



PENSACOLA STATE COLLEGE

STRATEGIC PLAN

2026 – 2031

DISTRICT OFFICE
Pensacola Campus
1000 College Boulevard
Pensacola, FL 32504-8998
850-484-1000

Milton Campus
5988 Highway 90
Milton, FL 32583-1798
850-484-4400

Warrington Campus
5555 West Highway 98
Pensacola, FL 32507-1097
850-484-2200

Downtown Center
418 West Garden Street
Pensacola, FL 32502-4731

South Santa Rosa Center
5075 Gulf Breeze Parkway
Gulf Breeze, FL 32563-9334
850-471-4630

Century Center
440 East Hecker Road
Century, FL 32535-2819
850-471-4622

**Commercial Vehicle Driving
Training Facility**
5958 Jeff Ates Road
Milton, FL 32583-1798
850-484-1795

**Pensacola State College Aviation
Maintenance Training Facility**
Hanger 1, ST Engineering
1 Merlion Way
Pensacola, FL 32504
850-484-1686

I. INTRODUCTION

Pensacola State College, serving Escambia and Santa Rosa counties and surrounding Alabama communities, was established as Florida’s first public state college by the state legislature in 1947. Classes were first offered in 1948 to 136 students. Pensacola State College now serves more than 20,000 students annually.

This *Pensacola State College Strategic Plan* includes a new vision statement and a new mission statement, and was created utilizing a planning process to develop overall priorities, with associated goals and objectives, addressing the functional units and administrative offices of the College.

II. COLLEGE VISION (Approved by the District Board of Trustees 02/17/2026)

Pensacola State College’s innovative and supportive educational environment fosters students to become engaged, self-supporting, and self-governing citizens.

III. COLLEGE MISSION (Approved by the District Board of Trustees 02/17/2026)

Pensacola State College is committed to providing quality, affordable, and accessible educational opportunities.

The College, a member of the Florida College System, offers baccalaureate and associate degrees, workforce certificates, business and industry training, non-credit continuing education, and community outreach.

IV. PRESIDENT’S INSTITUTIONAL PRIORITIES

Pensacola State College values continuously creating and improving opportunities for success in an atmosphere of integrity, demonstrating concern, respect, and responsibility for students, employees, and members of the community. As an institution of higher education, the College considers the respectful debate of ideas and issues to be necessary and encouraged. The institution places high importance on the following priority areas, along with the associated goals and objectives.

Priority Area 1. Institutional Operations

Goal 1: Foster institutional operations characterized by a constancy of purpose and furthered by continuous improvement in support of the College’s mission.

Objectives:

- 1.1 Ensure that the College operates in compliance with federal and state regulations, statutes, rules, and policies.
- 1.2 Develop, strengthen, and maintain a unified Pensacola State College identity across the multiple College locations, ensuring a student-centered approach by all employees.
- 1.3 Maintain institutional accreditation approved by the U.S. Department of Education, ensuring high standards are met or exceeded by every area of the College.
- 1.4 Track enrollment and job placement numbers to ensure efficiency of College operations,

meeting of workforce needs, and currency of academic offerings.

- 1.5 Track employee and student satisfaction rates for potential areas of improvement.
- 1.6 Ensure that the College Foundation and affinity groups provide support to the College.
- 1.7 Ensure the timely submission of all required reports and requested information.
- 1.8 Utilize institutional effectiveness processes to assess and improve each functional area of the College.
- 1.9 Facilitate strong College-wide communications.
- 1.10 Ensure that the College's technology is current and meets the needs of all areas of the College and that technology support is responsive to the needs of employees and students.

Priority Area 2: Personnel Development

Goal 2: Invest in people by providing professional development, training, and educational opportunities, recognizing employee achievement, and promoting professional growth through robust evaluation and accountability processes.

Objectives:

- 2.1 Ensure that the College has a highly qualified administrative staff who act with integrity in all matters.
- 2.2 Provide professional development, training, and educational opportunities.
- 2.3 Maintain and enhance a collegial and supportive work environment.
- 2.4 Conduct employee reward and recognition programs to formally celebrate employee service, accomplishments, and productivity, ensuring that faculty and staff contributions are valued.
- 2.5 Utilize evaluation processes to promote continuous improvement and maintain employee accountability.

Priority Area 3: Instructional Services

Goal 3: Maintain and enhance the quality and effectiveness of instructional programs and learning support services.

Objectives:

- 3.1 Employ highly qualified faculty and academic administrators.
- 3.2 Assess course and program Student Learning Outcomes, review results, and identify and address areas of improvement.

- 3.3 Utilize course and program review processes to ensure that the quality of offerings is maintained and that offerings are current, appropriate, and meet the needs of the community as well as business and industry partners.
- 3.4 Ensure the appropriate training of all faculty members and academic administrators.
- 3.5 Review course and section retention and completion data to address areas needing improvement.
- 3.6 Develop courses and academic programs to meet academic standards and requirements and to meet the needs of the community as well as business and industry partners.
- 3.7 Maintain national program accreditations to ensure that industry standards are met or exceeded, that program quality is maintained, and that student success goals are met.
- 3.8 Review and revise the course schedule to ensure course availability and accessibility, as well as efficiency in course offerings.
- 3.9 Purchase, utilize, and maintain current and emerging instructional technology systems as well as course and program equipment.
- 3.10 Ensure the availability and accessibility of learning support services, including the Math Lab, the Writing Lab, the Library, the Health Sciences Learning Lab, and other learning support services.
- 3.11 Monitor the attainment of industry certifications, program licensure pass rates, job placement rates, and employer satisfaction, and address areas of concern.
- 3.12 Maintain strong oversight of the *College Catalog*, *Workday*, the website, and other areas to ensure accuracy of course and academic program listings, definitions, and requirements.
- 3.13 Ensure the appropriate oversight of grants related to Academic Affairs, including the utilization of available funds to support instructional programs.

Priority Area 4: Student Services

Goal 4: Enhance the quality and scope of student support services.

Objectives:

- 4.1 Provide support to students from the time of application through completion of the selected program of study.
- 4.2 In collaboration with Academic Affairs, develop and maintain robust enrollment management-related processes, including recruiting, admissions, and advising, with a focus on student retention, persistence, and completion.
- 4.3 In collaboration with academic leadership and marketing, ensure that recruiting and admissions materials and information are available and present the College and program offerings

consistently.

- 4.4 Ensure ongoing, effective training of all employees in Student Services, with a focus on student-centered processes and a student-centered approach.
- 4.5 Maintain and improve access to testing services, to include placement testing and career assessment.
- 4.6 Ensure a strong advising program with an assigned advisor for each student, resulting in timely and relevant student course registration.
- 4.7 Utilize available funds through Financial Aid and scholarships to support student enrollment, persistence, and completion.
- 4.8 Increase College opportunities and awareness of the opportunities for student involvement and engagement in campus life, including events and activities offered through Student Activities, Visual Arts, Performing Arts, Athletics, the Lyceum Series, and other College-hosted special events and activities.
- 4.9 Ensure the appropriate oversight of grants related to Student Affairs, including the utilization of available funds to support student services programs.
- 4.10 Provide appropriate student support services, and ensure awareness of the services offered, including areas such as the Student Resource Center for ADA Services, Student Conduct, mental health counseling, and student support services provided through grant funds.

Priority Area 5: Fiscal Resources

Goal 5: Utilize strategic resource management in order to maintain a strong financial base.

Objectives:

- 5.1 Maintain a balanced, stable College budget with an appropriate amount of funds in reserve.
- 5.2 Acquire the financial resources to maintain and upgrade existing facilities and construct new facilities to better serve students and the community.
- 5.3 Maintain and increase external funding through local, state, and national funding by way of grants, gifts, and donations to support the mission of the College.
- 5.4 Utilize budgeting processes to support growth in enrollment, ensuring that instructional, personnel, student support, and learning support needs are met.

Priority Area 6: Physical Resources

Goal 6: Maintain and continuously improve campus security and College grounds and facilities in support of the College's mission.

Objectives:

- 6.1 Strengthen the emergency response planning process, campus security planning process, and campus safety.
- 6.2 Facilitate new construction, major renovations, and minor renovations to ensure that physical resources meet the needs of the College, its functional units, and all College programs.
- 6.3 Maintain and improve College grounds and landscaping to ensure a pleasant and appealing physical environment which reflects positively upon the College.
- 6.4 Maintain a robust energy management process to ensure all facilities operate in the most efficient manner possible.
- 6.5 Evaluate space assignments to optimize space utilization.

Priority Area 7: Partnerships

Goal 7: Seek, implement, and strengthen business, industry, government, and educational partnerships to better serve students and the community.

Objectives:

- 7.1 Partner with appropriate educational, government, and business institutions to enhance economic and program development.
- 7.2 Enhance collaborative efforts with secondary school, college, university, local government, military, and business and industry partners.
- 7.3 Maintain and develop university and secondary school articulation agreements.
- 7.4 Provide leadership and ensure strong collaboration in the area of economic development.
- 7.5 Maintain a focus on our stakeholders and their needs, with the sincere desire and intent to create and deliver educational programs and training that have value for partners and the community.

Priority Area 8: Service to the Community

Goal 8: Ensure strong community service programs and offerings in support of the College's mission.

Objectives:

- 8.1 Enhance Continuing Education offerings and marketing to increase visibility, enrollment, and revenue.
- 8.2 Enhance Corporate Professional Development to increase visibility, enrollment, and revenue.

- 8.3 Increase awareness of College opportunities for community involvement, including events and other offerings through Visual Arts, Performing Arts, Athletics, the Lyceum Series, and other College-hosted special events and activities.

Priority Area 9: Marketing the College

Goal 9: Promote, develop, and strengthen awareness of Pensacola State College and its academic and other offerings, internally and externally.

Objectives:

- 9.1 Market the College and the programs of the College through current and emerging media conduits.
- 9.2 Obtain market research and communicate with College leadership and leadership in Academic and Student Affairs to develop current, timely, market-driven marketing and recruiting materials for the College, academic programs, various events and activities, and other areas of the College, such as Student Activities and Athletics.
- 9.3 Develop and implement a comprehensive Marketing strategy, including internal and external communication, College publications, and advertising.
- 9.4 Continuously improve the College website to ensure accuracy, currency, and ease of navigation.

President's Cabinet

Dr. Edward Meadows – President
Ms. Anita Kovacs – Vice President, Business Affairs
Dr. Erin Spicer – Vice President, Academic and Student Affairs

President's Council/Strategic Planning Committee

Dr. Edward Meadows – President

Ms. Diane Bracken – Director, Facilities, Planning, and Construction
Dr. Kirk Bradley – Dean, Baccalaureate Studies and Academic Support
Ms. Stephanie Denmark, Dean of Admissions and College Registrar
Dr. Debbie Douma – Dean, Grants and Federal Programs
Ms. Debbie Gerard – Director, South Santa Rosa Center
Ms. Madeline Hafleigh, Dean, Enrollment Management
Ms. Sparkie Harrison – Director, Century Center
Ms. Tammy Henderson – Director, Human Resources
Dr. Jennifer Hill Faron – Dean, Milton Campus

Mr. Michael Johnston – Associate Vice President, Institutional Research and Enterprise Solutions
Mr. Edward King, Production Manager – General Manager, WSRE
Ms. Andrea Krieger – Executive Director, Institutional Development
Dr. Brenda Kelly – Associate Vice President, Academic Affairs
Ms. Anita Kovacs – Vice President, Business Affairs
Dr. Rameca Leary – Director, Community and Special Initiatives
Dr. Lynsey Listau – Dean of Students
Mr. Mike Listau – Dean, Workforce Education
Ms. Hailey Lotz – Executive Director for Development, Alumni, and Athletics
Dr. Karen McCabe – Dean and Principal, Charter Academy
Ms. Sheila Nichols – Executive Director, Marketing and College Information
Dr. Dusti Sluder – Dean, Health Sciences
Dr. Erin Spicer – Vice President, Academic and Student Affairs
Mr. Steve Whiting – Executive Director, Technology Operations