

North Florida Community College
STRATEGIC PLAN
2007-2010



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Introduction

Strategic planning at North Florida Community College is an ongoing process meant to provide a framework for planning by divisions, departments, and individuals. The plan consists of seven goals and 26 objectives that are interrelated and tied to the College's mission. These goals and objectives were developed to provide the foundation for a three-year planning cycle.

The first step in the development of this strategic plan involved an update of the College's mission statement. A new, succinct statement was developed that clearly delineated North Florida Community College's purpose and what it strives to achieve for the communities it serves. The direction of this mission statement provided impetus for development of the three-year strategic goals.

Each goal and objective will be assessed at the end of each academic semester, and an assessment report will be provided to the College community. The plan will be reviewed at that time and adjusted to assure that all goals and objectives remain relevant.

The following pages provide a detailed plan that includes strategies, responsible parties, timelines, and assessment criteria.

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Mission

North Florida Community College provides quality teaching and learning opportunities for individual and community development in a changing society.

Vision

Our vision for North Florida Community College is to be a vibrant educational community serving rural North Florida, including the counties of Hamilton, Jefferson, Lafayette, Madison, Suwannee, and Taylor, and beyond.

We will offer a student-centered faculty and staff who embrace diversity in a friendly and inclusive learning environment.

The college will provide technologically advanced educational opportunities in response to the community's need for quality, affordable, and accessible programs.

The College will partner with business, industry, community, and educational institutions to promote the economic and community development of our region.

Motto

One Mission: YOU

North Florida Community College offers:

- Transferable college credit programs leading to the Associate in Arts Degree
- Workforce development programs leading to the Associate in Science Degree or technical certificates for occupational skills and employment
- Access to baccalaureate degree programs through partnerships with colleges and universities
- Basic literacy and adult general education leading to the GED
- Personal, professional and academic development opportunities through credit and non-credit programs
- Partnerships with business, industry, government and other institutions to promote economic development and provide retraining opportunities for the district's workforce
- Support services to assist students in making educational, vocational and personal decisions
- Cultural, recreational and enrichment opportunities for students and residents of the community.

Strategic Goal #1

Provide high-quality academic and occupational programs and services

Objectives:	Responsible Person(s)	Timeline
1.1. Develop and implement a comprehensive academic master plan	J. Grosskopf; Academic Chairs	Begin Spring 08
1.2. Increase faculty diversity	J. Grosskopf; Academic Chairs; Bill Hunter	Ongoing
1.3. Provide support for NFCC's QEP initiative focusing on improving students' reading skills	J. Grosskopf, Susan Taylor	Ongoing
1.4. Develop sustainable program offerings to meet area employer needs	J. Grosskopf; C. Simcox	Begin Jan. 08
1.5 Inspire economic development and community leadership throughout the College's service district	Management team	ongoing

Plan implementation / resources needed:

Assessment Date (first will be 5/08). Results and planned use of results: (Copy of *Strategic Plan Assessment Report* to be attached)

Strategic Goal #2

Increase enrollment and retention

	Responsible Person(s)	Timeline
2.1. Actively recruit students	All NFCC employees	ongoing
2.2. Develop and implement a comprehensive enrollment management plan to coordinate student recruitment, retention, and success	D. Brown; M. Wheeler; J. Grosskopf	Spring 08
2.3. Establish Office of High School, Community, and College Relations	D. Brown; B. Scott	Begin Jan. 08

Plan implementation / resources needed:

- 2.3 Student tracking software; coordination of staff (use of students, work study, etc.)

Assessment Date (first will be 5/08). Results and planned use of results: (Copy of *Strategic Plan Assessment Report* to be attached)

Strategic Goal #3

Facilitate an environment that supports staff and faculty development and embraces innovation

	Responsible Person(s)	Timeline
3.1. Increase knowledge and skills of faculty and staff by providing on-going professional development opportunities	J. Grosskopf; B. Hunter	Ongoing
3.2. Recognize faculty and staff innovation through annual awards process	All supervisors; B. Hunter	Yearly at end of spring semester
3.3. Strengthen campus communication between departments (indicated as top priority in 2006 climate survey)	Management team; all supervisors	Ongoing

Plan implementation / resources needed:

- 3.1: Completion of faculty/staff training center (in new Instructional Technology building); staff / experts in field of training areas
- 3.2: Reassessment of current employee recognition process by NFCC Employee Recognition Committee (in progress)

Assessment Date (first will be 5/08). Results and planned use of results: (Copy of *Strategic Plan Assessment Report* to be attached)

Strategic Goal #4

Provide support, technology, and facilities to meet the educational needs of students, employees, and community

	Responsible Person(s)	Timeline
4.1 Increase educational access through expansion of online learning opportunities	J. Grosskopf; Academic Chairs; J. Webb; C. Simcox	Begin spring '08
4.2 Establish faculty and staff training center to increase technology training and resources	J. Grosskopf; J. Webb	ongoing
4.3 Review and update campus master plan	A. Mulkey; D. Hackle	Begin spring '08
4.4 Foster a campus-wide climate that embraces sustainability	A. Mulkey; D. Hackle	Begin spring '08

Plan implementation / resources needed:

4.1: Establish committee to review SACS criteria for online AA degree program; assess campus resources (faculty trained in D2L; FTE to sustain online offerings, etc.)

4.2: Completion of science annex remodeling to include Training Center; equip with up-to-date technology to meet campus training needs; additional staffing needs to be determined

Assessment Date (first will be 5/08). Results and planned use of results: (Copy of *Strategic Plan Assessment Report* to be attached)

Strategic Goal #5

Enhance the College’s image, visibility, and distinction in the NFCC District, the state, and the nation

	Responsible Person(s)	Timeline
5.1 Celebrate the College’s 50 th anniversary with events that include faculty, staff, alumni, and community members	College Advancement; ad hoc committees	2008
5.2 Increase College visibility through employee participation in community activities and organizations	All employees; B. Hunter	ongoing
5.3 Strengthen communication of the College’s message in outlying counties and through greater web presence	College Advancement	ongoing

Plan implementation / resources needed:

5.1: Budget for anniversary celebration; volunteers to coordinate events;

5.3: Acquire applicable CMS software to replace existing website development software; campus-wide training on software use

Assessment Date (first will be 5/08). Results and planned use of results: (Copy of *Strategic Plan Assessment Report* to be attached)

Strategic Goal #6

Increase resources through public and private funding

	Responsible Person(s)	Timeline
6.1 Increase donations to the NFCC Foundation	G. Rutherford;	ongoing
6.2 Tie program and budget priorities to grant seeking opportunities	A. Mulkey; D. Brown; Budget Managers	ongoing
6.3 Tie program and budget priorities to state and federal funding requests	Budget Managers; A. Mulkey	ongoing

Plan implementation / resources needed:

Assessment Date (first will be 5/08). Results and planned use of results: (Copy of *Strategic Plan Assessment Report* to be attached)

Strategic Goal #7

Facilitate a campus-wide commitment to assessment

	Responsible Person(s)	Timeline
7.1 Improve instructional quality through ongoing program review and revision	Office of IE; J. Grosskopf; C. Simcox; Academic Chairs	Yearly
7.2 Improve campus services through yearly program reviews and revision	Office of IE; Department Managers	Yearly
7.3 Monitor public perception of the College through systematic data collection and analysis	Office of IE; College Advancement	Yearly
7.4 Establish annual retention goals and monitor goal attainment through retention and graduation rates	M. Wheeler; D. Brown; J. Webb	Yearly
7.5 Conduct annual review of campus organization chart and leadership structure	B. Hunter; Administrators	Yearly

Plan implementation / resources needed:

7.1, 7.2: Newly formed Office of Institutional Effectiveness will establish protocol for ongoing, systematic program review.

Assessment Date (first will be 5/08). Results and planned use of results: (Copy of *Strategic Plan Assessment Report* to be attached)

Assessment

Each goal of the College's strategic plan will be assessed at the conclusion of each academic semester. The office of Institutional Effectiveness will communicate with parties responsible for each objective and will assist them in preparing a formal assessment report (Appendix A).

Once all individual reports are finalized, a comprehensive assessment report will be provided to the College community. The plan will be reviewed periodically and adjusted to assure that all goals and objectives remain relevant.

North Florida Community College
Strategic Plan Assessment Report

Date of assessment:

Goal / objective:

Status of progress (provide in brief narrative):

Based on current status, describe future efforts towards achieving this goal/objective:

Person's providing input for this goal / objective: