2021-24
VISIONARY IMPACT PLAN 2.0

FSCJ
Florida State College
at Jacksonville

Mission Statement

Florida State College at Jacksonville provides an equitable, high quality, success-driven learning experience for our diverse community of students.

Vision Statement

To promote intellectual growth for life-long learning, advance the economic mobility of our students and transform the communities we serve.

Core Values (iRISE)

Integrity
Respect for Diversity, Equity, Inclusion and Belonging
Innovation
Student-Centered
Excellence in Teaching, Learning and Service

Strategic Priorities, Goals and Strategies

With a commitment to equity in all areas of the institution, FSCJ will strategically prioritize the following:

Enrollment

Service

Success

Excellence

Community

ENROLLMENT

Expand access to and support persistence in postsecondary education serving all student populations

1.1 Ensure clear pathways for all students to pursue a postsecondary education that leads to economic mobility.

1.1.1 Continue standardization of student admissions pathways to align with Florida Department of Education guidance for Career Technical Education programs.

1.1.2 Build and sustain academic plan roadmaps using myGradPlan to help students identify a clear path to complete their educational goals.

1.1.3 Conduct comprehensive program reviews to strengthen alignment to inform decisions to continue, expand, modify and sunset program offerings.

1.2 Develop and implement a strategic enrollment management plan that supports strategic growth for the institution.

1.2.1 Analyze FSCJ's enrollment landscape, including the labor market, public policy, competition, feeder institutions, demographics and market opportunity cost data to assess market segments and prioritize opportunities to reach enrollment goals.

1.2.2 Utilize disaggregated data to determine enrollment, persistence and completion rates to support SEM plan development.

1.2.3 Conduct a comprehensive review of Collegewide admissions and student onboarding processes to inform continuous improvement efforts.

1.3 Expand college-going activities in our service area to increase the percentage of service area high school graduates who apply to and enroll at FSCJ.

1.3.1 Increase the number of dual enrollment students within the FSCJ service district.

1.3.2 Increase the number of dual enrollment students who enroll at FSCJ following high school graduation.

1.3.3 Partner with service area high schools to deliver programs designed to increase the percentage of seniors completing a FAFSA.

1.3.4 Develop early education and career exploration opportunities with partner high schools and incoming students.

1.4 Develop collaborative relationships between FSCJ's recruitment, internal and community partners to create seamless enrollment opportunities for adult students.

1.4.1 Increase participation with local military organizations to offer military-friendly support of active duty, reserve, veteran and military-dependent students to increase enrollment.

1.4.2 Develop a targeted community partnership program to increase our recruitment presence in historically underrepresented neighborhoods.

1.4.3 Increase the number of Adult Education completers who enroll at FSCJ following high school completion.

SERVICE

Enhance and deliver an exceptional student and employee experience to create a sense of belongingness

2.1 Increase recruitment, hiring and persistence of faculty and staff that is reflective of our community and student population.

    2.1.1 Develop targeted recruitment campaigns for designated populations.

    2.1.2 Create affinity groups and mentoring opportunities for current faculty and staff.

    2.1.3 Create training for search committee members relating to unconscious bias, hiring processes and interview techniques.

2.2 Provide meaningful opportunities for student engagement that are reflective of the FSCJ student body.

    2.2.1 Develop and redesign extra-curricular activities that are inclusive of FSCJ students and their experiences.

    2.2.2 Develop co-curricular activities and cohorts aligned with Areas of Study.

2.3 Increase Collegewide opportunities for staff and students to participate in Diversity, Equity, Inclusivity and Belongingness (DEIB) events and activities.

    2.3.1 Create regular, ongoing opportunities to engage in DEIB activities.

    2.3.2 Create signature DEIB events to attract diverse learning opportunities at FSCJ.
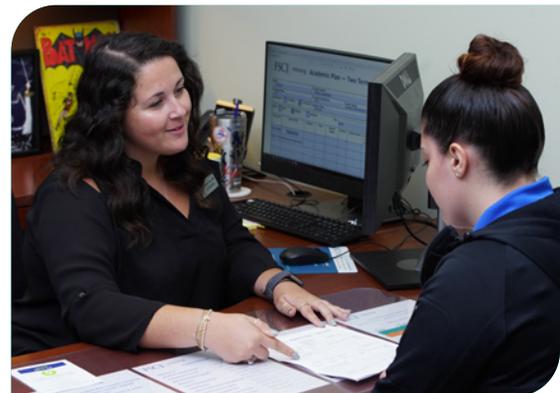
SUCCESS

Increase student achievement and success to strengthen opportunities for economic mobility for all students

3.1 **Increase engagement in and implementation of equity-minded professional learning activities.**

3.1.1 Build and prioritize culturally responsive and high impact teaching strategies and resources.

3.1.2 Increase academic affairs' participation in pathways- and success-aligned professional learning.

3.1.3 Create meaningful and sustained cohort-based faculty professional learning opportunities.

3.1.4 Ensure engagement with data dashboards to inform curricular decision-making.

3.2 **Achieve equity in student outcomes by program and course.**

3.2.1 Redesign IDS1107 to close equity gaps.

3.2.2 Review high enrollment course curricula and redesign to ensure a culture of inclusive learning.

3.2.3 Identify programs with equity gaps in achievement and implement plans for improvement.

3.3 **Improve program progression by implementing course-level practices at scale.**

3.3.1 Design and implement a "Student Support Hub" that includes information and connections to academic and non-academic services.

3.3.2 Develop and institutionalize a "best practice" faculty-student communication plan.

3.3.3 Design and adopt equity-minded course syllabi.

EXCELLENCE

Invest in the employee experience and Collegewide operations to promote continuous quality improvement

4.1 Create a meaningful and robust employee recognition program.

    4.1.1 Implement a merit/performance-based pay plan.

    4.1.2 Establish a formal employee appreciation program.

    4.1.3 Enhance and expand the exceptional service awards.

    4.1.4 Develop and implement a meaningful recognition plan at milestones.

4.2 Identify and develop high potential employees to grow and sustain the talent pipeline in key technical, professional, leadership and executive positions.

    4.2.1 Conduct research to determine the succession planning philosophy and methodology for FSCJ.

    4.2.2 Identify key positions (e.g. mission critical, hard-to-fill, etc.).

    4.2.3 Provide training and mentoring related to succession planning versus career path discussions.

4.3 Develop a culture of operational excellence.

    4.3.1 Develop a targeted training program for supervisors.

    4.3.2 Require goal setting and tracking at all levels.

    4.3.3 Embed student-centered service into all employee trainings and job descriptions.

4.4 Continue the review of FSCJ core processes to improve and increase efficiencies.

    4.4.1 Redesign the College website.

    4.4.2 Improve graduate tracking process to collect the metrics on transfer, employment and salary.

    4.4.3 Standardize security access for all College campuses, centers and buildings.

COMMUNITY

Proactively engage community and business partners to continually align industry needs and academic programming

5.1 **Embed educational programs and training in underrepresented communities.**

5.1.1 Increase the number of accelerated career-related training programs.

5.1.2 Develop opportunities with community organizations to host events in underrepresented areas.

5.1.3 Develop targeted educational content for potential adult students and middle school and high school students.

5.2 **Develop relationships with community-based and social service agencies to build capacity for wraparound support services.**

5.2.1 Optimize myGradPlan to connect students to appropriate supports.

5.2.2 Leverage Single Stop to connect FSCJ wraparound support services to external agencies to better connect students to assistance.

5.3 **Increase opportunities for community-connected experiential learning.**

5.3.1 Increase faculty opportunities to participate in externships with industry partners.

5.3.2 Increase student opportunities to participate in career exploration and experiential learning activities.

5.3.3 Increase the number of industry and community organizations that host experiential learning opportunities.