

FLORIDA STATE UNIVERSITY PANAMA CITY

# STRATEGIC PLAN

2019-2024





FLORIDA STATE UNIVERSITY PANAMA CITY

# **STRATEGIC PLAN**



Completed October 15, 2019

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# MESSAGE FROM THE DEAN

It is a great time to be a Seminole at Florida State University. Designated by the Florida Legislature as one of the state's preeminent universities, FSU jumped seven spots to No. 26 among national public universities in the latest U.S. News & World Report rankings — the largest single-year improvement in university history.

We have known for many years that FSU is on the way up, with some of the most impressive four-year graduation rates in the country for public universities, enhanced research, experiential learning for all students and student support services that are unmatched at almost all other higher education institutions.

Through the development of a vibrant strategic plan, FSU set a road map for individual academic colleges and units to plan and prepare for the future, ensuring the continued focus on excellence at the university. Florida State University Panama City is a critical part of the university's mission of continued excellence.

The future is bright for FSU PC.

Our Applied Behavior Analysis (ABA) program is recognized as one of the best in the country and recently ranked No. 1 worldwide on the Behavior Analyst Certification Board (BACB) exam pass rates. We remain focused on meeting the needs of our students and community partners by expanding programs at both the undergraduate and graduate level. We are not a large campus, but our reach and services are very broad. Our students are our first priority, and believe so much in our commitment to the success of the whole student, we call it the FSU PC promise .

Designed to allow our departments and programs to focus on individual action plans to help meet the needs of our students, the strategic plan will develop strategies for new pathways for student success, new academic degrees and programs, research collaborations, and enhanced student-life — all crafted to meet the needs of our students and the region.

The participation of our faculty, staff, students, alumni, university administrators and community members has played a major role in the development of this plan. A special thanks to all who participated and who will help FSU PC make even greater strides in the future.



Go Noles!  


Randy Hanna,  
Dean, FSU Panama City  
The College of Applied Studies



# INTRODUCTION

## OVERVIEW

The 2019-2024 Strategic Plan for Florida State University Panama City articulates five principal priorities and sets the stage for and outlines next steps for the implementation of the plan.

## CONTEXT

In September 2018, Dean Randy Hanna commissioned the Strategic Planning Committee to create a five-year plan to address the future of Florida State University Panama City. The arrival of Hurricane Michael in October 2018, caused work on the plan to be delayed as stakeholders worked on the initial recovery of the campus and the area. As work resumed in the spring of 2019, it became clear that the recovery of the area we serve and the economic vitality of the region is dependent upon FSU PC playing an even greater role in meeting the higher education needs of students from the area.

## STAKEHOLDER DIRECTION & FEEDBACK (LISTENING TO THOSE WE SERVE)

Information was gathered from stakeholders through focus groups and online survey comments, and feedback from faculty, staff, students, community members and FSU PC alumni were used to develop the five-year strategic plan. We are grateful for the input provided by those who participated in the visioning exercises.





## MISSION STATEMENT

Florida State University Panama City offers life-changing educational and social opportunities that prepare students, faculty and community members to achieve their goals, develop a richer culture of diversity and foster a spirit of lifelong learning. Partnering with area military installations, industry leaders and other Florida State University departments and colleges, we tailor the educational experience to make higher education more accessible to the residents of Northwest Florida.

## VISION STATEMENT

FLORIDA STATE UNIVERSITY PANAMA CITY WILL **ENHANCE** ITS ROLE AS A **REGIONAL CENTER OF EXCELLENCE** PROVIDING **OPPORTUNITIES** FOR ADVANCED **ACADEMIC, CULTURAL AND PUBLIC SERVICE EXPERIENCES** WITHIN A **CARING COMMUNITY** THAT IS DESIGNED TO **PROMOTE SUCCESS** IN A GLOBAL SOCIETY.

# FSU PC PROMISE

## OUR CORE VALUES



### **WE PROMISE TO BE YOUR PARTNER**

as you pursue your academic goals at one of America's great public research universities. Through small classes, individual attention and working with mentors, you will have the greatest potential for academic, career and professional development.



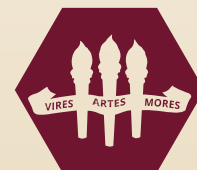
### **WE PROMISE YOU WILL BE PREPARED**

as you move into the workforce or onto graduate school. The high academic standards, our commitment to help you succeed, and your opportunity to participate in experiential learning, undergraduate research, and community service will help you succeed.



### **WE PROMISE YOU CAN SET YOUR PATH**

through engaging in group and individualized projects, providing separate pathways and participating in hands-on learning experiences directly tied to your academic career. You can count on us working with you to meet your individual goals.



### **WE PROMISE FSU WILL ALWAYS BE HOME**

You see, this partnership is more than a commitment for just a few years. You will leave with greater critical thinking skills, a love for learning, and understanding the importance of being an engaged member of your community. Together, we will make sure that FSU continues to meet the needs of students just like you.



# INSTITUTIONAL PRIORITIES AND STRATEGIC OBJECTIVES

**1** Academic Quality,  
Experiential Learning  
and Student Success

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**4** Campus Life and  
Student Engagement

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**2** Strategic Innovations,  
Partnerships and  
Community Engagement

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**5** Career Preparation  
and Workforce  
Development

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**3** Marketing and  
Communicating the  
FSU PC Brand

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## COMMITMENT 1:

# ACADEMIC QUALITY, EXPERIENTIAL LEARNING AND STUDENT SUCCESS

## STRATEGIC OBJECTIVES

- 1 Assess academic programs** to ensure high quality offerings that are relevant, dynamic and innovative within their respective fields.
- 2 Recruit and retain diverse, expert faculty**, providing resources and professional development for them to maintain teaching excellence, research and service.
- 3 Strengthen efforts to encourage student diversity** in undergraduate, graduate, certificate, and professional programs, online and on-campus.
- 4 Promote and expand experiential learning opportunities**, including the development of new internship sites, research opportunities, and specialized applied experiences. Emphasize the unique opportunities students have to engage in individualized, experiential learning and mentorship programs with field experts.
- 5 Develop and implement initiatives that advance educational equity and retention** to ensure all students have the resources they need to achieve and succeed.
- 6 Promote a culture of student excellence** through the development of a strong student support infrastructure, academic advising and student success services.
- 7 Elevate the reputation of academic programs at FSU PC and in the College of Applied Studies** in advancing FSU's rankings among national public universities.



## COMMITMENT 2:

# STRATEGIC INNOVATION, PARTNERSHIPS AND COMMUNITY ENGAGEMENT

## STRATEGIC OBJECTIVES

- 1 Establish innovative, educational and outreach programs and partnerships** that augment revenue and maximize institutional effectiveness.
- 2 Build intra-university and community partnerships** that expand the reach of FSU PC and enhance access to academic programs and employment opportunities for students.
- 3 Promote economic recovery and growth** for businesses and communities across Northwest Florida.
- 4 Collaborate with other FSU colleges** and departments on initiatives that will positively impact communities across Northwest Florida.
- 5 Affirm FSU PC as a leader in education and professional preparation** through outreach, research, and service.



## COMMITMENT 3:

# MARKETING & COMMUNICATING THE FSU PANAMA CITY BRAND

## STRATEGIC OBJECTIVES

- 1 Amplify awareness of FSU PC academic programming** across Northwest Florida and the southeast region, including neighboring states.
- 2 Communicate FSU PC's institutional reputation** as a critical component of one of the nation's top-tier universities.
- 3 Build the FSU PC "promise" brand** focused on the unique strengths of our campus (small classes, experiential learning opportunities, individualized student attention and mentorship); partnering with students to ensure their success.
- 4 Publicly demonstrate FSU PC's commitment** to being a part of the economic development fiber of our communities.





## COMMITMENT 4:

# CAMPUS LIFE AND STUDENT ENGAGEMENT

## STRATEGIC OBJECTIVES

- 1 Build a new residential facility** that will reinforce, invigorate, and build momentum for FSU PC initiatives to increase recruitment, retention and graduation rates.
- 2 Enhance collaborations with Gulf Coast State College** through the Seminole Commodore Alliance to increase student leadership, service, and community engagement opportunities.
- 3 Promote greater collaboration with academics in enhancing student learning** to facilitate student retention and academic progress by removing barriers for student success, and provide a developmental, educational and co-curricular learning environment to prepare students to work and live in a global world.
- 4 Enhance student communication plans** to increase the effective marketing of services and programs, and the value-added of co-curricular opportunities.



## COMMITMENT 5:

# CAREER PREPARATION AND WORKFORCE DEVELOPMENT

## STRATEGIC OBJECTIVES

- 1** Establish new programs to meet the changing economic and workforce landscape of Northwest Florida, both online and on-campus.
- 2** Increase career preparation services, resources and experiential learning opportunities for students and community members.





# CONCLUSIONS & NEXT STEPS

## **CAMPUS ENHANCEMENT:**

FSU Panama City will become more efficient and effective in enhancing its student enrollment, retention and academic performance; fiscal growth and stability; academic programs; faculty teaching and research; and responsive customer service.

FSU PC will move forward to enhance its role as a regionally competitive campus that prepares and produces quality graduates for success and service. This Strategic Plan outlines a set of priority goals that can be implemented and achieved working together in a disciplined approach to operating processes, financial, physical and human resources.

## **FUTURE SUCCESS:**

The success of these Strategic Initiatives will depend on maintaining and improving strong undergraduate programs, as well as strong programs of research and graduate education in addition to fostering interdisciplinary and co-curricular programs. It will also require greater resources and closer links with external constituencies than currently exist.

The administration, working with faculty, staff, students and stakeholders will develop annual Action Plans that reviews goals, considers new circumstances, and establishes specific priorities to implement the plan.









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