



STRATEGIC PLAN 2010-2015

**STATE COLLEGE OF FLORIDA
MANATEE-SARASOTA**



IN RECENT YEARS, State College of Florida, Manatee-Sarasota has grown in many ways, including programs, facilities, student enrollment, student achievement and the quality of the faculty and staff. While the changes and the pace of change have been significant, SCF has remained steadfast in its commitment to the tenets of its mission statement - providing a premier learning environment for its students and being a contributor to community prosperity. The strategic plan that is presented in the pages that follow does not offer answers for every situation that the College will face over the next five years, but does provide a clear framework that will guide decision making during this time period. We are confident that in 2015, State College of Florida, Manatee-Sarasota will be a much stronger institution upon the successful completion of this plan.

The strategic plan that is described in the following pages represents the focused thought, reflection and creativity of the school's many stakeholders. It was developed over a period of several months, utilizing a systematic process that assured due consideration was given to the current state of the school, perceived future needs, trends and conditions, and the vision of its key constituents. The result is a clear, directional framework for controlled growth over the next five years, as well as an outline of the prioritized action items required to achieve success.

We are excited by both the simplicity and the extensiveness of this plan. We are confident that with the continued support of the Board of Trustees, the College's administrative team, the faculty, and the rest of our College community, we will be successful in achieving this bold vision for our future. It is with great pleasure that we present to you the 2010 – 2015 Strategic Plan for State College of Florida, Manatee-Sarasota.



State College of Florida, Manatee-Sarasota Strategic Planning Task Force

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OUR MISSION

State College of Florida, Manatee-Sarasota, guided by measurable standards of institutional excellence, provides engaging and accessible learning environments that result in student success and community prosperity



OUR VISION



State College of Florida, Manatee-Sarasota
is globally recognized as an innovative
model of educational organization that
hosts a dynamic continuum of academic
and career pathways focused on student
success and community responsiveness





OUR INSTITUTIONAL VALUES

Leadership

The College plays a leading role in community and economic development through its ability to create relevant, innovative programs and courses to rapidly respond to its many stakeholders

Excellence

We value and expect rigor, achievement, and constant attention to the changing dynamics in the teaching and learning environment

Accountability

All members of the college community take personal responsibility to implement choices, actions and commitments that advance the College mission, employing the highest level of ethical behavior

Diversity

Recognizing that the complex web of humankind is intricately underwritten by diversity, the College will provide students with global and cultural perspectives to encourage and enhance their active participation as productive citizens of the world

Self-knowledge

Of utmost importance is the graduation of students who have confronted their personal values and beliefs with an understanding that the transformative experience of learning is a lifelong process based on reasoning, creativity and openness to change

Sustainability

Developing the habits of living in service to a sustainable environment is essential to responsible citizenship



OUR FUTURE



In 2015, as SCF celebrates its 58th anniversary, the future will be bright. The College will have firmly established itself as the region's leading educational asset. Strong and focused, rooted in the basic tenets of its history and mission, it will be proud of its ability to change and renew itself amidst the changing role of community colleges across the nation. The College will be distinguished by a uniquely effective combination of curriculum and community.

SCF will demonstrate its commitment to educational excellence by continuously enriching its curriculum, exploring and addressing the educational needs of the community, and promoting its core values. The College will be the gateway to higher education for individuals, employers, employees, and K-12 students. SCF will be a place of perpetual learning for all levels of learners and it will have become a leader in making learning available anytime, anyplace.

Each student's process of self-discovery and development will include rigorous academic challenges and broadening intellectual and social experiences, shaped by both academic and career advising. Those already in the workforce will be supported by a training continuum in which they can access adult education, short-term skills training, job-readiness skills, life-skills training, and connections to employers. Consistent with SCF's commitment to excellence, the faculty will be models of intellectual vitality, who integrate strong discipline-based expertise, interdisciplinary learning, innovative educational approaches, and a commitment to student



learning. The administration will exhibit professional competence, a strong service orientation, and a commitment to the development of students. Diversity and inclusiveness will permeate the College's learning culture, hiring practices, pedagogy, programs and services, curricula, and policies.

SCF will play a significant role in our region, improving the educational accomplishments of its residents and contributing to the vitality of its local communities. It will continue to be a facilitator for solving our community's most challenging problems. Business and industry will choose SCF to provide their employees with both industry specific expertise and 21st century skills such as communication, problem solving, critical thinking, work ethic, and ability to work in teams.

In sum, SCF will be regarded as an innovative leader in its field, a most valued partner in the community and an institution in which all can become their best selves.



OUR STRATEGIC PRIORITIES

1. Student Learning and Development:

Provide student-centered curricular and co-curricular learning experiences and support services that promote student success and goal achievement

2. Institutional Effectiveness:

Ensure a data-informed, performance-based culture of assessment and improvement to enhance institutional excellence

3. Partnership:

Provide the catalyst for the establishment, maintenance, expansion and improvement of synergistic programs and services with entities outside of the College

4. Technology:

Leverage technology to promote student learning, faculty and staff development, operational excellence, and global outreach

5. Fiscal Responsibility:

Embrace fiscal models and practices that attract new sources of revenue and expand existing resources that are compatible with the College's mission, values and vision

6. Quality Workforce:

Provide professional development for SCF employees, promoting skills and degree attainment that will enrich the employees' career paths and support the sustainable quality of programs and services at SCF

7. Pluralistic Focus:

Encourage and expect cultural diversity, sensitivity and healthy habits of living in service to a sustainable environment



OUR GOALS

Strategic Priority # 1 - Student Learning and Development

GOALS

- Increase the scope, capability and capacity of advising services and programs for our students
- Develop the capability to teach our students life and social skills
- Identify and develop the capability to teach our students next generation workforce skills
- Develop and implement the appropriate strategies to provide our students with a safe and engaging college community
- Develop and implement a broad strategy that includes the establishment of a collegiate school, to positively affect area students' preparation for college level learning
- Develop and provide services and programs using multiple types of delivery systems to serve diverse student learning needs

Strategic Priority # 2 - Institutional Effectiveness

GOALS

- Update the comprehensive outcome measures used by the College to measure trends, effectiveness and efficiencies
- Develop data warehousing capability and analytics expertise to create and benchmark key performance measurements
- Develop the capability to use data mining to create or enhance programs and services
- Develop the capability to provide critical support services 24/7
- Conduct an on-going analysis of personnel workload, productivity, and responsibilities



Strategic Priority # 3 - Partnership

GOALS

- Explore and expand inter-institutional articulation agreements with diverse learning organizations
- Explore a wide variety of community based partnerships that are mutually beneficial
- Develop and implement the appropriate strategies to meet the workforce needs of individuals and employers in our region
- Position the College as a valuable community asset by providing more curricular and co-curricular activities with a community service component and increasing the use of volunteers on our campuses
- Expand and enhance social and cultural programs the College offers to the community

Strategic Priority # 4 - Technology

GOALS

- Establish definitions, standards, guidelines and policies for technology infrastructure and hardware and software usage
- Provide comprehensive training, resources, and technical support to encompass the latest technological industry innovations
- Design and implement an eCampus capability that is responsive to the needs of all College stakeholders
- Develop a unified and integrated plan for communications technology

Strategic Priority # 5 - Fiscal Responsibility

GOALS

- Develop external funding to support new program development and implementation to reduce dependence on College reserves
- Increase generation of net revenues from auxiliary enterprises
- Pursue operational efficiencies that increase productivity and cost effectiveness
- Endow positions and recurring activities to liberate operating funds

Strategic Priority # 6 - Quality Workforce

GOALS

- Provide a competitive compensation package to all College employees
- Develop standardization of practices, policies, and procedures among all College personnel
- Promote communication and collaboration within and between functional areas of the College
- Expand and improve our approach to employee training, advancement and performance feedback
- Improve our ability to recruit, select and orient faculty and staff

Strategic Priority # 7 - Pluralistic Focus

GOALS

- Expand the College's commitment to health and wellness initiatives
- Increase and support the diversity of the College community
- Implement practical sustainable living practices



STATE COLLEGE OF FLORIDA
MANATEE - SARASOTA

Bradenton
Venice
Lakewood Ranch
eCampus

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