



**POLK STATE**  
C O L L E G E

**Strategic Plan**  
**2012-2017**

**Executive Summary**

April 2012

## TABLE OF CONTENTS

---

	Page
TABLE OF CONTENTS .....	2
2012-2017 STRATEGIC PLAN OVERVIEW .....	3
MAJOR AREAS OF EMPHASIS: GOALS SUMMARY .....	4
MAJOR AREA OF EMPHASIS: INNOVATION (GOALS AND OBJECTIVES) .....	5
MAJOR AREA OF EMPHASIS: ENGAGEMENT (GOALS AND OBJECTIVES) .....	6
MAJOR AREA OF EMPHASIS: VALUE (GOALS AND OBJECTIVES) .....	7

## 2012-2017 STRATEGIC PLAN

### OUR MISSION

Polk State College, a quality-driven institution, transforms lives through the power of education by providing access to affordable associate and baccalaureate degrees, career certificates and workforce employment programs, delivered by diverse, qualified faculty and staff.

### OUR VISION

Promote excellence and student success through innovation, value and engagement.

### CORE VALUES



### MAJOR AREAS OF EMPHASIS

**INNOVATION:** Generate, disseminate and implement new ideas for the benefit of students, staff and the community

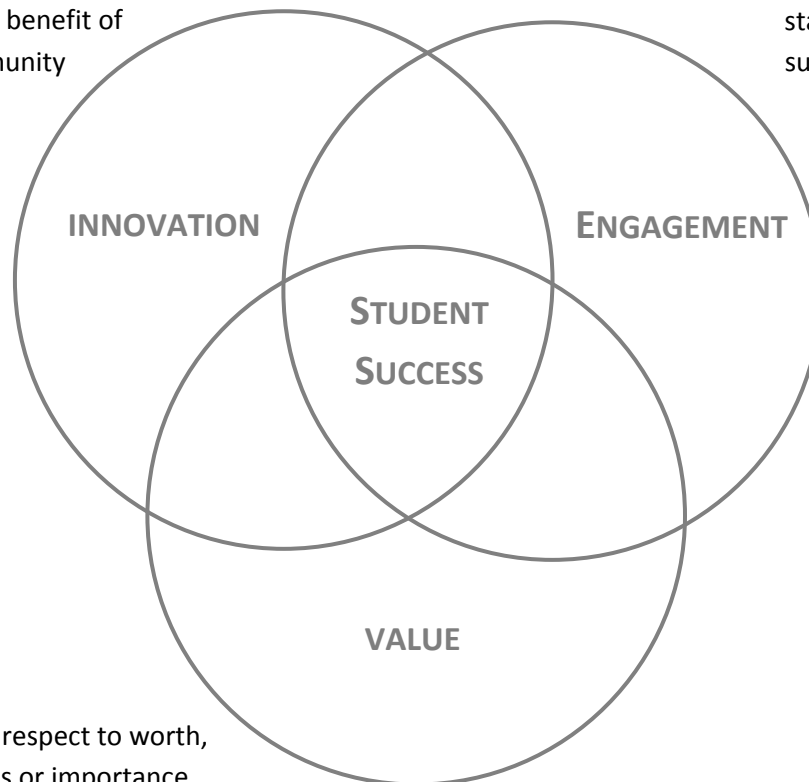
- PROCESS IMPROVEMENT: Develop and enhance processes that optimize efficiencies
- CULTURE OF BEST PRACTICE: Research, leverage and improve best practices
- PROGRAMS AND SERVICES: Promote exceptional learning and support environments

**VALUE:** Consider with respect to worth, excellence, usefulness or importance

- RETURN ON INVESTMENT: Maximize the return on investment for students, faculty, staff and the community
- QUALITY OF LIFE: Establish the College as Polk County's cultural, economic, social, academic and athletic hub.

**ENGAGEMENT:** Include all Polk State College stakeholders in student success

- STUDENTS: Expand the QEP framework to address student engagement in all courses
- STAFF AND FACULTY: Enhance an environment that supports engagement in student success
- COMMUNITY: Expand opportunities to strengthen relationships and partnerships to maximize impact in the community



***We are Polk.™***

## Major Areas of Emphasis and Goals: 5-Year Operational Planning Cycle 2012-2017 - Overview

---

### 1. INNOVATION: Generate, disseminate and implement new ideas for the benefit of students, staff, and the community

1.1. PROCESS IMPROVEMENT: Develop and enhance processes that optimize efficiencies.

**Goal**

1.1.1. Review, develop, and implement an innovative process to maximize student success.

1.2. CULTURE OF BEST PRACTICE: Research, leverage, and improve best practices.

**Goals:**

1.2.1. Leverage best practices to improve student success and the college experience.

1.2.2. Leverage best practices to promote exemplary teaching, learning, and professional development.

1.3. PROGRAMS AND SERVICES: Promote exceptional learning and support environments.

**Goals:**

1.3.1. Develop an exceptional learning environment.

1.3.2. Develop an exceptional support environment for all stakeholders.

### 2. ENGAGEMENT: Include all Polk State College stakeholders in student success.

2.1. STUDENTS: Expand the QEP framework to address student engagement in all courses.

**Goals:**

2.1.1. Increase the number of college graduates in Polk County.

2.1.2. Increase student satisfaction and involvement.

2.2. STAFF AND FACULTY: Enhance an environment that supports engagement in student success.

**Goals:**

2.2.1. Design and implement a Center for Excellence and Engagement at Polk State College.

2.2.2. Cultivate an environment of engagement.

2.3. COMMUNITY: Expand opportunities to strengthen relationships and partnerships to maximize impact in the community.

**Goal:**

2.3.1. Leverage Polk State College resources to increase partnerships.

### 3. VALUE: Consider with respect to worth, excellence, usefulness or importance.

3.1. RETURN ON INVESTMENT: Maximize student, faculty, staff, and community return on investment.

**Goal:**

3.1.1. Enhance the value of the College from the perspective of potential and current students and alumni.

3.2. QUALITY OF LIFE: Establish the College as the hub of Polk County's cultural, economic, social, academic and athletic opportunities.

**Goal:**

3.2.1. Maximize the impact of the College on Polk County's cultural, social, athletic, and economic development activities.

## **Strategic Planning Major Area of Emphasis, Goals and Objectives: 5-Year Operational Planning Cycle 2012-2017 - Innovation Detail**

---

### **1. INNOVATION: Generate, disseminate, and implement new ideas for the benefit of students, staff, and the community.**

1.1. PROCESS IMPROVEMENT: Develop and enhance processes that optimize efficiencies.

**Goal:**

1.1.1. Review, develop, and implement an innovative process to maximize student success.

**Objectives:**

1.1.1.1. Identify one to three inefficient processes for each staff, student, and community group by Dec. 2012.

1.1.1.2. Develop a prescriptive improvement plan based on priorities by Dec. 2013.

1.1.1.3. Implement improvement plan incrementally by 2014.

1.2. CULTURE OF BEST PRACTICE: Research, leverage, and improve best practices.

**Goal:**

1.2.1. Leverage best practices to improve student success and the college experience.

**Objectives:**

1.2.1.1. Research and apply best practices toward improved first-year experience.

1.2.1.2. Promote cross-disciplinary integration of developmental education.

1.2.1.3. Identify and implement best practices in service learning (internal and external).

**Goal:**

1.2.2. Leverage best practices to promote exemplary teaching, learning, and professional development.

**Objectives:**

1.2.2.1. Develop a success model and operational framework for advanced professional development.

1.2.2.2. Implement best practices principles in undergraduate education.

1.2.2.3. Strengthen and expand lifelong learning opportunities at Polk State College.

1.2.2.4. Identify future needs for innovative classroom design.

1.3. PROGRAMS AND SERVICES: Promote exceptional learning and support environments.

**Goal:**

1.3.1. Develop an exceptional learning environment.

**Objectives:**

1.3.1.1. Institute communities of practice that support innovation, engagement, and value by 2015.

1.3.1.2. Create a structured e-campus environment by 2015.

1.3.1.3. Develop innovative initiatives to support global programs by 2016.

**Goal:**

1.3.2. Develop an exceptional support environment for all stakeholders.

**Objectives:**

1.3.2.1. Meet 80% benchmark of students satisfied with the level of support provided (\*qualitative data).

1.3.2.2. Meet 80% benchmark of faculty and staff satisfied with the level of support provided (\*qualitative data).

## **Strategic Planning Major Area of Emphasis, Goals and Objectives: 5-Year Operational Planning Cycle 2012-2017 - Engagement Detail**

---

### **2. ENGAGEMENT: Include all Polk State College stakeholders in student success.**

2.1. STUDENTS: Expand the QEP framework to address student engagement in all courses.

**Goal:**

2.1.1. Increase the number of college graduates in Polk County.

**Objectives:**

2.1.1.1. Increase student graduation rates each year for the next five years.

2.1.1.2. Increase the percentage of students completing college preparatory courses within two semesters.

2.1.1.3. Broaden recruitment strategies to target high school graduates who have never attended college by August 2012. Increase participation in elementary student scholarships.

**Goal:**

2.1.2. Increase student satisfaction and involvement.

**Objectives:**

2.1.2.1. Provide consistent user-friendly access for potential and first-time students (orientations, website information, outreach to high school counselors, career fairs).

2.1.2.2. Improve student level of satisfaction with services rendered (customer appreciation, focus groups, surveys).

2.1.2.3. Increase student sense of belonging within the Polk State College community (pride, connectivity, levels of attachment to the college).

2.2. STAFF AND FACULTY: Enhance an environment that supports engagement in student success.

**Goal:**

2.2.1. Design and implement a Center for Excellence and Engagement at Polk State College.

**Objectives:**

2.2.1.1. Establish a Center for Excellence and Engagement at Polk State College by the spring of 2013.

2.2.1.2. Achieve > 65% level of performance in all seven categories assessed in the Florida Sterling Challenge.

**Goal:**

2.2.2. Cultivate an environment of engagement.

**Objectives:**

2.2.2.1. Polk State College will meet or exceed CCSSE Cohort benchmark scores for student engagement by fall 2016.

2.2.2.2. Polk State College will meet or exceed Community College Faculty Survey of Student Engagement (CCFSSE) cohort benchmark scores by fall 2016.

2.2.2.3. Polk State College employees will exceed the Personal Assessment of the College Environment (PACE) survey comparison norm for engagement (2006) by fall of 2016.

2.3. COMMUNITY: Expand opportunities to strengthen relationships and partnerships to maximize impact in the community.

**Goal:**

2.3.1. Leverage Polk State College resources to increase partnerships.

**Objectives:**

2.3.1.1. Redesign a multi-media presence that engages the community; provides timely, accurate, and relevant information; and drives to action by December 31, 2012.

2.3.1.2. Create a coordinated outreach strategy that will heighten visibility and educate the community about Polk State College programs and services by January 2013.

## **Strategic Planning Major Area of Emphasis, Goals and Objectives: 5-Year Operational Planning Cycle 2012-2017 - Value Detail**

---

### **3. VALUE: Consider with respect to worth, excellence, usefulness, or importance.**

3.1. RETURN ON INVESTMENT: Maximize student, faculty, staff, and community return on investment.

**Goal:**

3.1.1. Enhance the value of the College from the perspective of potential and current students and alumni.

**Objectives:**

3.1.1.1. Identify the standards (metrics) by which Polk State College will assert its value to students and other stakeholders by the end of 2012.

3.1.1.2. Match academic programs to current and future needs of the community by 2017.

3.2. QUALITY OF LIFE: Establish the College as the hub of Polk County's cultural, economic, social, academic, and athletic opportunities.

**Goal:**

3.2.1. Maximize the impact of the College on Polk County's cultural, social, athletic, and economic development activities.

**Objectives:**

3.2.1.1. Increase the impact of Polk State's engagement with economic development initiatives by 2013.

3.2.1.2. Institutionalize a legacy of athletic excellence by 2017.

3.2.1.3. Institutionalize a reputation for excellence in other extracurricular activities by 2017.