



STRATEGIC PLAN

2016 - 2021

Updated: November 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 2021)

Pensacola State College values continuously creating and improving opportunities for success in an atmosphere of concern, respect, integrity, and responsibility for students, employees, and members of the community and places high importance on the following priorities:

1. Seek and implement business, industry, government, and educational partnerships to better serve students and the community.
2. Invest in people:
 - a) Utilize evaluation processes; for professional development, campus climate, job satisfaction, and student experience.
 - b) Provide professional development and training opportunities;
 - c) Conduct employee reward and recognition programs; and
 - d) Formally celebrate employee achievement and productivity.
3. Enhance the quality of instructional programs and services:
 - a) Measure student learning;
 - b) Measure student retention;
 - c) Measure satisfaction in all aspects of the student experience; and
 - d) Provide access to instructional programs and services through
 - Implement new technologies; and
 - Maintain a physical presence in strategic locations throughout the College's service area.
4. Manage resources effectively through competent and innovative business practices.
5. Acquire financial resources to maintain and upgrade existing facilities and construct new facilities to better serve students and the community.
6. Seek increased diversity that promotes a campus climate where the principle of affirmative action, equal opportunity, and multiculturalism are valued.
7. Continuously improve student services, campus safety, College grounds and facilities, use of technology, institutional effectiveness processes, internal communication, and enrollment management processes.
8. Market the College and the programs of the College through current and emerging media conduits.
9. Maintain institutional regional acceleration and nation program accreditations to ensure industry standards and institutional and program quality.

10. Seek local, state and national funding through grants, organizations, gifts, and donations to support the mission of the college.
11. Grow awareness of College opportunities for student and community involvement in campus life and events such as visual arts, performing arts, athletics, Lyceum Series, College hosted special events and activities.

V. 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
- 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

President's Council/Strategic Planning Committee

Dr. Edward Meadows – President

Mr. Alex Andrews – Director, Century Center

Ms. Diane Bracken – Director, Facilities, Planning & Construction

Dr. Kirk Bradley – Dean, Baccalaureate Studies and Academic Support

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

Ms. Andrea Krieger – Executive Director, Institutional Development

Mr. Michael Johnston – Associate Vice President, Institutional Research and
Management Information Systems

Dr. Brenda Kelly – Senior Dean, Academic Affairs

Ms. Anita Kovacs – Vice President, Business Affairs

Dr. Rameca Leary – Coordinator, Diversity Initiatives

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

Ms. Sheila Nichols – Executive 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 – Executive Director, Technology Operations