FLORIDA COLLEGE

2023–2026

Strategic Plan Executive Summary

Over the past three years, significant progress has been made on the strategies and tactics outlined in the 2023–2026 Strategic Plan. The plan encompassed the entire campus and focused on key areas for institutional growth and improvement. Faculty and staff from across the College contributed to its execution, resulting in meaningful progress toward the goals established at the beginning of the planning cycle.

Theme 1: Missions-Focused

GOAL 1
Make the Mission More Accessible

Over the past three years, this goal emphasized incorporating the College's mission into campus signage, publications, curriculum, and the broader campus experience. In year one, a summarized mission statement was developed collaboratively to support broader adoption across campus. In subsequent years, the focus shifted toward intentionally incorporating the mission into the institution's teaching practices.

Nearly 100% of College syllabi now include the College's mission statement.

GOAL 2
Communicate and Practice the Mission Statement in a Positive, Mission-Promoting Way

The Honor Code was implemented across campus during the first year of this goal, including signage in the residence halls, communication with new students, and incorporation into student leadership training. In addition, the rapid rise of artificial intelligence (AI) during the strategic implementation prompted the working group to assess the College's Code of Conduct and academic expectations related to the appropriate use of AI across campus and add policies addressing student behavior in relation to AI.

The Honor Code is displayed in all 4 dorms.

Theme 2: Community Outreach and Perception

GOAL 1
Build the Brand to Maintain the Mission and M

During this goal, a comprehensive brand audit was conducted, academic videos were created, and multimedia efforts were incorporated into College publications. A new tagline was also launched, leading to updated branding and marketing strategies. As part of this work, six new academic videos were developed, including content highlighting Biology, Nursing, and Biblical Studies.

60% of College departments now have academic video available.

GOAL 2
Be the Best Community Partner

This goal focused primarily on strengthening relationships with Christian schools. The group worked to increase the College's presence in both local Christian schools and schools closely affiliated with Florida College. This focus resulted in improved tracking, stronger engagement, and increased applications from these schools. The group also began developing the College's first feeder school scholarship as an additional opportunity to deepen relationships with students and families from these schools.

Applications from feeder schools grew by 93% from 2024 to 2026.

Theme 3: Academic Reputation

GOAL 1
Develop an Office of Extended Learning Beyond Our Undergraduate Program

This goal focused primarily on the development of Fortress Christian School. The online private K-12 school launched in 2025. In addition, initial work was completed to explore technical options connected to majors such as Biology, along with early exploration of additional online academic offerings.

79 students registered for Fortress Christian School in grades K-12 in Fall 2026.

GOAL 2
Maintain and Develop a Portfolio of Existing and New Undergraduate Academic Programs to Promote Rigor, Relevance, and Revenue

This goal focused primarily on launching the Mechanical Engineering program and creating a tool to better assess the health of academic programs. Over the course of the strategic plan, an existing building was renovated and was reopened as the Romine Engineering Building, faculty were hired, and the first student cohorts began the program. The development of the academic program review tool also resulted in stronger reporting and better information for consistent support.

38 students registered in Mechanical Engineering for Fall 2026.

Theme 4: Finance and Investments

GOAL 1
Significantly Increase the Endowment in the Next Five Years

This goal focused on strengthening and growing the College's endowment. The group established Palms and Pines, a new society focused on estate giving in support of the endowment. Communication with donors was also expanded, and relationships with prospective estate donors were strengthened.

43% endowment growth occurred over three years.

GOAL 2
Diversify Revenue Sources

This goal focused on creating a formal sponsorship model for athletics. Prior to this initiative, the College did not have an established athletics sponsorship or sponsorship stewardship plan. Over the course of the strategic plan, a sponsorship platform was developed, along with processes and training for the Athletics Division to support the solicitation and stewardship of sponsors.

Ten new sponsors.

Theme 5: Facilities

GOAL 1
Research and Develop New Community Spaces, Including a Multi-Use Building on East Campus and Sutton Hall

This goal primarily focused on the removal of Sutton Hall and the reimagining of this area of campus. The work ultimately led to a capital campaign and plans for the Todd and Kathy Cox Welcome Center. While the Welcome Center is not yet complete at the time of this summary, the project is underway, and the public phase of the capital campaign is scheduled to begin in February 2027.

23 new student and academic spaces will be added through the Todd and Kathy Cox Welcome Center.

GOAL 2
Allocate Financial Resources for Deferred Maintenance

Establishing a strategic goal specifically focused on deferred maintenance resulted in three years of consistent budget allocations for the Facilities team to address needs across campus. Projects included necessary landscaping improvements, elevator repairs, and other operational and infrastructure improvements that contribute to the long-term care of the campus.

Nearly $1 million was dedicated to deferred maintenance projects from 2023-2026.