

Decade of Promise: 2010
The Strategic Priorities
Draft as of July 1, 2007

Priority 1
Provide quality programs and services
Edison College will cultivate an academic climate that is challenging, engaging, and personal in order to position its graduates for transfer success, rewarding careers and as global citizens.

Goal 1: Strengthen and improve academic programming through a continuum of learning that emphasizes learning outcomes, demonstrates job relevance and instills general education competencies

Objectives	Indicators
1. Strengthen education opportunities across the district by implementing the <i>Edison College Academic Plan</i>	Program reviews, graduation and completion rates, 4 year transfer rates, Curriculum Committee minutes, Board Minutes indicating new program approval
2. Provide programs addressing workforce gaps identified through regional needs assessments at all levels	Environmental Scan K-12 and resulting action by college articulations/transfers, Career - Technical center career track articulations and numbers of students enrolled in AS program
3. Through the Student Learning Outcomes Committee, evaluate progress and implement improvement strategies toward students' achievement in general education and career programs	Curricular changes based on outcomes and evidenced in Curriculum Committee minutes, persistence and success rates
4. Meet stated goals in the statewide Accountability Plan	State Accountability reports data, Standing Committee minutes reflecting discussion and action
5. Increase the emphasis on multiculturalism across the curriculum through faculty professional development and interdisciplinary curricular initiatives	Number of offerings and participants/ multicultural clubs and activities, specific diversity courses offered, Equity Reports, CCSSE Measures
6. Respond to results of the <i>Community College Survey of Student Engagement, Faculty Surveys, Noel Levitz Survey</i> , leaver surveys, graduate surveys and other student input for purposes of improvement	Unit Plans, documented changes in course schedule, services, hours of service, etc. linked to gaps between importance and satisfaction
7. Expand Edison College BAS enrollment by 5% per semester and expand baccalaureate program offerings with State and SACS authorizations	Semester FTE reports, trend analysis by campus and department, surveys of students and employers, number of new baccalaureate programs authorized evidenced through DOE correspondence

8. Develop new teacher training opportunities including the Bachelor of Science in Secondary Education, Science and Mathematics programs	Curriculum Committee minutes, District Board of Trustee minutes, DOE and SACS letters of approval, Catalog descriptions
9. Forge stronger connections across the credit and non-credit sectors of the district's academic programs and services	Number and scope of internal articulation agreements, Cost-effectiveness analyses, baseline data at time of new CE model implementation
10. Develop the concept, and implement the academic and support programs, to fortify our <i>Cultural District</i> approach to education and community outreach (Lee Campus)	Library renovation and Humanities program plan, scope and number of cultural performances, number of lectures, participant feedback
11. Create Edison Virtual College offerings to include degree programs, discipline certificates and individual courses supported by appropriate student and technology services	Curriculum Committee minutes, SACS correspondence, Marketing plan and program announcements, FTE baseline data and trend analysis
12. Explore establishing a Collegiate Preparatory Institute to better prepare students for a successful college experience	Conceptual plan, feasibility study, baseline data outcomes of pilot implementation, participant surveys
13. Plan course and program rotations to expand service to students in outlying areas	Schedule of classes for each AS degree program, FTE reports for outlying counties, by program; student surveys analyses comparing satisfaction of Hendry/Glades students to students-at-large
14. Create educational pathway systems the define students' goals and increase students' awareness of transfer opportunities to achieve their educational goals	Number and scope of internal and external articulation agreements with high school and PSAV programs, Banner tracking of student goals, Catalog information, documentation of outreach efforts

Priority 2

Build capacity for learning and renewal

To support its educational mission and commitment to community, Edison College will ensure a strong student body, outstanding faculty and staff, and stimulating environment for living and learning

Goal 1: Achieve enrollment increases of 3% annually (17,000 students by 2010) by increasing the diversity of students, improving retention, and increasing resources for programs and services

Objectives	Indicators
1. Implement recruitment strategies to attract more students directly from high school, especially minority students, to achieve the goal stated in Accountability Measure 1.1	Marketing focus group results used for ad buys, Assessments of related unit plan strategies, Annual Accountability Report, Formal recruitment plan, enrollment reports
2. Study and implement specific retention improvement strategies targeted to address: associate degree completers, FTIC retention, fall to fall retention within specific disciplines, and retention within minority populations achieving a 5% improvement in each of these categories by 2010	Retention Committee minutes, Unit Plans, New Initiative Budget Requests, semi-annual report to President's Cabinet, reports and research, CCSSE benchmark "Student Effort"
3. Meet stated goals in the annual Equity Plan, concentrating on increasing the retention and success rates of ethnic/monority students and achieving a more diverse faculty	Equity Plan, Report on success of Equity Report strategies submitted to State, District Board of Trustees minutes
4. Ensure student support services commensurate with student needs (day, evening, weekend)	Input of deans; Noel Levitz survey results, New Initiative Budget Requests
5. Engage in international recruitment initiatives	Number of students contacted; recruitment and retention rate, printed marketing materials
6. Develop stronger K-16 learning and career pathways	Dual enrollment trend analyses; reports on high school student transfers to Edison College; University transfer and student
7. Explore establishment of a Charter High School at the Charlotte Campus	Results of feasibility survey, community focus groups, formal plan, District Board of Trustees minutes
8. Provide well-qualified faculty to support student achievement of academic goals	Graduation rates, success and retention rates, credentialing reports, feedback from professional development activities, CCSSE and CCFSSSE benchmark "Student/Faculty Interaction", Noel Levitz Institutional Priorities Survey

9. Ensure excellent customer service, efficient operations, and high quality facilities maintenance through service level assessments	Noel-Levitz results, Registrar and Counseling surveys, College actions supporting improvements documented in unit plans and New Initiative Budget Requests, Noel Levitz Institutional Priorities Survey
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Goal 2: Provide competitive compensation and professional development opportunities for faculty and staff

Objectives	Indicators
1. Develop Teaching and Learning Centers at all Campus locations and encourage the dissemination of successful teaching and learning paradigms	Center implementation plans, usage rates, surveys of participants, course syllabi indicating interactive learning strategies
2. Recognize and support administrators, faculty, and staff for innovations that promote excellence and efficiency through recognition, compensation, or other benefits	New employee recognition program, Human Resources salary and benefits surveys, faculty/staff awards

Goal 3: Provide hallmark environments for learning, teaching and living with superior facilities, technology, and campuses of great aesthetic appeal

Objectives	Indicators
1. Provide high quality facilities, equipment and technology for learning and teaching as outlined in the Educational Plant Survey, Capital Improvement Program (Facilities Master Plan), and Technology Plan to meet the needs of learners	Educational Plant Survey, Capital Improvement Program, Capital equipment purchase orders, Technology Plan results; Noel-Levitz results (student and employee)
2. Build a new classroom facility at the Lee Campus	Needs assessment, notification of State funding, construction deadlines
3. Build a nursing annex at the Lee Campus, with a medical museum	Needs assessment, notification of State funding, construction deadlines
4. Build a health sciences hall at the Collier Campus	Needs assessment, notification of State funding, construction deadlines
5. Establish a Cultural Park at the Charlotte Campus	Needs assessment, notification of State funding, construction deadlines
6. Continue planning for the Curtis Campus groundbreaking in LaBelle in partnership with Bonita Bay	Growth and demographic reports in Hendry and Glades counties, FTE reports, Hendry/Glades High School graduation reports, architectural plans

7. Facilitate decreased drive time for students through alternative instructional delivery systems, methods and formats	Virtual College schedule of classes, weekend schedule of classes, baseline enrollment numbers and FTE, Noel-Levitz survey responses
8. Explore student housing, pursuing contractual arrangements or partnerships for financing and construction as indicated	Meeting minutes with housing vendors, student focus group results, progress reports to District Board of Trustees, Noel-Levitz results, Visioning survey results
9. Implement comprehensive safety and security plans district wide including commensurate training	Updated security pandemic and disaster plans, employee training agendas/feedback, campus crime reports
10. Expand opportunities for students to compete with peers through sponsored academic competitions and intramural sports	SGA minutes approving student activity fee monies for this purpose, event documentation
11. Renovate the Richard H. Rush Library to create an engaging, state-of-the-art environment	Architectural plans, task force meeting minutes, technology acquisitions, staff training agendas
12. Develop and implement plans for additional campus and building expansions	Facilities plans, District Board of Trustees minutes, cost benefit analysis, requests to State for PECO funding
13. Optimize use of facilities through more efficient scheduling based on space and room utilization reports	Space and room utilization reports, student surveys

Goal 4: Enhance the overall educational environment district wide through the Edison College Foundation, Inc. and other diversified funding resources

Objectives	Indicators
1. Communicate priority needs annually from the Edison College District Board of Trustees to the Edison College Foundation, Inc.	District Board of Trustees minutes, Foundation Board minutes, Foundation Strategic Plan, Fund Raising Reports
2. Expand expertise for proposal development and grantsmanship	Job descriptions, agendas for faculty/staff training
3. Utilize Edison College Foundation, Inc. funding and the State Facilities Matching program to support new construction	Foundation Strategic Plan, Private donations, State Match reports and funding received
4. Achieve stated goals in the Edison College Foundation, Inc. Strategic Plan	Quarterly and Annual Development Reports

Priority 3

Create and sustain partnerships

To attract additional students, donors, and supporters, Edison College will engage in partnerships, communications and outreach initiatives creating greater awareness of its quality education and cultural opportunities

Goal 1: Strengthen Edison College’s branding within local, state, national and international markets

Objectives	Indicators
1. With professional marketing assistance, infuse innovation in recruitment, marketing, advertising and promotional activities	Marketing focus groups and surveys, anecdotal feedback, agency scripts and new ad campaign
2. Heighten activities related to drawing attention to Edison College's excellence, including dedication events such as the Richard H. Rush Library dedication	Number of campus events, documented publicity, promotional piece highlighting excellence, event participation
3. Seek awards and grants from national/state/regional organizations, with commensurate publicity	Tracking report and number of awards/grants, documented publicity
4. Submit news items to AACC Community College Journal, Community College Week, Chronicle of Higher Education and other national/state/regional publications	Number of articles printed or posted on respective web sites

Goal 2: Engage in recruitment initiatives to achieve College enrollment goals and design related district wide publications with sections tailored to each campus

Objectives	Indicators
1. Attract additional potential students, residents, and visitors to the campuses	Publications promoting various opportunities to the community, attendance at events
2. Engage in district wide recruitment initiatives with focus on improving matriculation rates from area high schools	Report on High School articulation to Edison College, Follow-up report on high school graduates who applied but didn't enroll, Florida Statistical Abstract projections of high school graduates
3. Evaluate the effectiveness of all student-related publications including the Catalog, course schedule, student handbook, view book, and program brochures to maximize information dissemination at the district and campus levels, promote cost efficiencies, and provide career pathways	Focus groups, Survey response cards, baseline expenditures, President's Council discussions

Goal 3: Generate support for Edison College through successful alumni

Objectives	Indicators
1. Recognize successful alumni and cultivate participation for financial support, recruitment and outreach	Growth in alumni web page submissions, ongoing contact seeking feedback, Spring 2008 <i>Changing Lives</i> magazine
2. Establish an annual alumni event beginning in 2008	Funds raised, attendance, publicity, follow-up letter seeking feedback on event, mailing list

Goal 4: Improve communications concerning Edison College programs, services, events and cultural programming

Objectives	Indicators
1. Proactively distribute news releases and Edison College press kits	Number of releases, number of stories published, number of TV features, currency of press kits, Edison College Facts At A Glance
2. Publish <i>Changing Lives</i> magazine each Fall and Spring	Reader survey, Magazine mailing list, comparison to list of new donors
3. Enhance functionality of College web pages, portal, and other e-communication tools	Number of refreshed web pages, date last logged in, survey results (faculty, staff, students)

Goal 5: Assist in community development and economic expansion by strengthening business partnerships, community learning resources, and cultural programming

Objectives	Indicators
1. Increase Edison College's role in economic development, cultural leadership and service to community	Advisory Committees listing, faculty/staff involvement in Chamber and Economic Development organization activities, Student Service learning documentation
2. Plan and construct the University of Florida Pediatric Dental Facility and Edison College Early Childhood Development Center at the Collier Campus	Architectural plans, Construction schedule, Groundbreaking publicity, attendance
3. Continue planning for the Charlotte County Regional Library at the Charlotte Campus	Needs assessment, County Commission minutes allocating funding, architectural plans, construction schedule, news articles
4. Develop a collaborative and comprehensive approach to sustaining health care partnerships in support of our allied health programs	Meeting notes from sessions with representative health care partners, numbers of new AS programs, reports of private funding secured
5. Collectively designate Lee Campus cultural resources as the Edison Cultural Center, to include a fine art museum with a permanent collection	District Board of Trustees minutes, collections acquisitions, promotional materials

Priority 4

Ensure continuous improvement

To assure outstanding, effective and efficient services, Edison College will foster a climate of continuous improvement

Goal 1: Assess and improve operations at the district, campus and department levels

Objectives	Indicators
1. Establish and evaluate outcomes for all educational programs, student support services and administrative services	Student Learning Outcomes Committee minutes and manual, assessment projects and reports, MAPP schedule results, program reviews, CCSSE results, Noel-Levitz results, CLAST results, Unit plan goals and stated outcomes
2. Through annual Planning and Assessment Committee reports to the District President and Executive Council, evaluate progress toward achieving goals and use the findings to adjust goals as needed to develop new action steps for the upcoming year	Annual Plan Evaluation, New Activity Budget Requests, District Board of Trustees minutes adjusting goals, Interim report on unit planning linked to respective goals, President's Council minutes
3. In Spring 2010, deliver a Strategic Plan Evaluation reflecting the status of the <i>Decade of Promise: 2010</i> to the Board of Trustees and College community	Strategic Plan Evaluation document, District Board of Trustee minutes
4. Utilize the Strategic Plan Evaluation as the basis for developing the successor strategic plan and the Quality Enhancement Plan for the Southern Association of Colleges and Schools (SACS) reaffirmation process scheduled for 2012	Report of use of results in subsequent strategic planning efforts, Quality Enhancement Plan document, SACS-COC correspondence and related reports