

# One FGC: One Vision. Leading the Way to Excellence

2025 - 2030



## Strategic Plan



FLORIDA GATEWAY  
COLLEGE

# Our Mission

The mission of Florida Gateway College is to provide superior instruction, nurture individual development, foster career readiness, and enrich the diverse communities it serves through affordable, quality higher education programs and lifelong learning opportunities.

# Our Vision

Florida Gateway College will be the trusted educational partner that empowers students through high-quality, accessible, and affordable learning experiences, meets workforce needs, and builds strong partnerships to strengthen the communities we serve.

# Who Are We?



# History of FGC

Florida Gateway College (FGC), formerly Lake City Community College, has established a strong tradition of providing high quality, postsecondary educational opportunities to the citizens of North Central Florida. The Florida Gateway College service area consists of five counties (Baker, Columbia, Dixie, Gilchrist and Union) which covers nearly 2,700 square miles.

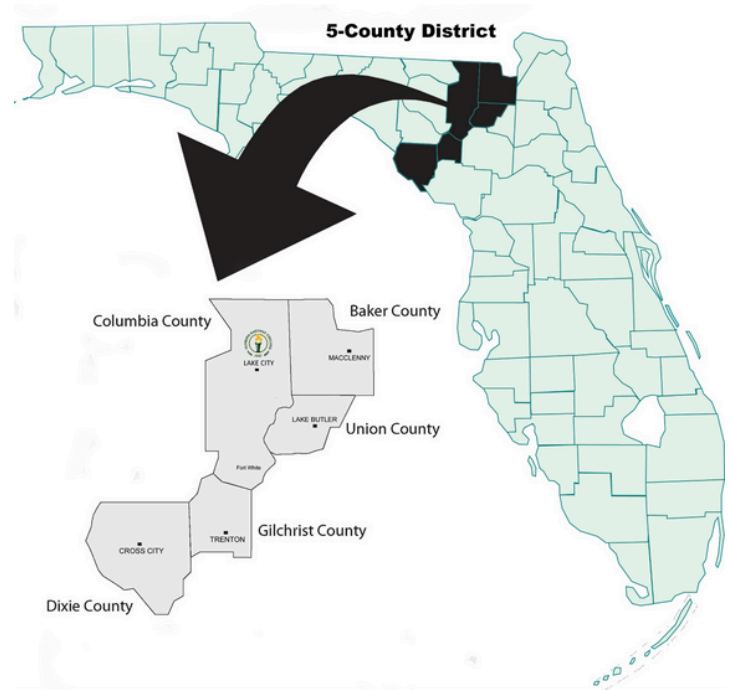
Florida Gateway College has a long history of offering quality postsecondary education to its students. Located in rural North Central Florida, the college began in 1947 as the Forest Ranger School before growing into Lake City Junior College in 1961, becoming one of 28 two-year institutions envisioned by the state.

In 2010, the college officially changed its name to Florida Gateway College. The main campus is located approximately six miles east on Highway 90 from downtown Lake City, Florida, with secondary sites in Baker (Olustee) and Dixie counties. Today, Florida Gateway College is an expansive campus with outstanding programs in liberal arts and sciences and a rapidly expanding CTE program. The College began launching four-year programs in 2012 and now offers the following four-year degrees: Business Administration, B.S., Early Childhood Education, B.S., Elementary Education, B.S., Nursing, B.S., Water Resources Management, B.A.S.

FGC offers outstanding opportunities in many career and technical education programs, including:

- Public Safety
- Water & Environmental Sciences
- Construction Technology
- Computer Science
- Education
- Health Sciences
- Business Administration
- Automotive
- Cosmetology
- Digital Media & Design

Additionally, the College maintains its search for excellence by continually researching areas of high demand and offering new programs which meet the needs of its service area.



# Executive Summary

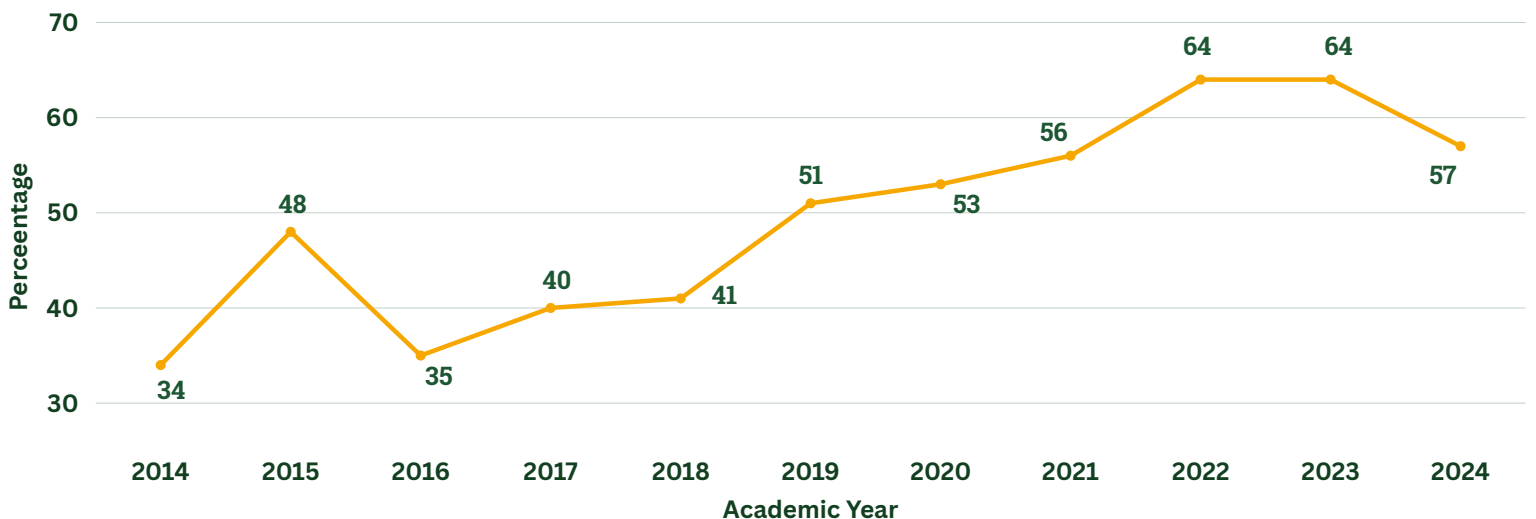
While moving forward with the development of the new strategic plan, the evaluation of Florida Gateway College's success in achieving the goals outlined in the previous strategic plan was imperative.

The prior strategic plan (2017-2022) laid out goals for student success and retention, community engagement, economic development, lifelong learning initiatives, and the development of institutional resources. The College worked to reach those goals and saw success; since 2013, the College's graduation rate has grown 23% due to efforts to meet the prior goals.



## FGC Graduation Rate 10 Year Trend

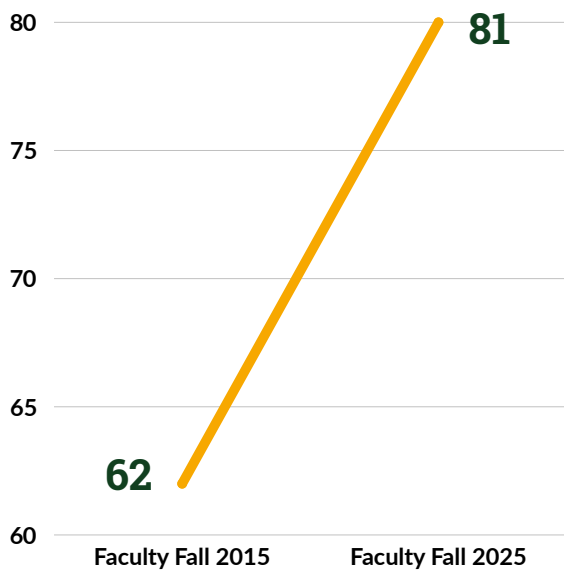
Source Notes: IPEDS reports, 2014 - 2024.: <https://nces.ed.gov/ipeds/data-feedback-report/135160>



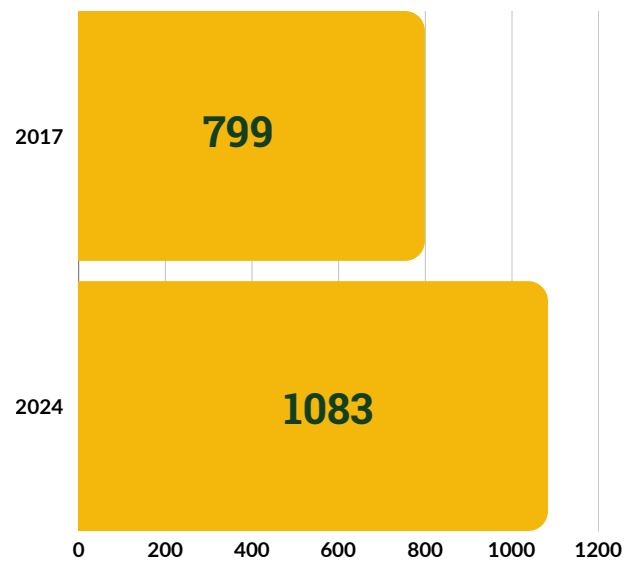
# Executive Summary

Goals laid out in the 2017-2022 Strategic Plan were focused on academic engagement and success. As such, those goals included increasing graduation rates, expanding the four-year degree programs available, increasing our number of faculty, and making more of our programs fully available through distance learning. The College successfully achieved its goals, as seen below.

## Increase of Full Time Faculty from Fall 2015 to Fall 2025



## Increase of Graduates from 2014-2015 to 2023-2024



Additionally, in both the 2023 and 2025 cycles, Florida Gateway College was selected as one of the top 150 community colleges in the country by the Aspen Institute, which awards the Aspen Prize for Community College Excellence.

## Moving Forward

As Florida Gateway College successfully improved areas related to academic engagement and success, when it came time to begin building a new strategic plan, focus turned to creating more opportunities for improvement on campus. These new goals are focused on creating a stronger campus community and fostering student engagement both in and out of the classroom. The College also hopes to increase employee retention rates by providing a strong sense of support and welcome for new and current employees, starting with a more supportive onboarding process and better support for instructors and staff overall.



# Our Strategic Priorities

## PRIORITY 1: STUDENT SUCCESS

*Advance student success through expanded academic programs, enhanced support services, and enriched campus experiences that meet regional workforce needs.*

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**Goal 1.1:** Expand our industry and career-focused programs, especially in occupations requiring CEUs.

**Goal 1.2:** Increase retention, graduation, and credential rates.

**Goal 1.3:** Develop academic quality tools for students and faculty.

## PRIORITY 2: BUILD COMMUNITY

*Foster an institutional culture of collaboration, communication, and well-being that enhances satisfaction and organizational effectiveness.*

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**Goal 2.1:** Improve community outreach and collaboration to enhance student engagement and create a positive experience for all.

**Goal 2.2:** Create opportunities for collaboration with local businesses, stakeholders, and community members.

**Goal 2.3:** Update professional development and onboarding processes to align with current state and local priorities.

## PRIORITY 3: INNOVATE CAMPUS

*Enhance campus facilities and technology to create an optimal learning environment and improve the quality of campus life.*

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**Goal 3.1:** Upgrade campus facilities to enhance the student learning environment.

**Goal 3.2:** Expand campus amenities, including recreational areas and campus dining.

**Goal 3.3:** Update our technology infrastructure and promote digital literacy.



# Why These Goals?

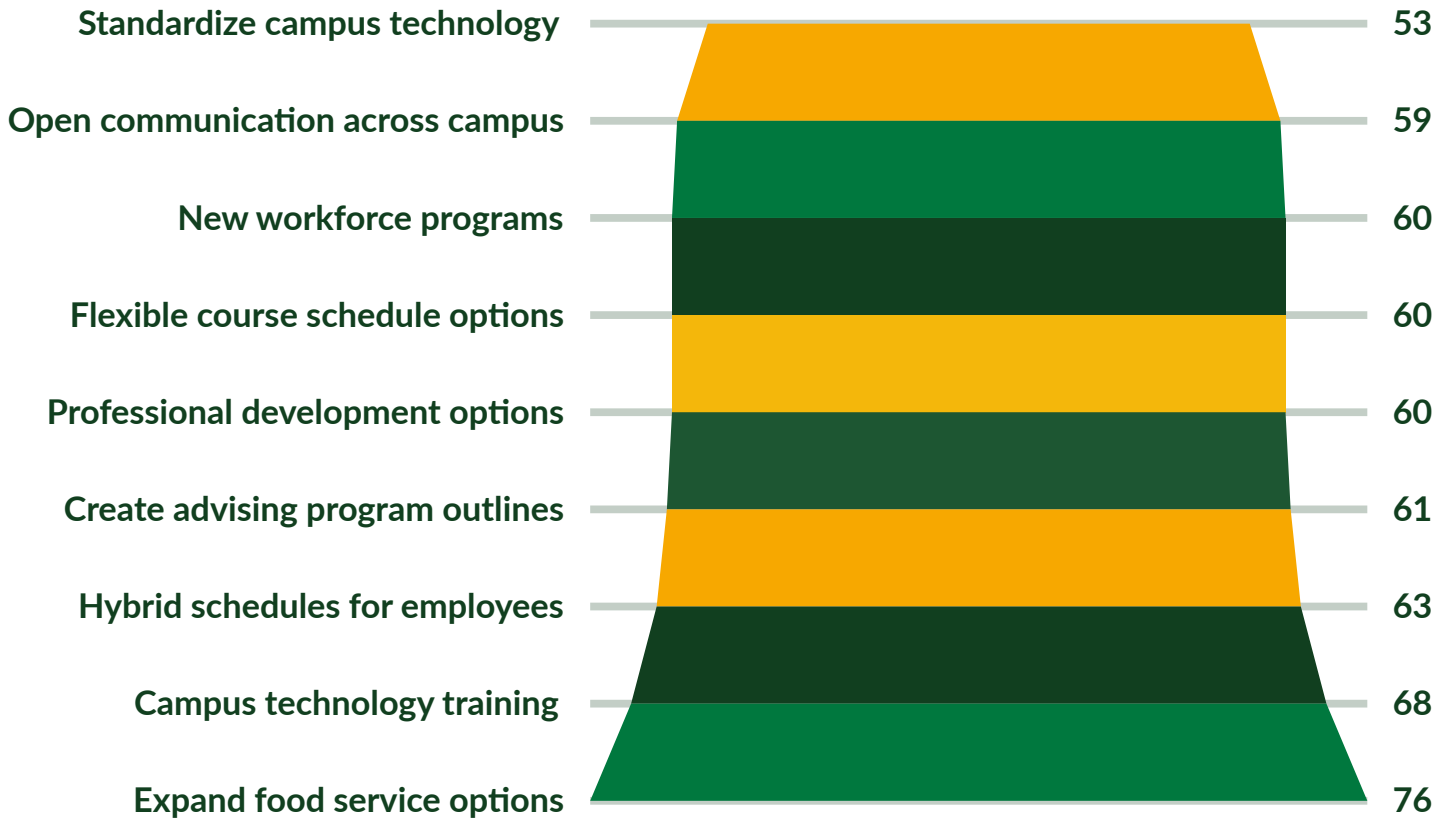
The foundation for these goals came from stakeholder voices. First, CTE Advisory Council focus groups met to determine priorities for the College in the 2023-2024 academic year. These groups, comprised of local industry partners, created the initial focus of the strategic plan. A student satisfaction survey was administered in Fall 2024 for traditional students. A second satisfaction survey was administered to online students in Spring 2025.

In Spring 2025, each College department gathered with the Department of Institutional Effectiveness to discuss goals for positive action they were interested to see the College undertake. These meetings focused on both departmental and college-wide actions that stakeholders hoped to see carried out. A student focus group also met to discuss their interest in positive action for the College.

The Department of Institutional Effectiveness distilled the takeaways from these departmental meetings, surveys, and focus groups into potential goals and strategies and created a survey to be sent out to college stakeholders. A second survey was sent out to community members to gain insight into the goals and interests of those stakeholders. Based on the results of these surveys, IE created a working strategic plan. In subsequent pages, these survey results have been broken down by the three overarching goals derived from initial strategic planning meetings.

136 students and employees responded to the first survey. Of these, 49 responded as students; 86 as employees, and 1 as an alumnus. While this initial survey was made available to community members through the College's social media, there were no responses, thus necessitating the second survey. In these surveys, respondents were asked to: select potential goals for Florida Gateway College that they found most important for promoting student success, building community, and enhancing campus; give their own suggestions on ways to achieve these goals; and provide independent ideas on how to improve Florida Gateway College. The data from these surveys was then analyzed and the goals with the most votes selected for review. See the following pages for details.

# Most Popular Goals by Employee and Student Vote



# Most Popular Goals by Community Comment



# Student Success

*Advance student success through expanded academic programs, enhanced support services, and enriched campus experiences that meet regional workforce needs.*

## GOAL 1.1

**Expand our industry and career-focused programs, especially in occupations requiring CEUs.**

### Strategy 1.1.1

Develop at least five new CTE/vocational programs based on regional needs and industry projections.

### Strategy 1.1.2

Develop community-based lifelong learning courses based on community interest and campus capabilities.

### Strategy 1.1.3

Develop workforce continuing education courses based on industry needs and campus capabilities.

### Strategy 1.1.4

Partner with organizations to pursue grants and joint funding opportunities, leveraging campus research capabilities and local community knowledge

*Metrics: New program accreditation submission, enrollment and completion statistics, satisfaction/interest surveys.*

## GOAL 1.2

**Increase retention, graduation, and credential rates.**

### Strategy 1.2.1

Create structured program plans with clear semester-by-semester outlines made available to students online and when meeting advisors.

### Strategy 1.2.2

Promote and create academic clubs and programs for students, reintroduce campus activity hour, and expand athletics.

### Strategy 1.2.3

Explore additional scholarship and tuition coverage opportunities to help retain and graduate students.

*Metrics: Participation & enrollment rates, completion of program plans, satisfaction surveys, retention rates, activity & program success.*

## GOAL 1.3

**Develop academic quality tools for students and faculty.**

### Strategy 1.3.1

Develop a framework for student support services to create more consistent and effective interactions.

### Strategy 1.3.2

Create a first-year faculty orientation program to support new instructors.

### Strategy 1.3.3

Improve course design and engagement across all modalities.

### Strategy 1.3.4

Enhance our New Student Orientation process with improved onboarding and better prepare students to begin at FGC.

*Metrics: Framework creation, faculty participation in first-year orientation program, course success rates, student satisfaction with support services, NSO completion and satisfaction, Academic Quality utilization rates.*

# Building Community

Foster an institutional culture of collaboration, communication, and well-being that enhances satisfaction and organizational effectiveness.

## GOAL 2.1

Improve community outreach and collaboration to enhance student engagement and create a positive experience for all.

### Strategy 2.1.1

Connect students with local community projects through curriculum to create hands-on experience and positively impact the service area.

### Strategy 2.1.2

Implement wellness programs, campus and community activities, and affordable healthy eating opportunities to encourage healthy and active living.

### Strategy 2.1.3

Explore adaptive work arrangements to enhance student productivity and employee satisfaction.

### Strategy 2.1.4

Build two-way expertise network where faculty serve community organizations and industry professionals contribute campus knowledge.

*Metrics: Employee/student satisfaction scores & retention rates, event & program participation, community project participation.*

## GOAL 2.2

Create opportunities for collaboration with local businesses, stakeholders, and community members.

### Strategy 2.2.1

Establish regular interaction with businesses, stakeholders, industry partners, and the community.

### Strategy 2.2.2

Partner with local employers to create internships, job shadowing programs, and career networks through events and community conversations that benefit students, businesses, and the broader community.

### Strategy 2.2.3

Connect students with alumni and local professionals for mentoring and reverse mentoring opportunities.

### Strategy 2.2.4

Create a space to share resources and expertise with local businesses and organizations to promote real-world learning based on the local community.

*Metrics: Communication effectiveness surveys, internship/networking participation and attendance, communication with community.*

## GOAL 2.3

Update professional development and onboarding processes to align with current state and local priorities.

### Strategy 2.3.1

Utilize the Academic Quality department to more effectively structure and facilitate onboarding and training for new instructors.

### Strategy 2.3.2

Increase opportunities for professional development on campus in accordance with current state and local priorities.

### Strategy 2.3.3

Support incoming faculty as they become part of the local community.

*Metrics: Policy alignment/tracking, professional development participation, Academic Quality utilization rates.*

# Innovate Campus

Enhance campus facilities and technology to create an optimal learning environment and improve the quality of campus life.

## GOAL 3.1

Upgrade campus facilities to enhance the student learning environment.

### Strategy 3.1.1

Create a recording studio and community workspace for course content development.

### Strategy 3.1.2

Renovate recreational facilities to better develop athletics programs and encourage student participation.

### Strategy 3.1.3

Explore the creation of multi-purpose learning environments.

*Metrics: Facility utilization rates, student satisfaction with campus spaces, completion of renovation projects.*

## GOAL 3.2

Expand campus amenities, including recreational areas.

### Strategy 3.2.1

Explore expanding amenities based on student interest.

### Strategy 3.2.2

Explore flexible or short-term dorm arrangements for students in CTE programs.

### Strategy 3.2.3

Create more student-focused spaces to encourage student interaction on campus.

*Metrics: Student/employee satisfaction surveys, revenue from campus services, facility usage data.*

## GOAL 3.3

Update technology infrastructure and promote digital literacy.

### Strategy 3.3.1

Implement a comprehensive technology training program for faculty, staff, and students.

### Strategy 3.3.2

Standardize technology across campus classrooms and offices.

### Strategy 3.3.3

Develop an AI integration strategy for administrative and educational applications.

*Metrics: Technology proficiency assessments, help desk ticket reduction, technology standardization percentage.*



# Aspirational Goals

*Aspirational goals for 2025-2030 from FGC President, Dr. Lawrence Barrett.*

-  **Launch 8 new academic programs** offering both certification and degree pathways to meet evolving workforce demands.
-  **Grow Foundation assets to \$45 million** from the current \$31 million to strengthen institutional sustainability.
-  **Achieve a historic record enrollment** of 2,520 FTE students despite serving a declining demographic region.
-  **Expand student housing capacity** by 40 beds to better serve the residential student population.
-  **Add 24 short-term housing units** to support adaptive learning and specialized training programs.
-  **Open a downtown Lake City healthcare facility** to enhance local community health services.
-  **Establish Healthcare Tuition Promise Program** providing comprehensive tuition coverage for all Columbia County residents enrolled in a health science program at FGC.
-  **Launch Promise Program for Dixie County** offering tuition coverage to all graduating Dixie County high school seniors enrolled at FGC.
-  **Earn national recognition** as an Aspen Top 150 College for two additional cycles.
-  **Achieve top 25 national college ranking** demonstrating academic excellence.
-  **Expand faculty to 90 full-time positions** from the current 81 to support growing enrollment.
-  **Increase graduation rate to 64%** from the current 53% through enhanced student support services.