



**NORTHWEST FLORIDA  
STATE COLLEGE**

**Strategic Plan  
2009-2010**

**Updated October 2009**

# Northwest Florida State College Strategic Plan

## Components of the Plan

### **Vision**

**Statement:** A statement of the future to which the college is always aspiring; the vision statement is reviewed periodically, but as an overarching vision for the future, it is rarely modified except to reflect changes in the college mission or to incorporate editorial updates

**Goals:** Broad statements of how the college intends to support and pursue its vision; the goals are reviewed every two-three years as part of the college planning process and may be adjusted to reflect changes to or new perspectives of the vision statement; goals may be revised and updated more often than the vision statement, but as direct companions to the vision statement, they tend to be consistent over time, adjusted for editorial reasons only

**Objectives:** Targeted statements which establish directions for reaching the broad goals; objectives are more easily assessed than goals; they are reviewed at the same time goals are reconsidered and may be adjusted to reflect new perspectives on how to achieve the broad goals; objectives are updated and revised more often than goals

**Initiatives:** Very specific measurable actions designed to meet strategic objectives; initiatives are reviewed and measured annually using both qualitative and quantitative methods; initiatives are revised and updated frequently; some are very short term and quickly accomplished, some may be ongoing depending on review of measurable results

### **Progress**

**Indicators:** Qualitative and quantitative measures of progress made on each initiative; progress indicators are designed to match the nature of the initiative and are the “frontline” signals indicating the extent to which the college is achieving its vision

### **Progress**

**Report:** An comprehensive report which summarizes progress on each of the initiatives established for the previous year; the report is used to help determine initiative for subsequent years and, depending on the initiative, provides trend level benchmarks from which to assess progress on continuing initiatives

# NORTHWEST FLORIDA STATE COLLEGE STRATEGIC PLAN

## Vision Statement

*To serve as a model postsecondary institution, adding value to the lives of the Northwest Florida State College students, faculty, staff, and community through quality educational programs and services.*

Strategic Goals	I. Promote Access	II. Enhance Student Success	III. Celebrate and Enrich Diversity	IV. Cultivate Community Involvement and Leadership	V. Foster a Positive Learning and Work Environment
<b>Strategic Objectives</b>	<ul style="list-style-type: none"> <li>▪ Reduce barriers to participation</li> <li>▪ Seek creative ways to “take the learning to the students”</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deliver quality instructional programs and services</li> <li>▪ Incorporate student success as a guiding principle in all college procedures, plans, and initiatives</li> <li>▪ Engage students as responsible partners in the learning process</li> <li>▪ Provide a learning environment that supports academic competence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Broaden the college perspective through diversity</li> <li>▪ Recognize, accommodate, and celebrate a population of growing diversity</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide community leadership for economic and workforce development</li> <li>▪ Serve as a center for cultural and performing arts</li> <li>▪ Encourage community involvement and creative partnerships</li> <li>▪ Offer programs and services which meet the district’s changing needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Encourage and reward innovation</li> <li>▪ Promote collaboration and communication among all college constituencies</li> <li>▪ Build an institutional culture that values teaching excellence, a helping attitude, and lifelong dedication to learning</li> <li>▪ Maintain a pleasant and welcoming physical atmosphere</li> </ul>

*Draft 10/21/06; edited by College-wide Council 11/8/06 ; updated by College wide Council 10/08; edited March 2009; edited October 2009*

# NORTHWEST FLORIDA STATE COLLEGE STRATEGIC PLAN GOALS, OBJECTIVES, AND PRIMARY INDICATORS OF PROGRESS

Objectives	Primary Recurring Assessment Activities
<b>Strategic Goal I – Increase Access</b>	
Objective I (A) Reduce barriers to participation	<ul style="list-style-type: none"> <li>▪ Applicable sections of Program Review from Enrollment Services</li> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> <li>▪ Applicable sections of LTech/Distance Learning Annual Report and Program Review</li> </ul>
Objective I (B) Seek creative ways to “take the learning to the students”	<ul style="list-style-type: none"> <li>▪ Applicable Measures of Institutional Effectiveness</li> <li>▪ Applicable sections of LTech/Distance Learning Annual Report Summary</li> <li>▪ Applicable sections of Graduate Survey</li> <li>▪ Applicable elements of ACT Survey</li> <li>▪ Summary and trend analysis of classes/enrollment at centers/campuses (Fact Book)</li> </ul>
<b>Strategic Goal II – Enhance Student Success</b>	
Objective II (A) Deliver quality instructional programs and services	<ul style="list-style-type: none"> <li>▪ General Education Student Learning Outcomes Report</li> <li>▪ Instructional Services Program Reviews and Student Learning Outcomes Reports</li> <li>▪ Accountability Outcomes Measures</li> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> </ul>
Objective II (B) Incorporate student success as a guiding principle in all college procedures, plans and initiatives	<ul style="list-style-type: none"> <li>▪ Narrative summary of mission statement review/revisions</li> <li>▪ Content review of college documents</li> </ul>
Objective II (C) Engage students as responsible partners in the learning process	<ul style="list-style-type: none"> <li>▪ Review of late registration activity/patterns</li> <li>▪ General Education and Program Student Learning Outcomes Reports</li> <li>▪ Applicable elements of the ACS/Tutorial Services Program Review</li> <li>▪ Applicable elements of Community College Survey of Student Engagement</li> </ul>
Objective II (D) Provide a learning environment that supports academic competence	<ul style="list-style-type: none"> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> <li>▪ General Education and Program Student Learning Outcomes Reports</li> <li>▪ Applicable elements of Graduate Survey</li> <li>▪ Applicable elements of ACT Student Opinion Survey</li> <li>▪ Applicable elements of Community College Survey of Student Engagement</li> </ul>

<b>Strategic Goal III—Celebrate and Enrich Diversity</b>	
Objective III (A) Broaden the college perspective through diversity	<ul style="list-style-type: none"> <li>▪ Student Activities Program Review</li> <li>▪ Mattie Kelly Fine and Performing Arts Center Activities report</li> <li>▪ Applicable elements from College Equity Report</li> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> <li>▪ Applicable elements of ACT Student Opinion Survey</li> </ul>
Objective III (B) Recognize, accommodate, and celebrate a population of growing diversity	<ul style="list-style-type: none"> <li>▪ Student Activities Program Review</li> <li>▪ Mattie Kelly Fine and Performing Arts Center Activities report</li> <li>▪ Applicable elements form College Equity Report</li> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> <li>▪ Applicable elements of Graduate Survey</li> <li>▪ Applicable elements of ACT Student Opinion Survey</li> <li>▪ Applicable elements of Community College Survey of Student Engagement</li> </ul>
<b>Strategic Goal IV – Cultivate Community Involvement and Leadership</b>	
Objective IV (A) Provide community leadership for economic and workforce development	<ul style="list-style-type: none"> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> <li>▪ Applicable elements of Career Resource Center Program Review</li> <li>▪ NWFSC Listens Reports</li> <li>▪ Leadership Institute Program Review</li> <li>▪ Summary of College organizational memberships</li> </ul>
Objective IV (B) Serve as a center for cultural and performing arts	<ul style="list-style-type: none"> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> <li>▪ Student Activities Program Review</li> <li>▪ Applicable elements of Graduate Survey</li> <li>▪ Mattie Kelly Fine and Performing Arts Center Activities report</li> <li>▪ Applicable elements of ACT Student Opinion Survey</li> </ul>
Objective IV (C) Encourage community involvement and creative partnerships	<ul style="list-style-type: none"> <li>▪ Facilities use reports (rentals and co-sponsored activities)</li> <li>▪ Applicable elements of Career Resource Center Program Review</li> <li>▪ Leadership Institute Program Review</li> <li>▪ Mattie Kelly Fine and Performing Arts Center Activities report</li> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> <li>▪ Narrative summary of cooperative grants and partnerships</li> </ul>
Objective IV (D) Offer programs and services which meet the district’s changing needs	<ul style="list-style-type: none"> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> <li>▪ NWFSC Listens Reports</li> <li>▪ Leadership Institute Program Review</li> <li>▪ Annual Report of Program Additions and Deletions</li> <li>▪ Five-year Course Deletion Report</li> </ul>

<b>Strategic Goal V – Foster a Positive Learning and Work Environment</b>	
Objective V (A) Encourage and reward innovation	<ul style="list-style-type: none"> <li>▪ Review of faculty reassigned time projects</li> <li>▪ Summary of Chancellor’s Best Practices Submissions</li> <li>▪ Summary of SPD projects</li> <li>▪ Content analysis of minutes from various college-wide meetings</li> </ul>
Objective V (B) Promote collaboration and communication among all college constituencies	<ul style="list-style-type: none"> <li>▪ NWFSC Listens Reports</li> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> <li>▪ Applicable elements of LTech Program Review</li> </ul>
Objective V (C) Build an institutional culture that values teaching excellence, a helping attitude, and lifelong dedication to learning	<ul style="list-style-type: none"> <li>▪ Applicable elements of Measures of Institutional Effectiveness</li> <li>▪ Applicable elements of Graduate Survey</li> <li>▪ Summary of SPD tuition expenditures and participant reprot</li> <li>▪ Continuing Education Program Reviews</li> <li>▪ Leadership Institute Program Review</li> <li>▪ Applicable elements of ACT Student Opinion Survey</li> </ul>
Objective V (D) Maintain a pleasant and welcoming physical atmosphere	<ul style="list-style-type: none"> <li>▪ Applicable elements of ACT Student Opinion Survey</li> <li>▪ Applicable elements of Graduate Survey</li> <li>▪ Facilities/Environment Program Review Reports</li> <li>▪ Ad hoc student and employee surveys</li> </ul>

## ENHANCEMENT INITIATIVES FOR 2009-2010

### GOAL I: PROMOTE ACCESS

#### Objective I (A) Reduce barriers to participation

##### 2009-10 Initiatives

- Increase outreach activities to district high schools
- Enhance technological approaches for informing current and future students

#### Objective I (B) Seek creative ways to “take the learning to the students”

##### 2009-10 Initiatives

- Increase blended and distance learning course options
- Expand centers/site for delivery of traditionally formatted courses
- Refine and implement “pocket campus” concept
- Increase articulation options for high school students

### GOAL II: ENHANCE STUDENT SUCCESS

#### Objective II (A) Deliver quality instructional programs and services

##### 2009-10 Initiatives

- Identify and implement best practices for distance learning classes
- Redesign college prep classes to promote student success
- Review and recommend deletion or revision of programs which fail to meet program and student outcome standards

#### Objective II (B) Incorporate student success as a guiding principle in all college procedures, plans, and initiatives

##### 2009-10 Initiatives

- Review and revise mission statements for standing committees to ensure student success orientation
- Review and revise missions of work groups (e.g. Budget Committee) to ensure student success orientation

## **Objective II (C) Engage students as responsible partners in the learning process**

### **2009-10 Initiatives**

- Implement strategies to reduce late registration
- Develop and implement guidelines for standard class policy language on selected issues (e.g. attendance, college closing, cell phones)
- Implement processes to encourage signed programs of study for all degree-seeking students
- Strengthen distance learning orientation programs and requirements

## **Objective II (D) Provide a learning environment that supports academic competence**

### **2009-10 Initiatives**

- Review and revise student learning outcomes in career technical programs
- Revise program curricula where program reviews indicate weak program and/or student outcomes
- Increase electronic support services (e.g. online tutorial options, research databases)
- Redesign Academic Success Lab services to increase access and promote student use

## **GOAL III: CELEBRATE AND ENRICH DIVERSITY**

## **Objective III (A) Broaden the college perspective through diversity**

### **2009-10 Initiatives**

- Increase student activities/events/organizations that highlight and celebrate diversity
- Schedule activities/events through the Mattie Kelly Arts Center that highlight and celebrate diversity
- Enhance diversity components of courses with the diversity designation
- Develop and implement specific strategies to recruit students from among the community's diverse populations

## **Objective III (B) Recognize, accommodate, and celebrate a population of growing diversity**

### **2009-10 Initiatives**

- Host community events to recognize, accommodate, and celebrate the community's diverse population
- Review and revise college publications/displays to feature a diverse set of staff and student role models
- Support community events which recognize and celebrate diversity

## **GOAL IV: CULTIVATE COMMUNITY INVOLVEMENT AND LEADERSHIP**

### **Objective IV (A) Provide community leadership for economic and workforce development**

#### **2009-10 Initiatives**

- Develop collaborative ventures and partnerships with the broad range of community entities
- Extend participation in and leadership roles in civic groups and economic development activities

### **Objective IV (B) Serve as a center for cultural and performing arts**

#### **2009-10 Initiatives**

- Offer a variety of entertainment and cultural events at the Mattie Kelly Arts Center
- Host a variety of cultural events at college locations

### **Objective IV (C) Encourage community involvement and creative partnerships**

#### **2009-10 Initiatives**

- Encourage community use of and visits to the college facilities/locations
- Develop mutually beneficial partnerships and collaborations with community organizations

### **Objective IV (D) Offer programs and services which meet the district's changing needs**

#### **2009-10 Initiatives**

- Expand non-credit training opportunities to support professional development of the local workforce
- Increase efforts to assess local workforce needs

## **GOAL V: FOSTER A POSITIVE LEARNING AND WORK ENVIRONMENT**

### **Objective V (A) Encourage and reward innovation**

#### **2009-10 Initiatives**

- Provide resources to support redesign of courses and course delivery formats
- Identify and pursue ways to showcase the college's best practices across all functional areas
- Identify and pursue ways to showcase employee achievements

## **Objective V (B) Promote collaboration and communication among all college constituencies**

### **2009-10 Initiatives**

- Ensure broad representation on all standing committees
- Increase use of web to conduct internal communication
- Broaden distribution of meeting minutes through technology
- Increase use of electronic communication methods to reach students

## **Objective V (C) Build an institutional culture that values teaching excellence, a helping attitude, and lifelong dedication to learning**

### **2009-10 Initiatives**

- Facilitate faculty/staff pursuit of additional education
- Facilitate student pursuit of additional educational opportunities
- Update publications/correspondence, electronic and print, to ensure “student friendly” tone and language
- Increase visibility of teaching award winners and “finalists”

## **Objective V (D) Maintain a pleasant and welcoming physical atmosphere**

### **2009-10 Initiatives**

- Update college signage
- Replace/upgrade classroom furniture
- Enhance hallways, classrooms and other public spaces with art, displays, etc.

*Edits and Initiatives approved 3/10/09*