A Message of Thanks from College Concepts, Inc.

On behalf of College Concepts Incorporated I would like to thank the Board of Trustees of First Coast Community College for entrusting our organization with your college needs. For over a decade, CCI has been a leader in Strategic Planning for institutions of higher education.

Leading researchers in organizational leadership, Mills, Bettis, Miller, and Nolan (2001), concede that organizational culture sets the context for an organization’s identity.

When developing a college’s Strategic Plan College Concepts Inc analyzes and synthesizes the internal and external feedback generated during the strategic planning process to create a model strategic plan suitable for input from members of the college community, and ultimately for approval by the Board of Trustees (Norris & Poulton, 2010; Tromp & Ruben, 2010). This plan is meant to be a consistent and comprehensive guide to college planning and institutional priorities initially and for the coming years.

The goal of this effort was to ensure that both the internal and external environments were scanned for up-to-date information pertinent to the success of FCCC by utilizing up-to-date and accurate data to shape planning, and create a dynamic framework that ensures FCCC is accountable to their constituencies (Tromp & Ruben, 2010). The Strategic Plan itself serves as a “game plan” for delivery of programs and services and provides a context for campus and department growth. Results of the planning process also include criteria to monitor the success of the plan and a process to review and update the plan on a regular basis (Tromp & Ruben, 2010).

Enjoy your web-visit to http://firstcoastcommunitycollege.weebly.com to view the First Coast Community College’s 2020 Strategic Plan and allow College Concepts Incorporated to help you enter the on-ramp on your road to your future.

Respectfully,

Dr. Annie M. Krieger
President and CEO
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Executive Summary

The Florida College System is the primary point of access for the citizens of Florida to achieve an undergraduate education, including recent high school graduates and returning adult learners. With a diverse set of programs and services, The Florida College System’s 28 institutions serve individuals, communities, and the state with low cost, high quality education opportunities (Florida State College System, 2012). First Coast Community College will be among the top schools in northeastern Florida that will respond quickly and efficiently to meet the community needs as well as the demands of local employers by matching their programs—both certificate and degree programs—to the needs of local and global employers.

With a need to increase the proportion of Floridians with college-level credentials, First Coast Community College will rise to the completion challenge. As a school and as part of a larger state system, FCCC is committed to increasing completion rates for all students, fostering innovative student-centered learning experiences, and embracing a comprehensive approach to student success.

The planning process for the College represents an important milestone. In the last decade, community colleges across the nation have grown exponentially, and student enrollment around the northeastern Florida coast was no exception (Greenwood & Hinings, 1996; Mills, Miller, & Nolan, 2001; Keller, 2008; Rhoades, 2011). Additional changes in the region’s economic environment have resulted in a renewed focus on economic development of newly skilled workers (Mills, et. al., 2001; Rhoades, 2011). These changes represent potential opportunities and new challenges for Florida community colleges.

The following 2020 plan was developed by College Concepts, Inc., a leading innovator in strategic planning for new college institutions. CCI reviewed the proposed vision and mission of First Coast Community College, completed an environmental assessment by reviewing internal and external data and conducting stakeholder surveys. Once the environmental scan was complete, CCI drafted strategic goals and major objectives; units across the college then developed their ideas for possible tactics and measurements. In addition, CCI drafted a values statement and vision statement.

The process of refining tactics will continue as the new plan is reviewed and as implementation priorities and budgets are set. Outcomes measurement will be developed and progress reports should be disseminated regularly. It is anticipated that the plan will be reviewed annually to make adjustments based on new information, mandates, or opportunities.
The Future

The Ponte Vedra region, a small but expanding area south of Jacksonville, is experiencing rapid growth with the development of Nocatee, a newly developed community that projects to build over one thousand new homes that will be home to a community with a population of approximately four thousand (Nocatee Demographics, 2013) and will affect First Coast Community College enrollments and course offerings. Affordability will continue to be an issue as government support for higher education is not anticipated to grow significantly (Rhoades, 2001). College leaders must seek creative solutions to keep tuition affordable and assure that students do not leave FCCC with burdensome levels of debt.

Student diversity and degrees of preparedness will bring new demands for faculty, staff, and support programs (Greenwood & Hinings, 1996; Rhoades, 2001; Dougherty, 2006). Learners will continue to call for multiple course delivery options for classes, and the college must continually invest in cutting-edge technologies and practices to meet student needs and learning styles (Brint & Karabel, 2006). The assessment measures and efforts are crucial to ensuring successful learning outcomes are being met (Tromp & Ruben, 2010). The college will implement best practices and Common Core Standards that will raise the level of student achievement so that students are inspired to become intentional life-long learners prepared to adapt to a changing environment on a global stage. The students of FCCC will equipped with the tools needed to integrate knowledge from a variety of sources. New teaching and learning strategies will be tested and incorporated into the curriculum, including expanded opportunities for experiential learning, honors-level classes, the expansion of learning communities, the use of cohort models of learning, and more.

Meaningful partnerships with local businesses and neighboring academic institutions will be commonplace fostering collaborative initiatives for student success and completion agendas, particularly as the need for more skilled workers increases.
THE PROCESS
Strategic planning puts an organization’s vision and mission into action (Norris & Poulton, 2010; Tromp & Ruben, 2010). To be effective, planning must be inclusive by incorporating an organization’s values, goals, and objectives together which give direction to college decisions (Mills, Bettis, & Nolan, 2001). For the development of the 2020 plan, College Concepts, Inc. (CCI) met with college officials, State leaders and legislators, and the Board of Trustees of First Coast Community College (FCCC) to identify the relevant tools needed for a successful and unique strategic plan of operations. The results of three self-studies, external data, and comparative analyses of neighboring institutions were used to discover the needs of the community, local employers, and the potential student body. This plan is designed to help FCCC to consider strategic change throughout the life cycle of development and implementation of the plan as it opens its doors to Floridians.

Step 1: Review Mission, Vision, & Values.
Because FCCC is part of the Florida Board of Education, its mission is defined in the Florida statutes and can only be modified by the Florida Legislature. In 2012, The Florida Council of Presidents approved the following mission statement for the system; however, each institution may add to the mission to meet their specific needs.

The mission of The Florida College System is to provide access to high-quality, affordable academic and career education programs that maximize student learning and success, develop a globally competitive workforce, and respond rapidly to diverse state and community needs (http://www.fldoe.org/fcs/pdf/FCSStrategicPlan_2012.pdf).

CCI reviewed the State mission statement as well as the recommended mission of FCCC Board of Trustees and used it extensively to integrate the college’s mission with that stated above. CCI reviewed the recommended vision statement and
values as well, and agree that the proposed vision statement is ideal in reflecting the values of First Coast Community College. An initial draft of the statements has been developed and included in this Strategic Plan.

Step 2: Scan the Environment.
An environmental assessment described the current world in which an organization operates (Norris & Poulton, 2010; Tromp & Ruben, 2010). Leaders often complete this assessment at the beginning of strategic planning to better understand their environment and create an inventory of their organizations’ strengths, weaknesses, opportunities, and threats (SWOT analysis, see Figure 2. Environmental Assessments, page **) (Tromp & Ruben, 2010). This analysis provides a systematic view of the organization and the factors that affect it.

CCI began its SWOT analysis by reviewing reports about the internal status of neighboring colleges as well as reports about the community, and reports published by the Florida State Board of Education strategic plan, regional economic and demographic trends, the development of Nocatee, and national trends in higher education. In addition, CCI developed and conducted various surveys to gather information, preferences and opinions from stakeholders. A summary of the completed environmental assessment appears as Figure 2.

Step 3: Identify Strategic Issues.
Once the environmental assessment was completed, CCI identified strategic issues that represent a major policy choice that affects organizational mandates, mission, services, finances, structure, processes, and management. CCI developed more than 50 potential strategic issues statements, and then grouped them into similar categories. Those categories became the framework for the six goals that form the proposed First Coast Community College 2020 Strategic Plan.

Step 4: Develop and Refine Goals and Objectives.
Upon CCI’s completion of identifying strategic issues, a considerable amount of time was spent of development, drafting, and refining the strategic goals to match the needs of FCCC as defined and outlined by the Board of Trustees. As the process moves forward, CCI recommends that FCCC assesses and refines the goals and objectives on an annual basis to meet the demands of the institution.

Step 5: Set Outcomes, Refine Vision.
At the conclusion of the strategic planning process, CCI rewrote the FCCC vision statement to better align the vision with its core values and the strategic plan goals.
and objectives. The process of refining these objectives and tactics should continue into the future as FCCC learns more about their institution through time and growth.

**Step 6: Measure Progress.**

As implementation gets underway, college leaders, Institutional Research staff, and other departments designated by the college for assessment will employ the appropriate and outlined outcomes measures (or develop new measures) and report progress annually. The role of each designee should be clearly outlined with specific duties and timelines. CCI recommends that the strategic plan be reviewed annually to adjust for new information, mandates, trends, and opportunities.

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**Figure 1. Strategy Change Cycle**

The strategy change cycle is designed to help organizations to consider strategic change throughout the life cycle of developing and implementing a plan (Tromp & Ruben, 2010).

**Figure 2. Environmental Assessment**

An environmental assessment describes the world in which an organization operates today and creates an inventory of the organization’s strengths,
weaknesses, opportunities and threats (Norris & Poulton, 2010; Tromp & Ruben, 2010).

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<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tr>
<td>* Accessibility for Nocatee population</td>
<td>* Connection to the community is weak because of the lack of history</td>
</tr>
<tr>
<td>* Low cost/affordability</td>
<td>* Marketing</td>
</tr>
<tr>
<td>* Brand new facilities, programs, and services appealing and attractive</td>
<td>* No reputation for prospective students to refer to.</td>
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<th>Opportunities</th>
<th>Threats</th>
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<tr>
<td>* Community outreach to tell the FCCC story and develop innovative programs and creative partnerships</td>
<td>* Perception that community colleges are poor quality</td>
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<tr>
<td>* Develop programs for the changing economy, population, and community priorities</td>
<td>* Remaining competitive with tuition costs of existing institutions while covering the cost of recent building and development</td>
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<tr>
<td>* Develop internships and business partnerships in surrounding cities and neighborhoods</td>
<td>* Local competition of other Florida colleges</td>
</tr>
<tr>
<td>Create close partnerships</td>
<td>* Reduced student financial assistance from Federal and State budgets</td>
</tr>
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<td></td>
<td>* The economy</td>
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*Figure 2. Environmental Assessment*
The Plan

Vision, Mission, Values, and Goals

**Vision**
First Coast Community College will be an active partner in expanding educational opportunities and shaping economic growth.

**Mission**
First Coast Community College faculty, staff and administration will help shape your future by:

- Equipping individuals with knowledge and skills to further their education, acquire meaningful employment, and enhance the quality of their lives,
- Being a leader in developing partnerships which will promote community development and expand the economic potential of the region,
- Creating opportunities for lifelong learning and personal enrichment and
- Adapting to the needs of the region

**Values**
At First Coast Community College, we believe that:

- The essence of education is to change lives.
- The growth of the individual is our primary focus.
- We are committed to the success of ALL students.
- Our role goes beyond the transmission of knowledge.
- Learning is demonstrated by the application of knowledge.
- An educated workforce is essential to the economic growth and expansion of our region.
- Learning is lifelong.
- Quality and integrity are essential for the success of our institution and our students.
- ALL employees contribute to the success of our students, making continued professional development critical to our employees.
- Critical thinking and technological literacy are essential for personal and professional success.
- Innovation enhances learning.
- Developing leaders throughout the organization will build the capacity of the College and the community.

**Goals**
College Concepts, Inc. has identified six Strategic Goals for the implementation by First Coast Community College as they prepare to open their doors to
Floridians of all backgrounds. These are additional to the four Statewide Strategic Goals and Objectives.

**Strategic Goal 1**: Expand and strengthen opportunities for students to learn and succeed.

**Strategic Goal 2**: Exercise regional leadership through transformative partnerships and educational opportunities.

**Strategic Goal 3**: Improve institutional effectiveness by integrating data to drive budgeting and decision making.

**Strategic Goal 4**: Enhance and ensure effective, consistent communication to and from all FCCC stakeholders.

**Strategic Goal 5**: Develop and implement a plan to retain and recruit a highly engaged and diverse workforce.

**Strategic Goal 6**: Develop, sustain and cultivate a supportive culture based on mutual respect and civility.
Dashboard of Key Performance Indicators

**Strategic Goal 1:** Expand and strengthen opportunities for students to learn and succeed.
- Develop and implement a plan to strengthen student learning
- Increase academic and student support
- Advance assessment of academic and supportive services

**Strategic Goal 2:** Exercise regional leadership through transformative partnerships and educational opportunities.
- Establish internship opportunities through business partnerships
- Establish support for community and continuing education
- Strategically increase FCCC involvement in community organizations
- Sustain fundraising by identifying and connecting with supporters

**Strategic Goal 3:** Improve institutional effectiveness by integrating data to drive budgeting and decision making.
- Evaluate and enhance advisement systems annually
- Support and sustain an environment of evaluation
- Develop a transparent budgeting process
- Develop systems for customer service across all college areas
- Utilize physical resources to meet the needs of students and college operations.

**Strategic Goal 4:** Enhance and ensure effective, consistent communication to and from all FCCC stakeholders.
- Create communication norms and values
- Develop the FCCC story
- Implement plans and annually measure progress

**Strategic Goal 5:** Develop and implement a plan to retain and recruit a highly engaged and diverse workforce.
- Identify, recruit and increase the number of underrepresented employees
- Create professional development programs for faculty and staff
- Support divisions, departments, and offices with information for planning and decision-making

**Strategic Goal 6:** Develop, sustain and cultivate a supportive culture based on mutual respect and civility.
- Provide training opportunities and conduct campus dialogs so that all employees have a fundamental understanding of the purpose and benefit of maintaining a civil culture in the workplace
- Foster a culture where employees are equally valued for their contribution and student success
<table>
<thead>
<tr>
<th>Jaelyn Krieger</th>
<th>Avery Daniels</th>
<th>Mark Sloan</th>
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