



## **STRATEGIC PLAN**

**2016 - 2021**

**Updated: January 2021**

**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. Edward Meadows – President

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

**Executive Council**

Dr. Edward Meadows – President

Dr. Debbie Douma – Dean, Grants & Federal Programs  
Ms. Kathy Dutremble – Dean, Student Services  
Mr. Tom Gilliam – Vice President, Administrative Services and General Counsel  
Ms. Tammy Henderson – Director, Human Resources  
Mr. Michael Johnston – Director, Institutional Research  
Ms. Anita Kovacs – Vice President, Business Affairs  
Ms. Andrea Krieger – Executive Director, Institutional Development  
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  
Mr. Steve Whiting – Coordinator, Workday Implementation

**President's Council/Strategic Planning Committee**

Dr. Edward Meadows – President

Ms. Diane Bracken – Director, Facilities Planning & Construction  
Dr. Kirk Bradley – Dean, Academic Support and Baccalaureate Studies  
Dr. Debbie Douma – Dean, Grants & Federal Programs  
Ms. Kathy Dutremble – Dean, Student Services  
Mr. Tom Gilliam – Vice President, Administrative Services and General Counsel  
Ms. Tammy Henderson – Director, Human Resources  
Ms. Jill Hubbs – General Manager, WSRE  
Ms. Jennifer Hill Faron – Dean, Milton Campus  
Mr. Andrea Krieger – Executive Director, Institutional Development  
Mr. Michael Johnston – Director, Institutional Research  
Dr. Brenda Kelly – Senior Dean, Academic Affairs  
Ms. Anita Kovacs – Vice President, Business Affairs  
Ms. Sarah Lewis – Director, Century Center  
Dr. Lynsey Listau – Executive Director, Institutional Diversity and Student Conduct  
Ms. Hailey Lotz – Director, Alumni Association and Booster Club Operations  
Ms. Karen McCabe – Director, South Santa Rosa Center  
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  
Mr. Steve Whiting – Coordinator, Workday Implementation