



2025 – 2030

EFSC STRATEGIC PLAN

WHERE TITANS RISE

Table of Contents

MESSAGE FROM THE PRESIDENT 2

MISSION 3

VISION AND PHILOSOPHY 4

BUILDING ON OUR SUCCESS 5

STRATEGIC PLANNING PROCESS 9

FIVE-YEAR PLAN 12

SUCCESS METRICS 17

NEXT STEPS 19

ESSENTIAL PARTNERS & CONTRIBUTORS 21

A MESSAGE FROM THE COLLEGE PRESIDENT



Dr. Jim Richey
President

At Eastern Florida State College, every decision we make is guided by a commitment to our students' success. Their stories of perseverance and achievement continually inspire us and reinforce the importance of our mission—and the value of thoughtful planning for the future.

Our new strategic plan is built on a strong foundation that clearly outlines our key goals and the strategies to achieve them. This dynamic, living document will guide us over the next five years as we focus on four critical priorities:

- **Enhance the Collegiate Experience**
- **Foster Student Success**
- **Strengthen Workforce Readiness**
- **Cultivate Collaboration and Financial Sustainability**

This plan is a reflection of the collective dedication of our entire EFSC community—faculty, staff, students, alumni, and community partners. Your belief in our mission, along with your input and support, has helped shape a bold and achievable vision for the future.

I am incredibly proud of what we've accomplished together and even more excited about the journey ahead. United in purpose, we will continue to expand opportunities, foster innovation, and strengthen the community we serve.

Thank you for your invaluable contributions to the development of our strategic plan—and for all you do each day to uphold excellence at Eastern Florida State College.

Go Titans!

Sincerely,

A handwritten signature in black ink, which appears to read "Jim Richey". The signature is fluid and cursive, written over a white background.

Dr. Jim Richey



Eastern Florida State College is committed to engaging our diverse population in quality, accessible learning opportunities that successfully meet individual and community needs.

OUR VISION AND PHILOSOPHY

Eastern Florida State College is committed to being our community's center for quality teaching and lifelong learning.

Key Values and Beliefs

Respect for the Individual (Courtesy/Civility)

Central to our philosophy is respect for the individual, manifested through courtesy and civility in every endeavor.

Continuous Improvement/Professional Competence

Recognizing that we exist in a dynamic environment, we foster innovation to promote continuous improvement in student, employee and organizational development.

Passion for Learning

As an educational catalyst, the College sparks the flame of human curiosity by creating an environment to ignite and sustain a passion for lifelong learning.

Leadership, Empowerment, Integrity

We value leadership styles that engender trust and confidence and that empower people to make sound decisions.

Teamwork, Sense of Belonging

We encourage a sense of belonging by employees and students through promoting an atmosphere of teamwork that embraces the college's mission and goals.

Service

We provide quality service to students, colleagues, and the community with the intention that all those served achieve higher levels of success and satisfaction.

Accountability

Through systematic review and evaluation, we are publicly accountable to achieve our mission.

Sense of Achievement

We value achievement and reward those who strive to do their best.





Building on our Success

The Educational Leader on Florida's Space Coast

Eastern Florida State College (EFSC) was established in 1960 as a junior college and has grown significantly in the past sixty years. Known around the world as the Space Coast, Eastern Florida State College is located in the nation's aerospace hub. With a diverse workforce focused on space, travel and tourism, high tech, aviation, and healthcare, the College has played an integral role in the county's growth and economic development by preparing tens of thousands of Brevard residents for the workforce or for further study. The College has awarded more than 120,000 degrees and certificates and currently offers over 100 degrees and programs.

The College continues to evolve its programs and operations to meet the needs of the community to demonstrate its commitment to remaining accessible and to adapt to the rapidly changing field of higher education. To keep on course, the College regularly performs assessments to determine where it and the community are going and prepares plans for ways to improve and meet the identified challenges.

We see education as a partnership to launch academic dreams and career goals. That's why approximately 18,000 students each year choose to take classes at Eastern Florida State College. Attending a state college makes a big difference to a student's budget – with tuition and fees that are often half as much as a state university. Eastern Florida State College offers a comprehensive range of academic and career pathways — from Associate and Bachelor's degrees to short-term certificates that prepare students for the workforce quickly and effectively. EFSC serves as an ideal starting point for recent high school graduates seeking affordable, high-quality education and a strong foundation for future success. The College also provides meaningful opportunities for adult learners to advance their careers or pursue new professional directions through advanced degrees, technical programs, continuing education, and workforce training aligned with regional industry needs.

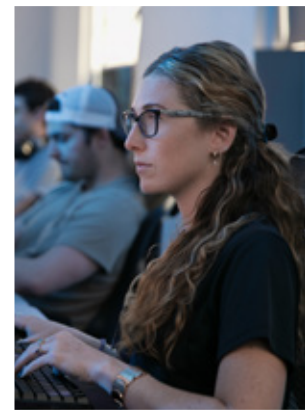
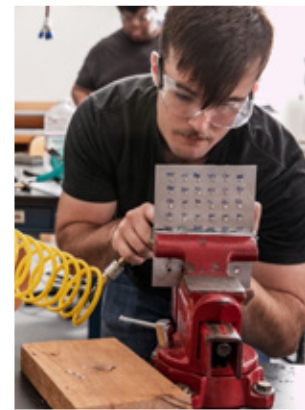
A History of Excellence

Eastern Florida State College is recognized as one of America's leading state colleges for quality instruction and innovative, leading-edge programs. EFSC's dedication to excellence is evidenced in several achievements over the last three years. The 2022-2025 Strategic Plan focused on measures related to the three goals of Access, Advancement, and Achievement, as well as eleven institutional commitments. Through several targeted initiatives, EFSC was able to focus on continuous improvement. Below is a sample of some of the great accomplishments from the 2022-2025 Strategic Plan.

- Career and Technical Education enrollment grew 12%
- Transfer rates of associate graduates increased by 8%
- Success rates of students in gateway English courses increased by 3.5%
- The number of students completing valuable industry certifications grew by 110%
- Reduced student course withdraw rates from 7.4% to 4.8%



*“affordable,
high-quality
education
and a strong
foundation for
future success”*



Goal Highlights

The 2022-25 Strategic plan included three primary goals and eleven institutional commitments. These goals and commitments were used to develop initiatives focused on supporting students more effectively. Here are some highlights of those initiatives:

ACCESS:

- Expanded web registration for dual enrollment students
- Six high school outreach advisors on campuses weekly
- EFSC presence at 15+ high school career fairs
- “Go Higher, Get Accepted” events and SLS courses offered in high schools
- Career Tech and Enrollment teams active in community outreach
- Revamped orientation and advising sessions (Titan Registration Ready events, updated online orientation)
- Full degree planning in myGPS for AS and AA pathways



ADVANCEMENT:

- Tracking outcomes to move students off academic warning/probation
- Began remote FCLE proctoring for students unable to come to campus
- Special math courses designed for students needing only math to graduate
- Expanded priority registration for 42+ credit students, DE, veterans, and BAS
- Created intentional advising handoffs from Dual Enrollment to FTIC to Bachelor and through completion
- Launched First Year Experience in Fall 2024
- Implemented term-by-term planning in myGPS



ACHIEVEMENT:

- Academic warning outreach moved from success advisors to regular student advisors (improved case management)
- Created Canvas course for students on academic warning—must complete before registering for next term
- Conducted advisor calling campaigns 6 weeks into term for check-ins
- Targeted touchpoints for students not yet registered
- Limited Access Program students (AS or CCC) can web register
- Expanded Career Center touchpoints for first-year students
- Streamlined Financial Aid appeal process to remove barriers to success



Commitment Highlights

1. Teaching & Learning

- **Online Courses:** Five faculty obtained a Quality Designation, exceeding the goal of three
- **QRP Reviewer Training:** 50% of the QRP Canvas Course completers qualified to be a reviewer, surpassing the 5% target
- **QRP Canvas Course:** 17 faculty completed the course, exceeding the goal of ten

2. Fostering Equity

- **Bridge to Success:** Tracking through college CRM to increase enrollment of underserved students
- **Job Posting Distribution:** Job postings were advertised on 31 platforms, surpassing the goal of 20

3. Student-Ready

- **Navigators to Success:** 75% of students who completed the program enrolled in classes
- **Student Life Events:** Significant increase in attendance at Welcome Back events across campuses

4. Completion

- **Program Plans:** 30% of FTIC students have a term-by-term program plan
- **Outreach Campaign:** 80% of AA students had touchpoints at 15, 30, and 45 credit hours
- **Auto Grads:** 100% of eligible AS, CCC, and CTC students graduated

5. Future Focused

- **Substantive Change Committee:** Nine substantive changes submitted since Fall 2023
- **Program Review Process:** Updated and fully implemented with the first cohort in Fall 2025
- **Data Literacy Training:** Several in-person workshops hosted each year

6. Workforce Education

- **Hybrid Options:** Increased enrollments in the Cosmetology program from 21 to 66
- **Continuing Education:** Revenue from activities increased from \$407,168 to \$436,117
- **NCLEX Pass Rates:** RN and PN programs achieved high pass rates, maintaining eligibility for funding

7. Accountability

- **Strategic Plan Implementation:** At least 75% of initiatives implemented
- **Survey Research:** 25% of departments used survey results to make improvements
- **Accreditation:** Initial application for accreditation with HLC approved

8. Employee Relations

- **NeoEd Implementation:** Backend work for rollout completed
- **Supervisor Training:** Initial course ran with 42 enrolled and 13 completed

9. Revitalization of Campuses

- **CITE Building:** Held grand opening on Oct. 9, 2025
- **Cocoa Revitalization:** Construction contracts and design ongoing
- **Titusville Aviation Center:** Design complete and contractor awarded

10. Enhancing Revenue Streams

- **Backyard BBQ:** Exceeded goal with an 8% increase in contributions
- **Employee Giving:** Initial goal met

11. Community Relations

- **Distinguished Alumni Events:** Contact list numbers increased by more than 5%
- **Collaborative Events:** Three events held to increase community awareness

Strategic Planning Process

Eastern Florida State College (EFSC) embarked on a comprehensive strategic planning process to ensure widespread participation and gather valuable insights from various stakeholders. The goal was to create a roadmap for the next five years, guiding the institution towards achieving its mission and vision. The Office of Institutional Effectiveness and Research conducted several in-person information sessions designed to capture feedback from campus stakeholders in which attendees participated in activities designed to solicit feedback on what EFSC does well and the opportunities we have to positively impact students and the community we serve. In addition to these strategic planning sessions, EFSC administered a survey to gather responses from a wider range of stakeholders which was distributed to all students, staff, and faculty. The survey was also distributed to the business community with assistance from the Brevard Economic Development Commission.

CAMPUS SESSIONS

The strategic planning sessions were open-format presentations. A slideshow was presented with a word cloud ice-breaker activity, a brief review of the current strategic plan, questions on perception ratings of various aspects, and multiple open-ended survey questions to help facilitate discussion during the meetings to support student success. Attendees participated in discussions and activities aimed at identifying strengths and opportunities for the college.

SURVEY HIGHLIGHTS

Following the strategic planning information sessions EFSC administered a qualitative survey designed to generate themes to support the strategic planning retreat and help develop the 2025-2030 Institutional Strategic Plan. The survey had six questions, four of which were open-ended responses intended to help identify strengths and opportunities that EFSC may have to build upon over the next five years. The survey was distributed to all active students, staff, faculty, and administrators during the spring of 2025. The Brevard Economic Development Commission distributed the survey to all members on their list so that we get input from members of the community with ties to local industry.

FINDINGS

The survey and sessions generated valuable insights into what EFSC does well and areas for improvement. Key themes included:

- **Community and Industry Engagement:** EFSC works with local businesses and industries to align programs with workforce needs. Feedback suggested the need for more robust partnerships and increased community involvement.
- **Enhancing Collegiate Experience:** EFSC provides opportunities for engagement through sports, cultural events, and student organizations. However, there were suggestions to improve campus access on weekends and enhance student life experiences across campuses.
- **Preparing Students for the Job Market:** EFSC offers career-focused programs, vocational training, internships, and job fairs. Feedback highlighted the need for better outreach and emphasis on vocational programs.
- **Improving Student Academic Performance:** EFSC provides tutoring services, knowledgeable professors, and academic success centers. Suggestions included expanding tutoring hours and improving communication about resources.



**Results from employees regarding what success looks like in one to two words*

What does success in 2030 look like?

There were 237 responses to the question, “In one or two words, what does success look like for EFSC in 2030?”

THEMES RELATED TO SUCCESS IN 2030

- **Academic and Career Preparation:** Many responses emphasize the importance of EFSC preparing students for successful careers through relevant degrees, certificates, and hands-on training. Suggestions include offering more bachelor’s programs, expanding STEM and trade programs, and aligning courses with workforce needs.
- **Campus and Facility Improvements:** Numerous comments highlight the need for updated and modernized campus facilities, including renovated buildings, state-of-the-art labs, and improved amenities like libraries and student unions. Sustainability and aesthetic enhancements are also mentioned.
- **Community and Industry Engagement:** Several responses suggest stronger partnerships with local businesses, increased community involvement, and initiatives to connect students with internships, apprenticeships, and job opportunities in Brevard County and beyond.
- **Student and Faculty Support:** Suggestions include improving employee morale, offering better wages, retaining staff, and providing enhanced support for students through interactive classes, diverse clubs, and inclusive programs. Focus on creating a vibrant and supportive campus atmosphere is evident.
- **Innovation and Adaptability:** Many responses call for EFSC to embrace technological advancements, integrate AI into programs, and adapt to changing educational and workforce trends. Innovation in teaching methods and course offerings is seen as key to future success.



Artwork depicting the conversations and aspirations of attendees of the Strategic Planning Retreat

RETREAT

A two-day retreat was facilitated in partnership with Collaborative Labs with approximately 50 faculty, staff, students, and community members. During this retreat, draft goals, measures, and initiatives based on results of the on-campus sessions and surveys were formed. Four groups continued to meet leading up to the finalization of the 2025-2030 Institutional Strategic Plan.

LEADING UP TO THE ACTUAL PLAN

EFSC has been dedicated to its mission with its commitment to engaging a diverse population, remaining accessible, and meeting individual and community needs. After in-person campus sessions, surveys with key stakeholders, a two-day intensive retreat, working committees, and considering the mission of the institution, four pillars were established to help lead the College forward. The plan focuses on enhancing the collegiate experience, fostering student success, strengthening workforce readiness, and cultivating collaboration and financial sustainability. These four pillars will guide EFSC in achieving its mission and vision over the next five years. In alignment with the four pillars, clearly defined goals, measures, and initiatives have been set as targets to advance the College's mission.

OUR FIVE-YEAR PLAN

2025 – 2030

4 PILLARS

Enhance the Collegiate Experience. At Eastern Florida State College, we are committed to creating a vibrant, student-centered collegiate experience that extends beyond the classroom. Through expanded opportunities for involvement in clubs, athletics, and service learning, improved collaboration among faculty and staff, and modern, inclusive campus spaces, we will foster a stronger sense of connection, pride, and belonging. By listening to student voices and investing in environments that support learning and engagement, we will ensure every Titan has the opportunity to thrive academically, socially, and personally.

Foster Student Success. At Eastern Florida State College, fostering student success means ensuring every student has the support, tools, and pathways needed to reach their goals. We are committed to improving achievement through timely completion, stronger first-year outcomes, and success in gateway courses by removing barriers and expanding proactive support. By advancing curriculum quality and embracing innovative teaching practices, we will create engaging learning experiences that prepare students for lifelong success. Through personalized advising, clear pathways, and enhanced use of technology, we will empower students to persist, transfer, or enter the workforce with confidence and purpose.

Strengthen Workforce Readiness. At Eastern Florida State College, we are committed to preparing highly skilled, career-ready graduates who meet the evolving needs of the Space Coast and beyond. By expanding access to workforce programs, increasing opportunities for industry-recognized credentials, internships, and hands-on training, and aligning programs with regional demand, we will serve as the leading talent pipeline for high-demand fields. Through strong partnerships with business and industry, enhanced continuing education and corporate training, and investments in modern facilities and technologies, EFSC will help students advance their careers while fueling economic growth for our community.

Cultivate Collaboration and Financial Sustainability. At Eastern Florida State College, we are committed to cultivating collaboration and financial sustainability by investing in our people, strengthening our community presence, and maximizing resources to support student success. We will cultivate a positive and supportive employee culture with opportunities for growth and professional development, while also enhancing engagement with our community and alumni to elevate EFSC's visibility and impact. By using our resources more efficiently, embracing modern technologies, and securing sustainable funding, we will ensure that the College remains a forward-thinking institution that drives educational excellence and innovation for years to come.

1

ENHANCE THE COLLEGIATE EXPERIENCE

2030 Goals and Measures	Initiatives
Deliver a student-centered experience that promotes involvement in social and cocurricular activities > Student participation in EFSC activities > Engagement in First Year Experience (FYE)	> Expand access to services and activities such as FYE, student clubs, service learning, and other essential areas > Promote engagement at EFSC Athletic events > Promote participation in intramural activities
Strengthen communication and collaboration among faculty and staff to nurture a connected campus culture experience for students > Communication rate	> Integrate student input into college-wide strategic planning and initiatives > Establish clear channels for open dialogue, feedback, and collaboration among faculty and staff
Improve campus environment to create a modern and inclusive space that supports educational and social interaction > Campus facilities and beautification survey > Student support services rate	> Enhance campus accessibility to foster greater student engagement > Involve students in campus beautification projects to foster Titan pride



2

FOSTER STUDENT SUCCESS

2030 Goals and Measures	Initiatives
Improve student achievement > Gateway English and math success > Retention rate > Student credit accumulation in first year > First Time in College (FTIC) graduation rate > Good academic standing at end of first term	> Remove financial barriers to completion for current students > Expand work study opportunities > Establish robust early alert system > Develop staff/faculty collaboration plan for student success > Creation of Assessment Academy
Advance curriculum quality and student engagement through innovative and evolving pedagogy > All curriculum reviewed and revised within ten years > Faculty participation in training or collaborative initiatives focused on curriculum development and evolving pedagogy	> Highlight exemplary course design and instructional innovations > Recognize faculty who demonstrate leadership in transforming curriculum and assessment > Increase accessibility in accordance with federal law of course materials and LMS classrooms
Empower students to define and reach their goals by providing personalized support and clear pathways > Associate graduate transfer rates	> Improve student orientation > Integrate emerging technologies and digital tools across enrollment activities > Streamline collegewide outreach processes and communications



3

STRENGTHEN WORKFORCE READINESS

2030 Goals and Measures	Initiatives
Develop highly skilled, career-ready graduates who align with the evolving workforce demands to be the leading talent pipeline for regional industries > Career and Technical Education (CTE) and Bachelor enrollment > CTE and bachelor persistence rates > CTE placement rate	> Develop recruitment campaign for CTE and bachelor programs > Strengthen program review process > Increase internships/work-based learning opportunities > Increase opportunities for instructors to earn industry certifications
Elevate workforce education through industry-driven collaboration, continuing education, and corporate services training > Corporate Services revenue > Continuing Workforce Education revenue	> Modernize continuing education registration and payment process > Expand short-term continuing education options > Create training pathways for non-traditional students
Enhance resources, facilities, and industry partnerships for workforce programs > Industry certifications and CAPE funding > Performance-based funding	> Establish “train-the-trainer” program > Establish and improve consistency in advisory board review process > Develop recruitment campaign to attract and retain qualified instructors > Establish funds for students to take industry certifications



4

CULTIVATE COLLABORATION AND FINANCIAL SUSTAINABILITY

2030 Goals and Measures	Initiatives
Cultivate a positive, supportive, and sustainable employee culture to enhance student success and improve institutional effectiveness > Employee retention rate > Employee satisfaction rate	> Identify high quality professional development opportunities for employees > Develop recruitment campaign to attract and retain qualified staff > Implement new HR software to improve processes > Implement exit interviews
Enhance engagement on and off campus, increasing visibility and strengthening reputation as a valued educational and community resource > Website and social media engagement > Participation rates in Foundation sponsored events	> Increase visibility through participation in community events > Grow community programs and services to actively drive engagement and boost participation > Establish “Titan Ties” program for community partnerships
Use resources more efficiently and increase sustainable funding sources to support educational programs > Funds through the grants development office > Foundation funding > Endowment value > Classroom utilization rate	> Implement new budget software to improve processes > Ensure software, technology, and college processes are relevant and up to date > Review new educational software tools and platforms



Measuring Our Success

1 Enhance Collegiate Experience	2025	2030 Goal
Student participation in EFSC activities (1.1)	-	40%
FYE engagement (1.1)	-	50%
Communication satisfaction (1.2)	-	80%
Campus beautification satisfaction (1.3)	-	80%
Campus facilities satisfaction (1.3)	-	80%
Student support services rates (1.3)	-	75%
2 Foster Student Success	2025	2030 Goal
Student success metrics (2.1) - Gateway English and math¹ success - Retention² - Students completing 24 credits in first year	DE ENC1101: 88.1% AA FTIC ENC1101: 67.4% DE Math: 87.1% AA FTIC Math: 68.9% AA Retention FTEIC: 69.0% AA Students FTEIC Full-Time retained with 24 or more credits: 60.9%	DE ENC1101: 92% AA FTIC ENC1101: 73.4% DE Math: 90.0% AA FTIC Math: 73.9% AA Retention FTEIC: 75% AA Students FTEIC Full-Time retained with 24 or more credits: 65%
FTIC graduation rate (2.1) ³	47.0%	50%
Proportion of FTIC students in good academic standing (2.1)	82.5%	87.5%
Curriculum reviewed and revised within 10 years (2.2)	-	100%
Full-time faculty participation in workshops/professional development (2.2)	-	85%
Associate graduate transfer rate to bachelor's programs (2.3)	80.0%	85%



3 Strengthen Workforce Readiness	2025	2030 Goal
CTE and Bachelor Enrollment (3.1)	42%	50%
CTE Program Persistence (3.1) ⁴	64.0%	70.0%
Bachelor's Program Persistence (3.1) ⁴	81.0%	85%
CTE placement rate (3.1) ⁵	89%	92%
Corporate Services revenue (3.2)	-	\$1 million
Continuing Workforce Education revenue (3.2)	\$440k	\$1 million
Industry certification and CAPE funding (3.3)	832	1000
Maintain Performance-based funding (3.3)	\$398,761	\$398,761
4 Cultivate Collaboration and Financial Sustainability	2025	2030 Goal
Employee retention rate (4.1)	80.1%	85%
Employees satisfaction rate (4.1)	-	80%
Social media engagement (4.2)	-	10% annual increase
Participation in Foundation sponsored events (4.2)	-	3% annual increase
Grant funding (4.3)	\$4.2 million ⁶ annual average	\$5.5 million annual average
Foundation fundraising (4.3)	-	3% annual increase
Endowment value (4.3)	\$30 million	\$33 million
Classroom utilization rates (4.3)	29.9%	40%
Laboratory utilization rates (4.3)	53.4%	65%

Notes:

¹MAC 1105, STA 2023, and MGF 1130. The DE measure is overall success rates in course by DE students. The AA FTIC rate is the success rates of students in the IPEDS Cohort during the reporting year. ²Retention rates are based on FTIC track to second full year. ³FTIC graduation rates for IPEDS Cohort tracked for three years. ⁴Program persistence rates used within program review. ⁵Placement/Continuing education from 2022-23 track to 23-24 www.fldoe.org/accountability/fl-edu-training-placement-info-program/fl-college-system-reports.shtml

⁶\$4.2 million in grants based on 2024-2025 year.

Course Success = proportion of students with C or better.

Good academic standing = proportion of FTIC students with a 2.0 GPA or higher at the end of their first term.

FTIC = First time in college, based on IPEDS FTIC Cohort, first time after high school graduation, here in fall, could start in summer prior. Includes prior DE now FTIC students.

FTEIC = First time ever in college, FTIC students based on IPEDS cohort, excluding prior dual enrolled.

CTE = Career and Technical Education

Annual employee retention rate = all employees from one reporting year who are found still employed in subsequent reporting year.

NEXT STEPS: IMPLEMENTATION OF THE FIVE-YEAR STRATEGIC PLAN

The strategic plan sets the direction for Eastern Florida State College over the next five years, articulating the goals, measures, and initiatives that will guide our work to enhance the collegiate experience, foster student success, strengthen workforce readiness, and cultivate collaboration and financial sustainability. This plan is not simply a document — it is a call to action that will drive coordinated efforts across the College to create a meaningful impact for our students, employees, and community.

IMPLEMENTATION OF THE PLAN WILL INCLUDE:

- **Regular meetings of the Strategic Plan Implementation Team**
Composed of faculty, staff, and administrators, this team will oversee implementation efforts, ensuring alignment across academic affairs, student services, finance, facilities, IT, communications, and other divisions of the College.
- **Creating Goal-Specific Work Groups**
Each strategic goal will be supported by dedicated work groups charged with developing action steps, advancing key initiatives, and monitoring progress toward measurable outcomes.
- **Aligning Departmental Plans**
Academic communities and administrative units will create implementation plans that align activities and resources with the goals and priorities outlined in the strategic plan.
- **Developing Tracking and Reporting Tools**
Dashboards and reporting mechanisms will be created to monitor progress, provide transparency, and inform decision-making as we work toward our targets.
- **Embedding Oversight and Accountability**
Progress toward the strategic plan will be reviewed annually and shared, ensuring ongoing accountability and opportunities for adjustment.

Through this coordinated approach, we will ensure that our strategic plan becomes a living framework — guiding decisions, inspiring innovation, and delivering measurable results for the students and communities we serve.

**“TO ENHANCE
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EXPERIENCE, FOSTER
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Scalzo, Dr. Denise, *Executive Director, Collegewide Financial Aid*

Shirah, Misty, *Student*

Smith, Dr. Ramona, *Faculty*

Tonn, Emily, *Associate Dean, Student Success/Support*

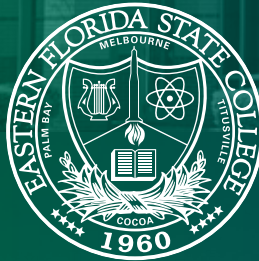
Van Der Werken, Nicole, *Controller*

Washington, Natalie, *Student*

Wells, Carrie, *Collegewide Chair, Communications*

White, JJ, *Assistant Director, Academic Success Center*

White, William, *Associate Vice President, Information Technology*



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Dr. Kristine Zonka



Eastern Florida State College is dedicated to providing a nondiscriminatory environment which promotes equal access, equal educational opportunity, and equal employment opportunity to all persons regardless of age, race, national origin, color, ethnicity, genetic information, religion, sex, gender, sexual orientation, pregnancy, disability, marital status, veteran status, ancestry, or political affiliation in its programs, activities, or employment.

Eastern Florida State College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate and associate degrees. Eastern Florida State College also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Eastern Florida State College may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling 404-679-4500, or by using information available on the SACSCOC's website (www.sacscoc.org/).