

THE 2019-21 STRATEGIC PLAN

The Biennial Planning Process calls for a strategic plan consisting of mission and vision statements as well as college goals to establish direction for the institution and a report of college performance. All elements of the strategic plan are approved by the chief governing entity of the college – the Board of Trustees.

Mission

Adopted by the Board of Trustees, May 22, 2019

To **transform lives** by providing open access to an exceptional teaching and learning environment that inspires students to contribute to the local community and global society.

Vision

Adopted by the Board of Trustees, May 22, 2019

To promote a thriving community in which students achieve their full potential by providing access to an affordable, innovative, high quality, and lifelong education.

Values

Adopted by the Board of Trustees, May 22, 2019

As one college, we dedicate ourselves to—

Student Success

Helping our students achieve their full potential by providing exceptional teaching and support services.

Service

Supporting the economic and cultural vitality of Tampa Bay through dynamic programming and partnership.

Inclusion

Building a diverse environment where all backgrounds, beliefs and experiences are welcomed.

Sustainability

Embracing our role as a responsible steward of the social, environmental and economic resources that have been entrusted to us.

Integrity

Operating with transparency, accountability and the highest level of professionalism.

Innovation

Fostering a culture that welcomes the exploration of new ideas and creative endeavors.

College Goals and Strategic Initiatives

Adopted by the Board of Trustees, October 29, 2014

Goal 1. Student Success

Advance success for all students through the measurable achievement of learning outcomes and educational goals.

Strategic Initiatives

- A. Meet or exceed the state retention rate of students enrolled in degree programs.
- B. Meet or exceed the state graduation rate of students enrolled in the Associate of Arts program.
- C. Increase the percentage of students declaring a program of study upon entry and completing an educational plan.
- D. Implement proactive academic advising assisted by college-wide implementation of degree audit and early alert systems.

- E. Expand professional development opportunities for employees to support and enhance formal advising.

Goal 2. Workforce Development

Foster partnerships that position workforce programs as a catalyst for broader economic development within the region.

Strategic Initiatives

- A. Reexamine the complete array of program offerings to ensure they are responsive to community need and workforce demands.
- B. Explore the feasibility and institutional impact of baccalaureate degrees in fields of unmet need.
- C. Enhance a consistent career advising system, including career counseling, which actively engages students and employers.

Goal 3. Sustainable Operations

Develop a college-wide direction that sets the standard for sustainability for the efficient stewardship of resources, both natural and fiscal, that are respectful of future generations.

Strategic Initiatives

- A. Create an Office of Sustainability.
- B. Leverage technology to streamline administrative processes and reduce the percentage of budgeted expenditures for overhead functions.
- C. Improve efficiency and resilience of facilities and infrastructure.

Goal 4. Cultural Inclusion

Foster an inclusive college climate that welcomes, celebrates, and promotes respect for participation and contributions of all students and employees.

Strategic Initiatives

- A. Promote hiring practices that will result in a racially and ethnically diverse faculty that is more reflective of the student body profile.
- B. Promote, value and celebrate inclusion and diversity for students and employees through classroom learning, events and activities to improve campus climate.

Goal 5. Continuous Improvement

Continuously improve programs and services through a systematic and ongoing process of strategic planning, assessment and evaluation in which a “culture of evidence” guides our direction.

Strategic Initiatives

- A. Successfully complete the decennial reaffirmation of college accreditation to maintain compliance with the requirements and standards of the Southern Association of Colleges & Schools.
- B. Improve satisfaction with the provision of student services in course registration, financial aid, and academic advising.
- C. Implement a coordinated college-wide, data-driven approach to class scheduling to optimize the time, location, and delivery methods for courses and programs across campuses.
- D. Enhance processes to assess curricula and identify best practices for teaching and learning.