

# NORTHWEST FLORIDA STATE COLLEGE LEADERSHIP INSTITUTE BUSINESS PLAN

## INTRODUCTION

This business plan expands on the college's longstanding community training and economic development initiatives most recently organized under the "Corporate Training Institute". Like the original program, the newly named Leadership Institute (LI) represents a significant portion of the college's statutory mission to "...establish and coordinate economic development activities..." and to "provide leadership and support for the economic and workforce development of the region." The Leadership Institute will continue the existing two-pronged approach of offering both fee-generating activities/training programs and non-fee bearing courtesy speakers, presentations, and facilitators.

Through wise use of the \$720,000 start-up funds allocated by the 2008 Florida Legislature, the opportunity exists to transform a solid, but relatively small economic development endeavor into a more robust and self-sustaining auxiliary enterprise for the college. Like other auxiliary operations at the college, the eventual goal is the generation of excess revenue to support student scholarships, faculty development, and student support services, including student assistance for the increasing cost of textbooks.

Following the basic wisdom common to the opening or expansion of any small business, this plan assumes a four to five year development period prior to reach breakeven or excess revenues, and utilizes the \$720,000 as the capital needed to support and cushion the expansion until reaching that point. Specifically, the *pro forma* budget, which will be updated in August each year, ensures continued funding for the two full-time staff members currently at work for the institute; both are positions essential to meeting Institute objectives, sustaining routine operations, and growing programs.

This plan is an extension of the original Leadership Institute Concept Paper/Proposal developed during the 2006-07 academic year.

## MISSION

The mission of the Northwest Florida State College Leadership Institute is to provide professional development for senior and middle management personnel through training opportunities for business, professional, government, military and not-for-profit organizations.

## OBJECTIVES

- Provide a series of ongoing professional development programs for senior management and executive professionals
- Conduct skill-building workshops for middle management professionals and potential leaders

- Customize professional development training to fit the needs of business, professional, government, military and not-for-profit community
- Create an entrepreneurial spirit that promotes innovation, creativity and change in leaders from the public and private sectors
- Assist organizations in the development of customized strategic plans and other strategic needs
- Support community-based strategic partnerships such as emergency management, public safety, sustainability, and military transition
- Provide facilities to host meetings and special events

## CORE PROGRAMS

Training programs, seminars, events, and workshops include successful past offerings, as well as new topics and new target audiences. In general, items listed below will be fee-bearing activities, although many could be offered in abbreviated format as courtesy presentations or conducted for a nominal fee in partnership with a given organization, business, agency, or professional association. Anticipated institute offerings fall into the following four categories.

### Professional Development Training - Senior Management

- Leading in a Changing Environment
- Strategy and Management
- Succession Planning
- Talent and Retention Management
- Change Management
- Corporate Executive Social-Civic Responsibility
- Effective Leadership
- Crisis/Sensitive Communications
- Technology – The Changing Environment
  - The Distraction of Technology
  - Don't Let Technology Manage You!
  - Emerging Technologies for Operations, Planning and Leadership
  - Smart Strategies for Emerging Technologies
- Media Relations

### Professional Development Training – Middle Management

- Essentials of Management
- High Performance Management/High Performance Leadership
- Managing Up-Mentoring Your Boss
- Change Management
- Effective Supervision/Leading and Managing People
- Finance & Accounting for the non-
- Social-Civic Responsibility
- Effective Leadership
- Sensitive Communications
- Project Management
- Group Dynamics
- Technology – The Changing Environment
  - The Distraction of Technology

- financial manager
- Engaging Employees – On a Slim and Limited Budget
- Problem Solving
- Talent and Retention Management
- What is Your Leadership Style?
- Team Building
- Don't Let Technology Manage You
- Emerging Technologies for Operations, Planning and Leadership
- Smart Strategies for Emerging Technologies

### **Customized Training Seminars and Workshops**

- Strategic Planning
- Customer Service
- Team Work
- Building a Winning Career
- Managing Up-Mentoring Your Boss
- Marketing/Public Relations
- Business Etiquette
- Technology and the Web
- The Growing Role of Social Networking
- Addressing Sensitive Personnel Issues
- Quality Management
- ISO 9000 Registration (Certification)
- ISO 14000 Registration (Certification)
- Smart Strategies for Emerging Technologies
- Student Government Leadership
- Small Business Owner Practices
- Problem Solving-Decision Making
- Best Sales Practices-the Art of Selling
- Corporate Social Responsibility
- Effective Supervision
- Effective Leadership
- Change Management
- Making Diversity an Asset
- Supervision
- OSHA/Safety Regulations

### **The Al Donaldson Entrepreneurial Center at the NWFSC South Walton Education Center**

- Deciding on a Business
- Developing a Business Plan
- Computers and Communication in Business
- Business Organization and Legal Structure
- Licenses and Permits
- Location and Leasing
- Insurance
- Accounting and Cash Flow
- Raising Capital
- E-commerce
- Opening and Marketing
- Franchising
- International Trade
- Early HR Issues
- Planning for Technology Needs

## **PLANNING AND DEVELOPMENT TIMELINE**

The following chart presents a broad implementation timeline for refining the vision of the Leadership Institute, expanding activities, developing new programs, and approaching a self-sustaining auxiliary enterprise for the college. Activities listed reflect only the major initiatives. Routine and continuing programs will be covered as in past years under the Corporate Training Institute.

## NWFSC Leadership Institute Expansion and Development Timeline

Activity	Year					
	2009	2010	2011	2012	2013	2014
Conduct follow-up research activities on market demand						
Develop institute-level business and marketing plans, program evaluation and survey tool templates						
Prepare inventory of existing fee-bearing and courtesy activities, with projected schedule						
Enhance web/electronic communications and presence for LI						
Conduct and support selected fee-bearing and courtesy workshops, seminars, presentations, and events						
Recruit pool of qualified presenters, facilitators, speakers, etc.						
Expand Leadership Okaloosa 20% and 30% in 2010 and 2011 respectively						
Develop and implement student government leadership program						
Develop and implement Collegiate High School leadership program						
Develop programming for the Donaldson Entrepreneurial Center, to include targeted marketing						
Implement programming for the Donaldson Entrepreneurial Center						
Develop selected programs under “Customized Training and Workshops,” to include targeted marketing						
Implement selected programs under “Customized Training and Workshops”						
Develop selected programs under “Mid Level Professional Development,” to include targeted marketing						
Implement selected programs under “Mid Level Professional Development”						
Develop selected programs under “Senior Level Professional Development,” to include targeted marketing						
Increase focus on planning and activities related to and possible with new space in Student Services Complex						
Implement selected programs under “Senior Level Professional Development”						
Research and develop innovative delivery formats (e.g. webinars) for selected programs						
Develop specialized leadership programs for selected professions (e.g. nurses, law enforcement)						
Coordinate with academic departments to develop non-credit certification training programs						
Implement specialized leadership programs for selected professions (e.g. nurses, law enforcement)						
Develop executive training retreats						

## STAFFING AND FACILITIES

### Facilities

The Leadership Institute will continue to use the conference facilities in the student services and LRC buildings at the Niceville and Fort Walton Beach Campuses as the primary venues for LI programming. The South Walton-Al Donaldson Entrepreneurial Center will also be used for training needs. Smaller, targeted events and programs will be held at other college locations or on-site at client facilities. However, existing college facilities greatly limit participation numbers and do not adequately provide for small group or “break-out” activities common to training programs. Inclusion of LI space in the new student services complex on the Niceville Campus will alleviate this problem.

Ideally, the student services complex will accommodate the following:

- One large-group room equipped with state-of-the-art training technology (capacity of approximately 125 people)
- Four classroom-sized breakout rooms (which, if feasible, may be reconfigured in other room combinations)
- Office space (reception area, director, staff support and copier/work room)
- Storage space to accommodate tables, chairs, work stations, etc. which may be rearranged to meet various training scenarios.
- Small caterer’s kitchen for supporting the food service needs of training participants.

The total square footage for the facility is approximately 10,000, unless building schematics are able to combine functions such as the caterer’s kitchen and offices into the broader building layout. Estimated cost of this portion of the new student services facility is approximately \$980,000.

All training rooms should be equipped with multi-use, technology-friendly presentation podiums, video projectors, internet access, and related technology to ensure state-of-the-art presentations.

Through the college’s centralized scheduling practices, LI space will be available to other college activities, including traditional classes, student activities, and meetings, as well as open for rental per college policies.

### Staffing

The Leadership Institute will require a small permanent staff consisting of a director, staff assistant, and occasional temporary part-time workers. The director and staff assistant will handle all routine operations, securing the services of presenters and speakers as appropriate. The director will be a member of the college administrative team and perform the usual director-level duties, including but not limited to budget oversight, supervision of employees, and program development,

implementation and evaluation. As time and expertise permit, the director will also conduct selected training activities, facilitate courtesy workshops, and participate in a variety of fee-bearing and non-fee-bearing leadership functions.

Additional speakers and presenters will be recruited as needed depending on the activity. The cost of such individuals will be included in the fees associated with the given activity/event.

## **FUNDING AND BUDGETS**

As previously stated, this plan assumes much of the planning wisdom common to the opening or expansion of any small business, including a four to five year development period prior to the point of breakeven or excess revenues. The \$720,000<sup>1</sup> legislative start-up appropriation serves as the capital needed to support and cushion the expansion until reaching that point.

During the early development period, revenues are derived from two sources: 1) the legislative start-up funds and 2) monies collected through Leadership Institute fee-bearing programs and events. As the Institute gains prominence and the amount of time needed for planning is reduced, staff members will pursue grants, promotional projects, and partnership contracts designed to generate non-recurring support revenues.

Program fees are determined using the established formula of breakeven plus 35% that is already employed by the college for other self-supporting activities. Participation levels are projected from attendance numbers experienced through past Corporate Training Institute programs.

Selected administrative costs (insurance, custodial, utilities) are absorbed by the college as part of its ongoing operations, a practice common to other college auxiliary operations such as “Kids on Campus” and the Child Development Center.

As the development period approaches five years, the proportion of revenue drawn from the start-up costs decreases and the proportion realized from LI programs/activities increases. To cushion against the vagaries of the current local, state, and national economy, a portion of the start-up funding will be retained indefinitely as a contingency.

---

<sup>1</sup> Note that the original allocation was reduced as part of statewide budget cuts during 2008-09; as of April 2009, the start-up appropriation after the reduction equaled \$720,000.  
NWFS Leadership Institute Business Plan 10/09