the use of open source software and open technology infrastructures whenever possible.
- There will be an increasing demand for resource rich and media enhanced college provided materials such as podcasts, video casts, streaming audio, streaming video, etc.
- The College will need to consider providing students, faculty, and staff to a more portable access to software applications and college resources.
- There shall be an increasing necessity for the College to securely backup and provide access to college related records and information.