



2025-28

TRANSFORMING TOMORROW:

A STRATEGIC VISION FOR FSCJ

FSCJ
Florida State College
at Jacksonville

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FSCJ's 2025-28 strategic plan, "Transforming Tomorrow: A Strategic Vision for FSCJ," was created through comprehensive engagement with both internal and external stakeholders. Goals were established for each of the five priorities and strategies and targets were finalized in spring 2025.

Transforming Tomorrow Strategic Priorities

With a commitment to fairness in all areas of the institution, FSCJ will strategically prioritize:

1 Enrollment:

Increase access to and participation in postsecondary education serving all student populations, creating pathways for lifelong learning and success.

2 Service:

Elevate the student and employee experience by fostering a supportive, collaborative environment that promotes engagement, belonging and a sense of connection.

3 Success:

Increase student achievement with comprehensive support and pathways, empowering them to reach their full potential and achieve economic mobility.

4 Excellence:

Enhance college operations through quality improvement and process governance, enriching the educational environment for students and staff, ultimately to be considered an Aspen Top 10 institution.

5 Community:

Position FSCJ as a public good by enhancing partnerships with business and industry to align educational programs with workforce needs, advancing individual and community economic vibrancy.





Enrollment

Increase access to and participation in postsecondary education serving all student populations, creating pathways for lifelong learning and success.

Strategic Goal 1:

Execute a comprehensive strategic enrollment management plan to drive the institution's growth objectives.

STRATEGIES/INITIATIVES:

- **Transcript Evaluation:** Implement technological solutions to lessen the wait time for transcript evaluation.
- **Integrated Marketing/Recruitment Plan:** Develop an integrated marketing/recruitment plan that provides a detailed breakdown on FSCJ's model for marketing our distinct degrees and programs to unique student populations.
- **Application:** Create a single application for college admission for degree-seeking students in baccalaureate, associate and career certificate programs embedded within PeopleSoft.
- **Registration Portal:** Formalize a single portal for course registration for degree-seeking students in baccalaureate, associate and career certificate programs.

Strategic Goal 2:

Expand college-going activities in our service area to increase the percentage of service area high school graduates who apply to and enroll at FSCJ.

STRATEGIES/INITIATIVES:

- **High School Recruitment:** Conduct an analysis of current high school recruitment activities with the goal of continuing best practices.
- **Dual Enrollment/CTE:** Grow dual enrollment Career and Technical Education (CTE) enrollments by working with private and home schools as well as Nassau County to grow programs.
- **Dual Enrollment Matriculation:** Grow dual enrollment matriculation into degree programs immediately following high school graduation by implementing a coordinated outreach, engagement and support strategy.

Strategic Goal 3:

Foster and maintain partnerships between FSCJ's recruitment team, internal departments and community organizations to streamline enrollment pathways for adult learners.

STRATEGIES/INITIATIVES:

- **Non-traditional Recruitment:** Conduct an analysis of current adult learner recruitment activities with the goal of continuing best practices.





Service

Elevate the student and employee experience by fostering a supportive, collaborative environment that promotes engagement, belonging and a sense of connection.

Strategic Goal 1:

Design and develop the availability of adequate, accessible, and flexible spaces to support the evolving academic, administrative and community needs of the College.

STRATEGIES/INITIATIVES:

- **Lab Renovation:** Renovate and remodel science labs to support state-of-the-art instruction, foster hands-on learning opportunities and align with current industry and academic standards.
- **Space Renovation:** Utilize the Annual Space Survey to identify collaborative areas to promote faculty, student and staff engagement.
- **Military & Veteran Center Expansion:** Expand Military & Veterans Service Centers on additional campus locations.
- **Student Housing:** Enhance student housing options.
- **Wayfinding:** Improve campus/center arrival experience with clearly defined directional signs and/or renovate campus main entry points to improve vehicular approach and modernization in accordance with the College Master Plan.

Strategic Goal 2:

Create impactful student-centered engagement spaces and opportunities that resonate with and represent the diverse FSCJ student body.

STRATEGIES/INITIATIVES:

- **Relaunch Faces of FSCJ:** Student Stories

Strategic Goal 3:

Achieve excellence in student support across the FSCJ experience.

STRATEGIES/INITIATIVES:

- **Records Access:** Expand accessibility with some student records for full-time faculty to support faculty-student engagement related to majors/programs and career aspirations.
- **Student Feedback:** Increase systematic collection and impact of student feedback about instructional experiences through a direct communication campaign to students from the Provost.
- **QueST for Faculty:** Increase PD1896 completion among faculty through targeted communication from the Academy of Teaching and Learning and academic leadership.





Success

Increase student achievement with comprehensive support and pathways, empowering them to reach their full potential and achieve economic mobility.

Strategic Goal 1:

Ongoing review and revision of programmatic roadmaps to ensure efficient scheduling and timely credential completion.

STRATEGIES/INITIATIVES:

- **Academic Roadmaps:** Establish and apply DMAIC control process for continuous improvement of Academic Roadmap initiative, to include quality of roadmap content.
- **Course Alignment:** Alignment of course scheduling with roadmaps.

Strategic Goal 2:

Exceed benchmarks in all student outcomes by program and course.

STRATEGIES/INITIATIVES

- **QueST:** Increase QueST completion rates among new, degree-seeking students enrolled in an online asynchronous course.
 - Increase course success rates among new, degree-seeking students enrolled in an online asynchronous course.
- **New Student Orientation:** Develop a requirement for students (A.A., A.S., A.A.S.) to attend new student orientation.
- **15-to-Finish:** Institutionalize processes to support students who are less than 15 credit hours from graduation and have stopped out to attain degree completion.
- **Modality Professional Development:** Systematically address the “modality” impact on student success by providing professional development for faculty supervisors.

Strategic Goal 3:

Improve program progression by implementing course-level practices at scale.

STRATEGIES/INITIATIVES

- **Student Engagement:** Develop a holistic Engagement & Belonging model to increase student engagement in extra- and co-curricular involvement.
- **CARE Center:** Create a new area/department focused on holistic support and case management related to childcare, food insecurity, housing insecurity/homelessness, and physical and mental health.
- **Early Alert:** Review FSCJ's current Early Alert intervention process to optimize both notification of student concerns and impact of assistance.



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Excellence

Enhance college operations through quality improvement and process governance, enriching the educational environment for students and staff, ultimately to be considered an Aspen Top 10 institution.

Strategic Goal 1:

Promote professional development to enhance employee growth, teaching and learning, and student excellence.

STRATEGIES/INITIATIVES

- **FSCJ Experience:** Increase participation in Elevating the FSCJ Experience through increased senior leadership communication to enhance the customer service experience for both internal and external stakeholders.
- **Center for Innovation and Excellence:** Launch Center for Innovation and Excellence.

Strategic Goal 2:

Expand data-informed decision making across the institution, including regular, systemic feedback from Business and Industry Leadership Teams (BILT).

STRATEGIES/INITIATIVES

- **Job Placement:** Collect post-completion employment data from students upon graduation/completion.
- **PDP:** Develop Postsecondary Data Partnership.
- **Dashboards:** Increase access to data through Oracle Analytics Cloud (OAC) dashboard development.
- **Historical Analytics:** Fully implement the Historical Analytics functionality into EAB Navigate (myGradPlan) to utilize better predictive analytics in our Differentiated Care model.
- **CTE Program Audit:** Leverage Florida College System Career and Technical Education (CTE) Program Quality Audit to drive improvement in critical program metrics.
- **BILTs:** Strengthen Business and Industry Leadership Teams by increasing engagement and addition of members.

Strategic Goal 3:

Systemic review of FSCJ core processes to improve and increase efficiencies.

STRATEGIES/INITIATIVES

- **Six Sigma Digital Student ID:** Align student IDs with digital best practices at other colleges and expectations from our students.

Strategic Goal 4:

Integrate emerging technologies to enhance learning and prepare students, faculty and staff for the modern workforce.

STRATEGIES/INITIATIVES

- **Curriculum Innovation:** Expand and integrate emerging technologies such as AI and machine learning into credit-bearing courses and occupational certificate programs.
- **General Education Integration:** Introduce foundational AI/digital literacy concepts across general education to ensure broad student exposure.
- **Faculty and Staff Readiness:** Enhance professional development opportunities and resources to support the adoption and application of emerging technologies in teaching and operations.
- **Continuing Workforce Education (CWE) Engagement:** Develop employer-aligned training opportunities and non-credit programs that deliver just-in-time upskilling for the regional workforce.
- **Operational Technology Advancement:** Promote internal adoption of advanced tools and platforms that improve institutional processes and educational delivery.
- **AI Digital Badging:** Create AI digital badge in the A.A. program to showcase student skills development and improve employability.
- **Faculty Input:** Create a form to collect input from faculty on AI tools that can be utilized to support student success.

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Community

Position FSCJ as a public good by enhancing partnerships with business and industry to align educational programs with workforce needs, advancing individual and community economic vibrancy.

Strategic Goal 1:

Expand and integrate educational programs and training into underrepresented communities.

STRATEGIES/INITIATIVES:

- **FSCJ EmpowerED:** Increase community partnerships to offer workforce training.
- **Veterans Upward Bound:** Optimize support of our local and regional veteran population in their efforts to pursue higher education and training opportunities through strategic implementation of VUB.
- **Community Education and Civic Engagement Center:** Establish Center for Community Education and Civic Engagement.

Strategic Goal 2:

Increase opportunities for community-connected experiential learning.

STRATEGIES/INITIATIVES:

- **Experiential Learning:** Increase the number of students who engage in experiential learning experiences such as internships, clinical experiences and co-curricular activities by increased faculty participation.
- **Junior Achievement Experiential Learning Center:** Establish Junior Achievement Center.

Strategic Goal 3:

Increase partnerships with industry and community-based organizations.

STRATEGIES/INITIATIVES

- **Business Mapping:** Create environmental scan of all business and industry partnerships with FSCJ (BILT).
- **Community Board Representation:** Increase employee participation on community boards to strengthen institutional partnerships, enhance community engagement and expand the College's regional impact.

Strategic Goal 4:

Strengthen the Foundation's capacity to enhance philanthropic support.

STRATEGIES/INITIATIVES

- **Comprehensive Campaign:** Launch the five-year TRANSFORMING TOMORROW TOGETHER Campaign.
- **FSCJ Foundation Board Members:** Recruit a minimum of five new members for the FSCJ Foundation Board of Directors.
- **Institutional Advancement/Foundation Positions:** Fill at least three planned positions on the Institutional Advancement/Foundation team.

Strategic Goal 5:

Create meaningful interactions between students, donors and alumni to increase student engagement after graduation.

STRATEGIES/INITIATIVES

- **Three-Year Alumni Engagement Strategy:** Develop a three-year plan to initiate a new approach to alumni relations and conduct alumni events.
- **Stewardship Program for Scholarship Donors:** Launch a new and annual stewardship program for existing endowed scholarship donors.

