Eastern Florida State College

MAPPING THE FUTURE

Strategic Planning for 2016-2019
MISSION STATEMENT

Eastern Florida State College is committed to engaging our diverse population in quality, accessible learning opportunities that successfully meet individual and community needs.
In January 2012, with Florida still struggling from the impact of a long-lasting recession, the leadership at Eastern Florida State College (then Brevard Community College) established an ambitious plan to increase the impact of the College in the community it serves.

An important part of the strategy was to add four-year BAS degrees to the College’s degree programs and become a State College. This was a major step for the College, which was established in 1960 and had grown to an annual enrollment of more than 25,000 students for its AA and AS degrees, workforce certificates and continuing education programs.

The College officially became a four-year state college in 2013 and was renamed Eastern Florida State College. The College fashioned new career programs in specific areas that College and business leaders had identified as prime for growth. These included Business, Health Sciences, Computer Technologies and Aviation.

During this time the College expanded its highly successful Core Scholar Program to improve student performance through programs such as Peer Tutoring and Success Coaching, expanded its athletic program, and built a new Public Safety facility on the Melbourne campus in the first phase of a 10-year campus expansion plan. The College also continued to develop its highly successful dual enrollment of high school students and the Direct Connect program, which ensures thousands of AA graduates admission to the University of Central Florida.

- More than 25,000 students take courses annually on one of EFSC’s four campuses in Cocoa, Melbourne, Palm Bay and Titusville or online.

- EFSC has one of the top graduation rates in the Florida College System and ranks high among similarly-sized colleges nationwide. The rankings include:
  - 26th nationally in awarding Associate Degrees in all disciplines
  - 12th nationally in awarding Associate Degrees in Liberal Arts and Sciences, General Studies and Humanities
  - 28th nationally in awarding Associate Degrees in Science Technologies
  - The college is also among the most affordable in the nation, ranking 21st in lowest tuition at about $2,500 annually

- EFSC launched 30 new programs since 2012 with Bachelor Degrees, Associate Degrees and Certificate Programs in some of today’s fastest-growing career fields.

- EFSC boosts the local and regional economies nearly $1.1 billion a year according to a statewide impact study.
The Committee conducted an analysis of the College’s strengths, weaknesses, opportunities and threats. The primary conclusions were:

- **EFSC is convenient and personalized and that is something that should be emphasized, built on and sold.** The strengths include the multi-campus locations, small class sizes, personalized attention, e-learning, wide variety of academic offerings, open access, and a highly regarded faculty. Value and proximity can be enhanced through more varied class schedules including nights and weekends and with many more degrees offered 100 percent online.

- **Career programs represent significant growth potential over the next three years.** Expansion of the BAS degrees, targeted to jobs that are crucial to the local economy, have been popular from their start and have significant growth potential. Also, the economic rebound in Brevard has generated growth in highly skilled vocational trades and the business community has embraced the College’s role in filling those positions. The new Public Safety building and the under-construction Health Sciences Institute are valuable resources that will enable the College to expand those programs.

- **The College’s rebranding of EFSC from Brevard Community College has been successful.** Marketing efforts can now turn to promoting specific programs and potential career outcomes using highly targeted advertising and marketing. This is seen as essential in recruiting and enrollment of students and building business and community partnerships.
• **Florida performance funding standards, established by the state Legislature, have direct monetary implications and must be emphasized in strategic planning.** The four key measures are job placement/continuing education, completion rates, retention rates and entry level wages. The College has established a task force to specifically address performance in each of the measurement areas.

• **More work needs to be done to increase communication, coordination and consistency between campuses, departments and programs.** Financial resources likely will remain tight for the immediate future and a more collaborative environment could inspire creativity to accomplish more in a tight financial environment.

• **EFSC has a lot of “good will” in the community, which views the college as a valuable resource.** This was repeatedly shown in survey results, focus group discussions and interaction with community leaders. The community recognizes the College missions of preparing students for the university level, preparing for a variety of jobs in a rapidly changing job market and providing affordable education. The positive view is also influenced from recent successes in obtaining state money for construction of crucial facilities such as the new Public Safety Institute and the under-construction Health Sciences Institute on the Melbourne campus, and by creating a livelier campus atmosphere, including more athletic events.

<table>
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<tr>
<th>Percentage agreeing EFSC is highly regarded in the community</th>
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<tr>
<td>Recent Grads</td>
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<td>Business Leaders</td>
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<td>Faculty and Staff</td>
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• **There are compensation issues and perceived communication lapses that need to be addressed.** This may feed one of the top threats: Resistance to change and innovation. Efforts to improve in these areas have started, but these need to be highlighted more and explained better. In small group discussions, the Committee members explored these concepts and, in conjunction with the planning and assessment staff, established a series of strategic initiatives tied to the four College goals. The Committee then approved a process for turning those initiatives into operational action plans for the next three years. The strategic initiatives and implementation plan follow.
1. Establish three-year benchmarks for completion, retention and diversity.

2. Improve academic support services and practices that help students identify goals and stay on track for successful completion.

3. Match class formats and times to student needs for flexible and nontraditional scheduling, while maintaining cost efficient class sizes.

4. Identify programs that have become too campus centric and convert them to a more college wide emphasis.

GOAL 1: IMPROVE ACADEMIC PERFORMANCE

2016-19 STRATEGIC INITIATIVES

1. Establish 3-year schedule for expanding career oriented programs to meet the dynamic needs of students and local employers, emphasizing STEM disciplines, post graduate employment and starting salary.

2. Build clear career pathways from high school through bachelor’s degree programs and establish hiring and wage targets for career oriented programs.

3. Improve professionalism and marketability of students by increasing emphasis on soft skills and core abilities.

GOAL 2: PREPARE STUDENTS FOR THE JOB MARKET
GOAL 3: IMPROVE THE COLLEGIATE EXPERIENCE

2016-19 STRATEGIC INITIATIVES

1. Celebrate the value and contributions of the EFSC faculty and staff, and increase professional development opportunities, including supervisor training.

2. Enhance student engagement through entertainment and athletic events.

3. Improve interaction and communications with students, faculty and staff.

GOAL 4: IMPROVE THE COLLEGE FINANCIAL POSITION

2016-19 STRATEGIC INITIATIVES

1. Establish 3-year enrollment benchmarks for all programs and build collaborative marketing and recruiting efforts, focusing on highest value enrollment targets.

2. Strengthen engagement with service organizations, business partners and community stakeholders.

3. Establish three-year facilities plan that includes scheduled upgrades in equipment and technology and enhanced security initiatives.

4. Investigate opportunities to enhance employee recruitment and retention.
TEAMS WILL WORK COLLABORATIVELY TO:

- Develop the 3-year plan for the initiative or initiatives they have been assigned.
- Decide on objectives to address the initiative and assign each objective to the appropriate department or committee. If a team decides that another department or committee needs to be included on the team, they can make their case to the vice presidents. Also, a team can recommend that departments not on the team should develop objectives for a specific initiative.
- Establish timelines within the three-year planning period, indicating whether the objective falls in the first, second or third year of the plan.

These objectives could be specific, such as immediately starting a new program. Or, the first year may be a planning, testing, or pilot stage, with more specific work being organized in later years after the exploration creates a better understanding of the problem and potential solutions.
IMPLEMENTING ANNUAL OPERATIONAL OBJECTIVES AND ACTIVITIES

Once an objective is assigned to a department or committee, it will develop action steps to implement the objective and will enter the actions in the College planning system under that objective.

Each objective will reference the initiative it was created to serve, as well as the department or committee responsible for implementing it. The department or committee will then assign the appropriate employees to perform specific activities to accomplish the objective.

Progress on these annual objectives would be updated before the end of the fall term (as it is now) and again at the end of the spring term (as it is now). The department or committee entering the objective will be responsible for updating the status of the activity.

(NOTE: Ownership of the objective is with the department or committee to which it has been assigned. If leadership is changed, the new leaders are responsible for managing and monitoring the objective.)

IMPLEMENTATION SCHEDULE

First half of January – The co-chairs will create teams to address the initiatives. Managers will be given an overview of the Strategic Plan and how the initiatives will guide Department operational planning.

Mid-January to late-February – Planning teams develop 3-year plans and objectives for the initiatives they have been assigned. The Planning and Assessment staff will provide support, including advisory information on how to develop objectives and tasks.

Mid-February to late February – The co-chairs review the work of the teams on the 3-year initiative plans. They will approve or revise the plans by March 1.

March – Departments and Committees develop plans for objectives and action steps for 2016-17, the first operational year of the 2016-19 strategic plan.

First week of April – Co-Chairs review the 2016-17 objectives, giving approval or facilitating revisions and linking budget items where appropriate.

First half of April – Academic Technology provides training and information for appropriate managers and assistants on how to enter 2016-17 objectives into the new Xitracs Strategic Planning System.

April to early May – Managers and assistants place objectives and action steps into the Xitracs planning system.

Fall of 2016 and Spring 2017 – Monitoring and evaluation of annual objectives for outcome assessment.

ANNUAL REVIEW OF 3-YEAR PLAN

Each fall and spring the College’s Strategic Planning leadership will decide whether initiatives or objectives in the 3-year plan need to be amended or changed. If revisions or amendments are deemed necessary, the appropriate planning teams will reconvene. Otherwise the assigned departments carry their objectives forward.
## EFSC STRATEGIC PLANNING LEADERSHIP COMMITTEE

### CO-CHAIRS

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ACCREDITATION

Eastern Florida State College is accredited by the Southern Association of Colleges and Schools (SACS) Commission on Colleges to award baccalaureate and associate degrees, as well as specialized certificate programs. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Eastern Florida State College.