



Proposed Strategic Planning Process for Florida Community Colleges

Florida Statutes provide authority for a strategic plan to be developed for the education sectors, as has been the practice for several decades. Florida's Community Colleges developed its last strategic plan six years ago under the abolished State Board of Community Colleges. The State Board of Education has approved a strategic plan for K-20 education and community colleges have been an integral part of that process and resulting imperatives. Meanwhile, the new Board of Governors has developed a strategic plan for the public university sector. This summer Chancellor Armstrong discussed with the community college presidents the need for a new/revised Strategic Plan for the colleges, and the presidents offered support to work with the State Board of Education and staff to conduct the plan.

Proposal: The State Board of Education, utilizing a broad working task force, will develop a strategic plan for the 28 community colleges from a system perspective, with the expectation that individual colleges would then develop plans that respond to the imperatives or goals of the state plan.

Major issues to be addressed would include at a minimum the following:

- Role of community colleges meeting statutory goals of the K-20 education system, statutory mission of community colleges and workforce education, and State Board of Education Strategic Imperatives.
- Role of community colleges in developing a highly skilled workforce to support economic development for business and industry and self-sufficiency for Florida's citizens. Subcomponents of the issue include:
 - Addressing "high skill, high wage" shortages like nursing;
 - Assuring fundamental public service needs are addressed through strong public service programs such as law enforcement, paramedic, firefighting, and other first-responder programs;
 - Considering other regional needs such as rural communities and their special economic development challenges, migrant works, workforce literacy and GED programs for under-educated adults.
- Strengthening the open door to quality higher education access and success to an associate and bachelor degrees through partnerships with universities, and limited bachelor degrees offered by community colleges.
- Partnering with school districts to address continued access and success of all students, with special emphasis on:

- Alignment of high school and postsecondary curricula;
- Alignment of assessment content and standards;
- Alignment of high school graduation requirements and postsecondary entrance requirements;
- Enhancing access and success of traditionally under-represented and under-performing populations – especially low income students.

Task Force: The Commissioner of Education will appoint a task force with broad representation from community colleges, including presidents, trustees, faculty and other staff, the Division of Community Colleges and Workforce Education, as well as the business/economic development committee. The Task Force will serve as a working group to develop issues, proposed alternatives and imperatives, analyze data and reports from staff and consultants, and to make recommendations to the State Board of Education.

The Task Force will utilize work that has been done by other education partners such as the Board of Governors Strategic Planning Committee, the Commissioners Task Force on Career and Technical Education, the Higher Education Funding Committee, and other reports and studies that have been completed or that are underway now by Council for Education Policy Research and Improvement (CEPRI) and Office of Program Policy Analysis and Government Accountability (OPPAGA) that are relevant. Fundamental consideration will be given to the guidance in Florida Statutes, and in the State Board of Education's existing strategic plan for K-20 education.

Process: Staff from the Department of Education will provide support to the working Task Force for the process. August through October will be utilized for issue development and basic data collection to support the work of the Task Force. Task Force members will be appointed by the Commissioner by September 2004 and the Task Force will convene for its first meeting in October 2004. Regular reports will be given to the State Board of Education on the Task Force's work, with the possibility of a workshop on the strategic planning in January or February 2005. The Task Force would finish its work by spring of 2005 with recommendations to come to the State Board of Education for its adoption. College District Boards of Trustees would then be asked to spend the following six months to develop institutional plans to respond to the state plan. An update on the college reports would be provided to the Board by the end of 2005.