A

BOLDER

POLK STATE COLLEGE

STRATEGIC PLAN 2023 - 2028

POLK STATE COLLEGE

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PRESIDENT'S MESSAGE

Polk State College's 2023-2028 Strategic Plan was developed with collective stakeholder input from all areas of the College and throughout the Polk County community. Critical data and the unwavering support of the District Board of Trustees not only aided in the creation of this plan, but also unveiled a **bold** future for our institution in which Polk State College is the No. 1 choice for higher education and workforce training in Polk County.

These provide the foundation for **A BOLDER** Polk State College. With a continued focus on student success, this strategic plan provides guiding principles, intentional goals, measurable objectives, and high-impact strategies to elevate our College to the next level.

Through consensus-building dialogue, innovative partnerships, and data-driven decision-making, Polk State College will remain proactive in its response to the growing needs of the community it serves, providing affordable access to high-quality and relevant workforce education and training.

I am thrilled to present Polk State College's 2023-2028 Strategic Plan outlined in these pages, and I look forward to working in partnership with the District Board of Trustees, faculty, staff, students, and community stakeholders to achieve our shared goals. I am also grateful for all who have engaged in the strategic planning process, shaping the contents of this plan, and ultimately supporting the success of Polk State College students.

Together, *We are Polk!*

Dr. Angela M. Garcia Falconetti, CFRE | President | Polk State College

POLK STATE'S STRATEGIC PLAN FOSTERS THE COLLEGE'S **BOLD VISION** IN WHICH POLK STATE COLLEGE IS THE LEADING CHOICE FOR HIGHER EDUCATION IN POLK COUNTY.

EXECUTIVE SUMMARY

The purpose of Polk State College's 2023-2028 Strategic Plan – A Bolder Polk State College is to provide strategic direction for the College over the five years, serve as a resource for all department and budget managers, and provide direction to the educational community in their efforts to support the College's mission and vision.

Using the collective wisdom of our faculty, staff, students, and community partners and guidance from the District Board of Trustees, the framework for the College's long-range goals were developed. Based on three guiding principles: Student Success, County and College-wide Growth, and Transformational Change, the College's strategic goals provide a foundation and direction for College initiatives and engage all departments within the institution. Additionally, this Strategic Plan celebrates and capitalizes on Polk State College's unique identity and traditions.

GUIDING PRINCIPLES

Student Success

Goal 1: Enrich the student experience through excellence and innovative academic and student support programs.

Goal 2: Align graduate competencies to meet the needs of labor markets.

County and College-wide Growth

Goal 3: Increase institutional resources and efficiency to drive operational excellence.

Goal 4: Enhance and expand the College's regional and community engagement.

Transformational Change

Goal 5: Maximize institutional effectiveness to enrich the learning and working environments.

Goal 6: Advance a commitment to accountability, inclusiveness, and continuous improvement.

GOAL 1
ENRICH THE STUDENT EXPERIENCE THROUGH EXCELLENCE AND INNOVATIVE ACADEMIC AND STUDENT SUPPORT PROGRAMS.

OBJECTIVE 1.1	STRATEGIES
Provide flexible opportunities for students to ensure graduation and achievement of their educational goals.	**Strategy 1.1.1:** Incorporate flexible course scheduling to meet the needs of non-traditional students. **Strategy 1.1.2:** Develop and implement a long-range online learning strategy which includes standardized training for online faculty.
OBJECTIVE 1.2	
Increase the range of programs offered to students to provide diverse pathways for learning.	**Strategy 1.2.1:** Partner with local businesses to design programs that fulfill the needs of current and forecasted labor force. **Strategy 1.2.2:** Create a year-round educational experience by extending experiential learning activities throughout the summers and secure additional resources required to support these activities. **Strategy 1.2.3:** Stimulate academic innovation by developing STEM-based pathways for continued academic advancement. **Strategy 1.2.4:** Create programs and experiences targeted to underrepresented minorities, specifically Hispanic and Black/African American students, that increases access, retention, and completion rates.
OBJECTIVE 1.3	
Ensure quality instruction and academic support.	**Strategy 1.3.1:** Reinforce ongoing processes of review and assessment of academic programs using technology to ensure student learning outcome data drives curriculum development and pedagogy. **Strategy 1.3.2:** Recruit and hire additional full-time faculty members dedicated to student success. **Strategy 1.3.3:** Institute a College-wide process for hiring adjunct faculty. **Strategy 1.3.4:** Increase consistency in course content, outcomes, and requirements across campuses and modes of delivery. **Strategy 1.3.5:** Increase access to quality tutoring and academic support centers. **Strategy 1.3.6:** Increase faculty development in pedagogy, assessment, student accessibility, and course design.

| OBJECTIVE 1.4 | STRATEGIES |

Monitor the College's retention and student success efforts to support College growth and student achievement.

Strategy 1.4.1: Develop and implement an enrollment management dashboard which provides real-time data on metrics from the College's Strategic Enrollment Management Plan.

Strategy 1.4.2: Create a set of procedures and definitions to identify cohorts to afford consistent onboarding and registration.

Strategy 1.4.3: Develop a College-wide Career Services initiative to increase student job placement.

GOAL 2
ALIGN GRADUATE COMPETENCIES TO MEET THE NEEDS OF LABOR MARKETS.

| OBJECTIVE 2.1 | STRATEGIES |

Promote the College as a leading provider of workforce and economic development solutions by delivering high quality training and instruction that enables employers and students to grow, succeed, and stay ahead of industry needs.

Strategy 2.1.1: Create partnerships with businesses within the county to create career pathways for graduates.

Strategy 2.1.2: Develop curriculum and expand offerings that promote greater transition into the workforce as well as credit-bearing programs and other educational opportunities.

Strategy 2.1.3: Maintain consistent, active dialogue with community partners such as local chambers of commerce, economic development councils, and workforce boards to stay apprised of current labor market trends and forecasts.

| OBJECTIVE 2.2 | |

Ensure students are equipped with current technical skills using up-to-date equipment.

Strategy 2.2.1: Ensure programmatic skills-based assessments are implemented to measure mastery of technical competencies.

Strategy 2.2.2: Regularly review programs' curricula for alignment with industry standards.

Strategy 2.2.3: Regularly assess program equipment for viability and alignment with industry standards.

Strategy 2.2.4: Provide resources and appropriate fiscal allocation to support technical competencies training.

OBJECTIVE 2.3

Ensure students are equipped with employability skills relevant to their career pathway.

Strategy 2.3.1: Engage students across disciplines and departments with activities and programs, such as those included in the College's Quality Enhancement Plan, that deliver training on employability skills.

GOAL 3
INCREASE INSTITUTIONAL RESOURCES AND EFFICIENCY TO DRIVE OPERATIONAL EXCELLENCE.

OBJECTIVE 3.1 | STRATEGIES

Build a sustainable financial model that utilizes a transparent and collaborative budgeting process where resources are directed to strategic priorities.

Strategy 3.1.1: Reinstate a review process for backfilling existing positions and adding new positions.

Strategy 3.1.2: Engage in zero-based budgeting at all departmental levels.

OBJECTIVE 3.2

Develop an entrepreneurial approach to partnering with local businesses, organizations, philanthropies, and community groups in ways that help sustain the College.

Strategy 3.2.1: Expand partnerships with business and industry to ensure program relevance and that graduates are ready for high-demand jobs.

Strategy 3.2.2: Support workforce development by responding to the training and academic needs of an increasingly diverse community.

Strategy 3.2.3: Provide expanded opportunities for dual enrollment students to achieve certificates and degrees that support their accelerated academic goals.

Strategy 3.2.4: Provide extracurricular activities that foster community involvement.

OBJECTIVE 3.3

Promote a culture of professional development and the sustainable balance of mental, physical, and emotional wellness for all employees.

Strategy 3.3.1: Create faculty and staff work-life balance initiatives.

Strategy 3.3.2: Develop faculty and staff-specific fitness, health, and wellness initiatives.

Strategy 3.3.3: Incentivize professional development and advancement opportunities for faculty and staff.

Strategy 3.3.4: Establish and implement performance metrics and benchmarks that give supervisors the ability to monitor, correct, and reward employee behaviors against these measures.

Strategy 3.3.5: Broadly define the concept of "inclusion" for Polk State and draft a checklist that supervisors may adopt when managing meetings, recruiting talent, or performing any supervisor role where numerous perspectives would add value to the project or process outcome.

Strategy 3.3.6: Establish periodic workshops where employees assemble to discover ways to suggest ideas to improve efficiencies, evaluate current processes and services to our academic customers, and find opportunities to cut unproductive work.

OBJECTIVE 3.4   STRATEGIES

Develop a diverse revenue stream to maximize success and support the College's long-term growth.

Strategy 3.4.1: Increase state and federal grand acquisition for the College.

Strategy 3.4.2: Increase the volume and awarding of academic scholarships for key student populations.

Strategy 3.4.3: Expand the Grants Office to better meet the needs of faculty and students.

Strategy 3.4.4: Increase private philanthropic support from external individuals, companies, and foundations.

Strategy 3.4.5: Increase alumni outreach and engagement and bring distinguished alumni back to campus to speak to current students.

OBJECTIVE 3.5

Provide exceptional facilities and optimal resources.

Strategy 3.5.1: Continue improvements to campus facilities to include but not be limited to: ADA compliance, public safety, building upgrades, parking, investment in signage, and wayfinding.

Strategy 3.5.2: Address campus growth to ensure an accessible, comfortable, and safe learning environment for all.

GOAL 4
ENHANCE AND EXPAND THE COLLEGE'S REGIONAL AND COMMUNITY ENGAGEMENT.

OBJECTIVE 4.1	STRATEGIES
Welcome partnerships with local employers including private, public, and non-profit sectors, and community partners by removing barriers to entry and engagement.	**Strategy 4.1.1:** Enhance service-learning, internships, and mentorships with public schools, nonprofits, government agencies, and businesses. **Strategy 4.1.2:** Create an advisory committee that includes students to develop a plan to attract more business collaboration on campus. **Strategy 4.1.3:** Create partnerships with businesses within the county to create career pathways for students. **Strategy 4.1.4:** Hold regular open house events to allow community members to tour facilities, view demonstrations, and engage with faculty and staff.

OBJECTIVE 4.2	
Enhance economic development and address county and community needs.	**Strategy 4.2.1:** Develop entrepreneurial programs around industry clusters reflective of the county's needs, employer needs, and College priorities. **Strategy 4.2.2:** Create academic programs that provide a service for the community and provide experiential learning experiences for the student. **Strategy 4.2.3:** Foster creative solutions to issues through surveys, focus groups and workshops. **Strategy 4.2.4:** Engage with local leaders and politicians to build mutually beneficial relationships that will provide opportunities and resources for community growth and development.

OBJECTIVE 4.3	STRATEGIES
Plan and build facilities across the county that will allow the College to offer more programs and courses to assist with meeting industry needs.	**Strategy 4.3.1:** Build facilities on the Haines City property that is an example of improved space utilization and flexibility. **Strategy 4.3.2:** Identify additional locations in Polk County to expand the College's presence.

GOAL 5
MAXIMIZE INSTITUTIONAL EFFECTIVENESS TO ENRICH THE LEARNING AND WORKING ENVIRONMENTS.

OBJECTIVE 5.1	STRATEGIES
Increase resources for existing academic programs.	**Strategy 5.1.1:** Evaluate underperforming or underutilized existing programming. **Strategy 5.1.2:** Expand engaged and experiential learning opportunities.

OBJECTIVE 5.2	
Advance a performance-based culture built on data-informed decisions and continuous improvement.	**Strategy 5.2.1:** Improve College-wide assessment of student learning outcomes, utilizing technology that best serves the needs of students and employees. **Strategy 5.2.2:** Analyze the organizational structure and make changes necessary to maximize institutional efficiency, integration, and effectiveness. **Strategy 5.2.3:** Increase professional development for all employees. **Strategy 5.2.4:** Revise the performance appraisal process with a stronger emphasis on structured employee development and accountability.

GOAL 6
ADVANCE A COMMITMENT TO ACCOUNTABILITY, INCLUSIVENESS, AND CONTINUOUS IMPROVEMENT.

OBJECTIVE 6.1	STRATEGIES
Use data to support dialogue and decision making.	**Strategy 6.1.1:** Create a data-informed continuous improvement plan and build the infrastructure for implementation. **Strategy 6.1.2:** Create a teaching, learning, and technology innovation hub that is driven by assessment of student learning outcomes, the unique need of learners, and local workforce needs.

OBJECTIVE 6.2

STRATEGIES

Monitor and adjust the College planning process to support College growth.

Strategy 6.2.1: Align the budget and resource allocation process with the College's mission.

Strategy 6.2.2: Ensure College-wide planning is based on the assessment of internal and external factors, conditions, and constituents.

OBJECTIVE 6.3

Develop new tools and processes to ensure effective, inclusive communication within the College and with community partners.

Strategy 6.3.1: Implement assessment of the College's governance and decision-making processes.

Strategy 6.3.2: Create a job center portal through the College's website.

Strategy 6.3.3: Engage in activities that help employees develop a deeper understanding of and support for the College's policies, procedures, and processes.

OBJECTIVE 6.4

Engage in activities that foster a culture of collegiality, collaboration, and innovation.

Strategy 6.4.1: Ensure all facilities are clean, safe, functioning, welcoming, well-equipped, and attractive.

Strategy 6.4.2: Provide regular and ongoing professional development for all employees.

Strategy 6.4.3: Develop a mentoring program for employees.

Strategy 6.4.4: Improve collaboration between faculty and staff.

OBJECTIVE 6.5

Enhance internal communication to further the College's institutional goals, help to build a culture of open two-way communication, strengthen employee engagement, and enhance employee awareness of Polk State's mission, vision, and values.

Strategy 6.5.1: Develop an institutional communication plan to evaluate strategies for strengthening internal and external communication.

KEY PERFORMANCE INDICATORS

1. **Dashboard of Student Success**

   - Freshmen retention rate.

   - Two-, four-, and six-year graduation rate- - both absolute and expected.

   - Job and continuing education data upon graduation.

   - Out-of-pocket costs for students and cost of attendance.

2. **Tracking Models and Dashboards for Course Availability and Demand Analysis** by time and day across all campuses and terms including summer. Search for course patterns in blocks (blocking) so student can maximize time on campus and reduce trips.

3. **Tracking Models and Dashboards in STEM Courses** to identify high-risk students and high-risk courses. Monitor student performance over time, tracking in various STEM combinations.

4. **Track Student Success** in subsequent courses based on faculty, type of instruction, and grades in intro courses.

5. **Environmental Scan** using State of Florida Department of Education data on all colleges and universities in the state to look for new program opportunities, strengths, and competition within geographic area. Identify areas to expand the College presence.

6. **Dashboard with Interactive Mapping** by building and room for each campus monitoring use by day and time including technical and lab facilities.

7. **Access Learning in the Major** with Major Field Achievement Tests (MFAT).

8. **Assess Learning in General Education** with building assessment models, plans, and longitudinal tracking student performance.

9. **Financial Affairs Dashboard** tracking revenue and expenditure data across instruction, student support, academic support, and institutional support. Dashboard should monitor alignment of resources with the College mission.

10. **Financial Aid Dashboard to Monitor Trends Over Time** in aid dollars awarded by type (i.e. scholarships, grants, etc.).

11. **Survey of Student Satisfaction and Engagement** with instruction and student support services focus.

12. **Survey of Faculty Engagement**.

13. **Study of Instructional Costs and Productivity.**

KEY INDICATORS

MISSION

Polk State College is a quality higher education institution that provides Polk County and beyond with access to affordable associate and baccalaureate degree programs, career certificates, and workforce employment programs that are delivered to students through various modalities and innovative technologies.

VISION

Polk State College is the leading choice for higher education in Polk County.

VALUES

Adaptability through dedication to continuous improvement and partnerships with local industries to ensure programming meets workforce needs.

Diversity that represents the demographics of greater Polk County and promotes cultural educational opportunities that provide enrichment for students, employees, and members of the community.

Integrity in operations through data-driven decision making and transparent communication to stakeholders and the College community.

Knowledge of community and commitment to industry needs to ensure relevancy and quality of education and training.

Leadership and Innovation through forward-thinking higher education and cutting-edge workforce training that not only meet the needs of the community today, but also anticipate the growth to come.

Quality in all operations including academics, workforce training, and student services.

Respect for all students, faculty, staff, and community members that fosters an environment conducive to learning and understanding.

Service to the Polk County community by providing access to quality higher education and training that prepare residents for rewarding careers that meet local workforce needs.
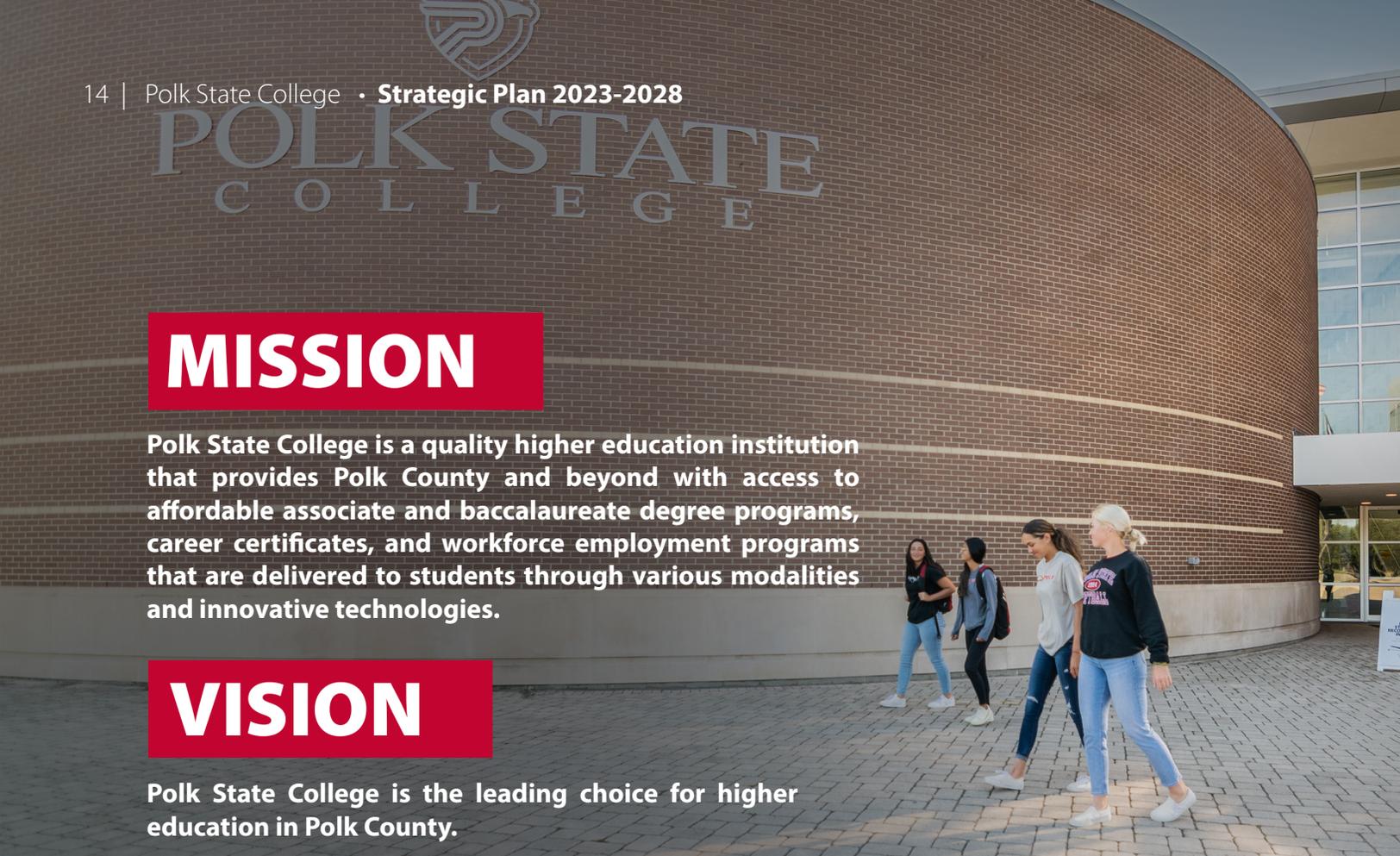
PATHWAY TO THE PLAN

The strategic planning process began in November 2021, with the Polk State College District Board of Trustees leading the way with a bold vision for Polk State through 2028. The College President and Office of Institutional Effectiveness, Accreditation, and Research quickly began the processes of collecting data and engaging stakeholders including faculty, staff, students, and community and business leaders. Through both in-person and virtual listening tours, community forums, and a strategic planning summit, the strategic plan was developed, supported by diverse perspectives, innovative ideas, and critical input from individuals across the College and Polk County community.

The process timeline below highlights the sequence of depth of the strategic planning process.

TIMELINE

2017-2022 STRATEGIC PLAN CLOSE OUT
NOVEMBER - DECEMBER 2021

College leadership reviewed the results of both the 2017-2022 Strategic Plan: SOAR and Hanover Research Community Needs Assessment. Data was analyzed, next steps were determined, and a preliminary plan of action was created for the College to embark on the development of its next strategic plan.

- Hanover Research Community Needs Assessment
- Board review
- Data analysis
- Next steps

INTERNAL TOURS & SURVEYS
JANUARY – APRIL 2022

The Office of Institutional Effectiveness, Accreditation, and Research held listening tours with faculty, staff, administrators, and students across the College.

- Data-gathering and requests for feedback
- Areas of excellence and opportunity
- Areas of action

COMMUNITY FORUMS
APRIL 2022

The College hosted four community forums in Winter Haven, Haines City, and Lake Wales with community leaders and industry partners.

- Data-gathering and requests for feedback
- Potential partnerships, resources, and funding

STRATEGIC PLANNING SUMMIT
NOVEMBER 2022

A College-wide strategic planning summit guided faculty, staff, and students in consensus-building dialogue and strategic-planning activities to pinpoint shared goals, develop objectives, and determine metrics to measure outcomes.

- Development of goals, objectives, and metrics
- Gathering of additional feedback

A PLAN FOR THE COMMUNITY, BY THE COMMUNITY

The strategic plan was developed in close collaboration and partnership with both the College and greater community. The Polk State District Board of Trustees provided the vision, guidance, and support to ensure success for the College through 2028. With the Board's direction, the President and Office of Institutional Effectiveness, Accreditation, and Research set out to collect data, engage stakeholders, and develop a framework that would assist the College in bringing the Board's vision to fruition. The strategic plan was developed with direct input from faculty, staff, students, business partners, and community leaders.

CONTRIBUTORS

BOARD OF TRUSTEES
Established direction and reviewed and approved the final plan.

EXECUTIVE LEADERSHIP TEAM
Provided progress reports and recommendations on direction and development of the plan.

OFFICE OF INSTITUTIONAL EFFECTIVENESS, ACCREDITATION, AND RESEARCH
Collected data, engaged stakeholders, and developed a framework.

FACULTY, STAFF, AND STUDENTS
Participated in strategic planning activities, providing valuable feedback and innovative ideas that contributed to the final strategic plan.

COMMUNITY STAKEHOLDERS
Participated in strategic planning activities, providing valuable feedback and innovative ideas that contributed to the final strategic plan.

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We are Polk.™