



STRATEGIC PLAN

2013 - 2018

Updated: February 2017

DISTRICT OFFICE
Pensacola Campus
1000 College Boulevard
Pensacola, FL 32504-8998
850.484.1000

Warrington Campus
5555 West Highway 98
Pensacola, FL 32507-1097
850.484.2200

Milton Campus
5988 Highway 90
Milton, FL 32583-1798
850.484.4400

Downtown Center
418 West Garden Street
Pensacola, FL 32502-4731
850.484.1374

Century Center
440 East Hecker Road
Century, FL 32535-2819
850.471.4622

South Santa Rosa Center
5075 Gulf Breeze Parkway
Gulf Breeze, FL 32563-9334
850.471.4630

I. INTRODUCTION

Pensacola State College, serving Escambia and Santa Rosa counties and surrounding Alabama communities, was established as Florida's first public State college by the state legislature in 1947. Classes were first offered in 1948 to 136 students; Pensacola State College now serves more than 22,000 students annually.

The development of the *Pensacola State College Strategic Plan* included the creation of a new vision statement, mission statement, and the establishment of a process for planning that includes overall institutional goals and objectives assigned to the appropriate functional units and administrative offices of the College.

By participating in customer satisfaction surveys and an in-depth S.W.O.T. analysis, thousands of the College's stakeholders, both on campus and in the community, played a direct role in the development of this plan. The Strategic Planning Committee was made up of a broad cross section of institutional representation, including student, instructional and business affairs personnel. Through a series of retreats, the District Board of Trustees and college administrators provided guidance and wise counsel.

II. COLLEGE VISION (approved by the District Board of Trustees 03/15/2016)

Pensacola State College educates students through a dynamic and supportive learning environment that develops all students intellectually, culturally, and socially, preparing them to succeed within the global community.

III. COLLEGE MISSION (approved by the District Board of Trustees 06/21/2016)

Pensacola State College, under the governance of a local Board of Trustees, is committed to providing quality, affordable, and accessible educational opportunities through a variety of delivery methods.

The College, a member of the Florida College System, offers baccalaureate and associate degrees, workforce certificates, adult education leading to a high school diploma or GED, business and industry training, non-credit continuing education, community outreach, and cultural enrichment opportunities for students and the community.

IV. PRESIDENT'S INSTITUTIONAL PRIORITIES (updated November 2016)

Pensacola State College is committed to continuous improvement in creating opportunity for success in an atmosphere of concern, respect, integrity, and responsibility for students, clients, and employees and places high priority in the following:

1. Enhance partnerships to further develop capabilities to better serve students and the community.
2. Invest in people by:
 - a) Using evaluation processes for continuous improvement;
 - b) Ensuring professional development and training opportunities to help create a culture of continuous improvement;
 - c) Providing reward and recognition programs; and
 - d) Formally celebrate achievement, productivity, and continuous improvement.
3. Enhance the quality of instructional programs and services by measurably:
 - a) Improving student learning,
 - b) Improving student retention and completion,
 - c) Improving satisfaction in all aspects of the student experience, and
 - d) Increasing access to instructional programs and services through
 - use of technology, and
 - maintaining a physical presence in strategic locations throughout the college service area.
4. Seek new financial resources for the college and college foundations.
5. Ensure that existing resources are effectively utilized through improved efficiencies, entrepreneurial business practices, and established sound fiscal management.
6. Acquire new resources: to maintain and upgrade existing facilities, construct new facilities to better support learning and student and community services, and enhance college programs and services.
7. Seek increased diversity and promote a campus climate where the principles of affirmative action, equal opportunity, and multiculturalism are valued.
8. Continuously improve customer service, campus safety, campus beautification, use of technology, institutional effectiveness processes, community service and internal communication.
9. Market the college and programs of the college through current and emerging media conduits.

GOALS and OBJECTIVES

1. INSTITUTIONAL CULTURE

GOAL 1: Foster a College culture characterized by constancy of purpose in support of our mission and philosophy through the enhancement of diversity, entrepreneurialism, and recognition.

Objectives

- 1.1 Develop, strengthen, and maintain a unified Pensacola State College identity across our multiple locations
- 1.2 Maintain and enhance a pleasant, friendly, caring, and supportive work environment, where individuals can be fulfilled and grow personally and professionally and contributions of faculty and staff are valued and recognized
 - 1.2.1 Improve evaluation processes and professional development opportunities
 - 1.2.2 Improve reward and recognition systems
 - 1.2.3 Celebrate achievement and productivity
- 1.3 Promote, develop and strengthen awareness and embrace diversity at Pensacola State College
- 1.4 Promote a culture of continuous improvement and entrepreneurialism
- 1.5 Increase student and client satisfaction by focusing on customer service
- 1.6 Maximize individual and team contributions to the College mission through appropriate human resource policies and procedures (e.g., Lean Office)

2. RESOURCE MANAGEMENT

GOAL 2: Utilize strategic resource management in order to maintain a strong financial infrastructure.

Objectives

- 2.1 Manage resources in support of teaching and learning
- 2.2 Maintain stability in finances

3. FACILITIES

GOAL 3: Maintain and update College facilities to support mission and programs.

Objectives

- 3.1 New Construction/Major Renovations
- 3.2 Minor Renovations
- 3.3 Grounds/Landscaping
- 3.4 Energy Management
- 3.5 Strengthen emergency response planning and campus safety

4. EXTERNAL FUNDING

GOAL 4: The College will expand external funding through fundraising and the writing of grants and contracts.

Objectives

4.1 Fundraising

4.1.1 Increase private giving to benefit college initiatives, professional development, and support for students

4.1.2 Conduct a capital campaign

4.2 Grants

4.2.1 Increase grant writing and contracts to benefit college initiatives, professional development, and support for students

5. PARTNERSHIPS

GOAL 5: The College will partner with appropriate educational, government, and business institutions to enhance economic and student development.

Objectives

5.1 Enhance collaborative efforts with secondary schools, colleges and universities, local government, military, and business and industry

5.2 Develop and maintain university and secondary school articulation agreements

5.3 Provide leadership in area economic development

6. INSTRUCTIONAL EXCELLENCE

GOAL 6: Provide quality instruction through effective curriculum development, accessible delivery, and criterion-based assessment according to a common set of academic standards for each discipline.

Objectives

6.1 Instructional Standards

6.1.1 Maintain and enhance quality instruction

6.1.2 Focus on excellence

6.1.3 Continue Quality Enhancement Plan (QEP) activities and prepare for Southern Association of Colleges and Schools (SACS) five-year interim review

6.1.4 Diversity

6.1.5 Evaluate and revise courses and programs according to community needs

6.2 Adult Education

6.2.1 Expand Adult Education

6.3 Continuing Education and Workforce Training

6.3.1 Enhance Continuing Education for greater service/visibility/revenue

6.3.2 Enhance Workforce Training for greater service/visibility/revenue

Instructional Excellence (continued)

- 6.4 Workforce/Technical and Vocational Credit Programs
 - 6.4.1 Identify present and future workforce needs with special focus on high-demand, high-skill, and high-wage technical programs
 - 6.4.2 Create instructional programs based upon identified workforce needs and environmental scan of community
 - 6.4.3 Continually update and enhance technical programs through purchase of up-to-date training equipment, according to requests from instructors and recommendations from advisory committees
- 6.5 Program and Curriculum Review and Development
 - 6.5.1 Maintain and strengthen transitional education
 - 6.5.2 Assess needs for full-time faculty in university transfer at all locations
 - 6.5.3 Offer critical life-skills training in addition to subject expertise
 - 6.5.4 Assess course offerings to optimize flexibility of delivery mode
- 6.6 Distance Education
 - 6.6.1 Strengthen distance learning and other educational technologies
- 6.7 Learning Resources
 - 6.7.1 Collaborate with instructors, staff and students to build information skills as an integral (embedded) part of course work
 - 6.7.2 Market the library to the college and to the community
- 6.8 Implementation of baccalaureate degrees approved by State Board of Education and SACS

7. STUDENT SUCCESS

GOAL 7: Improve student success by improved advising and counseling, orientation course, and ways to expand the retention rate for all students.

Objectives

- 7.1 Improve advising and counseling processes
 - 7.1.1 Enhance availability of advisors and counselors at all locations
 - 7.1.2 Provide professional development for faculty on advising students
 - 7.1.3 Ensure College remains equipped to handle growing population of students with disabilities
- 7.2 Expand student activities for all locations by providing additional space, equipment, and cultural activities.
 - 7.2.1 Build collegiate atmosphere by reviewing student center use on all campuses, considering options, and implementing best practices
- 7.3 Strengthen an outreach connection to individuals who are considered to be at risk for not optimizing their educational opportunities and equip these individuals with a detailed educational plan, support, and service.
 - 7.3.1 Strengthen outreach to underserved and at risk populations
 - 7.3.2 Offer exposure to a variety of career fields as early as middle school
 - 7.3.3 Develop strategic partnerships with area school leaders
 - 7.3.4 Form partnerships with high schools in service area with the goal of encouraging high school students to complete admission to Pensacola State College by the time they graduate

- 7.3.5 Positively affect the drop-out rate through collaboration with area school districts to develop and implement appropriate drop-out prevention programs
- 7.3.6 Target non-traditional students
- 7.3.7 Strengthen dual enrollment
- 7.3.8 Meet or exceed expected outcomes in each of the College's restricted fund programs (e.g., TRIO)

8. MARKETING

GOAL 8: Maintain a focus on our stakeholders and their needs, with the sincere desire and intent to create, communicate, and deliver education and training that has value for our students, customers, clients, partners and our community.

Objectives

- 8.1 Obtain market research and communicate with instructional leaders for relevant, market-driven program development
- 8.2 Utilize a team approach involving Instruction, Student Services, Recruitment, and Marketing professionals to institute comprehensive Enrollment Management
- 8.3 Develop and implement a comprehensive Marketing strategy, including internal and external communication, College publications, and advertising
- 8.4 Continuously improve the College website for image and usability

President's Cabinet

Dr. C. Edward Meadows – President

Ms. Gean Ann Emond – Vice President, Business Affairs
Mr. Tom Gilliam – Vice President, Administrative Services and General Counsel
Dr. Erin Spicer – Vice President, Academic and Student Affairs

Executive Council

Dr. C. Edward Meadows – President

Dr. Debbie Douma – Dean, Institutional Effectiveness & Grants
Ms. Kathy Dutremble – Dean, Enrollment Services and Academic Advising
Ms. Gean Ann Emond – Vice President, Business Affairs
Mr. Tom Gilliam – Vice President, Administrative Services and General Counsel
Ms. Tammy Henderson – Director, Human Resources
Ms. Nan Jackson – Director, Student Financial Services
Mr. Michael Johnston – Director, Institutional Research
Mr. Bert Merritt – Executive Director, Information Technology Services
Ms. Sheila Nichols – Director, Marketing and College Information
Dr. Erin Spicer – Vice President, Academic and Student Affairs
TBD – Executive Director, College Foundation

President's Council/Strategic Planning Committee

(*Strategic Planning Committee only)

Dr. C. Edward Meadows – President

Dr. Anthea Amos – Dean, Milton Campus
Ms. Diane Bracken – Director, Facilities Planning & Construction
Dr. Kirk Bradley – Dean, Academic Support and Baccalaureate Studies*
Ms. Paula Byrd – Director, Century Center
Mr. Robert Culkeen – General Manager/Station Manager, and Executive Director to the WSRE-TV
Foundation
Dr. Debbie Douma – Dean, Institutional Effectiveness & Grants
Ms. Kathy Dutremble – Dean, Enrollment Services and Academic Advising
Ms. Gean Ann Emond – Vice President, Business Affairs
Ms. Gael Frazer – Associate Vice President, Institutional Diversity
Mr. Tom Gilliam – Vice President, Administrative Services and General Counsel
Ms. Tammy Henderson – Director, Human Resources
Ms. Nan Jackson – Director, Student Financial Services
Mr. Michael Johnston – Director, Institutional Research*
Dr. Brenda Kelly – Dean, General Studies*
Mr. Bert Merritt – Executive Director, Information Technology Services
Ms. Sheila Nichols – Director, Marketing and College Information
Ms. Sandy Cesaretti Ray – Associate Vice President, Government and Community Relations
Dr. Dusti Sluder – Dean, Warrington Campus
Dr. Erin Spicer – Vice President, Academic and Student Affairs
Ms. Patrice Whitten – Executive Director, College Alumni Affairs
Mr. Walt Winter – Director, Physical Plant
TBD – Executive Director, College Foundation
TBD – Director, South Santa Rosa Center