



# GCSC

## STRATEGIC PLAN

— 2022 - 2027 —



**RESET - RENEW - REFOCUS**

# TABLE OF CONTENTS

## OVERVIEW

Letter from President .....	1
About Gulf Coast State College .....	3
Introduction.....	4

## LEADERSHIP

District Board of Trustees .....	6
Strategic Planning Committee .....	6

## STRATEGIC PLAN

Planning Process.....	7
Vision, Mission, Values.....	9
Summary of Strategic Directions.....	10
Strategic Directions, Goals, and Key Performance Indicators .....	11 - 15

# OVERVIEW

## LETTER FROM THE PRESIDENT

Gulf Coast State College is embarking on the celebration of its 65th Anniversary this year. Looking at the present-day campus, it is difficult to imagine the Gulf Coast College of 1957 that was part of the Bay District Schools, and was housed in a former shipyard. While the College has grown and transformed itself tremendously over the last 65 years, its core commitment to providing life changing learning opportunities for the citizens of Bay, Gulf, and Franklin counties is unchanged.



Gulf Coast State College's history is a rich one, and we are extremely proud to be a part of this community, and to have touched so many lives. We look forward to meeting the challenges of the future. With our 2022-2027 Strategic Plan, the College is shaping its future. The Strategic Plan is a blueprint that will guide our path for the next five years. The product of extensive college and community involvement, the Strategic Plan is grounded by solid demographic and economic data analysis. It represents the College's assessment of how to best attract and graduate students with the skills that our community's workforce will need.

The 2022-2027 plan identifies and focuses on five major areas:

(1) Learning First, (2) Student Success, (3) Accessibility and Student Engagement, (4) Community Connections, and (5) Organizational Culture. We think these are critical to providing knowledgeable and well-prepared graduates, who are ready to integrate into and contribute to the community we serve. The 2022-2027 Strategic Plan, titled "Reset, Refresh, Renew," will not only continue to embody the College's mission, goals, and vision, but to an even greater degree, exemplify our spirit of resilience and strength as an educational institution.

The College's primary function is to provide the state-of-the art facilities and rigorous academic programs that prepare our students for the workforce, as well as allow them to transfer to universities. Our goal is to remain innovative and accessible to students, and the 2022-2027 Strategic Plan will ensure that Gulf Coast State College continues to define the standards of excellence in teaching and learning.



We cannot be successful if our students are not successful. Part of innovation is finding new ways to reach students, provide tools to help them navigate learning and life, and ensure that they begin college with the skills needed to tackle the challenging courses they will encounter along their path to graduation.



It is the College's strong desire that its student body reflects the wonderful diversity of our communities. We must find ways to engage potential students so that they become actual students, convince them that an education is difficult but valuable and will lead them to look back and realize that going to Gulf Coast was the best decision they ever made.

The College exists to serve its students and its greatest stakeholders- Bay, Gulf and Franklin counties. The College will continue to partner with these constituents to align programs to strengthen the community's educational, social, and economic backbone. Communication with these constituents is critical. The College is committed to ensuring that the communities know the college and the college knows them.

Gulf Coast State College's faculty and staff share a commitment to making a difference in the lives of our students through learning and community engagement. We wholeheartedly believe the dreams of our students are worthy of our support. The 2022-2027 Strategic Plan boldly reflects how we will be responsive to our community and our core values.

Here's to our future. I invite you to be part of it.

A handwritten signature in black ink, appearing to read "Cheryl F".

Dr. Cheryl Flax-Hyman  
Interim President



## ABOUT GULF COAST STATE COLLEGE

Gulf Coast State College is one of the twenty-eight public colleges in the Florida College System and serves a three-county district in the panhandle of Florida: Bay, Franklin, and Gulf counties. The district stretches over a distance of 73 miles along the Gulf Coast, covering 1,857 miles. Educational program offerings include associate in arts and associate in science degrees, applied technology diplomas, nationally recognized certificate programs, and non-credit workforce courses.

In 2010, Gulf Coast State College was approved to offer its first baccalaureate degree – the Bachelor of Applied Science in Technology Management. The College offers classes throughout our district in both traditional classroom, online, and hybrid formats. The low student-to-teacher ratio provides students with the opportunity for one-on-one interaction with faculty.



Over **\$14 MILLION**  
provided to students for financial  
assistance in 20-21

**#1 LOWEST  
TUITION**

in Florida



GCSC was ranked as one of the **top 150**  
state colleges in the nation by the Aspen Institute



**95.4%**  
of graduates are found  
working or continuing their  
education within one year of  
graduating



## INTRODUCTION

Gulf Coast State College (GCSC) has a tradition of delivering exceptional educational programs and services to students on its three campus locations throughout Bay, Franklin and Gulf counties. This has been achieved despite an often-challenging educational, financial, and political landscape. We live in a rapidly changing environment where these challenges will likely continue to influence and impact funding, educational delivery, and operational processes.



GCSC's Strategic Plan is driven by the College's District Board of Trustees' vision for the College's future. This vision is guided by the identification of trends and themes impacting higher education. It also anticipates the traits, characteristics, and needs of the local community, and stakeholders GCSC currently serves, and may serve, in the future. The identified initiatives establish the direction for all departments, and each employee to work in unison.

Additionally, there will be a confirmed effort to plan and provide resources for the psychological impact of natural disasters and public health crises.



## GCSC IS INVESTED

As a forward-thinking College, we are invested in:

- Providing additional support for learning, so that students will succeed.
- Reducing barriers for all who desire to engage in postsecondary education.
- Providing professional development for faculty and staff to enable them to develop innovative strategies and processes that will facilitate student success.
- Aligning programs and resources to the economic development needs of the region.
- Providing additional distance learning opportunities, so that students will be able to access our curricula in flexible ways that encourage student success.
- Keeping abreast of emerging technologies that will facilitate student success.
- Strengthening industry, business, and community relationships.

Simply stated, the Strategic Plan is designed and intended to help students reach their academic goals. This plan is a commitment to connecting with students, challenging them to succeed, and challenging the College to provide them with the tools they need to succeed.



# LEADERSHIP

## GULF COAST STATE COLLEGE LEADERSHIP

Looking into the future and anticipating the needs of Gulf Coast State College is a daunting task. However, it is the road that the Board of Trustees, faculty, staff, students, administrators, and community stakeholders embarked on during 2021-2022.

The Strategic Planning Committee was charged with researching trends and themes, examining ideas, soliciting suggestions, reviewing the history of the College, seeking input of focus groups, and requesting input through surveys and face-to-face interviews. Through introspection, and review of data and discussions, a Strategic Plan for Gulf Coast State College was developed.

### District Board of Trustees

Tom Lewis, Chair  
David Warriner, Vice Chair  
Boyd Bulger  
Don Crisp  
Frank Hall  
Steve Millaway  
C. David Powell  
Floyd Skinner  
Joe Tannehill, Jr.

### Strategic Planning Committee

Melissa Bois  
Melanie Boyd  
Matthew Brock  
Debbie Brzuska  
Lori Driscoll  
Dr. Cheryl Flax-Hyman  
Bruce Harber  
Lloyd Harris  
Jason Hedden  
Dr. Holly Kuehner  
Katie McCurdy  
Glen McDonald  
Dr. Melanie Pelton  
Kimberly Phillips  
Hadley Pridgen  
Greg Robinson  
Dr. Kelli Walsingham



# STRATEGIC PLAN

## PLANNING PROCESS

Gulf Coast State College continues to experience significant change in terms of technology, pedagogy, student needs, community expectations, and community employment needs. During the 2021-2022 academic year, GCSC initiated a planning process focused on addressing these changes. The Strategic Planning Process is a projection of the most important directions in which GCSC must move during the next five years (2022–2027).

### *September 2021*

- *Review Mission, Vision, and Values Statements*
- *Research Trends/Themes for State/Community Colleges*
- *Review Report Card from last Strategic Plan*
- *Establish Focus Groups on Task Force-Conduct Needs Assessment/ Situational Analysis/Environmental Scan for 2022-2027*

### *October 2021-November 2021*

- *Organize On-site Focus Groups, Community Meetings, and Retreats*
- *Develop and Distribute On-line Surveys to Stakeholders*
- *Generate New Ideas and Proof of Concept*

### *January 2022-March 2022*

- *Prepare Data and Trend Analysis for Community Meetings*
- *Conduct Community Meetings and Gather Input*

### *April 2022- May 2022*

- *Activities to Achieve Objectives*
- *Finalize Strategic Planning Document*
- *Brief Leadership*
- *Make Adjustments for Final Presentation to Board of Trustees*

### *June 2022*

- *Brief the Board of Trustees on the 2022-2027 plan*

## STRATEGIC PLANNING

1. **Statement of Values:** This is a list of the values that we consider essential to everything we do in the name of Gulf Coast State College.
2. **Vision:** The vision is a reflection of institutional direction. A vision statement describes a future that is noticeably different from and better than the present. It is a reflection—suggests a visual image—of what the institution is striving to become.
3. **Mission:** The mission is a description of institutional purpose. A mission statement reflects core principles and answers the question, “Why are we here?”
4. **Strategic Directions:** These are the broad, general formatting categories of the Strategic Plan, which help organize a variety of goals under common headings. These important categories become institutional priorities for use of resources.
5. **Goals:** Statements of what the college wants and expects to accomplish in the next three to five years. They are organized under the major initiatives.
6. **Key Measurements of Success:** These are the metrics the college will use to determine whether each goal is achieved. They are specific in terms of stating the desired objective, and they include the level of performance that must be reached in order to claim success.



## VISION, MISSION, AND VALUES

### Vision

Gulf Coast State College will deliver life-changing learning opportunities, and will join as a full partner in dynamic cultural and economic development of the region.

### Mission

Gulf Coast State College holds students and community of central importance. The College provides many opportunities for learning, and offers a range of programs and services to help students become well-educated, productive citizens. The College is equally dedicated to collaborating with the community to help create or improve economic well-being, and to offer the space of the College for social dialog, events of art and culture, and other moments that enhance our quality of life.

### Values

Holding true to its vision and working continuously on mission, Gulf Coast State College affirms these values as essential to all the College is and does:

- Boldness of vision
- Responsiveness to the community
- Culture of honesty and trust
- Open expression of ideas
- Diversity of thought and culture
- Flexibility and agility
- Ease of access and affordability
- Outstanding teaching and service
- Creativity and innovation
- Purposeful work



## SUMMARY OF STRATEGIC DIRECTIONS

### Direction One: Learning First

Create a culture that focuses on student success by promoting academic excellence and continuous improvement in the teaching and learning process.



### Direction Two: Student Success

Continuously develop new and innovative approaches to recruit, retain, and graduate students.



### Direction Three: Accessibility and Student Engagement

Promote a culture of civility to include openness, trust, collaboration and mutual respect that is built upon a range of diverse backgrounds, ideas, and perspectives that enhance student learning and institutional improvement.



### Direction Four: Community Connections

Partner with constituents to align programs to strengthen the educational, social and economic vitality of the community.



### Direction Five: Organizational Culture

Support the College's vision and mission, and invest in its employees to create a dynamic workplace.



## DIRECTION ONE: LEARNING FIRST

Create a culture that focuses on student success by promoting academic excellence, and continuous improvement in the teaching and learning process.

### STRATEGIC GOALS:

- Provide rigorous, engaging, and evidence-based instructional methods and innovative curricular designs
- Increase methods to incorporate technology into pedagogical practice to optimize student learning
- Provide ongoing and timely professional development on best practices and cross-curricular collaboration
- Increase active and contextualized learning and experiential learning opportunities
- Develop flexible programs and delivery options that allow students and graduates to compete successfully in the local, state, and regional economy

### KEY PERFORMANCE INDICATORS:

- Increase the number of students experiencing active and collaborative learning on Community College Survey of Student Engagement (CCSSE) by 4 points over 2022 baseline
- Increase fall-to-fall retention by 10% (2022-2027) disaggregated by student characteristics
- Increase the number of degree-seeking students completing an associate degree within three years (full-time students) and six years (part-time students), disaggregated by student characteristics, by 10% (2022-2027)



## DIRECTION TWO: STUDENT SUCCESS

Continuously develop new and innovative approaches to recruit, retain, and graduate students.

### STRATEGIC GOALS:

- Develop strategic interventions for first-generation students and underrepresented communities
- Provide increased access to robust tutorial support at critical points along student progression
- Embed support services, with a focus on academic advising and mental health services, across clearly defined academic pathways
- Expand opportunities for students to be involved with the community via applied learning such as service learning, civic engagement, experiential learning, and volunteer experiences
- Engage students in extra and co-curricular activities that promote learning outside of the classroom

### KEY PERFORMANCE INDICATORS:

- Increase enrollment (FTE) by 10% (2022-2027) disaggregated by student characteristics
- Increase the number of students experiencing support for learning on CCSSE by 4 points over 2022 baseline
- Increase the number of students participating in high-impact practices to include academic advising, service learning, tutorial support and extra/co-curricular activities (establish baseline in 2022-2023)
- Increase the number of students completing English and math courses within the first 24 credits by 10% (2022-2027)



## DIRECTION THREE: ACCESSIBILITY AND STUDENT ENGAGEMENT

Promote a culture of civility to include openness, trust, collaboration and mutual respect that is built upon a range of diverse backgrounds, ideas, and perspectives that enhance student learning and institutional improvement.

### STRATEGIC GOALS:

- Implement policies and practices that close achievement gaps in student success and increase retention and completion rates of all students
- Increase accessibility for all students to support the open-door mission of the college
- Develop and implement accessibility and student engagement practices that enhance the campus climate and student success

### KEY PERFORMANCE INDICATORS:

- Increase the percentage of students to attend GCSC in the year following high school disaggregated by demographics by 10% (2022-2027)
- Increase enrollment of non-traditional students (age 25 and older) by 4% (2022-2027)
- Develop new programs/initiatives to support student engagement for all student populations



## DIRECTION FOUR: COMMUNITY CONNECTIONS

Partner with constituents to align programs to strengthen the educational, social and economic vitality of the community.

### STRATEGIC GOALS:

- Promote college engagement with community organizations and businesses to increase the region's awareness of the College's mission and services
- Promote lifelong learning opportunities for all while encouraging creativity, curiosity, and collaboration
- Support the economic and cultural vitality of the communities we serve by training qualified workers
- Initiate, direct, and support leadership in community, cultural, artistic, and intellectual development

### KEY PERFORMANCE INDICATORS:

- Increase the number of strategic community and industry partnerships (baseline to be established in 2022)
- Increase the licensure/certification pass rate by 5% (2022-2027)
- Increase the number of community events hosted by the College (baseline to be established in 2022)



## DIRECTION FIVE: ORGANIZATIONAL CULTURE

Support the College's vision and mission, and invest in its employees to create a dynamic workplace.

### STRATEGIC GOALS:

- Ensure financial resiliency and long-term sustainability of the institution
- Regularly review institutional structures and processes for relevancy and efficiency
- Increase opportunities for the College to engage with the community
- Identify, attract, and retain talented faculty and staff with competitive compensation and professional development opportunities
- Celebrate the success of our students and employees

### KEY PERFORMANCE INDICATORS:

- Pursue additional resources to support college programs and scholarships
- Increase the number of employees participating in professional development activities (baseline to be established in 2022)
- Increase the number of faculty, staff, and students engaging in community service (baseline to be established in 2022)



# **STRATEGIC PLAN**

— 2022 - 2027 —

PANAMA CITY CAMPUS  
GULF/FRANKLIN CAMPUS  
NORTH BAY CAMPUS  
TYNDALL EDUCATION CENTER