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.

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EFSC was established as a junior college in 1960, when Brevard County barely had 100,000 residents. Since then, the College has awarded more than 120,000 degrees and certificates.

Today the county’s population has grown to about 600,000. It is the nation’s aerospace hub, home to one of the world’s most active cruise ports, and awash in fast growing high tech, aviation, and health care industries.

The College has played a key role in the county’s growth and economic development, preparing tens of thousands of Brevard residents for the workforce or for further study. As EFSC nears its 60th birthday, the College continues to evolve its programs and operations to meet the needs of the community and to adapt to the rapidly changing field of higher education.

To keep on course, the College regularly takes stock of where it and the community are going and prepares plans for ways to improve and meet the challenges it identifies. That type of planning led to the decision in 2013 to become a four-year state college, adding workforce targeted bachelor’s degrees to its AA, AS and certificates.

• More than 20,000 students annually take courses at EFSC.
• In the 2018-19 academic year, more than 2,300 students enrolled in Bachelor Degree courses.
• More than 11,000 students enrolled in online classes.
• A third of the students are minorities. More than 60% are women.
• EFSC offers 24 bachelor degree specializations in health sciences, computer information, organizational management and nursing.
In October 2018, EFSC established an 18-member Strategic Planning Leadership Team to develop the College’s next strategic plan. The team was comprised of staff and faculty members. The College’s three vice presidents served as chairs. The Office of Planning and Assessment provided staff support.

The work included an environmental scan of the higher education environment and EFSC’s role in the community. The EFSC Office of Planning and Assessment surveyed students, staff, faculty, and local business leaders about their views of the College and provided this information to the leadership team.

The work centered on the four goals established by Dr. Jim Richey when he became president of the College in 2012. Florida’s higher education priorities, which were spelled out in the following documents, also provided guidance:

- The Florida College System Strategic Plan for 2018-20.
- The 2018 Achieving the Dream Environmental Scan for Florida Student Success, produced by the Florida State College System.
- The Florida Department of Education Strategic Plan called “Moving the Needle.”

The guideposts included access, affordability, achievement, articulation, workforce, and return on investment. The state plans also provide specific success targets for the Florida College System, which provide valuable guidance for the College in setting measurements for its own success.

The College decided to produce a 3-year plan covering the academic years 2019-20 through 2021-22. Some institutions produce longer-range plans, but the higher education environment is very dynamic, with significant changes developing rapidly. Three-year plans can respond to those changes faster than 5-year plans.

SURVEY HIGHLIGHTS

- 80% of business leaders said the College was “highly regarded in the community.”
- 73% of recent graduates said the College was “a good value for the money.”
- 88% of faculty and staff said they would recommend the College to a family member, friend or colleague as a place to consider for college.
The Strategic Planning Leadership Team reviewed the state plans, surveys, and environmental scan information. Team members then participated in an analysis of the College’s Strengths, Weaknesses, Opportunities, and Threats (SWOT) conducted by the Office of Institutional Effectiveness. Among the conclusions:

**The College engages with the community and is valued** for the excellent, affordable education it provides in a wide range of programs. Small class sizes and flexible access with four campuses and a growing online program are key, as are the low tuition and availability of free Dual Enrollment for high school students.

**Maintaining high quality instruction and improving retention and completion rates** are essential to College growth and financial stability.

**Bachelor degree programs are very attractive** to people who are already in the workforce and looking to expand their education. The college has been proactive in developing new degrees and study programs to fit the changing local economy. As a result, the College has become a key training center for the rapidly expanding high tech, aerospace, aviation, and health care industries. It may now be in a position to team with local businesses to secure jobs for students before graduation.

**New facilities on the Melbourne campus and security upgrades** on all campuses have improved the campus environments.

**Silos still exist** between departments and the four physical campuses, although progress has been made in recent years. Communications to students, staff, and faculty needs to be improved. Students, staff and faculty perceive disparities between campuses and a need for more upkeep of older buildings on some campuses.

**There has been a loss of institutional knowledge** through turnover in staff and faculty.

**The College should counter competition** from other colleges in online education and technical and manufacturing certificate programs.

**Opportunities exist in many areas.** These include updating facilities, equipment, and technology, growing online enrollment with more class offerings, and improving communications between departments and from the administration.

**The College should take advantage of its strong partnership with local business** to obtain more financing and advocacy support.

Using the SWOT analysis and other information, the leadership team established priorities and identified 16 initiatives to pursue over the next three years.
Goal 1: Improve Academic Performance

2019-22 STRATEGIC INITIATIVES

1.1 Improve student learning, emphasizing professional development for fulltime and adjunct faculty.

1.2 Raise quality of online instruction and course and curriculum design.

1.3 Develop framework for a new Quality Enhancement Plan (QEP) for the next SACSCOC 10-year review.

1.4 Close performance gaps for minority and low income students and maintain a diverse student body that reflects the community.

1.5 Build on the new college-wide Academic Support Services format with phased improvements of tutoring resources, data collection, and analysis focused on student outcomes.
Goal 2: Prepare Students for the Job Market

2019-22 STRATEGIC INITIATIVES

2.1 Develop and sustain partnerships with local business, industries, and civic organizations to meet the dynamic needs of students, employers, and the community. Emphasize STEM disciplines, postgraduate employment, internships, and apprenticeships.

2.2 Build comprehensive workforce programs, such as advanced manufacturing, in partnership with Brevard Public Schools and other educational institutions when appropriate. Eliminate programs that are no longer needed.
Goal 3: Improve Students’ Collegiate Experience

2019-22 STRATEGIC INITIATIVES

3.1 Enhance club structure on campuses to promote campus life, diversity, and engagement with the community.

3.2 Increase students’ community engagement through Service Learning, using Carnegie Classification actions as a goal.

3.3 Implement Guided Pathways using the American Association of Community Colleges (AACC) model and the Aspen Institute early indicators of success to clarify pathways, help students get on and stay on a path, and ensure that students are learning.
Goal 4: Improve the College’s Financial Position

2019-22 STRATEGIC INITIATIVES

4.1 Increase enrollment through targeted outreach to high school students and returning adults, and encourage graduates to matriculate to a BAS/BS degree from EFSC.

4.2 Improve retention and completion rates and set benchmarks.

4.3 Maximize Dual Enrollment as an enrollment resource, while strategically managing its costs.

4.4 Increase outreach within the community with private and public enterprises in an effort to obtain more financial support, grants, and advocacy partners.

4.5 Increase efficiency by using technology to improve collaboration and communications and by streamlining Human Resource procedures used in posting and filling jobs.

4.6 Update facilities plans for each campus, projecting renovation and new construction, including plans for developing student housing.
Multi-disciplinary Teams Work on Each Initiative

The three vice presidents, who chaired the Strategic Planning team, assigned staff members to lead development of objectives and actions for each initiative. Those leaders then recruited teams of staff and faculty from various disciplines to develop objectives and action steps.

The Office of Planning and Assessment provided support, including advisory information on how to develop objectives and tasks.

Staff members will update progress on the initiatives at the end of each fall and spring term in the College’s Xitracs planning module. Based on progress recorded there, lessons learned from research, or unexpected new developments, the College leadership can add, delete, or amend initiatives during the course of the plan.

Building on Earlier Efforts

Some of the initiatives for the 2019-22 plan build on initiatives that were successful in the previous strategic plan, which covered the academic years 2016-17 through 2018-19. For instance, an initiative started in 2016 targeted ways to build “cohesiveness and consistency college wide for student support services,” including math centers, writing centers, and learning labs. That work led to the creation of student success centers under a college-wide management structure to assure uniformity. Initiative 1.5 in the 2019-22 plan says the College will “build on the new college-wide Academic Support Services format with phased improvements of tutoring resources, data collection, and analysis focused on student outcomes.”

A SAMPLE OF OTHER ACHIEVEMENTS FROM THE 2016-19 PLAN:

- New programs to support industry expansion and expanded partnerships with STEM related companies and public schools.
- Two-year degree plans and improved career and academic ladders to make it easier for students to plan their courses.
- Improved soft skills training and modified career and technical programs to emphasize real world experience.
- Improved communications between staff and faculty.
- A faculty mentoring initiative to improve retention and completion rates of minority men.
- Standardized handbooks to increase consistency of operation in academic departments.
- Increased collaboration between the College’s marketing, recruiting and enrollment services.
- Increased dual enrollment through study of satisfaction levels and participation barriers.
- Expanded alumni outreach and involvement to increase donations.
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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.