



# Strategic Plan 2020-2025



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# Introduction

In August 2019, the Florida College Access Network (FCAN) embarked on a comprehensive planning process to develop a five-year strategic plan. The purpose of the planning process was to assess the current state of FCAN as an organization and as a network, determine where FCAN has the opportunity to add the greatest value to the postsecondary attainment field, and develop a roadmap for the next five years of our work.

To accomplish this, FCAN worked with a facilitator and a strategic planning committee comprised of 16 leaders representing diverse stakeholders from multiple sectors and geographic regions throughout Florida. FCAN also secured an evaluation partner that conducted an in-depth review of FCAN's work through multiple surveys, interviews, and focus groups involving more than 100 stakeholders.

The committee first collected and analyzed information, including the findings of the evaluation team as well as the results of a voter and stakeholder survey conducted by FCAN's communications partner. The committee also reviewed data trends informing college access, postsecondary completion, and workforce outcomes in Florida, as well as the strategic plans of several key organizations and agencies. Through this robust discovery process, the committee developed a collective understanding of FCAN's current state and the Florida postsecondary education and workforce landscape that FCAN seeks to impact.

Following a series of thoughtful and lively discussions, the committee identified strategic priorities and crafted goals and core strategies to guide the next five years of FCAN's work. They also revisited and revised FCAN's mission, vision, and roles and crafted seven conditions for success to serve as a lens to identify policy and practice opportunities to advance FCAN's mission. Separately, the FCAN staff articulated FCAN's core values, determined their major activities for the next two years, identified organizational metrics to measure progress, and developed action plans to achieve FCAN's goals.

The results of the committee's and staff's work over several months' time was presented to and ratified by FCAN's advisory council in March 2020, for full implementation beginning summer 2020. We are pleased to present our roadmap to you here and are excited about the challenging work ahead to co-create a better future for Floridians to achieve an education beyond high school and a rewarding career.



We Are Better  
Together

# Strategic Planning Committee

**Ruthann Atchley** PhD, Associate Vice President for Community Engagement and Career Readiness, University of South Florida

**Stacy Baier** PhD, President and CEO, Pinellas Education Foundation

**Daniel Barkowitz** Assistant Vice President, Financial Aid and Veterans Services, Valencia College

**Holly Bullard** Chief Strategy Officer, Florida Policy Institute

**Mandy Clark** Executive Director, Impact Florida

**Braulio Colon** Vice President, Florida Student Success Initiatives, Helios Education Foundation

**Kim Krupa** PhD, Executive Director, Achieve Escambia County

**Kimberly Lent** Assistant Director for Research and Policy, Florida College Access Network

**Gene Marshall** Community Volunteer

**Kathy McDonald** Assistant Director for Network Partnerships, Florida College Access Network

**Laurie Meggesin** Executive Director, Florida College Access Network

**Madeline Pumariega** Executive Vice President and Provost, Tallahassee Community College

**Carolyn Nelson-Goedert** Vice President, Florida PTA

**Marlene Spalten** President and CEO, Community Foundation of Tampa Bay

**Nicole Washington** Principal, Washington Education Strategies

**Wayne Willoughby** Managing Director, Global Operations, JPMorgan Chase & Co.

## Strategic Planning Facilitator

**The Ertrachter Group**

## Evaluation Partner

**Equal Measure**

## Communications Partner

**Sachs Media Group**

# Florida College Access Network: Background

Florida College Access Network (FCAN), a statewide organization hosted by the University of South Florida, is Florida's first collaborative network committed to ensuring all Floridians have the opportunity to achieve an education beyond high school and prosper in Florida's dynamic economy. Launched in 2012, FCAN is built on the foundation of ENLACE Florida, a statewide network of higher education institutions devoted to improving college access and success for minorities and other students underrepresented in higher education which, over time, expanded to serve all limited-income, first-generation, and under-represented students.

Today, FCAN sparks fresh thinking, showcases actionable ideas, and partners with communities and organizations working to improve educational achievement for all Floridians—especially first-generation college students, low income students, students of color, adult learners, and other student groups traditionally under-represented in postsecondary education.

FCAN's multi-layered approach combines research, advocacy, news and information, knowledge development, statewide initiatives, and the development of local college access networks (LCANs). As of 2020, LCANs represent 17 regions, 31 counties, over 700 organizations representing multiple sectors, and 82% of the state's population. Additionally, FCAN partners with dozens of state and national organizations around shared goals to increase economic mobility for Floridians through postsecondary education.

FCAN also helps build stakeholder knowledge on promising practices and supports advocacy efforts through policy briefs, data dashboards, and reports that illuminate opportunity barriers to postsecondary attainment along with policies and practices with promise to overcome them. A trusted authority on evidence-based, student-centered solutions to obstacles impeding education attainment, FCAN has published dozens of reports, been cited in the media over 400 times, appeared multiple times before Florida legislative committees, and presented at hundreds of meetings and conferences. FCAN's webinar programs and annual summit likewise build knowledge of promising policies and practices in the field.

Additionally, FCAN coordinates the College Ready Florida statewide initiatives, which have been adopted by more than 400 Florida schools. These initiatives, including Plan It Florida, Apply Yourself Florida, the Florida FAFSA Challenge, and Florida College Decision Day, support a college-going culture by helping students plan for their futures and navigate the college-going process.

FCAN's research, advocacy, coalition-building, and partnerships all support the State of Florida's SAIL to 60 goal: for at least 60% of Florida adults to hold degrees and workforce-relevant credentials by 2030. FCAN believes that by working together, Florida will build a talent-strong workforce prepared for the challenges of our rapidly evolving economy.

## Mission

We lead the collaborative movement to ensure every Floridian achieves an education beyond high school and a rewarding career.

## Vision

We envision a Florida working together where education is the pathway to economic mobility for all.

## Core Values

FCAN's Core Values guide our team's commitment and approach to our work.

### Change Agent

We believe that by inspiring, empowering, and connecting others, we influence thinking and transform systems.

### Integrity

We believe that by working in an honest, ethical, and fair matter, we earn trust and advance our mission.

### Equity

We believe that Florida's diversity is our strength and is essential to creating a better future for all.

### Collaboration

We believe that by building unique and diverse partnerships, we achieve greater impact together.

### Heart

We believe that courage and empathy give our work meaning.



Our Students  
**ROCK!**

**#FCAN2019**

Force Education

We Are  
Better Together

**#CollegeReadyFL**

Broward  
to Life

College Readiness

Innovator



# Major Roles

## Convener and Collaborator

FCAN is uniquely positioned to unite multiple sectors in building a talent- strong economy by increasing college and career success across the state.

## Capacity Builder

FCAN helps stakeholders strengthen their capacity for coalition building, data gathering and analysis, implementing programmatic best practices, and advocacy.

## Thought Leader and Partner

FCAN is an influential expert on education issues, policies, and practices that inform college and career success in Florida. FCAN also inspires organizations and communities to challenge their own paradigms and create positive change.

## Knowledge Developer

FCAN champions objective, data-informed research and policy analysis for accelerating student success.

## Advocate

FCAN encourages the adoption of student-centered policies so that all Floridians can achieve a postsecondary education.



# FCAN's Seven Conditions for Success

FCAN promotes policies and practices that hold the greatest promise to achieving our vision: A Florida working together where education is the pathway to economic mobility for all. FCAN's Seven Conditions for Success guide our work and provide a lens through which to identify opportunities to achieve Florida's talent goals.

## **Opportunity for Everyone**

To build a talent-strong economy, all Floridians need access to a postsecondary education and the supports to complete it.

## **Clear Information and Guidance**

Students of all ages and families need exposure and counseling early and often to make informed decisions about their futures.

## **Affordable**

Postsecondary education needs to be within everyone's financial reach, regardless of household income or life circumstances.

## **Multiple Pathways to Success**

Floridians benefit from multiple learning opportunities for academic achievement and career advancement.

## **Lifelong Learning**

No degree or credential is "one and done;" Floridians need to prepare for career changes through continuous learning.

## **Effective Use of Data**

Transparent access to data on education and economic outcomes, especially for Florida's diverse populations, help achieve our goals.

## **Community Collaboration**

When community partners work together toward a shared vision, they remove barriers, build a robust workforce, and improve the quality of life for their regions.

## Goals 2020 - 2025

- ▶ Forge and strengthen **partnerships** to build capacity throughout the network.
- ▶ Serve as an independent provider of Florida-specific, student-centered, evidence-based **research and data**.
- ▶ Advance understanding of **equity** disparities and opportunities to address them.
- ▶ Catalyze the movement to impact **policy** at the state, federal, and local levels.
- ▶ Build the organization's **capacity** to accelerate long-term impact.
- ▶ Build **awareness** and support for meaningful change to achieve FCAN's vision for Florida.





## Organizational Metrics

- ▶ Strengthened local college access network capacity and impact.
- ▶ Strengthened relationships with current and prospective partners on areas of shared alignment.
- ▶ Increased participation in and outcomes of schools and organizations engaged in the statewide initiatives.
- ▶ Increased FCAN and LCAN organizational practices to advance equity in education.
- ▶ Increased and diversified revenue streams to support FCAN's work.
- ▶ Increased influence through FCAN communications, presentations, and convenings.
- ▶ Increase salience of programs and policies at the local, institutional, state, and federal levels tied to FCAN's Seven Conditions for Success.

## Primary Audiences

FCAN's audiences include members of local college access networks, education professionals in K-12 and postsecondary systems and institutions, student leadership groups, business and workforce development leaders, professional associations, policymakers and their staffs, nonprofit organizations (local and state), government leaders and professionals, and philanthropic foundations.

The ultimate beneficiaries of FCAN's work are Florida students.

# Key Strategic Issues and Core Strategies

**Activating the Network and Partnership Health:** How can FCAN elevate and mobilize the network (local college access networks and other partners) to impact meaningful changes across the state and at the local level?

## Core Strategies:

- ▶ Help new and existing LCANs to develop, grow, prosper, and demonstrate progress.
- ▶ Develop and implement a plan for building and strengthening relationships with current and potential strategic partners.
- ▶ Continue to build on and provide leadership for statewide initiatives.

**Research and Knowledge Development:** How can FCAN play a key role in filling the knowledge development gap in Florida to inform stakeholders on the talent development landscape, policy opportunities, and best practices?

## Core Strategy:

- ▶ Increase public and network partner knowledge through nonpartisan research, data, policies, and programmatic trends.



## Key Strategic Issues and Core Strategies CONTINUED

**Equity:** How can FCAN and its partners collectively address longstanding inequities underlying systemic barriers to college access and success, in order to advance education and employment outcomes in which all Floridians thrive?

### Core Strategies:

- ▶ **Develop and apply intentional approaches for FCAN, the LCANs, and strategic partners to address equity disparities at the research, practice, and policy levels.**
- ▶ **Address equity imbalances in FCAN and the LCANs to achieve stronger participation of diverse stakeholders who are directly affected by our collective work.**

**Advocacy:** How can FCAN and the larger network amplify and strengthen our collective voice to inspire policies and practices that ensure equitable opportunities for education and careers?

### Core Strategies:

- ▶ **Continue to build FCAN's and help build LCANs' capacity for effective advocacy.**
- ▶ **Coordinate advocacy efforts with state- and national-level partners for policy change at the state and federal levels.**



## Key Strategic Issues and Core Strategies CONTINUED

**Organizational Sustainability:** How can FCAN continue to build the talent, resources, and reputational capital to accelerate the organization's impact long-term?

### Core Strategies:

- ▶ Implement a long-term fund development plan to diversify FCAN's revenue streams.
- ▶ Continue to explore the viability to convert FCAN's legal and organizational structure to 501(c)(3) status.

**Communications:** Overarching strategy across all key strategic issues.

### Core Strategies:

- ▶ Develop and implement a comprehensive, integrated strategic communications plan.







**FLORIDA**  
COLLEGE ACCESS NETWORK



**COLLEGE  
READY  
FLORIDA**

**Berlyne**  
Berlyne Martinez  
College Success Coach  
Wendell Phillips Center  
PARTNER

Build a college  
at you



**APPLY  
YOU  
FLO**

**FLORIDA  
COLLEGE**

# Appendix 1: Florida College Access Network Advisory Council

**Charles Hokanson** Senior Vice President—  
Florida Community Engagement, Helios  
Education Foundation

**Marlene Spalten** President and CEO,  
Community Foundation of Tampa Bay

**Stacy Baier** PhD, President and CEO, Pinellas  
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**Paul Dosal** PhD, Vice President for Student  
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**Ruthann Atchley** PhD, Associate Vice  
President for Community Engagement and  
Career Readiness, University of South Florida

**Madeline Pumariega** Executive Vice  
President and Provost, Tallahassee  
Community College

**Wayne Willoughby** Managing Director,  
Global Operations, JPMorgan Chase & Co.

**Gene Marshall** Community Volunteer



## Appendix 2: Current Trends

### Today's Students:

As of 2018, 49.6% of working-age Floridians hold a degree or workforce-relevant credential, ranking Florida at 22nd among all states. This represents a 3.7% increase since 2014, slightly higher than the national increase of 3.1%. Florida outpaces the country in the proportion of working-age residents with workforce-relevant certificates, but lags the nation in the proportion who hold two-year degrees and higher.

While 41.6% of all Floridians hold at least a two-year degree, disparities exist by race and ethnicity: 45.4% of Whites hold degrees, compared to 36.2% of Latinos and 30.1% of Blacks.

### To grow Florida's talent pool, Florida's policies and practices must focus on addressing the realities of today's students:

- ▶ 55% come from low or moderate-income households and qualify for need-based aid.
- ▶ 43% attend college part-time
- ▶ 37% are age 25 or older
- ▶ 83% of full-time, first time in college students receive federal, state, and/or institutional financial aid (not including private grants and scholarships)



## Appendix 2: Current Trends CONTINUED

### A high school diploma is no longer the ticket to the middle class in Florida:

- ▶ 50% of recent high school graduates not enrolled in college are working by the fall after graduation, with median annual earnings of \$12,000
- ▶ 28% of working-age Floridians have earned a high school diploma as their highest level of education. Their median earnings are \$27,522 a year
- ▶ 13% of working-age Floridians have earned some college credit but no degree.

### Higher learning leads to higher earning for Floridians:

#### Median earnings by education level (2017):

Less than high school: . . . . .	\$22,237
High school diploma: . . . . .	\$27,522
Vocational certificate: . . . . .	\$37,161
Associate's degree: . . . . .	\$61,522
Bachelor's degree: . . . . .	\$66,301
Master's or higher: . . . . .	\$100,645

