

ACCESS · ADVANCEMENT · ACHIEVEMENT

Strategic Plan

2022-2025



Eastern FloridaSM
STATE COLLEGE

**WHERE
TITANS
RISE**



Setting the Stage	3
A Multi-Disciplinary Approach to Strategic Planning	4
SWOT Analysis & Surveys	5
Institutional Commitments.....	6
Strategic Goals 2022-2025	7
Building on Earlier Efforts.....	10
EFSC Strategic Planning Leadership Team	11

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.

Setting the Stage

Eastern Florida State College was established in 1960 as a junior college and has grown significantly in the past sixty years. As Brevard County has grown, so has Eastern Florida State College. The College has awarded more than 120,000 degrees and certificates and currently offers over 100 degrees and programs.

Known around the world as the Space Coast, Eastern Florida State College is located in the nation's aerospace hub. With a diverse workforce focused on space, travel and tourism, high tech, aviation, and healthcare, the College has played an integral role in the county's growth and economic development by preparing tens of thousands of Brevard residents for the workforce or for further study.

The College continues to evolve its programs and operations to meet the needs of the community, demonstrate its commitment to remaining accessible, and to adapt to the rapidly changing field of higher education. To keep on course, the College regularly performs assessments to determine where it and the community are going and prepares plans for ways to improve and meet the challenges it identifies.

EFSC by the Numbers in 2021-22:

- Around 18,000 students annually take courses at EFSC.
- More than 2,400 students enrolled in Bachelor's degree courses.
- More than 9,500 students enrolled in online classes.
- About 38% of the students are minorities and about 60% are women.
- More than 4,500 degrees and certificates were awarded to 3,565 students.
- Nearly 350 high school students earned Associate degrees while in the Dual Enrollment Program.





A Multi-Disciplinary Approach to Strategic Planning

The three vice presidents, who chaired the Strategic Planning team, invited faculty and staff from various disciplines and departments to review data and feedback from the environmental scan surveys and to participate in a SWOT analysis to help inform the new strategic plan. The Office of Institutional Effectiveness & Research provided support, including administration of environmental scan surveys, and facilitating the SWOT analysis.

The three-year strategic plan establishes long-term goals while allowing for the flexibility to respond and reevaluate goals as needed. The current plan covers the academic years 2022-23 through 2024-25.

Efforts were made to ensure that goals developed within the new strategic plan were closely related to primary functions of various departments throughout the college focused on student success. In addition, conscious efforts were made to create measurable goals that can be reviewed year over year to better gauge the success of the plan.

Strategic Plan Development Steps:

- Fall 2021, President and Vice-Presidents start process
- Leadership team of 20+ staff and faculty identified
- Environmental scan surveys of students, alumni, business leaders, and community stakeholders
- Spring 2022 SWOT analysis conducted by Strategic Planning Team
- Establishment of College Goals
- Development of Institutional Commitments
- Identification of Measurable Outcomes

SWOT Analysis & Surveys

The Strategic Planning Leadership Team reviewed all the survey data from current students, faculty, staff, business leaders, and EFSC graduates. Team members then participated in an analysis of the College's Strengths, Weaknesses, Opportunities, and Threats (SWOT) conducted by the Office of Institutional Effectiveness.

STRENGTHS

- Institutional knowledge and dedication among employees
- Strong programs
- Accessibility through open-access, rolling admissions, and dual-enrollment
- Community partnerships

WEAKNESSES

- Staff turnover
- Communication
- Complex HR processes
- Enrollment
- Facilities

OPPORTUNITIES

- Partnership with BPS for curriculum alignment and college readiness
- Technology & improved online learning environment
- Industry/Business partnerships
- Grants and external funding
- Communications (internal & external)
- Scheduling of classes

THREATS

- Funding
- Competition
- Lack of communication
- Loss of knowledge
- Enrollment decline

Survey Highlights

Almost 80% of current students, faculty, staff, and EFSC graduates agree or strongly agree that EFSC is highly regarded in the community.

Almost 90% of Brevard County business leaders agree or strongly agree that EFSC is highly regarded in the community.

Over 80% of current students, faculty, staff, and EFSC graduates are very likely or likely to recommend EFSC to a family member, friend, or colleague as a place to consider for college.

Over 90% of current students and EFSC graduates agree or strongly agree that EFSC is affordable.

Areas of Concern

60% of faculty and staff rated the quality of communication across departments as poor or very poor.

41% of faculty and staff rated opportunities for professional development and growth as poor or very poor.

Institutional Commitments

1. Teaching and Learning

Foster an accessible learning environment that supports excellence in teaching through educational practice and professional development supported by research, outcome-based learning assessment, and student engagement and persistence through academic communities.

2. Fostering Equity

EFSC is dedicated to providing a nondiscriminatory environment which promotes equal access, equal educational opportunity and equal employment opportunity to all persons regardless of age, race, national origin, color, ethnicity, genetic information, religion, sex, gender, sexual orientation, pregnancy, disability, marital status, veteran status, ancestry or political affiliation in its programs, activities, or employment. The College fosters equity through broad-based employee recruiting, peer-to-peer and student mentoring, and academic communities to provide academic and student support to students of all demographics.

3. Student-Ready

EFSC is a student-ready college that assists all students within academic communities throughout their educational journey from admission to completion by providing a variety of academic and co-curricular programs, student support services, student life activities, and resources to overcome barriers to success.

4. Completion

EFSC helps facilitate advancement toward completion for students of all backgrounds through learning and academic community opportunities and flexible, intentional scheduling that develop students' academic skills, celebrate achievements, and provide holistic support for success.

5. Future Focused

EFSC is a data-informed institution that identifies opportunities for innovation and continuous improvement through focusing on desired outcomes, exploring and analyzing options, taking action, and assessing results to meet the needs of students, employees, and the community.

6. Workforce Education

EFSC is responsive to the needs of an evolving workforce by developing and enhancing programs with intentional scheduling, instructional modality choice, and rapid time to completion for students to develop skills within fields that lead towards jobs in high demand careers within Brevard County.

7. Accountability

EFSC is committed to institutional effectiveness through transparent communication, empathetic leadership in all areas, strategic planning, and data-informed decision-making through a shared governance model that is accountable to students, state and federal governments, accrediting bodies, and the community.

8. Employee Relations

EFSC values employees' expertise, knowledge, and skills and is dedicated to the professional development of faculty and staff to advance its mission. The College provides a range of professional development opportunities both internally and externally to support employee growth. Additionally, the College strives to provide for an evolving workforce through career ladders for employee advancement.

9. Revitalization of Campuses

EFSC seeks to revitalize campuses by developing and maintaining state-of-the-art facilities through a transparent and continuous review cycle based on principles of sustainability.

10. Enhancing Revenue Streams

EFSC supports existing revenue (tuition and state appropriations) by cultivating grants, gifts, new partnerships, and sponsorships to create a more diversified portfolio of revenue streams to offset costs to students and the College. The College calibrates operating budgets to align with the strategic plan to ensure fiscal responsibility through measurable objectives.

11. Community Relations

EFSC cultivates relationships with its community stakeholders through service and experiential learning, co-curricular opportunities, cultural enrichment, economic development, robust alumni connections, lifelong learning opportunities, sports, wellness, and partnerships with diverse organizations.

Strategic Goals 2022-2025

EFSC is committed to engaging a diverse population, remaining accessible, and meeting individual and community needs. After surveys with key stakeholders, an in-depth SWOT analysis, and considering the mission of the institution, three goals related to access, advancement, and achievement were established to help lead the College forward.

Keeping in line with the goals and commitments of the institution, specific measures were established to support the mission of the College. The Eastern Florida State College strategic plan contains specific measurable outcomes purposefully aligned with the Access, Advancement, and Achievement goals to build upon strengths and improve weaknesses.



Goal 1: Access

Promote access for every student through clear pathways to our Academic Communities, support services, and resources.

Goal 2: Advancement

Ensure a supportive learning environment through transformational teaching practices and support services in which our students can thrive and persist through milestones to completion of their desired academic goals.

Goal 3: Achievement

Expand high impact practices to support students in achieving their short- and long-term educational goals within a defined timeframe.

Goal 1: Access. Promote access for every student through clear pathways to our Academic Communities, support services, and resources.

- 1.1 Increase non-traditional aged student enrollment by 2% each year from AY 2023 to AY 2025
- 1.2 Increase FTIC enrollment of recent high school graduates by 1% each year from AY 2023 to AY 2025
- 1.3 Increase Career and Technical Education enrollment by 2% each year from AY 2023 to AY 2025
- 1.4 Increase minority student enrollment by 1% each year from AY 2023 to AY 2025
- 1.5 Increase the proportion of EFSC associate graduates who enroll in EFSC bachelor programs by 3% each year from AY 2023 to AY 2025
- 1.6 Increase dual enrollment participation by 1% each year from AY 2023 to AY 2025



Goal 2: Advancement. Ensure a supportive learning environment through transformational teaching practices and support services in which our students can thrive and persist through milestones to completion of their desired academic goals.

- 2.1 Increase proportion of students pursuing associate degrees who complete 15, 30, 45 credits with higher proportion of credits passed
- 2.2 Increase the fall to fall program persistence rates by 1% each year from AY 2023 to AY 2025
- 2.3 Increase transfer rates of associate graduates by 2% each year from AY 2023 to AY 2025
- 2.4 Increase success rates of students in gateway math and English courses by at least 1% each year from AY 2023 to AY 2025
- 2.5 Increase matriculation rates of DE to FTIC students by 1% each year from AY 2023 to AY 2025

Goal 3: Achievement. Expand high impact practices to support students in achieving their short- and long-term educational goals within a defined timeframe.

- 3.1 Increase number of students who complete college credit certificates by 1% each year from AY 2023 to AY 2025
- 3.2 Increase number of students who complete industry certifications (CAPE funded and otherwise) by 1% each year from AY 2023 to AY 2025
- 3.3 Decrease the proportion of students who go on academic warning standing by 1% each year from AY 2023 to AY 2025
- 3.4 Decrease withdrawal rates by 1% each year from AY 2023 to AY 2025
- 3.5 Increase program completion rates of career and technical education by 2% each year from AY 2023 to AY 2025
- 3.6 Increase FTIC student success in First Year Success measures by 1% each year



Building on Earlier Efforts

In developing the new institutional strategic plan, EFSC has taken lessons learned from previous plans and recent efforts to establish long term master plans for enhancing the College's campuses.

In addition to the most recently completed strategic plan, the current plan was informed by national and state initiatives to improve student success including:

- EFSC's new Cocoa Campus Master Plan and facilities plans for Melbourne and Titusville
- The Florida Student Success Centers Pathways Institute
- The American Association of Community Colleges Guided Pathways
- The Aspen Institute's College Excellence Program

Eastern Florida State College's dedication to excellence is evidenced in achievements over the past several years.

Below is a sample of some of the great accomplishments from the 2019-2022 Strategic Plan.

- Enhancing online student learning research completed to identify next Quality Enhancement Plan
- Created and implemented the Online Steering Council (OSC) to improve the quality of online education
- Developed several professional development opportunities for online teaching to include mandatory training for adjunct faculty online
- Expanded minority outreach initiatives through the Male Minority Initiative and Tigers-to-Titans program
- Transitioned student support services and many departments online during pandemic
- Enhanced STEM-related programs to help meet local industry workforce needs
- Engaging dual enrollment students at the high schools through the expansion of the dual enrollment program
- Increased community engagement through service learning
- Enhanced club structure on campuses to promote campus life, diversity, and engagement with the community
- Began the process for new academic guided pathways focused on student learning and completion
- Implemented various college outreach programs focused on first time in college, dual enrollment, and baccalaureate students
- Secured funding for capital improvement projects
- Increased outreach within the community regarding partnerships and fundraising
- Improved access and awareness of student support services

EFSC Strategic Planning Leadership Team

Chairs

Mark Cherry, Vice President, Operations

Dr. Randy Fletcher, Vice President, Academic and Student Affairs

Jack Parker, Vice President, External Affairs

Members

Anderson, Cindy	Associate Vice President	Finance and Accounting
Brzozowski, Eileen	Director	Financial Aid
Carr, Jeff	Associate Vice President	Athletics
Cherry, Tonya	Executive Director	EFSC Foundation
Daniels, Michael	Collegewide Chair	Business & Computer Sciences
Glisch, John	Associate Vice President	Communications
Handfield, Sandy	Associate Vice President	Academic Affairs
Kennedy, Barbara	Associate Dean	Student Affairs
Loufek, Michelle	Dean/Registrar	Enrollment Management
Margiotta, Frank	Dean	Career & Technical Education
McKnight, Holly	Collegewide Chair	Education
Moneymaker, Paola	Associate Dean	Student Life
Parnell, Maria	Faculty	Communications
Quathammer, Mark	Dean	Institutional Effectiveness & Research
Salvo, Steve	Dean	Public Safety Institutes/Police & Fire
Sidoran, Laura	Associate Vice President	Student Affairs
Simpson, Phil	Dean	Arts, Humanities, and EFO
Spurlock, Karen	Collegewide Chair	Health Sciences
Stoeckel, Sarah	Director	Institutional Effectiveness & Research
Tripp, Christine	Associate Dean	Transition Services
White, Bill	Associate Vice President	Information Technology



EASTERN FLORIDA STATE COLLEGE

PRESIDENT

Dr. Jim Richey

BOARD OF TRUSTEES

Ronald Howse, Acting Chair

R. Bruce Deardoff | Dr. Edgar Figueroa | Laura Moody | Winston Scott

*Eastern Florida State College is committed to equal access/equal opportunity in its programs, activities, and employment.
For additional information, visit Eastern Florida State College: easternflorida.edu/go/equity*