

Strategic Plan, 2009-10

Priority I. Develop and Maintain a Learning Centered Culture

Goal A. Develop a shared understanding, application and accountability of learning-centered culture

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> • Develop Charlotte TLC on-campus focused workshops • Enlist Faculty Coordinator for Undergraduate Research Department • Provide VPLRC Access to Information Sources • Develop Basic Skills Library Orientation for Underprepared Students 	<i>Academic Dean, Charlotte</i>
<ul style="list-style-type: none"> • Create College Success Faculty Training Program • Establish College Success Course Requirement • Establish Lee Campus Career Services Office 	<i>Academic Success Programs</i>
<ul style="list-style-type: none"> • Develop Recruitment/Outreach Plan for Collier Campus 	<i>Collier Campus Student Services</i>
<ul style="list-style-type: none"> • Create Online Course Assessment System • Improve Class Level Assessment 	<i>Edison Online</i>
<ul style="list-style-type: none"> • Assess Classroom Technology • Provide Professional Development 	<i>Humanities, Communication and Social Science</i>
<ul style="list-style-type: none"> • Cultivate faculty and staff learning through TLC activities • Enhance academic honors program • Fortify assessment in academic programs • Place learning as a priority on all campus related forums • Reinforce student life programming to support general education concepts 	<i>Lee Campus President</i>
<ul style="list-style-type: none"> • Develop Interdisciplinary Approaches • Expand Mathematics and Science Assessment Projects 	<i>Mathematics and Science</i>
<ul style="list-style-type: none"> • Develop Comprehensive Graduate Survey 	<i>Research and Planning</i>
<ul style="list-style-type: none"> • Align professional development opportunities with faculty evaluations • Create a professional development program for new full-time and adjunct faculty • Create an internal expertise listing of faculty and staff to facilitate professional development • Develop Centers of Excellence on each campus as major resource for support of learning • Develop and implement a values statement • Develop and implement strategies for improving high school graduation, retention, and success rates • Develop and implement strategies that address institutional improvement on CCSSE benchmarks • Develop and implement strategies that enhance students' ability to think critically • Develop and implement strategies to ensure that general educational competencies are fully integrate • Develop new evaluation plan for adjuncts • Develop procedures for faculty evaluation results and professional development • Encourage experimentation with new teaching strategies • Ensure quality, consistency and integration of TLC resources across campuses • Implement marketing plan for the TLC to include development of brochures both on-site and on-line too • Increase quality and quantity of scholarly activities among faculty and staff 	<i>VP Academic and Student Affairs</i>

Goal B. Identify and Remove Barriers

Objectives:	Responsible Unit:
<ul style="list-style-type: none">• Develop New Learning Community	<i>Academic Dean, Collier</i>
<ul style="list-style-type: none">• Create CPT Prep Program	<i>Academic Success Programs</i>
<ul style="list-style-type: none">• Expand recruitment at Collier County high schools	<i>Collier Campus Student Services</i>
<ul style="list-style-type: none">• Create Regional Campus Financial Aid Autonomy• Develop Counseling Services/Ombudsman Department	<i>Dean of Student Services</i>
<ul style="list-style-type: none">• Create Online Writing Center	<i>Edison Online</i>
<ul style="list-style-type: none">• Review/Revise HR Processes and Procedures	<i>Human Resources</i>
<ul style="list-style-type: none">• Review Course Pathways	<i>Humanities, Communication and Social Science</i>
<ul style="list-style-type: none">• Monitor outcomes in advising• Remove barrier to learning and student engagement	<i>Lee Campus President</i>
<ul style="list-style-type: none">• Student Computer Project	<i>Lee Campus VPAA and Dean of Instruction</i>
<ul style="list-style-type: none">• Develop Advising and Math and Science Curriculum	<i>Mathematics and Science</i>
<ul style="list-style-type: none">• Administer SENSE (Survey of Entering Student Engagement) in Fall 2009	<i>Research and Planning</i>
<ul style="list-style-type: none">• Increase student access to classes via 2-way video	<i>Technology Services</i>
<ul style="list-style-type: none">• Conduct successful self-study through Foundation (Tracey Galloway)s of Excellence• Implement new course/program delivery options across all campuses	<i>VP Academic and Student Affairs</i>

Priority II. Provide Educational Pathways for Under-Prepared Students

Goal A. Assess and refine current Academic Support Services

Objectives:	Responsible Unit:
<ul style="list-style-type: none">• Create a CRLA Certification for Peer Tutoring Program• Enhance Academic Success Center Workshops	<i>Charlotte Campus Student Services</i>
<ul style="list-style-type: none">• Analyze and adjust College Prep, EAP and ESOL programming to meet high demand• Create a vibrant CE program for preparation coursework• Create an Academic Resource Center with learning-centered procedures• Fortify student service programs to support student success to include: HOPE, Student Success, SOAR	<i>Lee Campus President</i>
<ul style="list-style-type: none">• Establish SSS STAR Corps	<i>Student Support Services</i>
<ul style="list-style-type: none">• Develop a system of accountability to ensure appropriate and effective practices• Develop comprehensive support program for DLA• Provide faculty development opportunities for at-risk students	<i>VP Academic and Student Affairs</i>

Goal B. Build a program to foster learning relationships and bridge the gap between ESC faculty and district K-12 faculty in their common disciplines

Objectives:	Responsible Unit:
<ul style="list-style-type: none">• Develop ICT Program for Information and Communication Literacy• Expand DE Mentorship• Provide ECHS Library Support	<i>Academic Dean, Charlotte</i>
<ul style="list-style-type: none">• Create CPT Early Intervention Program	<i>Academic Dean, Collier</i>
<ul style="list-style-type: none">• Host High School Guidance Counselor Orientation/Information Sessions	<i>Collier Campus Student Services</i>
<ul style="list-style-type: none">• Create an Office for Lee Campus K-12 Relations with Leadership• Create and disseminate pathway materials that address this population• Create summer institutes for several target populations• Develop strategies to implement remediation in high schools (SB1908)	<i>Lee Campus President</i>
<ul style="list-style-type: none">• Initiate Collaborations with K-12 stakeholders	<i>Mathematics and Science</i>

Goal C. Conduct a research based curriculum/program review of DLA education

Objectives:	Responsible Unit:
<ul style="list-style-type: none">• Review College Prep English Curriculum	<i>Academic Success Programs</i>

Goal D. Develop programs that target ESL students

Objectives:	Responsible Unit:
<ul style="list-style-type: none">• Review EAP Program	<i>Academic Success Programs</i>

Priority III. Provide Vibrant Relevant Programs

Goal A. Develop a robust program review model

Objectives:	Responsible Unit:
<ul style="list-style-type: none">• Create Program Calendar at Charlotte Campus	<i>Academic Dean, Charlotte</i>
<ul style="list-style-type: none">• Conduct Program Review for BS in Education	<i>Baccalaureate Programs</i>
<ul style="list-style-type: none">• Insure Program Accreditation credentials and certifications• Promote Specific Program Orientation	<i>Business and Technology</i>
<ul style="list-style-type: none">• Conduct Curriculum Review• Ensure Program Standards	<i>Dean, Professional and Technical Studies</i>
<ul style="list-style-type: none">• Create Program Review for Edison Online	<i>Edison Online</i>
<ul style="list-style-type: none">• Conduct Course Review• Enhance Comprehensive Unit Assessment	<i>Humanities, Communication and Social Science</i>
<ul style="list-style-type: none">• Develop a leadership/management/entrepreneurial department	<i>Lee Campus President</i>
<ul style="list-style-type: none">• Conduct Departmental Curriculum Review	<i>Mathematics and Science</i>
<ul style="list-style-type: none">• Implement a Program Development model• Implement an outcomes-based program review process• Implement an outcomes-based review process	<i>VP Academic and Student Affairs</i>

Goal B. Build and implement strategies to identify new programs

Objectives:	Responsible Unit:
<ul style="list-style-type: none">• Establish CE Programming and Forecasting Committee Academic• Expand Green CE Programs Academic• Identify and Implement Quick Academic Program Academic	<i>Dean, Charlotte</i>
<ul style="list-style-type: none">• Establish Baccalaureate Proposal Process• Develop Environmental Scanning Plan	<i>Baccalaureate Programs</i>
<ul style="list-style-type: none">• Promote Innovative Teaching and Learning	<i>Dean, Professional and Technical Studies</i>
<ul style="list-style-type: none">• Begin an academic theatre program linked to BBM• Continue to support the Rapid Recovery Program and WFD near term• Create an Associate Degree in Fine Arts• Create and focus Environmental Studies Program	<i>Humanities, Communication and Social Science</i>
<ul style="list-style-type: none">• Develop new BS, BAS and BA programs, and Associate in Fine Arts• Increase existing program and degree opportunities across all ESC campuses	<i>Lee Campus President</i>
	<i>VP Academic and Student Affairs</i>

Goal C. Identify and address the programmatic needs of the socio-economic diversity in the region

Objectives:	Responsible Unit:
<ul style="list-style-type: none">• Offer courses to the Immokalee Community at I-Tech Center	<i>Academic Dean, Collier</i>
<ul style="list-style-type: none">• Implement Bachelor of Science in Nursing Program	<i>Baccalaureate Programs</i>
<ul style="list-style-type: none">• Develop SGA Leadership Skills	<i>Charlotte Campus Student Services</i>
<ul style="list-style-type: none">• Expand Science Offerings	<i>Edison Online</i>
<ul style="list-style-type: none">• Develop an AS/BS Veterinary Technology Program	<i>Learning Resources & Undergraduate Research</i>
<ul style="list-style-type: none">• Commit to the First Year Experience Process	<i>Lee Campus President</i>

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- Create meaningful outreach programs for the Hispanic community
 - Develop an array of health care programs that are financially viable
 - Formalize Continuing Education Programs building on Campus strength
 - Integrate new concepts in the Rush Library
 - Organize and open a Charter High School

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- Create new non-credit programs & certifications, district-wide standards and evaluations

*VP Academic and Student
Affairs*

Priority IV. Provide an Array of Effective Student Support Services

Goal A. Develop a comprehensive academic support system

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> Expand DLA Faculty Orientation Increase Online Tutoring 	<i>Academic Dean, Charlotte</i>
<ul style="list-style-type: none"> Provide Library Research Assistance Implement Academic Early Alert Program 	<i>Academic Dean, Collier</i> <i>Academic Success Programs</i>
<ul style="list-style-type: none"> Promote Retention in Baccalaureate Programs Promote Student Retention 	<i>Baccalaureate Programs</i>
<ul style="list-style-type: none"> Develop New Ways to Market and Deliver Career Information 	<i>Charlotte Campus Student Services</i>
<ul style="list-style-type: none"> Expand Student Services at I-Tech Center in Immokalee Increase in student life activities for evening students 	<i>Collier Campus Student Services</i>
<ul style="list-style-type: none"> Develop Career Program Student Support 	<i>Dean, Professional and Technical Studies</i>
<ul style="list-style-type: none"> Create a safe haven for students by creating an Ombudsman role Explore and potentially implement student housing Restructure Advising Department to capitalize on multiple resources 	<i>Lee Campus President</i>
<ul style="list-style-type: none"> Create a manual/primer of academic and student services assessment Develop mandatory new student orientation Develop/implement enrollment management, learning outcomes assessment and evaluation models 	<i>VP Academic and Student Affairs</i>

Goal B. Assess, enhance and implement an effective enrollment and registration process

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> Develop Enrollment Management Plan 	<i>Baccalaureate Programs</i>
<ul style="list-style-type: none"> Restructure Advising and Student Services Support Create Lunch with an Academic Advisor Program Create and Implement a Welcome Week Develop Faculty Teaching Style Observation Implement Early College/Early Admit Orientation 	<i>Charlotte Campus Student Services</i>
<ul style="list-style-type: none"> Develop Comprehensive Academic Advising Center Develop FACTS or Enhanced Online Application Implement Banner Enrollment Management Module 	<i>Dean of Student Services</i>
<ul style="list-style-type: none"> Cultivate a welcoming environment throughout student service functions Maintain 5% enrollment growth campus wide Meet with SGA officers quarterly Reach enrollment targets in health care programs Revamp commencement activities and processes 	<i>Lee Campus President</i>
<ul style="list-style-type: none"> Build a My Future website for students 	<i>Technology Services</i>
<ul style="list-style-type: none"> Develop strategies for improving efficiencies in course schedules 	<i>VP Academic and Student Affairs</i>

Priority V. Identify and Develop Short and Long-term Financial, Facility, and Technology Resources of the College

Goal A. Allocate financial resources aligned with College priorities

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> • Support and Encourage Library Staff Development 	<i>Academic Dean, Collier</i>
<ul style="list-style-type: none"> • Create a paperless environment for Finance & Accounting Processes • Develop Automated Travel System • Develop a work flow analysis for Accounts Payable Processes 	<i>Finance and Accounting</i>
<ul style="list-style-type: none"> • Create district-wide endowment for Project HOPE 	<i>Foundation</i>
<ul style="list-style-type: none"> • Develop and implement a plan for monthly building maintenance tours with building administrator • Engage in contract discussions with BBM re: ticket surcharge increase, electronic sign, and sales tax • Monitor Canteen Contract for inventory control, coffee shop profits, and catering requests 	<i>Lee Campus President</i>
<ul style="list-style-type: none"> • Analyze and define legal affairs process 	<i>Legislative and Legal Affairs</i>
<ul style="list-style-type: none"> • Analyze Contracts and Signature Authority 	<i>Risk Management</i>
<ul style="list-style-type: none"> • Improve Paperless Efficiencies 	<i>Technology Services</i>
<ul style="list-style-type: none"> • Develop a model for closing the funding gap for high-cost academic programs 	<i>VP Academic and Student Affairs</i>
<ul style="list-style-type: none"> • Create Capital Project Funding System 	<i>VP Admin Services</i>

Goal B. Develop a process to plan and prioritize facility expansion

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> • Develop Yearly Program Growth and Facilities Implementation Plan 	<i>Academic Dean, Charlotte</i>
<ul style="list-style-type: none"> • Develop Facilities Plan 	<i>Collier Campus President</i>
<ul style="list-style-type: none"> • Develop Cost Project Analysis 	<i>Facilities Planning and Management</i>
<ul style="list-style-type: none"> • Begin plans for a new classroom building • Create a presence for the baccalaureate department • Develop a campus wide plan for departmental location and synergy • Develop position profile and search for a Lee Campus President • Plan Hendry Hall expansion/renovation • Remodel west campus as needed 	<i>Lee Campus President</i>
<ul style="list-style-type: none"> • Evaluate Administrative Services Organizational Structure 	<i>VP Admin Services</i>

Goal C. Engage faculty and staff to create a comprehensive plan that will provide the necessary technology

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> • Develop Charlotte and Hendry Glades Two-Way Video Project 	<i>Academic Dean, Charlotte</i>
<ul style="list-style-type: none"> • Develop Instructional Technology- Education programs 	<i>Baccalaureate Programs</i>
<ul style="list-style-type: none"> • Streamline Campus based distance learning with technology 	<i>Edison Online</i>
<ul style="list-style-type: none"> • Enhance Interactivity in Online Courses 	<i>Health Professions</i>
<ul style="list-style-type: none"> • Identify and develop facility and technology resources for health programs 	<i>Technology Services</i>
<ul style="list-style-type: none"> • Implement Streaming Video for classes 	

- Develop effective program evaluation model for online & blended learning
- Enable faculty integration of multi-media technologies into courses

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Affairs*

Goal D. Ensure a safe and attractive learning environment

Objectives:

Responsible Unit:

- Build two parking lots
- Construct Phase I and II for the Charter High School
- Develop management reports to insure quality: pond, gardens, lighting
- Engage Wackenhut in monitoring pavement cracks, light outages, etc.
- Enhance Garden Cafe area
- Enhance signage on campus--registration, buildings, maps, logos
- Integrate Public Safety staff with campus activity
- Landscape (with color) all entrances to Campus and dress SW corner, Rush gardens, golf course ground
- Study Tobacco-Free Campus locations
- Allocate Campus police officers
- Create Dispatch/Communications center
- Prepare Job Description for Public Safety Officer

Lee Campus President

Public Safety

Goal E. Develop business guidelines for academic productivity and effectiveness, while preserving academics

Objectives:

Responsible Unit:

- Expand Enrollment Management Meeting Membership
- Develop Continuing Education Community Association Managers Program (CAMP)
- Develop and Implement Program Cost Fee Model
- Renovate Bookstore and monitor book order readiness for class starts

Academic Dean, Charlotte

Academic Dean, Collier

*Dean, Professional and
Technical Studies*

Lee Campus President

Priority VI. Promote, Develop and Retain a Culture that Supports Professional Growth of Faculty and Staff

Goal A. Develop a faculty mentoring program

Objectives:	Responsible Unit:
• Implement College Prep Faculty Training	<i>Academic Success Program</i>
• Develop and Offer ESOL training for BS in Education faculty	<i>Baccalaureate Programs</i>
• Continue Faculty Development	<i>Edison Online</i>
• Develop new evaluation plan for adjuncts	<i>VP Academic and Student Affairs</i>

Goal B. Develop an administrative leadership program

Objectives:	Responsible Unit:
• Create Faculty Leadership Retreat at Charlotte Campus	<i>Academic Dean, Charlotte</i>
• Create Professional Developer of the Month at Charlotte Campus	
• Create Leadership Development Academy	<i>Human Resources</i>
• Link administrative leadership in Professional Development Day events	<i>Lee Campus President</i>
• Meet with Senate leaders monthly	
• Refine campus structure to assign leadership in student services and auxiliary areas	
• Develop and implement Chair Academy training for department chairs	<i>VP Academic and Student Affairs</i>

Goal C. Develop Edison State orientation for all faculty and staff

Objectives:	Responsible Unit:
• Train Learning Resource Technical Assistant in Leadership	<i>Academic Dean, Charlotte</i>
• Create Welcome to Edison!! Employee Orientation Program	<i>Human Resources</i>
• Enhance the culture of the campus through several activities: fall staff party, commencement reception	<i>Lee Campus President</i>

Priority VII. Develop, Maintain and Enhance Collaborative Partnerships

Goal A. Develop a strategy to capitalize on our partnerships (Internal & External)

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> Develop Grant-Writing Workshops Develop VPLRC Non-Profit Resources Develop Partnership Activity for Economic Recovery Expand Current Programs in Charlotte Community 	<i>Academic Dean, Charlotte</i>
<ul style="list-style-type: none"> Develop Library and Student Services/Faculty Collaboration Increase Dual Enrollment 	<i>Academic Dean, Collier</i>
<ul style="list-style-type: none"> Develop Edison as a partnering college Expand Baccalaureate Curriculum Development Increase Post-Baccalaureate Partnerships 	<i>Baccalaureate Programs</i>
<ul style="list-style-type: none"> Strengthen K-20 Articulation 	<i>Business and Technology</i>
<ul style="list-style-type: none"> Cultivate board members and donor prospects 	<i>Collier Campus President</i>
<ul style="list-style-type: none"> Develop Professional and Technical Studies Career Website Expand K-12 (Career Pathways) Relations 	<i>Dean, Professional and Technical Studies</i>
<ul style="list-style-type: none"> Increase scholarship availability through both the endowment and annually funded scholarship gifts Secure New Funding for Healthcare Programs-Nursing, Dental 	<i>Foundation</i>
<ul style="list-style-type: none"> Develop Classification and Staffing Process 	<i>Human Resources</i>
<ul style="list-style-type: none"> Explore Accreditation Opportunities 	<i>Humanities, Communication and Social Science</i>
<ul style="list-style-type: none"> Develop a Center for Undergraduate Research and International Study 	<i>Learning Resources & Undergraduate Research</i>
<ul style="list-style-type: none"> Distribute Campus Events daily to key offices and welcome appropriately Formalize the Medical Museum legal partnership Fortify partnerships with the Hispanic Chamber, Horizon Council, etc. Recommend a specific project mission to the Mina Edison Society Support the Edison State College Foundation to cultivate donors for health care programs Work with Lee Memorial Health Care to align our programs effectively, especially BS in Nursing 	<i>Lee Campus President</i>
<ul style="list-style-type: none"> Prepare Summary Report of Progress Toward Planning Priorities and Goals 	<i>Research and Planning</i>
<ul style="list-style-type: none"> Improve opportunities for students to broaden work experience 	<i>VP Academic and Student Affairs</i>

Goal B. Create and advocate the legislative agenda while including our partners

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> Develop Innovation Connections and Collaborations 	<i>Dean, Professional and Technical Studies</i>

Goal C. Develop a grant process to serve key aspects of the organization

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> Implement The Learning Centered Classroom Faculty Grant Project 	<i>Academic Dean, Collier</i>
<ul style="list-style-type: none"> Develop Grant-Writing Processes 	<i>Mathematics and Science</i>
<ul style="list-style-type: none"> Develop a Grants Process 	<i>VP Admin Services</i>

Priority VIII. Enhance the Regional Image of Edison State College

Goal A. Develop a comprehensive marketing plan for the College

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> Increase Community Visibility Create Comprehensive Marketing Plan 	<i>Collier Campus President Communications and Marketing</i>
<ul style="list-style-type: none"> Implement New Communications Plan Create mechanism for ongoing campus updates Create regular columns in local press 	<i>Foundation Lee Campus President</i>
<ul style="list-style-type: none"> Develop new collaborative initiatives 	<i>VP Academic and Student Affairs</i>

Goal B. Expand Edison State College’s engagement in the region

Objectives:	Responsible Unit:
<ul style="list-style-type: none"> Develop VPLRC Thematic Programming Convert CAMP classes to Continuing Education Community Association Officers Forum (CAOF) Create Undergraduate Research Plan at Rookery Bay Develop Continuing Education Partnership with KnowledgeQuest Finalize Rookery Bay Contract Participate in state, regional and national professional library organizations 	<i>Academic Dean, Charlotte Academic Dean, Collier</i>
<ul style="list-style-type: none"> Expand Baccalaureate Programs Create a Recruitment Live Chat Session Develop a Charlotte Campus Facebook Recruitment Page Establish a Recruitment Office at the Charlotte Votech Center Market Student Activities to Early College Students 	<i>Baccalaureate Programs Charlotte Campus Student Services</i>
<ul style="list-style-type: none"> Expand Outreach/Political Advocacy Participate in Economic Development 	<i>Collier Campus President</i>
<ul style="list-style-type: none"> Expand Parental Outreach 	<i>Collier Campus Student Services</i>
<ul style="list-style-type: none"> Expand Student Recreation Program Evaluate Streaming Video 	<i>Dean of Student Services Edison Online</i>
<ul style="list-style-type: none"> Pursue Alumni Pilots Redesign Website 	<i>Foundation</i>
<ul style="list-style-type: none"> Identify Relevant Programs Consider new site locations for Lee Campus in Bonita Springs and Cape Enhance the Cultural District on Campus through new events Recommend implementation of an Innovation Award -- signature event Study, and if appropriate, recommend a Community Art Event 	<i>Health Professions Lee Campus President</i>
<ul style="list-style-type: none"> Create a Cultural District on Lee Campus Establish Collegiate High School on Lee Campus 	<i>Lee Campus VPAA and Dean of Instruction</i>
<ul style="list-style-type: none"> Develop comprehensive art programs in music, theatre and fine arts 	<i>VP Academic and Student Affairs</i>