



STATE COLLEGE OF FLORIDA
MANATEE - SARASOTA

Strategic Plan

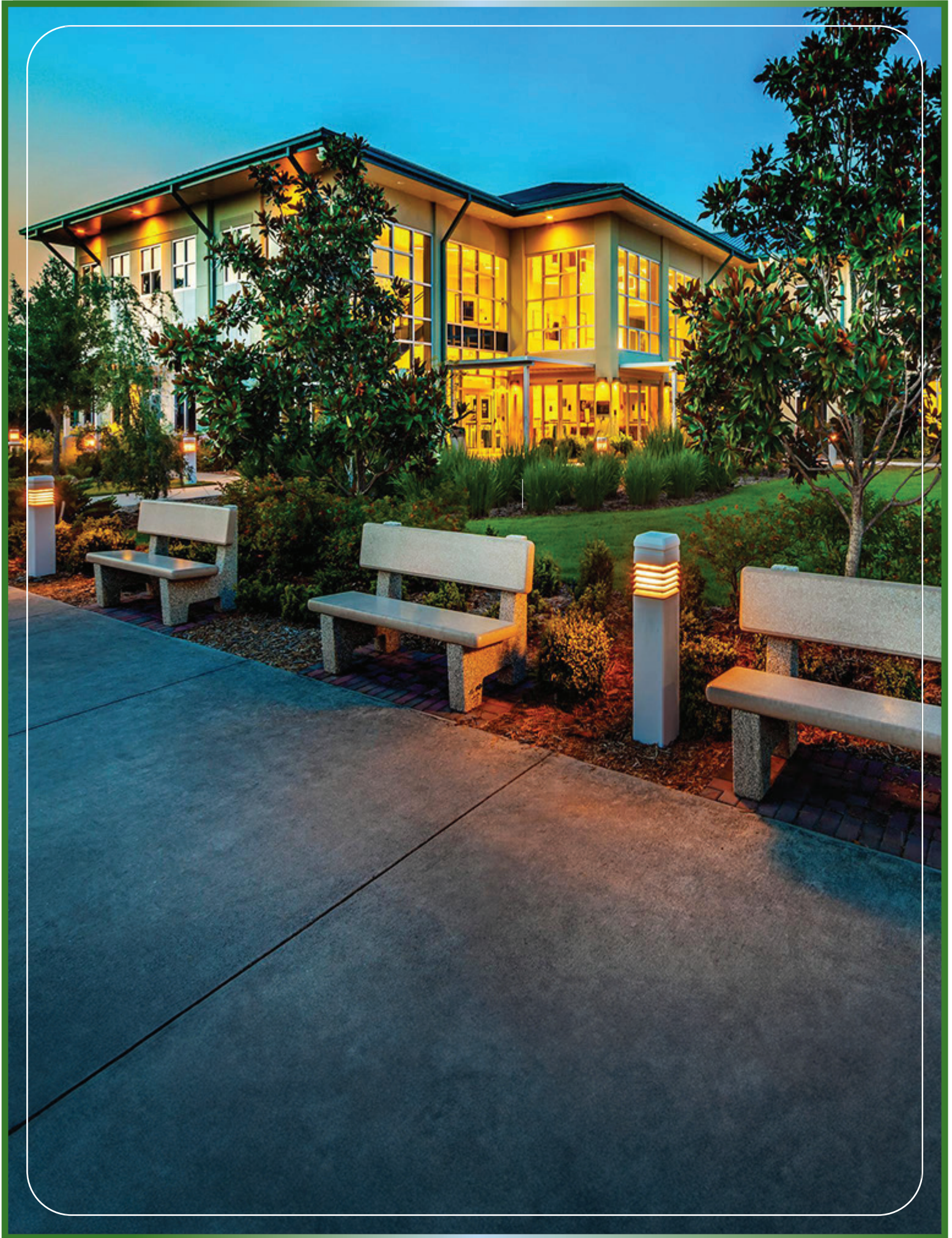
2026–2031





Higher. Faster.







Message from the President

At State College of Florida, Manatee-Sarasota (SCF), our mission is student success.

Our 2026-31 ***Higher and Faster Strategic Plan*** reflects our commitment to increasing our graduation rate and decreasing our time to degree. The plan serves as our roadmap for the next five years as we work to strengthen student success, advance academic excellence, and enhance institutional effectiveness across the College.

This plan is the result of a truly collaborative effort. I extend my sincere gratitude to the Strategic Planning Committee for their leadership and dedication. I also thank the faculty, staff, students, members of the District Board of Trustees, community partners, and stakeholders who contributed their time, insights, and perspectives through surveys, discussions, research, and engagement opportunities. Your voices helped shape the vision and priorities that will guide our future.

The goals outlined in this plan challenge us to pursue excellence, act intentionally, and remain focused on providing engaging and accessible learning environments that drive student success and community prosperity.

As we begin this next chapter, I invite every member of the SCF community to join us in bringing this plan to life. SCF is poised to assume a prominent role as a national leader in open-access education, with a strong emphasis on achieving excellence in teaching and learning, thus reaffirming our dedication to the success of our students.

Let's go ***Higher and Faster***, together!

Tommy Gregory, J.D.

President

State College of Florida, Manatee-Sarasota



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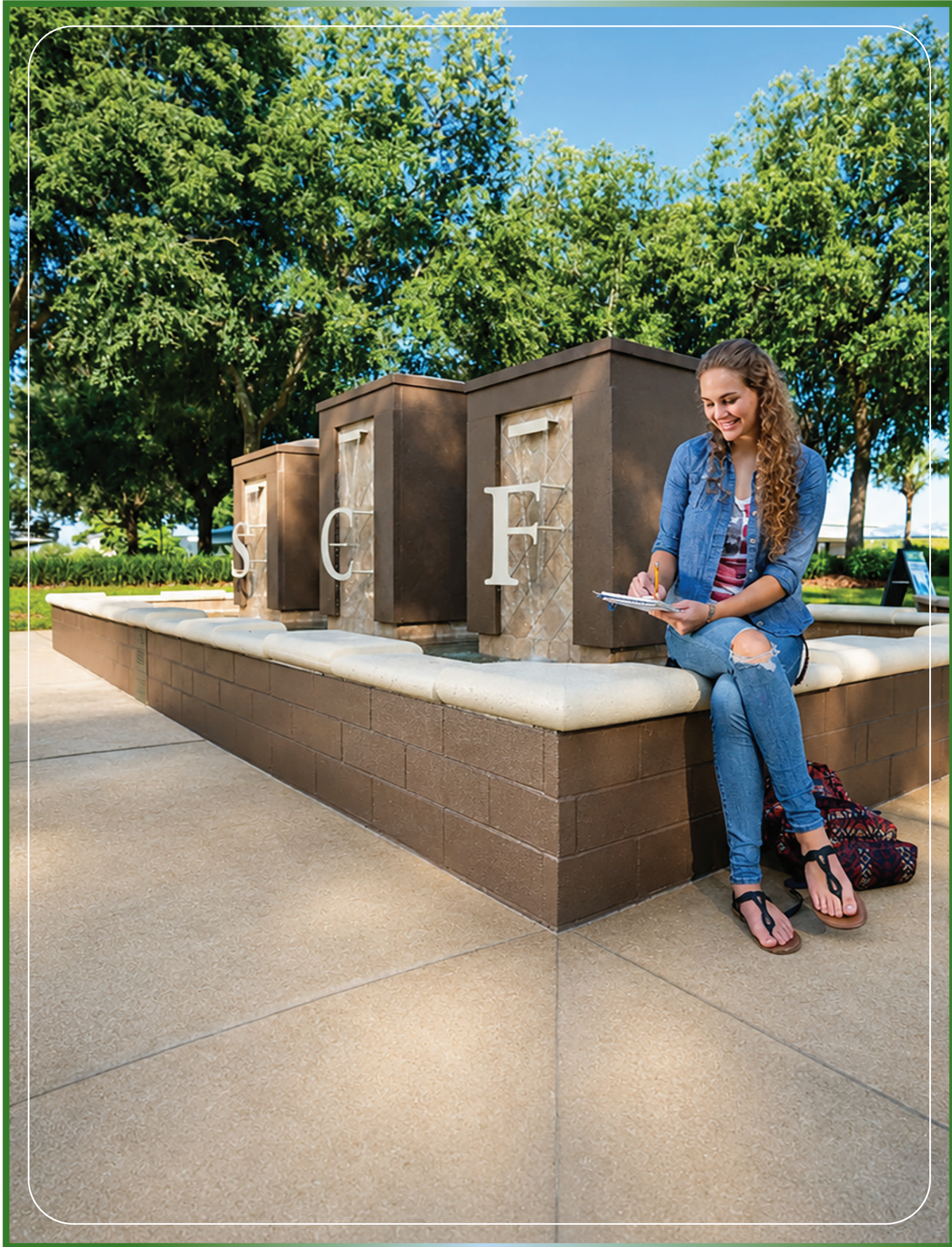
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Mission

SCF's mission is student success. Through high-quality, open-access education, we create pathways that empower students to achieve prosperity, transform lives, and strengthen their communities.



Vision

SCF's vision is to be a national leader in student success and paths to graduation, driving transformation across communities and industries.



Values

To drive student success, SCF has committed to the following values:

Accountability

SCF meets our commitments with honesty, integrity, and transparency, owning our outcomes and continuously improving.

Excellence

SCF emphasizes high standards and consistent delivery to prioritize excellence in teaching and learning.

Belonging

SCF is a community where every student and employee is welcomed and supported.

Teamwork

SCF works as one college, building trust and partnership to find solutions and achieve shared goals.

Community Connections

SCF forges strong community relationships to create educational opportunities that generate lasting impact.

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Strategic Priority 1: Student Success

Student-Focused Institutional Goals

Goal 1.1: Student Engagement & Belonging

By the end of the five-year strategic planning period, the institution will measurably improve early connections with students and engaged learning through institution-wide strategies as demonstrated by sustained improvement across established student engagement and belonging metrics.

Strategic Initiatives

1.1.1. First-Year Engagement Structures: Create intentional structures and institutional practices that promote student engagement and improve experiences to help students feel supported, connected, and academically prepared during their first weeks of college.

1.1.2. Faculty-Student Contact Expansion: Increase the frequency and quality of meaningful contact between students and instructors, both inside and outside the classroom.

1.1.3. Engaging Environments: Create environments that promote engagement and belonging.

Goal 1.2: Student Support

By the end of the five-year strategic planning period, SCF will measurably improve support for learners through institution-wide academic and social support networks leading to sustained improvement across established student support metrics.

Strategic Initiatives

1.2.1. Faculty Support Collaboration: Increase collaboration between faculty and academic support systems to achieve student success.

1.2.2. Resource Awareness Campaign: Raise awareness of resources to support students inside and outside of the classroom, thereby enhancing student engagement, persistence, and overall success.

1.2.3. Flexible Engagement Opportunities: Increase events and opportunities for student engagement and create flexible opportunities for students to connect with campus life.

Goal 1.3: College and Career Readiness

By the end of the five-year strategic planning period, the institution will have created clear academic plans, pathways, and support structures to ensure students are successful in their academic life and meet career goals through institution-wide strategies resulting in sustained improvement across established college and career readiness metrics.

Strategic Initiatives

1.3.1. Academic Planning Awareness: Increase awareness and collaborative use of academic planning tools.

1.3.2. Experiential Learning Participation: Increase student participation in internships, experiential learning, and community service.

1.3.3. Graduation Transition Support: Provide robust support to graduating students as they launch into careers or further their education.

Strategic Priority 1: Student Success

Faculty-Focused Institutional Goals

Goal 1.4: Proactive Student Support

By the end of the five-year strategic plan period, SCF will strengthen proactive academic engagement between faculty and students through coordinated instructional and support strategies, resulting in improved student persistence and completion rates.

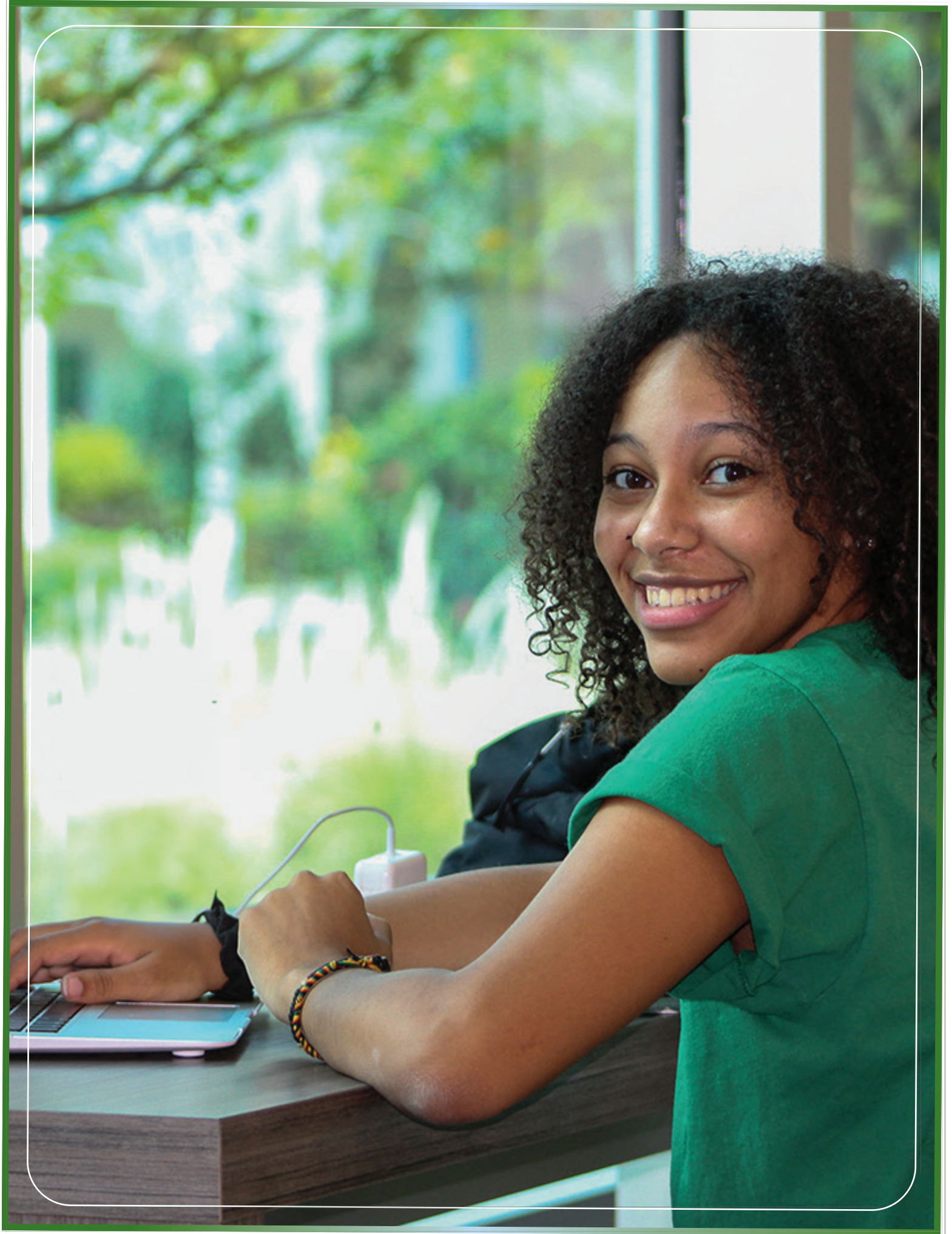
Strategic Initiatives

1.4.1. Faculty-Led Early Academic Engagement: Strengthen faculty-led early academic engagement practices to identify and support students experiencing academic difficulty, to improve course and program outcomes.

1.4.2. Area of Interest Learning Communities: Expand Area of Interest Learning Communities that strengthen relationships among students, faculty, staff, and industry partners, creating academic and professional networks that enhance student engagement and experiential learning opportunities.

1.4.3. Early Alert and Referral System: Institutionalize a coordinated early academic alert and referral system that enables faculty to identify students needing support and connect them with appropriate academic resources to improve course completion and persistence.





Strategic Priority 2: Academic Excellence

Faculty-Focused Institutional Goals

Goal 2.1: Enhance Instructional Outcomes

By the end of the five-year strategic plan period, SCF will enhance instructional outcomes to align with Guided Pathways, as demonstrated by student persistence and graduation rate.

Strategic Initiatives

2.1.1. Professional Development System: Collaborate across divisions to provide a comprehensive professional development system that focuses on increasing student success, resulting in increased academic outcomes and persistence.

2.1.2. Degree Pathway Development and Revision: Advance systemic processes to develop and revise degree pathways that result in a measurable decrease in the average time to degree and increases in the graduation rate.

2.1.3. Teaching Excellence Across Modalities: Improve teaching excellence across modalities to increase student success rates, resulting in increased persistence and decreased average time to degree.

Goal 2.2: Strengthen Academic Pathway Momentum

By the end of the five-year strategic plan period, the institution will reduce academic pathway barriers through improved comprehensive scheduling and pathway alignment, as demonstrated by increases in the three-year graduation rate.

Strategic Initiatives

2.2.1. Academic Scheduling Improvement: Improve the academic scheduling process to provide the courses students need to stay on their academic path, resulting in decreased average time to degree.

2.2.2. Faculty Recruitment and Retention for Scheduling Stability: Coordinate across divisions to attract and retain instructors to support schedules that keep students on their academic path, resulting in increased persistence and decreased average time to degree.

2.2.3. Gateway Course Success: Increase student success in gateway courses, resulting in increased persistence and decreased average time to degree.

2.2.4. Full-Time Faculty Presence in Gateway Courses: Increase full-time faculty presence in gateway and high-enrollment courses to increase student success rates, resulting in increased persistence rates and decreased average time to degree.





Strategic Priority 3: Institutional Effectiveness

Administration-Focused Institutional Goals

Goal 3.1: Operational Efficiency

By the end of the five-year strategic planning period, SCF will improve operational efficiency by reducing administrative silos, modernizing technology infrastructure, and expanding the responsible use of data-informed and AI-enabled tools in academic and administrative workflows in order to focus financial and personnel resources to improve enrollment management, student persistence, and graduation rates.

Strategic Initiatives

3.1.1. Workflow Optimization Program: Establish a systematic and ongoing approach to evaluating and improving institutional workflows to reduce redundancy, increase efficiency, and ensure clear accountability.

3.1.2. Integrated Technology Ecosystem: Advance a unified, secure, and integrated technology ecosystem that supports seamless academic and administrative operations and enhances the user experience for students and employees.

3.1.3. Data and AI Capacity Building: Expand institutional capacity to leverage data analytics and responsibly implement AI-enabled tools to improve operational efficiency, decision-making, and student success outcomes.

3.1.4. Process Transparency Framework: Standardize and transparently communicate institutional processes and decisions to improve clarity, accountability, and cross-departmental alignment.

Goal 3.2: Organizational Culture

By the end of the five-year strategic planning period, by fostering teamwork, building trust, and increasing transparency, SCF will cultivate a connected and supportive organizational culture where every employee feels welcomed and valued.

Strategic Initiatives

3.2.1. Institutional Accountability System: Implement an institution-wide accountability system that standardizes SCF's decision-making processes, publishes institutional performance metrics, and provides consistent and regular updates to all employees.

3.2.2. Cross-Functional Collaboration Teams: Establish cross-functional teams and collaborative committees that reduce administrative silos and strengthen teamwork across campuses and institutional divisions.

3.2.3. Employee Satisfaction Strategy: Implement a comprehensive employee satisfaction strategy that enhances onboarding, mentorship, professional growth, and workplace belonging.

3.2.4. Continuous Improvement System: Create a structured continuous improvement system that empowers employees to propose, deliberate, and scale ideas that enhance institutional effectiveness.

3.2.5. Leadership Development Program: Implement a leadership development program to ensure that supervisors and administrators have the resources to foster trust, communicate transparently, and create a supportive working environment.

Goal 3.3: Institutional Agility

By the end of the five-year strategic planning period, SCF will energize institutional agility to support resiliency and leverage nimble and proactive decision-making to benefit our internal and external communities.

Strategic Initiatives

3.3.1. Strategic Resource Alignment: Hone resource development by improving alignment to SCF strategic priorities and goals.

3.3.2. Grant Innovation Initiative: Cultivate new or innovative grant applications in areas of the college that have not sought revenue through grants.

3.3.3. Community and Business Partnerships: Explore partnerships that connect SCF staff and faculty with businesses and the community to support staffing needs and strengthen workforce skills.

3.3.4. Continuity Planning Cycle: Establish a process where all departments update their continuity planning annually, mitigating external pressures that may impact staff and students.

3.3.5. External Awareness Education: Increase employee awareness of legislative, budgeting, and strategic planning processes at multiple levels to support a culture of engagement.

3.3.6. Collaborative Goal Setting: Empower internal and external stakeholders to collaboratively set nimble and proactive goals to improve outcomes for students.

Staff-Focused Institutional Goals

Goal 3.4: Consistency in Experience

By the end of the five-year plan period, the institution will enhance the college experience by streamlining processes and strengthening cross-divisional coordination, as demonstrated by the reduction of barriers and a more seamless student journey.

Strategic Initiatives

3.4.1. Process-Mapping System: Implement an ongoing process-mapping and review system of the student experience, which identifies stop-out points, improves referrals, and ensures accessible information, resulting in processes that are consistent, legally and procedurally compliant, and easy to navigate.

3.4.2. Process Training and Communication: Train and regularly update cross-campus stakeholders on process maps and changes, ensuring consistent application of processes.



Goal 3.5: Employee Engagement and Connection

By the end of the five-year strategic plan period, the institution will strengthen employee engagement and connection, as demonstrated by high employee retention and increased cross-departmental interaction and job satisfaction.

Strategic Initiatives

3.5.1. Professional Development Alignment: Provide impactful, high-quality professional development opportunities that are aligned with institutional goals and individual career growth, resulting in strengthened employee capabilities, effectiveness, and engagement.

3.5.2. Employee Connection and Engagement Opportunities: Increase opportunities for employee connection and participation in college-wide events by fostering engaging experiences across the campus community, resulting in increased employee engagement and improved job satisfaction.

Goal 3.6: Technology Utilization and Integration

By the end of the five-year strategic planning period, the institution will optimize the use of technology through streamlined processes and systematic evaluation, as demonstrated by the consistent and effective application of technology solutions.

Strategic Initiatives

3.6.1 Technology Access and Understanding: Expand access to and understanding of current technology resources, resulting in unified and consistent use of technology across departments.

3.6.2 Emerging Technology Engagement: Systematically evaluate and engage with emerging technologies to empower departments to identify, request and secure necessary technology resources to ensure students benefit from high-quality technology that meets or exceeds the industry standards.





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