

# Strategic Plan 2023-2026

## **Mission Statement**

As Northwest Florida's premier educational institution, we prepare today's students for tomorrow's success.

## **Vision Statement**

To transform lives through exemplary, relevant programs and educational experiences, meeting the workforce demands of our ever-changing economy.

## **Guiding Principles**

### **Accessibility**

Creating a welcoming community where all feel a sense of belonging and are provided opportunities to succeed.

### **Excellence**

Relentlessly pursuing achievement in academics, arts, and athletics.

### **Innovation**

Cultivating creative and entrepreneurial solutions to meet the needs of our students, employees, and community.

### **Spirit of Service**

Exhibiting dedication and commitment through service to the Raider community.

## **Priority Themes**

### **1. Centering Our Focus On Student Enrollment, Completion and Engagement**

Preparing students for lifelong success through exceptional education and training opportunities with a comprehensive support system designed to facilitate students' progress toward their desired career paths.

### **2. Creating a Sense of Community**

Cultivating excellence among our staff and faculty, fostering employee engagement through opportunities for professional growth, recognizing exceptional performance, promoting collaboration and innovation, hosting community influencers and groups on campus, and creating a dynamic growth culture that promotes the College as a primary player in the economic, community, and workforce sectors of the region.

### **3. Cultivating a Culture of Service and Stewardship**

Reinforcing the College's reputation as the region's premier educational institution through exceptional stewardship of our resources and through strengthened connections with the community, educational partners, workforce, and government bodies.

**Priority Theme 1: Centering Our Focus On Student Enrollment, Completion and Engagement.**

Preparing students for lifelong success through exceptional education and training opportunities with a comprehensive support system designed to facilitate students' progress toward their desired career paths.

- I. Recruitment: Heighten student recruitment efforts for career education, health sciences, and information technology programs.**
  - a. Onboard additional recruitment specialists/navigators to conduct outreach to service area middle and high school students.
  - b. Utilize technology to create more explorative opportunities for middle and high school students in the areas of career and health science areas.
  - c. Expand Kids on Campus and Futures Forward Camps throughout the summer and in more diverse locations throughout the College service area.
  - d. Create new programs and certificates.
  - e. Offer flexible scheduling options.
  - f. Develop and enhance partnerships with healthcare, technology, education, and other industry providers.
  
- II. Retention: Provide comprehensive student support services.**
  - a. Further invest in an academic coaching and career coaching initiative.
  - b. Further integrate technology-based training into all programs and College services.
  - c. Invest in state-of-art technology infrastructure.
  - d. Invest in and train personnel to develop, implement, and launch customized technology-based training.
  - e. Provide adequate and ongoing support to faculty and staff in using technology.
  - f. Increase flexible and accessible training options for students and support adoption of tools.
  - g. Expand access to credentials of value and industry-recognized certifications.
  - h. Continue refining a highly engaged Raider life delivery system targeted at engaging students in on-campus college life and student activities.
  - i. Assess and modify the student onboarding process for the purpose of improving the "closure" rates from application to registration.
  
- III. Completion: Increase student completion of credentials and industry-recognized certifications.**
  - a. Continue to cultivate and build on community partnerships to ensure a robust system of student career placement opportunities.
  - b. Incentivize students to complete the certificate upon completing the required classes (discounts, testing fees, waiving expenses for students to complete the certificate).

**Priority Theme 2: Creating a Sense of Community.** Cultivating excellence among our staff and faculty, fostering employee engagement through opportunities for professional growth, recognizing exceptional performance, promoting collaboration and innovation, hosting community influencers and groups on campus, and creating a dynamic growth culture that promotes the College as a primary player in the economic, community, and workforce sectors of the region.

**I. Increase of availability of affordable, on-campus housing for students with comprehensive housing support services and sustainable practices to minimize operational costs.**

- a. Increase staffing levels in support of the on-campus student housing. This includes 24-hour security to ensure student safety, as well as designating dedicated full-time personnel specifically to handle Title IX and Code of Conduct matters.

**II. Establish the College as a ‘go-to’ place (hub) for its constituents by organizing and supporting (hosting) a variety of community events and activities that cater to the diverse needs and interests of the local community.**

- a. Enhance the variety and frequency of events hosted by the College, including partnering with local organizations and soliciting input from stakeholders.
- b. Increase marketing efforts for Mattie Kelly Center Arts Center, Art Gallery, and the Northwest Florida Symphony Orchestra events to promote the College as a cultural hub for the region.
- c. Expand visual art opportunities, enhance cultural initiatives, and provide internal notification of events for employees to foster a sense of community and collaboration.
- d. Assess the competitiveness of event venue pricing, determine rental policies, and allow alcohol at sporting events to enhance the spectator experience and generate additional revenue.
- e. Increase the number of arts events that align with holidays to provide more family focused events and promote the College as a destination for holiday celebrations.

**III. Create a pathway to academic and professional success for regional high school and technical College students by offering them an engaging on-campus college experience that supports their individual needs and aspirations.**

- a. Host career-focused events and a speaker series to connect students with employers and highlight industry-specific career trajectories.
- b. Offer “soft and life skills” workshops and increase awareness of College events.
- c. Develop a targeted Summer Series for high school and technical college students.
- d. Develop a large, broad-based academic and fine and performing arts competition (much like the Olympics) focusing on all aspects of the College including, but not limited to academic subject matter, cheer, performing arts, fine arts, graphic arts, writing, etc.

**Priority Theme 3: Cultivating a Culture of Service and Stewardship.** Reinforcing the College's reputation as the region's premier educational institution through strengthened connections with the community, educational partners, workforce, and government bodies.

- I. Maximize the College's facilities and resources to cultivate community relationships and contribute to the growth of the local community and regional workforce.**
  - a. Conduct a comprehensive analysis of the usage of facilities at all locations for improved room allocation, energy efficiencies, and outdoor amenities.
- II. Foster entrepreneurship and support local economic growth by establishing a business incubator that provides resources, guidance, and mentorship to aspiring entrepreneurs.**
  - a. Establish connections at the Chamber of Commerce locations and to liaison between entrepreneurs and the College.
  - b. Establish a small business success center.
- III. Promote sustainability and environmental conservation by advancing awareness of the Choctawhatchee Basin Alliance's and Mattie Kelly Environmental institute's missions and efforts through collaborative initiatives, educational programs, and community engagement activities.**
  - a. Increase promotional communications regarding youth opportunities on campus.
- IV. Sustain the College's Division 1 NJCAA athletic programs through a comprehensive and ongoing resource development initiative that seeks to secure financial support.**
  - a. Initiate community and corporate sponsorship opportunities to fund athletics.
  - b. Stand up a high-quality student pep band.
  - c. Increase current levels of Raider club membership stages (platinum, gold, etc.)
- V. Focus on the growth of the College's endowment by demonstrating the Foundation's value as a trusted and impactful organization that provides a strong return on investment for appropriated and gifted funds.**
  - a. Create an alumni coordinator position to focus on alumni relationships.
  - b. Amphitheater sponsorship.
  - c. Build an alumni database for the purpose of external resource development.