

ASSOCIATION OF FLORIDA COLLEGES



STRATEGIC PLAN 2019

*Serving the Florida College System since
1949*

Association of Florida Colleges (AFC)

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Welcome From Our 2019 President



**Ms. Marjorie McGee, M.Ed.
College of Central Florida**

Greeting Association Members, Colleagues and Friends!

We are so pumped to “Connect the Dots” in 2019. I promise you that as you become engaged in and connected to AFC, this Association can change your life. Whether you are a locksmith, a recruiter, a faculty member, an IT person or even an administrator - AFC has a connection for you. You may find it at your local chapter, in one of our five regions or thirteen commissions, or even in a special committee. Make the connection that works for you.

AFC has nine strategic goals that guide our program of work each year. Goal #6 is to “Enhance, encourage and facilitate communication, cooperation, professionalism and camaraderie among individual and institutional Association members.” By connecting with each other, we can accomplish our goals.

In 2019, we will:

- *Increase our Association Membership by 10%
- *Launch a Campus Safety survey that focuses on safety training, methods and tools
- *Begin reviewing the AFC Governance structure
- *Evaluate and make recommendations to the Association Dues Structure
- *Re-purpose Visions as an online repository of applied research and best practices.

In 2006, when I joined the Association of Florida Colleges, then FACC - I never would have dreamed I would be greeting our 6,000 plus members as the President of the Association. The connections I have made in my career have led me here. I am beyond honored and humbled to serve in this position and cannot wait to connect with you.

In the words of John Maxwell, "Make connecting with others a daily priority."

Yours in service,

Marjorie McGee, M.Ed.
2019 AFC President



History of the Association

The Association was originated in 1949 as the Florida Association of Public Junior Colleges by the presidents of Florida's first four public junior colleges. Its mission was to unite the colleges for the purposes of helping the Florida Legislature understand the junior college mission and to advocate for Florida's public junior colleges in the development of the state's long-range plan for higher education.

Since 1949, the Association's mission and purposes have grown in scope as has the Association itself. In 1971, the Association became the Florida Association of Community Colleges. The Association changed its name to the Association of Florida Colleges in 2010 to reflect the growth in many colleges to include baccalaureate degree programs and institutional name changes.

It has become the most inclusive higher education organization serving any college system in the nation. The AFC is the only organization which represents all employees, presidents, and trustees associated with a college system. Today, all 28 of the state's colleges support the work of the Association through institutional dues as do nearly 7,500 regular and retired members through the sharing of their talents, time and energy.

Organization

The Association is guided by Bylaws and organized through a network of College Chapters, Commissions, and Regions. The AFC is governed by an Executive Committee and a Board of Directors. A full-time staff of six administers the day-to-day operations, maintains membership records and coordinates communications and professional development opportunities.

AFC Mission Statement:

The Association of Florida Colleges, Inc. is the professional association of Florida's 28 public member institutions of the Florida College System, their boards, employees, retirees and associates, and the employees of the Division of Florida Colleges. The mission of the Association is to actively promote, represent, and support members and institutions as they provide their students and the citizens of Florida with a world-class college system.

AFC Value Statement:

The Mission of the Association is driven by the following values:



AFC Goals:

- 1) Develop and support professional development, education, and leadership opportunities for the Association's members (Values 1, 2, 3, 5, 6).
- 2) Advocate for policies, budgets, and programs on behalf of the Association's institutional and individual members (Value 2).
- 3) Communicate public policy and legislative issues and engage in cooperative research activities related to those issues (Values 2, 3).
- 4) Increase public awareness of the mission, purpose, and accomplishments of the Florida College System (Values 2, 4, 6).
- 5) Showcase and reward exemplary programs, practices, activities, and individuals (Values 1, 3, 5, 6).
- 6) Enhance, encourage and facilitate communication, cooperation, professionalism, and camaraderie among individual and institutional Association members (Values 1, 4, 6).
- 7) Promote membership by providing professional development and services that ensures an active and vital Association (Values 1, 3, 4, 6).
- 8) Maintain a fiscally sound organization that is efficiently and effectively managed (Value 3).
- 9) Provide opportunities for and engage in services to benefit the external community (Values 1, 3, 4, 6).

Chapters

Our college-based Association members are organized around their respective Chapter. Each college has one chapter. While many of the Association's activities take place away from the campus, active involvement of AFC members occurs at the Chapter-level. A chapter of the AFC comprises each member of the Association employed at the college.

The purpose of a campus chapter should be to more actively involve individual AFC members in carrying out the goals and purposes of the Association. The key word in this endeavor is communication. AFC is unique in that, by its nature, it encourages and promotes communication and interaction among all employees and trustees at a college. Because all members have equal status in the Association, and because all members are concerned about, and involved with, the well-being of their college, an ideally-functioning chapter should provide a forum for the discussion of issues which are of interest or importance to the entire community and state college family.

Regions

To provide for regional coordination, AFC has geographically subdivided the State of Florida into five regions, each coordinated by an elected region director. Member institutions in each region are encouraged to facilitate interaction among chapters and individual members through professional activities.

Region I (Florida Panhandle)

Colleges: Chipola College, Gulf Coast State College, Northwest Florida State College, Pensacola State College, Tallahassee Community College

Region II (North Florida)

Colleges: Florida State College at Jacksonville, Florida Gateway College, North Florida Community College, St. Johns River State College, Santa Fe College

Region III (Central Florida)

Colleges: College of Central Florida, Daytona State College, Eastern Florida State College, Lake-Sumter State College, Seminole State College of Florida, Valencia College

Region IV (South-Central Florida)

Colleges: Florida SouthWestern State College, Hillsborough Community College, Pasco-Hernando State College, Polk State College, St. Petersburg College, South Florida State College, State College of Florida, Manatee-Sarasota

Region V (South Florida)

Colleges: Broward College, Florida Keys Community College, Indian River State College, Miami Dade College, Palm Beach State College

Commissions

Commissions provide an opportunity for college employees with similar job responsibilities to enhance their professional skills and knowledge and to network, share, and recognize exemplary practices with colleagues from around the state.

Each commission has its own elected Board of Directors and bylaws for organizational purposes, to plan commission activities, and support the overall mission and purposes of AFC. The Chair of each commission serves on the Association's Board of Directors.

Commissions usually meet at least twice a year to provide programs of interest to commission members and to recognize colleagues and programs of an exemplary nature. The commissions provide the primary vehicle for the Association to fulfill its mission of discussing and improving matters in college educational programs, curriculum development, innovative administrative and instructional procedures, and the general professional environment of the state's 28 community and state colleges.

Committees

AFC has standing and ad hoc/special committees that serve at the pleasure of the President. These committees deal with policy and governance issues as well as with issues that affect the association's daily operations. The standing committees are:

Award Committee

Bylaws Committee

Certified College Professional Committee

Finance and Human Resources Committee

Legislative Committee

Membership Development Committee

Member Services Committee

Nominating Committee

Planning and Development Committee

Policy and Advocacy Committee

Service Project Committee

Ad hoc / Special Committees

AFC Retirees Committee

Journal Editorial Committee

Credentials and Tellers Committee

Speakers Bureau

Operational Plans

Operational Plans

The goals and the objectives of the Association are accomplished by the AFC organizational units with support from the AFC Staff. These units are Chapters, Regions, Commissions, and Committees (standing and ad hoc / special). These units are established in the Association's Bylaws. The Association's Standing Rules describe the purpose and responsibilities of each unit, the duties of state-wide offices and operational information for the Association.

The Operational Plan for each organizational unit is outlined in the pages that follow. Unit goals, objectives and activities for 2019 for the Organizational Units are included.

Planning and Development Committee

The Planning and Development Committee reviews, monitors, and recommends updates to the AFC's "Strategic Long-Range Plan" to AFC Board of Directors. Particular emphasis is given to the Association's structure, functions, and effectiveness to determine if the needs of the membership are met.

The Committee recommends action to the AFC Board of Directors action required to meet the Association's short- and long-range goals and objectives.

The Committee is comprised of ten (10) members - a Chair, the immediate past-chair, one member from each of the Association's five (5) regions, an at-large member, the Chair of the Council of Presidents, and a representative of the Division of Florida Colleges. The Chair and the at-large member are selected by the Association President. The representatives from the regions are appointed by the President. The Division of Florida Colleges representative is selected by the Chancellor.

Members serve a one-year term beginning January 1.

Submitted by the AFC Planning and Development Committee

Holly Sutton – Co-Chair, Florida Gateway College
Gregory Williams – Co-Chair, Tallahassee Community College

Members at large: President's Council chair, Trustees Commission chair, AFC Foundation chair, Division of Florida Colleges representative.



Regions

Operational Plan for 2019

Association of Florida Colleges

Type of Unit: Region (Commission, Region, Chapter)

Name of Unit: Region I

AFC STRATEGIC GOAL(S)	AFC REGION ONE ASSOCIATED STRATEGIC GOAL
<p>Develop and support professional development, education, and leadership opportunities of the Association members.</p>	<p>Increase professional development for the region by working with Commissions, Chapter leaders, and the State office.</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Offer professional development opportunities for the Chapters during the Spring and Annual Conferences. 2) Develop and host a Region I Professional Development Conference 3) Encourage attendance by members and share ideas to help struggling chapters send additional members to conferences.
<p>Advocate for policies, budgets and programs on behalf of the Association’s institutional and individual members</p>	<p>Enhance member knowledge of legislative issues that may affect AFC members.</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Provide legislative update at the AFC Region I Spring Meeting. 2) Utilize resources through myafchome.org to communicate “latest news” with members 3) Encourage participation of AFC members during “Legislative Days” in Tallahassee
<p>Communicate public policy and legislative issues, and engage in cooperative research activities related to those issues.</p> <p>Increase public awareness of the mission, purpose, and accomplishments of the Florida College System.</p>	<p>Develop a social media presence and increase Region One communications with all AFC members and non-members throughout the Florida College System.</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Send electronic reminders and updates to all Region I members throughout the year 2) Increase participation in the Region I Facebook page and Twitter account 3) Update the Region I website page on myafchome.org 4) Write and submit articles and pictures for publication in the Current 5) Use the Social Media Toolkit provided by the State office on all social media channels to keep a single thread that may be easily shared with a consistent message.

<p>Enhance, encourage, and facilitate communication, cooperation, professionalism, and camaraderie among individual Association members.</p>	
<p>Showcase and reward exemplary programs, practices, activities, and individuals.</p>	<p>Develop an award to recognize outstanding, novel and exemplary practices within the region.</p> <p>The ONE Award (O – Outstanding, N – Novel, E – Exemplary)</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Establish a committee to develop the award criteria and prize amount. 2) Establish a judging committee (may be the same as above). 3) Request nominations/entrees for judging.
<p>Promote membership development and services that ensure an active and vital Association.</p>	<p>Achieve success at the Chapter level with the 2019 Membership Goal of increasing membership by 10%.</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Increase Region I activities – Chapter partnering for events throughout the year. 2) Promote membership recruiting by explaining the benefits and reasons for AFC membership.
<p>Maintain a fiscally sound organization that is efficiently and effectively managed.</p>	<p>Be fiscally sound as a region</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Actively fundraise to help offset expenses incurred during the 2019 year for the region. 2) Provide effective strategies to assist chapters in their individual fundraising campaigns. 3) Work closely with the AFC staff to ensure Region I is fiscally sound.
<p>Provide opportunities for and engage in services to benefit the external community</p>	<p>Continue to support existing community service opportunities in the Region and identify new ones.</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Chapter sharing about community service projects. 2) Partner with Chipola Family Ministries for the Region I Conference. 3) Continue to support community service projects at the state level. 4) Each Chapter identify one new community service need.

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Region (Commission, Region, Chapter)

Name of Unit: Region II

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Planned/Actual Dates	Measures of Success (Data Elements)	Results
1. Professional Development/ Leadership	Provide and promote a variety of professional development activities at the Region II Spring Conference	Participation from each Region II Chapter at the Spring Conference Leadership Conference	Region Director/Region Director Elect/Chapter Presidents	April 19, 2019 January 31- February 1, 2019	Document attendance and participation in activities Receive Feedback from participants	
3. Communicate Legislative Issues	Legislative update to be held at RII Spring Conference	Ask for a legislative update session to be held at RII conference	Region Director/Michael Brawer	April 19, 2019	Completion of legislative update session at RII conference.	
4. Awareness of Florida College System	Tell our stories more, post more on various social media outlets, and submitting to Currents	Participation from each chapter with highlighted stories from members A Currents submission after each region activity	Region Director/Region Director Elect/Chapter Presidents	Continual, specifically after each scheduled event	Completed and submitted Current submission Maintained active social media accounts	

5. Showcase exemplary practices	Showcase Unsung Hero Awards at conference	Unsung Hero provided from each chapter, award certificate and gift provided to those heroes	Region Director/Chapter Presidents	November 6-8, 2019	Each chapter provided a name for an Unsung Hero and those Unsung Heroes were presented with their certificate and gift	
6. Enhance Communication	Promote the expansion of Region and Chapters Web presence and use of Social Media	a) post chapter meetings and events on the region calendar b) promote members' involvement in AFC social circles c) maintain current information on the region web page	Region Director/Region Director Elect/Chapter Presidents	Continual	Documentation of increased participation of region members in social circles and current information posted on the website.	
7. Promote Membership Development	Promote conferences, socials, other events and personal stories to encourage others to join	a) promote members' involvement in AFC social circles b) Share personal stories relating to how AFC has transformed lives	Each and every member of each and every chapter	Continual	Documentation of increased membership among the chapters. Increase in chapter participation, especially from inactive chapters	
8. Fiscally Sound Organization	Hold Region fundraisers at the RII Spring Conference and at the Annual Convention.	Meet with Region Director Elect and Chapter Presidents to determine appropriate fundraising activities Recruit more sponsors for Region II Conference so less is out of the region budget	Region Director/Region Director Elect/Chapter Presidents	April 19, 2019 & Nov 6-8, 2019	Planning documentation and completion of fundraising activities	

9. Community Service	Coordinate a Region II Community Service Project	Meet with Region Director Elect and Chapter Presidents to determine an appropriate community service project	Region Director/Region Director Elect/Chapter Presidents	April 19, 2019 and Continual	Planning documentation and completion of the service project.	
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Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Region (Commission, Region, Chapter)

Name of Unit: Region III

Related AFC Goal	Unit Objective	Unit Activity	Person Responsible	Planned/Actual Dates	Measures of Success (Data Elements)	Results
1 & 6	Provide professional development opportunities for members to grow in their area of expertise and develop professional relationships across the membership.	Region III	Region III Director and conference planning committee	April 12, 2019	# of members registered for conference	
9	Collect items for donation to local community not for profit entity Provide services for community members in need	Region III Conference-item collection for Kimberly's Center for Child Protection Region III and Healthcare Commission blood pressure check partnership	Region III Director, Healthcare Commission Chair, Chapter Presidents	April 12, 2019 TBD	# of items collected for Kimberly's Center # of individuals served through blood pressure check	
5	Showcase and reward exemplary programs, practices, activities, and individuals.	CCP Scholarship	Region III Director	April 12, 2019	# of Scholarships given	

7	Promote membership development and services that ensure an active and vital Association.	Work in partnership with commissions and to build membership	Region III Director, Chapter Presidents, and Commission Chairs	Ongoing throughout year	# of new members within Region III # of members connected to commissions	
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Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Region (Commission, Region, Chapter)

Name of Unit: Region IV

Related AFC Goal	Unit Objective	Person Responsible	Actual Dates	Measure of Success	Results
1	Develop and support professional, education, and leadership opportunities for the chapter members	Chapters Executive Board in collaboration with Association members	TBD	TBD	
2	Advocate for policies, budgets, and programs on behalf of the chapter's members	Chapters Executive Board in collaboration with Association members	Ongoing throughout 2019	Increase in membership and their satisfaction	
4	Increase public awareness of the mission, purpose, and accomplishments of the Florida College System	Chapters Executive Board	Ongoing throughout 2019	Increase in membership	
6	Enhance, encourage, and facilitate communication, cooperation, professionalism, and camaraderie among individual and institutional Association members	Chapters Executive Board	Ongoing throughout 2019	Increase in membership and attendance with AFC events and opportunities	
7	Promote membership by providing professional development and services that ensures an active and vital association	Chapters Executive Board	Ongoing throughout 2019	Increase in membership and positive association with AFC	
9	Provide opportunities for and engage in services to benefit the external community	Chapters Executive Board in collaboration with Association members	Ongoing throughout 2019	Increased community awareness and relations	

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Region (Commission, Region, Chapter)

Name of Unit: Region V

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Planned / Actual Dates	Measures Of Success (Data Elements)	Results
1,3,4,5,and 6 Develop and support professional development, education, and leadership opportunities for the Association's members	Plan for Region Participation	Plan Region V Spring Conference	Region Director & Chapter Presidents in the Region	March 28 th & 29 th , 2019 Miami Dade College Wolfson Campus	Four Major Sponsors and over 80 attendees	4 of 5 Colleges Sent Representatives
1,2,3,4,5, and 6 Develop and support professional development, education, and leadership opportunities for the Association's members	Plan to Attend AFC Board Meetings	AFC Board Meeting	Director	January 30 th May 13 th September 30 th November 5 th	Attended Board Meeting at Seminole State College	Attended the Jan. Meeting
1,2,3,4,5, and 6	Create a Region V Newsletter	Encourage Chapters Share News Communicate and their Chapter's Successful Programs	Region Director and Chapter Presidents	Issue for Fall 219		

1,3,4,5,and 6 Promote membership by providing professional development and services that ensures an active and vital association	Increase participation in AFC in Region V	Encourage Region V to Participate in the State-wide Membership Drive to Increase Membership State-wide	Director-Director Elect Chapter Presidents	January to October 2019		
1,3,4,5, and 6 Enhance, encourage and facilitate communication, cooperation, professionalism, and camaraderie among individual and institutional Association members	Increase modes and frequency of communication to commission members and AFC	Create Region Website or Social Media; Send Out e-Newsletters to membership; create and Encourage use of "Circles" on AFC Website	Region's College's Region Director	Ongoing	Commission "Circle"	
1,3,4,5, and 6 Enhance, encourage and facilitate communication, cooperation, professionalism, and camaraderie among individual and institutional Association members	Plan to Host Region V Conference Calls and Email Blast Due to Work Schedules	Engage Region V Presidents and Members to Promote Campus and Region Community Service, Leadership,	Region Director and Chapter Presidents	January April June September 2019		
6 Region V Community Service Project	Promote Community Service by Partnering with a Community Organizations	Promote Community Service	Regional Director and Chapter Presidents, and Members	March 2019	AFC Chapters Donated Personal Hygiene Products to Students	Region V Conference Supported Students a Steller Academy in Miami FL
1,3, and 6 Region V Participation in AFC Statewide Conference	Promote Leadership, Communication , Planning and Coordination of		Regional Director and Chapter Presidents, and Members	September through November 2019		

	Region and Annual Conferences					
1,3,4, and 5	Promote and Encourage Partnership among Commissions and Members	Joint Commissions Activities	Commission Chairs, Regional Director, Chapter Presidents, and Members	March 2019	Region V Spring Conference CPEC, Equity, Facilities, and Institutional Effectiveness Presented Workshops at the Conference	85 Attendees Including AFC Members, Presenters, and Exhibitors Participated

Chapters

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Chapter (Commission, Region, Chapter)

Name of Unit: Broward College

Related AFC Goal(s)	Chapter Objective	Chapter Activities	Person(s) Responsible/Lead	Planned/ Actual Dates	Measures of Success (data elements)	Results
1,4,5,6,7,8,9	Develop and/or support at least two (2) professional/leadership development opportunities for chapter members before the 2019 AFC Annual Meeting and Conference	<ol style="list-style-type: none"> 1. Create a chapter/college wide professional/leadership development opportunity that focuses on a missing critical issue or relevant topic. 2. Communicate to chapter members of professional/leadership opportunities that AFC is facilitating throughout the state. 3. Provide incentives to chapter members to increase participation in professional/leadership opportunities. 4. Offer financial assistance-if chapter funds are available-to chapter members in good standing, as defined by chapter bylaws. 	Executive Board	Planned — TBD (1/1/2019-11/1/2019) Actual—TBD	<ol style="list-style-type: none"> 1. Number of professional/leadership development opportunities created by chapter for chapter members 2. Number of professional/leadership development opportunities supported by chapter for chapter members 3. Number of members participating in each professional/leadership development opportunity 4. Assessment by chapter members (via survey, executive summary, or other tool of measurement) of effectiveness and direct 	TBD at conclusions of calendar year assessment

					personal/profession al impact on chapter member	
1,2,3,4,5,6,7,8 ,9	Increase chapter membership by 21, as well retain chapter membership; increase chapter and organization awareness by hosting at least a total of four (4) campus recruitment and awareness campaigns before Fall 2019 commencement	<ol style="list-style-type: none"> 1. Each campus vice president to lead its own recruitment and awareness campaign at least one (1) time throughout the calendar year (for a total of at least 4), with support from executive board and/or ad hoc committee (e.g., tabling, "Friendraiser") 2. Led by chapter president with support from executive board and/or ad hoc committee, the chapter to host a recruitment and awareness campaign at all major college-wide events (e.g., Faculty Welcome Back, Adjunct Welcome Back, chapter Social Hours) 3. Solidify and advertise general chapter meetings at the beginning of each term 4. Develop an 	Executive Board, Campus Vice Presidents, Chapter President and Vice President, Publications Chair	Planned— TBD (1/1/2019-10/30/2019) Actual— TBD	<ol style="list-style-type: none"> 1. Number of new/re-application members 2. Number of recruitment and awareness campaigns facilitated throughout the calendar year 3. Assessment of executive board and chapter members (via survey, anecdotal feedback, or other effective tool of measurement) of successes or challenges of recruitment and awareness campaigns 	TBD at conclusion of calendar year assessment

		<p>executive board officer rotation schedule to speak at, or develop an AFC video to be played at every New Employee Orientation</p> <ol style="list-style-type: none"> 5. Invite current chapter members to participate in the AFC Membership Challenge 6. Provide incentives to encourage sign-up of new members 7. Invest in "Stuff We All Get" (SWAG) for long-term usage 8. Send college-wide communications about AFC at the beginning of each major term 9. Send a college-wide electronic newsletter at the end of each term 10. Led by chapter president and supported by executive board, send chapter members a monthly update 11. 11. Provide executive summaries for BC senior leadership team for any AFC-related 				
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		professional development opportunity attended by any chapter officer				
1,3,4,5,6,7,8,9	Increase financial standing of chapter with at least two (2) fundraising activities	<ol style="list-style-type: none"> 1. The chapter will develop fundraising activities to be done throughout the calendar year 2. In addition, each campus vice president, supported by the executive board and/or ad hoc committee, will lead at least one (1) campus-wide fundraiser that does not coincide with any college-wide fundraising activity 3. Appointment of an interim fundraising coordinator (newly created position, as per 2018 chapter bylaws) 	Chapter president, campus vice presidents, Treasurer, Fundraising Coordinator	Planned— TBD (3/25/2019-12/1/2019) Actual— TBD	<ol style="list-style-type: none"> 1. Number of fundraising activities throughout the calendar year 2. Number of participants/contributors for each fundraising activity 3. Cost benefit analysis of each fundraising activity (i.e., month raised versus money, time and energy committed to development of activity) 4. Appointment of interim fundraising coordinator 5. Assessment of executive board and chapter members about the effectiveness, successes, and challenges of fundraising activities 	TBD at conclusion of calendar year assessment

1,3,4,5,6, 7,9	Develop at least two (2) chapter community service projects to be done throughout the calendar year	<ol style="list-style-type: none"> 1. Led by the community service coordinator, and supported by the executive board and/or ad hoc committee, the chapter will develop opportunities for the chapter to engage the community through community and civic engagement activities 2. Communicate these activities to the chapter members 	Community Service Coordinator, Executive Board	Planned— TBD (3/25/2019-12/1/2019) Actual— TBD	<ol style="list-style-type: none"> 1. Number of community engagement activities created throughout the calendar year 2. Number of executive board officers and chapter members participating at each community 3. Assessment from community partners, executive board, and chapter members on effectiveness, successes, and challenges of each community service activity 	TBD at conclusion of calendar year assessment
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Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Chapter (Commission, Region, Chapter)

Name of Unit: Chipola College

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Actual Dates	Measure of Success (Data elements)	Results
1	Develop 2 professional development, education and/or leadership opportunities for college employees during 2019-2020 school year	Professional Development Seminars	Professional Development Co-Chairs			
4	Increase awareness of AFC and the Chipola Chapter among employees	- Recruitment Activities - Face-to-Face Recruitment - Publicity of AFC activities	Membership Co-Chairs			
5	Continue recognition of Employee of the year benefits for 2 categories - faculty/administrators and career employees	- Faculty/Admin of the Year receives yearly membership - Career Employee of the Year receives yearly membership - Compete in best practices and Chancellor's awards programs	Chapter Pres Treasurer College Department Chairs			
6	Continue to develop chapter website and Facebook page	Continue to develop chapter website and Facebook page	Social Media Co-Chairs			
8	Maintain a fiscally sound chapter.	Maintain a fiscally sound chapter.	Chapter Pres Treasurer Audit Co-Chairs			
9	Develop 2 or more community service opportunities during the	- Food Bank Donations - Participation in Regional and State Community	Community Service Co-Chairs			

	2019-2020 school year	Service projects - Other campus projects				
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Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Chapter (Commission, Region, Chapter)

Name of Unit: College of Central Florida

Related AFC Goal(s)	Chapter Objective	Chapter Activities	Person(s) Responsible/Lead	Planned/ Actual Dates	Measures of Success (data elements)	Results
1 & 7	Develop and Support Professional Development Education, & Leadership Opportunities for the Association's members	<ul style="list-style-type: none"> • Leadership Conference • Legislative Conference 	E-Board/Chapter Members	1/31 – 2/2	4 attended Survey results	
6	Enhance, encourage, and facilitate communication, cooperation, professionalism, and comradery among all Association members	<ul style="list-style-type: none"> • AFC Chapter Survey • Chapter Presentations • Socials 	E-Board/Chapter Members		# Participating in Conference Activities # of completed surveys	
9	Provide opportunities to engage in services to benefit the external community	<ul style="list-style-type: none"> • Chapter Service Project • Evangeline Booth Garden Thanksgiving Dinner • School Supply Drive 	E-Board/Chapter Members Students (Citrus)	Nov. 2019 Sept 2019	Participation in the project	

6	Enhance, encourage, and facilitate communication, cooperation, professionalism, and comradery among all Association members	<ul style="list-style-type: none"> • CF- Chapter guest speakers • Monthly updates with chapter members on AFC activities • Faculty Professional Development Presentations 	E-Board/Chapter Members/Faculty	Ongoing	# Chapter meetings # mass communications sent to all members	
3	Communicate public policy and legislative issues and engage in cooperative research activities related to those issues	Provide legislative update at CF Chapter meetings and distribute information on how to access updates through AFC website	E-Board/Chapter Members	TBA	# Attended Conference	

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Chapter (Commission, Region, Chapter)

Name of Unit: Daytona State College

Related AFC Goal(s)	Chapter Objective	Chapter Activities	Person(s) Responsible/Lead	Planned/ Actual Dates	Measures of Success (data elements)	Results
1,2,3,5,6	Inform AFC members of Leadership and Professional Development Opportunities	AFC Newsletter AFC member meetings Social media presence	Chapter President & Secretary	Ongoing	# of sessions attended	
2,4,6	Increase AFC Awareness	AFC table Welcome Back and AFC Membership Drive, Co-Worker Appreciation Day	Membership Chair, President, Secretary	April 2019 Aug 2019 Oct 2019 SP/FA Planning	# of new members acquired	
1,4,6	Encourage cooperation and camaraderie among new and current members	AFC Presentation and Discussion at Academic Excellence Symposium	Chapter President, Membership Chair, Treasurer	March 2019	# of attendees # of new members	
1,3,4,6	Provide opportunities to engage in Community Service Projects	Inform members of AFC Community Service Projects	Chapter President	Ongoing	# of service projects including chapter involvement	

AFC @ EFSC Strategic Plan/ Operational Plans - 2019

The purpose of this plan is to organize our thoughts and put into writing some of the ideas and initiatives that we as a chapter would like to explore for 2019. **Many of these ideas carry forward from previous years and are areas that we should be constantly focused.** This is not binding or all inclusive, merely an outline of ideas and potential actions and efforts. Those areas in boldface are the areas we did work on or achieved for the previous years of 2017 and 2018 and should continue to work on for 2019.

Membership – in an effort to increase membership, the chapter will attempt the following:

1. Reach out to adjunct faculty and full time faculty through the use of fliers and increased awareness.
2. Research ideas to get retirees more involved.
3. **Have key AFC members available at social, professional development, and fund raising activities to provide information and answer questions about AFC.**
4. Assign a membership committee to generate ideas and ways to promote AFC and increase membership.

Professional Development – AFC @ EFSC wants to help develop our faculty and staff:

1. **Continue to provide AFC updates from conferences.**
2. **Expand marketing and information about AFC opportunities, i.e. CCP program, Region III conference, Student Development Conference.**
3. **Continue to provide Professional Development Series events.**
4. **Be active in Region III events and opportunities.**
5. Attempt to gain more interest in the CCP program for AFC @ EFSC members.

State, Region, and Commission Participation

1. **Encourage members to look for opportunities for leadership positions at the Region and State levels.**
2. **Send new chapter leaders to Legislative and Leadership conference.**
3. **Continue to encourage attendance at the region and annual conferences.**

By-Laws Review, Update, and Publish

1. **Keep By-Laws up-to-date.**
2. **Annual review - Updated in 2018.**
3. Complete an annual review of the By-Laws.

Chapter Book Committee

- 1. Ensure we have a designated committee for Chapter Book Development.**
- 2. Understand Chapter Book deadlines and items for inclusion.**
- 3. Chapter Book submitted on time in 2017 and 2018 Platinum Chapter award received.**
4. Continue strive for Platinum Chapter.

Meetings – Begin to advertise and encourage that all are welcome at any AFC meeting regardless of membership status or officer status.

- 1. Board meetings at least quarterly.**
2. All Member meetings at least semi-annually. This is a focus area since we have not been having full membership meetings.

Fund Raising – Continue to promote each campus to provide fundraising activities, to include, but not limited to:

- 1. Lunch time events, such as soup, salad, chili, pizza, etc.**
- 2. Opportunities for special holidays, such as Valentine’s Day, St. Patrick’s Day, etc.**
3. Consider fundraising for potential scholarship opportunities such as CCP or conference attendance.
- 4. Consider AFC shirt sales as potential fundraising opportunity.**

Attendance at AFC Events – Focus our efforts on ensuring key and pertinent people attend the events that are related to their functions. An example of this would be the Legislative Liaison attending Legislative Days and AFC members who work in the student development areas to attend the Student Development Conference. It is not just about numbers but placing key people into those opportunities.

Communications – Increase communications up and down the chain of supervision:

- 1. Ensure key campus leadership receives copies of our minutes and by-laws.**
- 2. Communicate with leadership our goals and activities to ensure their support and approval.**
- 3. Invite campus leaders to be part of our functions.**
4. Submissions to AFC Current.
5. Social Media – These are already established, we need to keep them updated and current with fresh information.
 - a. Chapter Facebook Page**
 - b. Chapter Blog**
 - c. Chapter Website**

Social Activities – Not only focus on the social aspect of fundraising events and attendance at AFC conferences, but have social activities not associated with fundraising.

Exemplary Practices – As a chapter, we need to improve on researching and discovering best practices that are occurring at our college and encourage those best practices to be submitted appropriately. For example:

1. Technology Commission exemplary practices.
2. Teacher of the Year for the Faculty Commission.
3. Additional commission awards and best practices.
4. **Showing off what we do at Annual AFC Conference – 2 presentations at 2018 Conference.**

Awards – We need to ensure we are recognizing the appropriate people for jobs well done. This includes, but is not limited to:

1. **Local campus awards for service.**
2. Distinguished Service awards at AFC level.
3. **Unsung hero awards – George Strohm for 2018.**

Legislative Issues – As a chapter, we have a responsibility to communicate the pertinent legislative issues to our chapter membership. Some initiatives might include:

1. Legislative Liaison attending Legislative Days.
2. Opening a line of communication with local legislators.
3. **Scheduling a legislative update sponsored by the AFC @ EFSC chapter. This was done in 2018.**

Community Service Events – As a chapter, we should be involved in those service activities related to AFC events where we collect items to take to conferences to support the community. We should also consider involvement in local community service events:

1. **TSIC 5K**
2. Cancer Awareness Events
3. **Holiday Gift Drives**

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Chapter (Commission, Region, Chapter)

Name of Unit: Florida Gateway College

Related AFC Goal	Unit Objective	Unit Activities	Person(s) Responsible	Planned/ Actual Dates	Measure of Success (Data elements)	Results
1	Promote professional development activities through AFC Host	<ul style="list-style-type: none"> Have professional development speakers at the Region II conference Host professional development session(s) on campus Promote statewide professional development opportunities with chapter members 	Chapter President E-Board Chapter Members	Region II Conference- April 19 th TBD-on campus Pro. Dev.	# of conference presenters # of professional development sessions on campus	
5	Promote and encourage submissions for awards and best practices	<ul style="list-style-type: none"> Submit at least one nomination for Professor of the Year Have at least one member submit a best practice to a commission 	Chapter Members		# of submissions for awards and/or best practices Award winner	
6	Encourage and facilitate more networking opportunities for both current and potential members	<ul style="list-style-type: none"> Host at least three (3) socials on campus 	Chapter President E-Board		# of people attending social # of new faces at social	
7	Promote membership incentives	<ul style="list-style-type: none"> Promote benefits of being a member to both current and potential members Promote statewide 	Membership Chair Chapter President Chapter Members	Welcome Back Week-August Ongoing	10% Membership increase	

		membership drive incentive <ul style="list-style-type: none"> • Increase membership by 10% 				
8	Maintain balance in account	<ul style="list-style-type: none"> • FGC's chapter is fiscal sound as is. We will continue to ensure fundraising outweighs expenses 	E-Board	Ongoing	Profit balance at year end	
9	Promote community service activities locally and state-wide	<ul style="list-style-type: none"> • Share flyers and promote community service projects at state level activities • Engage in local community service projects • Assist presidential/college efforts for community service drives 	Chapter President Chapter Members	Ongoing	# of community service projects completed Amount of items donated	

Operational Plan for 2019

Association of Florida Colleges

Name of Unit: Chapter (Commission, Region, Chapter)

Type of Unit: Florida SouthWestern State College

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Planned/ Actual Dates	Measures of Success (Data Elements)	Results
1, 6, 7	Encourage Leadership amongst AFC Chapter & Participation in Statewide events	Participation from the chapter officers at the Leadership Conference	Chapter President & Chapter President-Elect (Maisy Adams & Tim Maricle)	Jan 31, 2019- Feb 1, 2019	Document participation, participant feedback, sharing knowledge gained	Attended AFC Leadership Conference. Preparing for the Region IV conference, Student Development Conference & Annual Conference.
3	Communicate latest public policy and legislative updates with college community	Sponsor spring pre and post-legislative session updates by Matt Holliday	Legislative Liaison and Chapter President	May 2019	Document participation, participant feedback	Matt Holliday will be presented a held post updates at each of our 3 campuses.
4,6	Attempt to increase AFC chapter membership & network with current members	AFC co-sponsored a President's box ticket giveaway and free GA tickets to faculty/staff for FSW men's & women's basketball games	Chapter Officers	February 2019	Membership renewals and new signups	Sponsored the event, had an info table, and gained several new members. We will also do this at our softball, baseball, & volleyball games.
8	Attempt to raise funds for our chapter	Conduct 2-3 fund raisers throughout the year	Chapter Officers, general members	May 2019	Increase in funds	Graduation flower sale

9	Provide community outreach activities for members	Encourage members and non-members to participate in the community.	Chapter Officers	Summer/Fall 2019	Document participation, participant feedback, success of drives	Partnering with FSW Serves to increase participation at all FSW community outreach/services events
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Operational Plan for 2019

Association of Florida Colleges

Name of Unit: Chapter (Commission, Region, Chapter)

Type of Unit: Florida State College at Jacksonville

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Planned/Actual Dates	Measures of Success (Data Elements)	Results
1. Professional Development/ Leadership	Provide and promote a variety of professional development activities at the Region II Spring Conference	Participation in the Region II Spring Conference Leadership Conference	Chapter President/ Region II Director	April 19, 2019 January 31- February 1, 2019	Document attendance and participation in activities Receive Feedback from participants	
2. Communicate Legislative Issues	Legislative update to be held at RII Spring Conference	Ask for a legislative update session to be held at RII conference	Virginia Haworth	April 19, 2019	Completion of legislative update session at RII conference.	
3. Awareness of Florida College System	Tell our stories more, post more on various social media outlets, and submitting to Currents	Participation from each chapter with highlighted stories from members A Currents submission after each region activity	Region Director/Region Director Elect/Chapter Presidents	Continual, specifically after each scheduled event	Completed and submitted Current submission Maintained active social media accounts	
4. Showcase exemplary practices	Showcase Unsung Hero Award at conference	Unsung Hero provided from each chapter, award certificate and gift provided to those heroes	Region Director/Chapter President	November 6-8, 2019	The chapter will provide a name for an Unsung Hero and that Unsung Hero will be presented with a	

					certificate and gift	
5. Enhance Communication	Promote the expansion of Chapter's presence and use of Social Media	a) post chapter meetings and events on the region calendar b) promote members' involvement in AFC social circles c) maintain current information on the region web page	Chapter President/Social Media-Marketing Chair	Continual	Documentation of increased participation of region members in social circles and current information posted on the website.	
6. Promote Membership Development	Promote conferences, socials, other events and personal stories to encourage others to join	a) promote members' involvement in AFC social circles b) Share personal stories relating to how AFC has transformed lives	Each and every member of the chapter	Continual	Documentation of increased membership among the chapters. Increase in chapter participation, especially from inactive chapters	
7. Fiscally Sound Organization	Hold Chapter fundraisers as well as submitting a request to increase our Chapter Budget	Meet with Region Director to discuss proceeds from Region II Spring Conference	Region Director /Chapter President/Fundraising Chair	April 18-19, 2019 & Nov 6-8, 2019	Planning documentation and completion of fundraising activities	
8. Community Service	Coordinate a Chapter Community Service project	Jax Beach Clean-up in coordination with Region II	Chapter President and Service Learning Project Coordinator	June 22, 2019	Planning documentation and completion of the service project.	

Operational Plan for 2019 Association of Florida Colleges

Name of Unit: Chapter (Commission, Region, Chapter)

Type of Unit: Gulf Cost State College

Goal	Unit Objective	Activities	Point of Contact	Time frame of event	Method of tracking	Results
Service projects	Support our community, future Commodores, and the schools	Back 2 School supplies for K-12 Operation Christmas Child Lions Recycle for Sight	Melissa Bois (AFC) Connie Head (Commodores Care) Patrick Brennan (Commodores Care) Jessica Owens (PEC) Hadley Pridgen (FS)	August 8 – August 19 December 2019 January 2020	Emails / flyers / photos Emails / flyers / photos Emails / flyers / photos	
Membership cards / appreciation	Recognize the new & current members. To reach out to non-members or those who have lapsed in membership.	Print membership / discount cards	Dottie Terryn Melissa Bois	August through September 2019	Campus mail / In person	

Goal	Unit Objective	Activities	Point of Contact	Time frame of event	Method of tracking	Results
Campus events	Support our athletic teams and celebrate our students.	Spirit day @ ball game March tourney * <i>when our teams make it there!</i> ☐	Melissa Bois Dottie Terryn Lori Cannon Wendy Dover	February 2020 March 2020	Emails / In person / Sign in sheets / photos Emails / Live stream / In person / Sign in sheets / photos	
Professional Development	Enhance our knowledge of AFC and skillsets, where applicable, at the multiple conferences offered throughout the academic year. To make new connections at other institutions.	Annual Statewide Conference (Palm Harbor) AFC Leadership Conference (Tallahassee) Region I Conference @ NWFL (Niceville)	Melissa Bois Dottie Terryn Lori Cannon Wendy Dover (for all 3)	November 2019 January 2020 April 2020	Emails / Registration / Photos Emails / Registration / Photos Emails / Registration / Photos	
Legislative update / preview	Learn and stay updated with legislative issues / topics	TBD	Melissa Bois	September 2019	Emails / Subscriptions to Current, etc.	
Community events	Support our community as we continue to move forward. Celebrate strength and rebirth in our communities.	Christmas parades (Panama City) & (Port St. Joe)	Melissa Bois Dottie Terryn Lori Cannon Wendy Dover	December 2019	Emails / Sign in sheets / Photos	

Goal	Unit Objective	Activities	Point of Contact	Time frame of event	Method of tracking	Results
Fundraisers	Raise funds to be able to continue the AFC scholarship, cosponsor campus events, attend and/or host professional development events and attend conferences.	Halloween contest Turkey Bowl 50/50 Jingle 50/50 Split Graduation flowers & teddy bears	Melissa Bois Dottie Terryn Lori Cannon Wendy Dover	October 2019 December 2019 December 2019 May 2020 May 2020	Emails / flyers / Sign in sheets / Photos	

Operational Plan for 2019 Association of Florida Colleges

Name of Unit: Chapter _____ (Commission, Region, Chapter)

Type of Unit: Hillsborough Community College

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Actual Dates	Measures of Success (Data Elements)	Results
1	Continue to Support professional development & leadership	Send 10 new members to AFC Conferences	Rachel Pulliam	Fiscal 7/1/18 - 6/30/19	We were able to send 10 new members throughout the year to different AFC Conferences	Done
3	Communicate public policy and legislative issues	Hold meetings with college lobbyist and forward state articles to HCC community	Rachel Pulliam	November 2018 and continuing	Fifteen members attendees the meeting. State materials disseminated	Done Will have one more meeting
5	Reward chapter members for exemplary practices	Promote involvement in AFC Region IV. Send 10 hardworking AFC members to Region IV conference.	Rachel Pulliam	April 26, 2019, at State College of Florida, Manatee-Sarasota	Send 10 hardworking AFC members to Region IV conference.	In Progress
6	Enhance communication & cooperation among all members	Assist with Region IV conference; hold general assembly meetings; hold special retiree events	Rachel Pulliam	10/31/18 Other dates in progress.	Minimum 10 attendees at each event	General Assembly meeting had 12 members in attendance. Others in Progress

8	Maintain fiscally sound chapter, and use all funds for AFC members	Budget for each AFC event; send maximum # of members; monthly budget report reviews	Rachel Pulliam, Kim Baker & Dana Livesay	Ongoing Fiscal 7/1/18 – 6/30/19	Use all allotted FSPD funds and maintain minimum balance in accts	On track
9	Community service projects.	Collect Items for Metropolitan Ministries. Also collected toys for the Foster Angels Tree program	Rachel Pulliam & Kim Baker	August 2018 - June 2019	College wide contributions	Collected food & other supplies for homeless families. Collected items for foster kids Christmas wish list.

Operational Plan for 2019 Association of Florida Colleges

Name of Unit: Chapter _____ (Commission, Region, Chapter)

Type of Unit: Indian River State College

Related AFC Goal	Element/Unit	Review Period	Unit Objective	Documentation	Results
	Association/Chapter Board	Ongoing	Support leadership, region, and commission support; Communicate needed support at Chapter activities; Investigate costs of and participation in CPP program	Chapter minutes	Brenda Rante, Ann Hubbard, Katie Profeta, Lynne O'Dell attended Leadership conference in January 2019 Ann Hubbard registered and was accepted into CCP program 7 individuals serve as Chair for Commissions
	Bylaws/Chapter Board	Annually (January-March)	Update with or without revisions and post to the Chapter website	Chapter minutes; Website	Approved 03/01/19 Sent to AFC
	Chapter Objectives/Chapter Board	Annually (December/January) ; Monthly	Document plan of action for the year as reflected in Board minutes; Review objectives monthly for potential changes; Review results from current year for subsequent year	Chapter minutes; Website	December 2018 minutes reflect ongoing and incoming review

	College Events/Chapter Board	As identified by College Leadership	Partner with College Leadership on events for which they request IRSC AFC collaboration (e.g., Adjunct Faculty Awards, Annual Awards Ceremony, Annual Holiday Gathering, etc.)	Chapter minutes; Program(s)	Participated in Adjunct faculty annual awards 3/19 Four individuals are finalists for awards for Teaching and Learning conference 4/19
	College Mission and Goals/Chapter/Chapter Board	Annually (December/January); Monthly	Ensure that the College's Missions and Goals are reflected in the Chapter's Objectives for the year; Monitor annual activities to ensure that the Mission and Goals are upheld	Chapter minutes	Chapter Board and monthly meetings align with college mission and goal
Increase public awareness of the mission, purpose, and accomplishments of the Florida College System.	Communication/Communication Chair	Ongoing	Communicate activities using a variety of methods (e.g., email, social media, website, and word of mouth); Document through Chapter minutes and website	Chapter minutes; Website; email	Use of Social media and emails reflect continuous communication of activities
Provide opportunities for and engage in services to benefit the external community	Community Service/Community Service Committee	Monthly	Participate in community service events, as identified by Chapter Leadership; Communicate using a variety of methods (e.g., email, meetings, social media, and word of mouth)	Chapter minutes; Website	Critter Haven 01/19 Inner Truth 04/19
Increase public awareness of the mission, purpose, and accomplishments of the Florida College System.	Documentation/Communication Chair	Ongoing	Promote and report activities using email, publications, social media and the website; Post minutes on the website	Chapter minutes; Website	Social media and email reflect opportunities to increase awareness Presentation to student support services 04/19

					Presentation to Joint Deans meeting 03/19
Showcase and reward exemplary programs, practices, activities, and individuals.	Exemplary Practices/ Awards and Commissions Chair	Ongoing	Communicate using a variety of methods (e.g., email, meetings, social media, and word of mouth); Encourage submission of exemplary practices	Chapter minutes	Awards have been showcased through social media; AFC scholarships presented at College Awards 04/19
Maintain a fiscally sound organization that is efficiently and effectively managed	Fundraising/ Fundraising Committee	Monthly	Identify opportunities for fundraising activities with permission of the Office of the President in support of the student scholarships, Chapter, and other College functions; Communicate using a variety of methods (e.g., email, meetings, social media, and word of mouth); Host fundraising activities	Chapter minutes; Website	Fundraising opportunities monthly Fundraising committee is in place Monthly meetings budget is present and board votes on use of funds
Enhance, encourage, and facilitate communication, cooperation, professionalism, and camaraderie among individual Association members	Leadership/Chapter President	Ongoing	Schedule monthly/bi-monthly board and membership meetings with clearly identified agenda items that coincide with both College Mission/Goals and Chapter Objectives	Chapter minutes	Social media and email showcases events.
Promote membership development and services that ensure an active and vital Association.	Membership/Member ship Committee	Ongoing	Promote Chapter membership through a variety of Chapter activities	Chapter minutes; Website; Publications	
Develop and support	Professional	Monthly/Bi-monthly	Plan and publicize	Chapter minutes;	

professional development, education, and leadership opportunities of the Association members.	Development Program/Chapter President		professional development events using a variety of methods (e.g., email, meetings, social media, and word of mouth)	Website	
Enhance, encourage, and facilitate communication, cooperation, professionalism, and camaraderie among individual Association members	Results/Communications Chair	Ongoing	Review results of Chapter activities using data and membership feedback (informal and/or formal); Formulate plan for the next year using results	Chapter minutes; Website	
Provide opportunities for and engage in services to benefit the external community.	Scholarship Program/Scholarship Committee Chair	Ongoing	Collaborate with the College Foundation in the fundraising, promotion, and selection of scholarship recipients; Review scholarship section of the bylaws; Disseminate scholarships during annual Awards Ceremony	Chapter minutes; Website; Foundation Website; Program	
Increase public awareness of the mission, purpose, and accomplishments of the Florida College System.	Social Media and/or Publications/Communications Chair	Ongoing	Publicize Chapter activities/objectives through social media and/or publications (e.g., website, Facebook, Twitter, RiverLife, etc.); Utilize social media as a form of Chapter documentation	Chapter minutes; Website	
Enhance, encourage, and facilitate	Retirees/Membership Committee	Ongoing	Maintain communication with retirees; Encourage participation in Chapter	Chapter minutes	

communication, cooperation, professionalism, and camaraderie among individual Association members			activities		
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Operational Plan for 2019 Association of Florida Colleges

Name of Unit: Chapter _____ (Commission, Region, Chapter)

Type of Unit: Lake Sumter State College

Related AFC Goal	Unit Objective	Unit Activity	Person Responsible	Planned/Actual Dates	Measures of Success (Data Elements)	Results
6 7	Increase membership	<ul style="list-style-type: none"> • Membership recruitment at Adjunct Orientation • AFC Talking Points Flyer used at Wellness and Benefits Fairs • Fall Chapter Meeting and Social Gathering • Spring membership meeting • Spirit Days [aka Button Days] 	Membership Chair Jenni Kotowski	<ul style="list-style-type: none"> • Aug 2018 • 10/10/18 and 2/20/19 • Ice Cream Social 9/19/18 • Marjorie coming to LSSC to speak about AFC on 5/8/19 • Sep 19 and Oct 24 	Payroll Deduction Forms, Adjunct Membership Forms, New members joining online	As of Feb 2019, 12 new members have joined
6 7 8	Increase participation of membership in fund raising and other activities	<ul style="list-style-type: none"> • Designate Committee Chair for each project. Chairs recruit members to assist in project. Membership meeting sign-up sheets for projects. 	Project Committee Chairs	Ongoing	Number of volunteers to assist various projects	Result is to get 2-3 members to assist project chair in the specific event

9	Expand AFC LSSC Chapter and college visibility to community through a performance event (TEDx event)	<ul style="list-style-type: none"> Advertising in multiple mediums to include newspaper, LSSC website, LSSC reader board, and student newspaper. 	Advertising Project Committee Chair	Fall 2018	Number of tickets sold	Success will be measured in the number of tickets sold
8 9	Enhance AFC operational fund balance through Annual Silent Auction service project	<ul style="list-style-type: none"> Sponsor Silent Auction at Holiday Luncheon for college employees and retirees 	Project Committee Chair	Dec 2018	Number of bid items sold	Success will be measured in the number of bid items sold
2 3 4 9	Expand AFC LSSC Chapter and college visibility to community through the event participation	<ul style="list-style-type: none"> Co-sponsor Legislative Luncheon prior to LSSC hosted Community Roundtable with distinguished State House and Senate Representatives Host political candidate panel in advance of the state primary elections 	Project Committee Chair	<ul style="list-style-type: none"> Legislative Luncheon 1/15/19 Legislative Issues 2019 Presentation 1/25/19 Meet the Candidates 9/26/18 Michael Brawer's visit 1/22/19 	<ul style="list-style-type: none"> Meet with State House and Senate Representatives Meet with political candidates 	AFC and Chapter visibility at the local level
7 8	Expand AFC LSSC Chapter through the event participation	<ul style="list-style-type: none"> Participate in both LSSC Benefits and Wellness Fairs with healthy snacks. Recruiting table outlining AFC membership benefits. 	Project Committee Chair	<ul style="list-style-type: none"> Benefits Fair 10/10/18 Wellness Fair 2/20/19 	Payroll Deduction Forms, Adjunct Membership Forms and Benefits listing	Receive new payroll deduction forms

6	Conduct annual review of AFC Chapter By-laws	<ul style="list-style-type: none"> • Conduct annual review of AFC Chapter By-laws 	Project Committee Chair	Apr 2019	Review and either amend or approve current by-laws	Approval of amended or reviewed by-laws
8 9	Expand AFC LSSC Chapter visibility to college community	<ul style="list-style-type: none"> • Advertising in multiple mediums to include newspaper, LSSC website, LSSC reader board, and student newspaper. 	Project Committee Chair	Oct 2018 and Feb 2019	<ul style="list-style-type: none"> • Assist in the March of Dimes Auction with the AFC Tea Basket and several other baskets • Assist in the United Way Annual Soup and Chili Cook-Off 	Success will be measured in raising money for the March of Dimes and United Way
5 6	Provide Kids College Scholarships to eligible members	<ul style="list-style-type: none"> • AFC Chapter sponsors Kids College Scholarships through application process 	Project Committee Chair	Apr/May 2019	Success will be measured in the number of applicants	Success will be measured in the number of scholarships awarded
7	Provide College Book Scholarships to eligible members	<ul style="list-style-type: none"> • AFC Chapter sponsors College Book Scholarships through application process 	Project Committee Chair	Apr/May 2019	Success will be measured in the number of applicants	Success will be measured in the number of scholarships awarded
2 3	Maximize members attending AFC Legislative Days	<ul style="list-style-type: none"> • Advertise, encourage and recruit members to attend AFC Legislative Days 	Project Committee Chair	2019 (date to be announced)	Success will be measured in the number of applicants	Number of members able to attend

8 9	Expand AFC LSSC Chapter participation in the annual Region III conference	<ul style="list-style-type: none"> • Advertise, encourage and recruit members to attend Region III conference 	Project Committee Chair	4/12/19	Success will be measured in the number of attendees	Number of members able to attend
6 7	Maximize members attending AFC Membership Development Conference	<ul style="list-style-type: none"> • Advertise, encourage and recruit members to attend AFC Membership Development Conference 	Project Committee Chair	2019 (date to be announced)	Success will be measured in the number of applicants	Number of members able to attend
8 9	Expand AFC LSSC Chapter participation in the annual AFC conference	<ul style="list-style-type: none"> • Advertise, encourage and recruit members to attend annual AFC conference 	Project Committee Chair	Nov 6-8, 2019	Success will be measured in the number of attendees	Number of members able to attend
1	Maximize members attending Professional Development Workshop sponsored by AFC chapter at college	<ul style="list-style-type: none"> • Advertise, encourage and recruit members to attend workshop sponsored by AFC chapter 	Project Committee Chair	2019 (date to be announced)	Success will be measured in the number of attendees	Number of members able to attend
9	Participate in service projects	<ul style="list-style-type: none"> • Encourage members to donate items for service projects 	Project Committee Chair	Sep/Oct/Nov 2019	Success will be measured in the number of items collected	Number of items collected

Operational Plan for 2019 Association of Florida Colleges

Name of Unit: Chapter (Commission, Region, Chapter)

Type of Unit: Miami Dade College

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Planned / Actual Dates	Measures Of Success (Data Elements)	Results
Professional Growth and Development	Development	Plan events for each campus to sponsor to AFC members and colleagues	Chapter Presidents	January to December 2019	Awareness; Identified coursework	TBA
Professional Growth and Development	Membership	Plan events for Convocation at each campus	Chapter Presidents	August 2019	TBA	TBA
Advocacy	Advocate on behalf of the College and Tallahassee Office	AFC members at each will participate in the MDC Legislative Team	Chapter Officers	February 2019 June 2019	5 AFC members traveled to Tallahassee, FL to meet members of the legislature	Successfully advocated for server proposed bills with positive impacts on the Florida College System
Leadership	Leadership And Inclusivity with Higher Education	Workshop: The Five Practices of Exemplary Leadership	Chapter Officers	January to December at each campus	TBA	AFC members will be provided with leadership strategies and defined leadership competencies

Community	Region V Community Service Project: Steller Academy	Collect donations for students at school	Region and Chapter Activity	March 2019	Collected hygiene supplies for students	Attendees were well informed of options
	Honoring Freedom: 9/11	Tribute to men and women who have served our Country	Each Campus	September 2019	Honored freedom	Day of Remembrance
	World Heart Day: 9/29	Raised awareness Prevention Tips	Daniella Pierre & Chapter Presidents	September 2019	Health resources	TBA
	Domestic Violence Awareness Forum	Panel discussion with community leaders about the perils of violence	Mark Johnson	April 2019	Raised awareness	Attendees were provided hotline number
	Miami Book Fair	Volunteer and lend support	Chapter	November 2019	Volunteer and lend support	TBA
	United Way Fundraiser for Miami Dade College	Fundraising to help the Campus reach its goal	Chapter	September/Octo ber 2019	TBA	TBA
Innovation	I Heart AFC College-wide Campaign	Re-Branding and marketing of AFC	Chapter	January to December 2019	Raised awareness; recruited members	Created a college-wide logo
Networking	Welcome Back Events	Opening General Meeting	Chapter	January to December 2019	TBA	Planned events for Chapter
Networking	Annual Holiday Celebrations	Celebrate the holiday season with AFC members	Chapter			

Operational Plan for 2019

Association of Florida Colleges

Name of Unit: Chapter (Commission, Region, Chapter)

Type of Unit: Northwest Florida State College

Related AFC Goal	Unit Objective	Unit Activity	Person Responsible	Planned/Actual Dates	Measures of Success (Data Elements)	Results
1 & 6	Professional Development via Spring Region Conference & Enhance, encourage, and facilitate professionalism	Send 5+ members to Region 1 Conference	Pam Walters	April 19 2019	Send at least 7 members	
1 & 6	Professional Development via Annual Conference & Enhance, encourage, and facilitate professionalism	Send 7 members to State Conference.	Pam Walters	Nov. 7-9, 2018 Orlando	Send 7 members	Success! The following members attended: Pamela Walters Wanjiku Jackson Gay Lynn Brown Randy White LaTosha Pinckney Anthony Chavez June Gibson Sonja Quinn Shandra DeJournette Jack Capra
1 & 6	Professional Development & Enhance, encourage, and facilitate communication...	"Lunch & Learn" Tours of different departments or programs on campus	Pam Walters Department Chairs	Fall and Spring Term	Hold one "tour" per month for the Spring Term.	Still Coordinating these events.

1, 2, 3, 4, 5, 6, 7, & 9	Professional Development & Enhance, encourage, and facilitate communication...	Increase Chapter's Presence on AFC Commissions	Pam Walters	2018-19	GOAL 1: At least one NWF AFC member on each Commission. . GOAL 2: At least 2 NWF AFC members in Commission positions	.
3	Communicate public policy and legislative issues	LWV Projects – get more involved with them so that they do some of the work!	Pam Walters	Open ended	Goal –Piggyback on related LWV plans!	Make sure all LWV information is disseminated to members
3 & 4 & 9	Communicate public policy and legislative issues	Voter Registration Drive (with handouts from LWV about amendments and judiciary)	Pam Walters & LWV	Sept 25, 2018	Goal – with the LWV talk to 30+ students & employees about registering to vote, updating address, etc.	.Successes! We collected 24 registrations/updated registrations yesterday at our event at NWFSC Niceville. On-line registrations: 1 (it was time-consuming with just one PC, so we went with all forms after that) Checked registration status on-line: 10 Spoke to: 198 Handed out Voter Guides & Amendment 4 info to: 57*

4	Increase public awareness	Voter Registration Drive	Pam Walters	Sept 25, 2018	Goal – one of the LWV members has a friend at the Bay Beacon and let her know about the event Goal – NVRD website announces all drives/searchable by zip code	Success! See above.
6	Enhance, encourage, and facilitate camaraderie & cooperation	Social Activities	Tony Chavez		Goal – Meet ups for college sponsored events.	Success! Hosted Chipola College on Jan 12th here at NWFSC. Several members participated.
6	Enhance, encourage, and facilitate communication	Social Media	Kiara Celestine	Year Round	Goal – TIMELY announcements via Facebook, & college email	Success: Kiara is very good at getting our AFC news out on Social Media. ☺
6	Enhance, encourage, and facilitate communication	Raider Review Articles (to communicate chapter activities)	Pam Walters	Year Round	Goal – Have AFC mentioned in Raider Review Issues	AFC is regularly mentioned in the Raider Review for all members and potential mbrs to see
7	Promote membership	Membership Development	Bree Durham		Goal – at least 2 membership building activities.	1-Fall Convocation 2- Holiday Luncheon
7	Promote membership	Membership Development	Bree Durham		Goal – recruit 10 new members	Have recruited 6 with 3 potentials
7	Promote membership	Membership Development	Pam Walters	Ongoing	Goal – convince HR to allow an AFC member to promote AFC to new hires	Success! Pam Walters is invited to share the AFC opportunity to new hires at every New Hire Orientation!

7	Promote membership	Membership Development	Bree Durham		Goal – reach out to employees we know are not AFC members; invite them to AFC Activities	Success! We were able to get the President's office to assist us in inviting members to help at Concessions/Attend Basketball games.
7	Promote membership	Increase Faculty Membership	Dr. Jean Mitchell	Ongoing	Goal – recruit a Faculty Liaison	Dr. Jean Mitchell is still our liaison.
7	Promote membership	Increase Adjunct/Part Time Membership	Bree Durham/ Dr. Jean Mitchell	PDF Welcome letters to all adjuncts	Goal – recruit ten adjunct or part time employees	Still doing this.
8	AFC Conference Fundraising	Silent Auction Donation	Pam Walters	Nov. 7-9,m 2018	Goal: Collect at least two items for the Auction	Were able to donate items to silent auction.
8	Fundraising	50/50	Pam Walters	AFC Meetings	Goal: Hold a 50/50 at least twice a year	Raised over \$300.00 combining both Fall Convocation and Holiday Luncheon.
8	Fundraising	Concessions	Kristen Last	November 2018 – Feb 2019	Keep the stand- so must be available for every home game.	Hired: Rosemary Riggs, Stephanie Patty and Jessica Holley to fulfill the duties.

8	Fundraising	Save the Popcorn campaign	Kristen Last/Pam Walters	Ongoing	Goal: Raise \$2000 for a new popcorn machine without using regular AFC Chapter Funds	Donate all tip money from Concessions to the Popcorn Machine Fund for 2018-19* We ended up having to purchase a new machine in January. \$1250.00. Will use tip money to reimburse that account. **Have raised 479.73 as of 02/12/2019.
9	American Heart Association Walk	Fundraise (individually) via website. Walk as a team.	Alex Webb	Sept 29, 2018	Goal: \$250 Goal: 5 members participating	Had over 15 walkers.
9	Hellos to Heroes	Set up box at all AFC events. Set up box in CDEC and CHS. Send collected cards to Carol Pugh, Santa Fe College	Rosemary Riggs	Year Round	Goal: 100 cards	Have collected 83 cards so far.
9	AFC Conference Service Projects	Collect items for AFC Conference Service Projects for any AFC conferences attended.	Alex Webb	Year Round	Goal: At least one item for each Conference.	Have been successful in collecting items for each conference project.
9	Kaps 4 Kids Fundraiser for Ronald McDonald House	Opportunity to purchase t-shirts/hats or donate money. If t-shirt/hat bought, wear it on K4K Day and share the picture for visibility	Rosemary Riggs/April Leake	April 2019	Goal: raise \$250 Goal: 5 Members Participating.	

9	American Cancer Society Making Strides Walk	Fundraise (individually) via website. Work check-in table. Walk as a team.	Alex Webb	Oct 20, 2018 Mary Esther	Goal: \$250 Goal: 10 participation	Participated in the Making Strides Walk. Had 32 representatives for AFC. <u>Won an award for having a Top 10 Team for the Making Strides Walk!</u>
9	Voter Registration Drive	Community Partnership & Promoting Good Citizenship/Civic Duty	Pam Walters & LWV	Sept 25, 2018	Goal – with the LWV talk to 30+ students & employees about registering to vote, updating address, etc.	Reported about Above: We collected 24 registrations/updated registrations yesterday at our event at NWFSC Niceville. On-line registrations: 1 (it was time-consuming with just one PC, so we went with all forms after that) Checked registration status on-line: 10 Spoke to: 198 Handed out Voter Guides & Amendment 4 info to: 57*

Operational Plan for 2019

Association of Florida Colleges

Name of Unit: Chapter (Commission, Region, Chapter)

Type of Unit: Palm Beach State College

Action Plan Short Title: AFC PBSC Chapter Strategic Plan 2018/19		
Palm Beach State Goal: To grow our membership, increase visibility throughout the college, serve the community, become more engaged with one another, support all state initiatives, create partnerships, and provide professional development and growth opportunities for our members.	Palm Beach State Objective: The Chapter will increase enrollment by 10%, become more engaged via increased social, professional development, and community service activity.	
Desired Outcome of the Action Plan: To increase the chapter membership by a minimum of 10%.		
Brief Narrative Description of the Action Plan: The action plan will allow for more direct input from the membership. It will also increase visibility on the campuses and increase awareness of the mission of AFC and the PBSC Chapter. Through the use of survey, email, printed materials, and personal contact, the chapter will focus on recruitment and retention.		
Team Members: Sandi Barrett, Allen Webber, Nancy Zinser, Jane Fisher, Halimeh Shatara, and Sheamus Hunt.	Submitted by: Sandi Barrett	Date: April 23, 2019

Action Steps <i>What will be done?</i>	Responsibilities <i>Who will do it?</i>	Timeline <i>Date Range</i> <i>(Month/Year)</i>	Resources Needed <i>Indicate the type of resource (equipment, personnel), the budget or funds needed and the fiscal years for which the funds are needed</i>		
			Resource Type	Funds	Fiscal years

Action Steps <i>What will be done?</i>	Responsibilities <i>Who will do it?</i>	Timeline <i>Date Range (Month/Year)</i>	Resources Needed		
			<i>Indicate the type of resource (equipment, personnel), the budget or funds needed and the fiscal years for which the funds are needed</i>		
Step 1: Survey current members regarding wants, needs, and ask for suggestions of current members.	Campus VPs	Feb 2019, Aug 2019, & Apr 2019	None	None	N/A
Step 2: Hold one membership event (chapter meeting, social activity, etc.) per month.	Executive Board	Apr 2019 Aug 2019	None	None	N/A
Step 3: Encourage current members to invite prospective members to events hosted by AFC.	Chapter members	Jan 2019 – Dec 2019	None	None	N/A
Step 4: Heavily promote state AFC participation and encourage members to attend and/or participate.	Chapter Pres, Membership Chair, all Board	Apr 2019 – Oct 2019	None	None	N/A
Step 5: Hold membership drives at convocation and college offered professional development days.	Volunteers	March 2019 – Sept 2019	None	None	N/A
Step 6: Add new membership brochures, welcome letter from Chapter President, and membership application to new hire packets.	Chapter President, Membership Chai	Apr 2019- Oct 2019	Fund 6	\$200.00	2019-2019

Assessment Process: *(How will the success of the action plan be measured?)*

Assessment will be based upon the membership counts as compared to the previous years, in conjunction with results of member surveys and questionnaires.

Supporting Resources Required *(e.g., marketing materials from CRM, data from IRE office)*

No additional supporting materials should be required.

Operational Plan for 2019

Association of Florida Colleges

Name of Unit: Chapter (Commission, Region, Chapter)

Type of Unit: Pasco Hernando State College

AFC Goals/Value Statement	Unit Objectives	Unit Activities	Person Responsible	Dates	Measure of Success	Results
1) Develop and support professional development, education, and leadership opportunities for the Association's members (Values 1, 2, 3, 5, 6).	<ul style="list-style-type: none"> Enrollment of three AFC members in CCP program Encourage/advertise to AFC members to attend conferences. Sponsor officers wanting to attend AFC conferences 	<ul style="list-style-type: none"> Participation in CCP Participation in AFC Conferences 	<ul style="list-style-type: none"> Chapter President (discuss at monthly meetings) Chapter Officers (advertise to campuses) 	Various Jan-Nov 2019	<ul style="list-style-type: none"> Document participation in events Share knowledge gained at monthly meetings 	
3) Communicate public policy and legislative issues and engage in cooperative research activities related to those issues (Values 2, 3).	<ul style="list-style-type: none"> Annual "Legislative Lunch" for members presented by Legislative Liaison 	<ul style="list-style-type: none"> Lunch and Learn for AFC Members 	<ul style="list-style-type: none"> Chapter President and Legislative Liaison 	May 2019	<ul style="list-style-type: none"> Document attendees Share knowledge gained at monthly meeting following lunch 	
5) Showcase and reward exemplary	<ul style="list-style-type: none"> Showcase best practices at conferences 	<ul style="list-style-type: none"> Present at LRC Virtual Conference 	<ul style="list-style-type: none"> Chapter President 	March 2019	<ul style="list-style-type: none"> Document presentations and awards 	

programs, practices, activities, and individuals (Values 1, 3, 5, 6).	<ul style="list-style-type: none"> Nominate exemplary members for awards 	<ul style="list-style-type: none"> Present at AFC Annual Conference Nominate Professor of the Year 	<ul style="list-style-type: none"> Chapter President AFC Officers 	<p>Nov 2019</p> <p>March 2019</p>	<ul style="list-style-type: none"> Share information at monthly meetings 	
6) Enhance, encourage and facilitate communication, cooperation, professionalism, and camaraderie among individual and institutional Association members (Values 1, 4, 6).	<ul style="list-style-type: none"> Host AFC social events, employee recognition, and contests 	<ul style="list-style-type: none"> Valentines Day door decorating contest Employee recognition events AFC social events and end-of-term socials 	AFC Officers	<p>Feb 2019</p> <p>April 2019</p> <p>Various Jan-Dec 2019</p>	<ul style="list-style-type: none"> Document events Share event information at monthly meetings 	
8) Maintain a fiscally sound organization that is efficiently and effectively managed (Value 3).	<ul style="list-style-type: none"> Host fundraising activities for the chapter 	<ul style="list-style-type: none"> PAC Concession Stand sales Employee Appreciation Flower sales Christmas Basket Raffle 	AFC Officers	<p>Various dates Jan-Dec 2019</p> <p>April 2019</p> <p>Dec 2019</p>	<ul style="list-style-type: none"> Document fundraisers Share information about results at monthly meetings 	
9) Provide opportunities for and engage in services to benefit the external community	<ul style="list-style-type: none"> Participate in Service Projects at Conferences Coordinate Service Projects both on and off 	<ul style="list-style-type: none"> Habitat for Humanity Build Day Service Project donations for Leadership Conference 	AFC Officers and members (all)	<p>Jan 2019</p> <p>Jan 2019</p>	<ul style="list-style-type: none"> Document community services Share upcoming events and event results 	

(Values 1, 3, 4, 6).	campus at PHSC	<ul style="list-style-type: none"> • Collect items for PHSC food pantry • Collect recycled technology • Service Project donations for region IV and annual conference 		<p>April 2019</p> <p>May 2019</p> <p>May 2019 April 2019, Nov 2019</p>	at monthly meetings	
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Operational Plan for 2019 Association of Florida Colleges

Name of Unit: Chapter (Commission, Region, Chapter)

Type of Unit: Polk State College

Related AFC Goal	Unit Objective	Person Responsible	Actual Dates	Measure of Success	Results
1	Develop and support professional, education, and leadership opportunities for the chapter members	Chapter Executive Board in collaboration with Association members	TBD	TBD	
2	Advocate for policies, budgets, and programs on behalf of the chapter's members	Chapter Executive Board in collaboration with Association members	Ongoing throughout 2019	Increase in membership and their satisfaction	
4	Increase public awareness of the mission, purpose, and accomplishments of the Florida College System	Chapter Executive Board	Ongoing throughout 2019	Increase in membership	
6	Enhance, encourage, and facilitate communication, cooperation, professionalism, and camaraderie among individual and institutional Association members	Chapter Executive Board	Ongoing throughout 2019	Increase in membership and attendance with AFC events and opportunities	
7	Promote membership by providing professional development and services that ensures an active and vital association	Chapter Executive Board	Ongoing throughout 2019	Increase in membership and positive association with AFC	
9	Provide opportunities for and engage in services to benefit the external community	Chapter Executive Board in collaboration with Association members	Ongoing throughout 2019	Increased community awareness and relations	

Operational Plan for 2019

Association of Florida Colleges

Name of Unit: Chapter (Commission, Region, Chapter)

Type of Unit: Pensacola State College

1. Develop and support professional development, education, and leadership opportunities of the Association members.
 - *PSC considers the needs of the Chapter members in planning and offering learning opportunities through on-campus lunch and learn sessions. Sessions include:*

An AFC sponsored Professional Development Workshop, with lunch provided to the first 25 members who RSVP, presented by Ms. Renee' Gibson, MetLife representative, of Magnolia Wealth Strategies. Topic: "Money Talks," including handling your finances – saving, and reducing debt, protecting your family, and future steps with money management.
2. Advocate for policies, budgets and programs on behalf of the Association's institutional and individual members.
 - *PSC chapter plans to encourage support for these aspects.*
3. Communicate public policy and legislative issues, and engage in cooperative research activities related to those issues.
 - *PSC plans to distribute Perceptions, and the Current. Additionally, constantly use email communications and meetings to share the message.*
 - *Plans to host membership/legislative update meetings.*
4. Increase public awareness of the mission, purpose, and accomplishments of the Florida College System.
 - *PSC plans to introduce AFC to new hires and serves as presenters on agendas for orientation and training programs. Use the college's internal newsletter to promote awareness and information about AFC, events, and opportunities.*
5. Showcase and reward exemplary programs, practices, activities, and individuals.
 - *Use the college's internal newsletter to showcase recognitions. College President provides thanks each board meeting to AFC members who help with refreshments at meetings. Use local media to announce winners of awards, etc. Announce exemplary practices at public meetings.*

6. Enhance, encourage, and facilitate communication, cooperation, professionalism, and camaraderie among individual Association members.
 - *PSC chapter plans to use many opportunities to socialize and network among chapter members and potential members. Sponsor events, breakfast, and offer incentives (free member drawings).*
7. Promote membership development and services that ensure an active and vital Association.
 - *PSC plans to use many membership development activities throughout the year – speak to groups, invite members to volunteer for projects, have socials, serve on committees, and attend events on campus and out of town.*
8. Maintain a fiscally sound organization that is efficiently and effectively managed.
 - *The Chapter is conscientious of financial status; does fundraising and proposes a ‘travel budget’ to college administration each year.*
9. Provide opportunities for and engage in services to benefit the external community.
 - *The Chapter takes local community service as well as state projects seriously. Planned projects include: Reading Pals Donation Drive, Lions club eyeglass collection, Teen Challenge clothing drive, donation to United Way, AFC sponsored scholarship to PSC foundation.*

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Chapter (Commission, Region, Chapter)

Name of Unit: Santa Fe College

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Planned / Actual Dates	Measures Of Success (Data Elements)	Results
7	Increase membership	<ul style="list-style-type: none"> a. Inform membership about local conference options b. Hold membership campaign 	<ul style="list-style-type: none"> a. All Chapter Officers b. All Chapter Officers 	<ul style="list-style-type: none"> a. Monthly b. Ongoing 	<ul style="list-style-type: none"> a. Increase % of membership to meet state goals b. Number of members attending conferences 	
8	Increase Chapter budget	<ul style="list-style-type: none"> a. Host at least 3 fundraisers 	<ul style="list-style-type: none"> a. Treasurer (primary); All Chapter Officers (support) 	<ul style="list-style-type: none"> a. At least once per quarter 	<ul style="list-style-type: none"> a. Number of events completed b. Amount of funds raised 	
1, 3	Increase awareness of legislative issues	<ul style="list-style-type: none"> a. Host at least 3 legislative events 	<ul style="list-style-type: none"> a. Legislative Representative (primary); All Chapter Officers (support) 	<ul style="list-style-type: none"> a. At least one per Fall, Spring, and Summer semester 	<ul style="list-style-type: none"> a. Number of members attending events 	
4, 5, 6, 7	Increase collegiality	<ul style="list-style-type: none"> a. Host at least 3 social events 	<ul style="list-style-type: none"> a. Membership Chair (primary); All Chapter Officers (support) 	<ul style="list-style-type: none"> a. At least one per Fall, Spring and Summer semester 	<ul style="list-style-type: none"> a. Number of members attending events 	

9	Provide opportunities to volunteer or contribute to the external community	<ul style="list-style-type: none"> a. Host at least 2 community service events b. Inform membership about local volunteer opportunities 	<ul style="list-style-type: none"> a. All Chapter Officers b. All Chapter Officers 	<ul style="list-style-type: none"> a. At least once during the Fall and Spring semesters 	<ul style="list-style-type: none"> a. Number of members participating and/or number of things donated b. Number of members volunteering 	
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Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Chapter (Commission, Region, Chapter)

Name of Unit: Seminole State College

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Actual Dates	Measures of Success (Data Elements)	Results
4, 6, 7, 8	Increase Chapter Membership	Present at College events New Employee Orientation Increase Membership Drives Plan Social Activities	Membership chair President Campus Reps Membership chair			
4, 6	Increase Member's Knowledge of AFC's Goals	Purposeful emails with mission/vision/benefits	President Board Members			
1,4,5,6,7	Increase Chapter Participation	Plan & Advertise Chapter Meetings Increase Social Activities Submit for awards and exemplary practice	President Chair elect Board Members			
1,4,5,6,7	Increase College Participation	Attendance at Commission Conf. Attendance at Regional and State Conferences	President Board Members			
4, 6, 7	Individualized Communication	Organize prospective member communication	President Membership chair			

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Chapter (Commission, Region, Chapter)

Name of Unit: St. Johns River State College

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Planned/ Actual Dates	Measures of Success (Data Elements)	Results
1. Professional Development	a) Participate in RII Professional Development Day b) Participate in Annual Convention c) Participate in RII Spring Conference	<ul style="list-style-type: none"> ✚ Solicit member and non-member presentations and attendees for RII Professional Development Day ✚ Chapter representation at Annual Conference 	Chapter President and Chapter Officers	<ul style="list-style-type: none"> • September 2018 • November 2018 • April 2019 	<ul style="list-style-type: none"> ➤ Document attendance and participation ➤ Participant feedback 	
3. Communicate Legislative Issues	Communicate latest public policy and legislative updates with college community	<ul style="list-style-type: none"> ✚ Solicit members to attend AFC Legislative Days in Tallahassee ✚ Sponsor summer Legislative Update session for members and nonmembers 	Legislative Liaison and Chapter President	<ul style="list-style-type: none"> • February 2019 • May 2019 	<ul style="list-style-type: none"> ➤ Registration documentation ➤ Completion of Legislative Update ➤ Document attendance 	
4. Awareness of Florida College System	Submit articles for inclusion in the Currents publication	Seek College and Chapter spotlight articles from Public Relations	Chapter President	<ul style="list-style-type: none"> • August 2018 • February 2019 • May 2019 	<ul style="list-style-type: none"> ➤ Articles submitted ➤ Articles published 	

5. Showcase Exemplary Practices	<p>a) Solicit presenters for Region II Professional Development Day</p> <p>b) Select Unsung Hero Awards recipient for Annual Conference</p> <p>c) Solicit presenters for Region II Spring Conference</p>	<ul style="list-style-type: none"> ✚ Solicit presenters for RII PDD ✚ Forward Unsung Hero recommendation to Region Director. ✚ Solicit presenters for RII Spring Conference 	Chapter President	<ul style="list-style-type: none"> • September 2018 • November 2018 • April 2019 	<ul style="list-style-type: none"> ➤ Unsung Hero recognized at annual conference ➤ Presenters included on Spring Conference Agenda 	
6. Enhance Communication	Explore Social Media options for inclusion	Post Chapter events, activities, and photos on Social Media accounts	Chapter President and Publications Chair	Ongoing	Events posted	
7. Promote membership development	Attempt to increase AFC chapter membership and visibility	<ul style="list-style-type: none"> ✚ Sponsor refreshments at faculty convocation ✚ Host an info table at Open Enrollment ✚ Sponsor Cookie Break at College Professional Development Day ✚ Invite members to attend a Florida School of the Arts Production. 	Chapter Officers	<ul style="list-style-type: none"> • August 2018 • October 2018 • February, 2019 	Membership renewals and receipt of new member applications	

8. Maintain fiscally sound organization	Hold chapter fundraisers at graduation ceremonies, select holidays and annual conference	Conduct 3-4 fund raisers throughout the year	Chapter Officers, General members	<ul style="list-style-type: none"> • December 2018 • February, 2019 • April 2019 • June 2019 	Increase in Chapter Operating Budget	
9. Community service	Provide community outreach activities for members	<ul style="list-style-type: none"> ✚ Encourage members and non- members to participate in Keep Putnam Beautiful community clean-up efforts ✚ Participate in Region II Professional Development Day and Spring Conference Service Project(s) ✚ Participate in March of Dimes Walk 	Service Project Chair, Chapter Officers	Ongoing	<ul style="list-style-type: none"> ✓ Planning ✓ Documentation 	

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Chapter (Commission, Region, Chapter)

Name of Unit: South Florida State College

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Actual Dates	Measures Of Success (Data Elements)	Results
7,8	Preventing AFC Chapter from shutting down.	Recruit willing members to hold positions at the local chapter level.	Keith Loweke	April 2019	If we fail, we close our chapter due to lack of interest.	

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: _____ Chapter _____ (Commission, Region, Chapter)

Name of Unit: St. Petersburg State College

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Actual Dates	Measures of Success (Data Elements)	Results
1,3,4,6	Communicate Legislative issues, increase awareness, Institutional cooperation.	General Membership Meeting	Chapter President Francine Fuentes		Eired Eddy presented at our General Membership Meeting	Recruited 4 new members Gave three free memberships
4,6	Membership recruitment Spring Training	Presentation to all faculty raising awareness of AFC, addressing key legislative issues.	Governing Board	April ??	Clearly communicated the functions and benefits of AFC membership	Recruited ?
6,8,9	Fundraising, PlanetGreen Recycle	Seek Donations for small electronics, cell phones	Chapter Governing Board, Member Volunteers, Retirees.	February – November 2019		Offered scholarships to AFC members.
1,5,7	Presented at General Membership meeting		Francine Fuentes, Chapter President	March, 2019		

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Chapter (Commission, Region, Chapter)

Name of Unit: Tallahassee Community College

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Actual Dates	Measures Of Success (Data Elements)	Results
4,5,6	To introduce local chapter officers to the Campus. Also, to tell the AFC story, Membership recruitment	Send out emails with AFC information	TCC Executive Board			
1,4,5,6,7	To empower the members and Chapter Leadership for the enhancement of our chapter	Chapter Meetings, Increase Socials, Submit Awards for Exemplary Practices	Gregory Williams, President & Board Members			
4,6,7,8	Increase Membership/Recruitment	Present at New Employee Orientation & Set up table at Campus Events	Gregory Williams, President & Jessie Clayton, Membership Chair			
4.6,7	Effective Communication	Improved Communications	Gregory Williams, President, Jessie Clayton, Membership Chair & Rita Dickey, Secretary			

Commissions

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Administration

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Actual Dates	Measures Of Success (Data Elements)	Results
1,5	Full Board	Teaching and Learning Conference	Chair and Board Members	April 3, 2019	Number of Attendees	
1,4,5,6	Increase Commission Activities	Teaching and Learning Conference Presents at Region Conferences Presents at Annual Conference	Chair and Board Members	April 3, 2019 Region 1- 4/19/2019 Region 2 & 3 4/19/2019 Region 4 4/26/2019 Region 5 3/28-29/2019 November 6-8, 2019	Number of Attendees	
1,5,6	Exemplary Practice	Annual Conference	Chair and Board Members	November 6-8, 2019	Number of Attendees	
8	Review By Laws	During Board Meeting At Teaching and Learning Conference	Chair and Board Members	April 3, 2019	Number of Attendees	
5	Awards	Leadership of Excellence Award	Chair and Board Members	November 6-8, 2019	Number of Participants	
8	Finances Fund Raisers	Fund raisers at every event	Chair and Board Members	During every conference	Amount of money raised	

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Campus Safety

AFC Goal	Unit Objective	Unit Activities	Person Responsible	Dates	Measures of Success	Results
Engage Members	Establish/Modify Board	Create a newsletter Email blast sent out	Chairman	January 2019	Completed	Identified Candidates
Engage Members	Establish/Modify Board	Phone conference with members	Chairman	January 2019	Completed	Board members accepted
Conference participation	Participate in Conference	2 Board Members in Attendance	Chairman	February 2019	Completed	Chair Elect and Recording Secretary

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Career and Professional Employees (CPEC)

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Planned / Actual Dates	Measures Of Success (Data Elements)	Results
2, 4, 6 and 7	Increase Membership in the Career & Professional Employee Commission	<ul style="list-style-type: none"> a. Utilize membership list from AFC – to target potential members b. Continue to utilize promo item for recruitment c. Provide “campus reports” (at local chapter meetings, etc.) 	<ul style="list-style-type: none"> a. All Commission Officers 	<ul style="list-style-type: none"> a. Monthly b. Ongoing c. Ongoing d. Ongoing 	<ul style="list-style-type: none"> a. Increase in number of members b. Numbers of cards distributed – and locations c. Copies of agendas/ presentations d. List of contacts for each campus 	
1, 4, 5, 6 and 7	Innovation & Collaborate with AFC Regions, Chapters and Commissions	<ul style="list-style-type: none"> a. Collaborate with Regions, Chapters and Commissions on projects, workshops, conferences, etc. b. Assist State/Chapters with recruitment of new members c. Participate in Region Conference – each Region Rep. to present a CPEC topic 	<ul style="list-style-type: none"> a. All Commission Officers b. All Commission Officers c. Region Representatives 	<ul style="list-style-type: none"> a. Ongoing b. Ongoing c. All Region Conferences 	<ul style="list-style-type: none"> a. Documentation of partnerships. b. Growth in Commission / Chapter Membership. c. Documentation of workshops presented. 	

1, 3, 4, 5, 6, 7 and 9	Provide professional development opportunities	<ul style="list-style-type: none"> a. Joint Spring Conference with Region V @ Miami-Dade College b. Mentor Commissions (creating a timeline) c. Submit an article to Visions 	<ul style="list-style-type: none"> a. All Commission Officers and local planning committee b. All Commission Officers c. CPEC Member 	<ul style="list-style-type: none"> a. March 27-28, 2019 b. Ongoing c. August 	<ul style="list-style-type: none"> a. Evaluations from participants b. Publication 	
1, 5, 6 and 9	Recognize exemplary Student Affairs Practitioners and students	<ul style="list-style-type: none"> a. Provide annual Commission Awards b. Submit a press release of award winners to local media c. Send congratulatory letters to college administration notifying them of award winners 	<ul style="list-style-type: none"> a. CPEC Board b. CPEC Board c. CPEC Board 	<ul style="list-style-type: none"> a. Annual Conference 	<ul style="list-style-type: none"> a. List of nominees and award winners. b. Copies of press releases c. Copies of letters sent 	
1, 6	Leadership	Induction of New Board for 2020	All members at Annual Conference	11/6-8/19	To be voted on at annual conference	CPEC Board Meeting at Annual Conference
9	Community	Spring Conference Service Project	Chair, Region V Director	3/28-29/19	Report the number of items donated	Items collected for project at Miami-Dade
1, 4, 5, 7	Networking	Increase use of AFC online community and CPEC Facebook	Webmaster, Chair	Ongoing	Number of CPEC users in AFC CPEC Circle and on Facebook	Ongoing

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Equity, Diversion & Inclusion (EDI)

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Actual Dates	Measures Of Success (Data Elements)	Results
4, 5	Highlight women in Higher Education	Recognize Women Leaders in the Florida College System	Daniella Pierre	March 2019	Feedback: well received by all six college presidents	Featured women in leadership
1,4,5,7	Participate in Region V Spring Conference	Facilitate workshops centered around Equity, Diversity and Inclusion	EDI Commission	March 28-29, 2019	20 attendees participated in the workshop	Greater understanding of diversity and inclusion in the workplace
4,9	Support community service project	Collected school supplies and other non-perishable for the community	EDI Commission	March 28-29, 2019	Over 67 items collected	Over 20 families were assisted
2,3	Survey how the overtime rule was implemented in across FCS	Review the 2016 Overtime Final Ruling within the 28 member colleges	EDI Commission	TBD	TBD	Workshop was held at Region Conference March 2019
1,2,3	Review CLEP Exams offered for foreign language competency	Meeting with College Board to review foreign language competencies offered via CLEP Exam	Daniella Pierre	April 26, 2019	Discussed foreign language competencies and the three offered by CLEP	Obtained critical information about CLEP and scholarships

1,5	Introduce an innovative way for employees to give back	Establishing community service hours bank that allow employees to take and not use sick or vacation time to	EDI Commission	TBD	TBD	TBD
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Operational Plan for 2019

Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Facilities

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Planned / Actual Dates	Measures Of Success (Data Elements)	Results
1,2,3,4,5,7,8,9	Review and update Facilities Commission bylaws	Review bylaws annually; add/revise statements as necessary	Chair-elect makes preliminary edits, highlighted for Executive board feedback. Present to membership to approve @ Annual.	Edits by Chair-Elect submitted Oct. 1 to Executive Board, confirmed at Annual Convention	Bylaws are approved at Business meeting at Annual Convention.	
1,3,5,6,7,9	Maintain slate of Facilities officers; update procedures as needed	Elect officers. Submit officer information to AFC for inclusion in AFC Leadership manual and AFC website. Notify AFC of any procedural changes requiring inclusion in AFC Leadership Manual	Chair appoints nominating committee chaired by immediate past-chair. Membership confirms officers. Chair may appoint officers to fill vacancy before election.	Chair appoints nominating committee Sept. 1. Membership confirms @ Annual. Officers are sent to AFC office by Nov. 30	Full slate of officers and AFC is informed for the Leadership conference and manual	
1,5,6,7,9	Award Best Practice Awards	Nominate Best Practices Chair who revises procedures for awards. Submit a call for nominations through AFC email blast. Create, distribute, collect, and submit ballots to Chair and Secretary. Announce winners.	Best Practice Chair	Nominate Best Practice Chair May 1. Call for nominations by May 16. Apps due July 20, judging opens on July 30, Judging closes Aug. 20. Select winners by Aug. 30	Judges are in place to select winners based on set criteria, winners are notified and posted on the webpage. Winners set to present at conference.	

1, 2, 3, 5, 6	Develop and support professional development, education, and leadership	Host a spring conference: provide professional development opportunities, and promote cooperative problem solving and resource sharing. Organize conference date, time, and infrastructure; send out call for submissions and sponsors, promote conference through AFC and other platforms.	Executive Board	Set date and location Jan. 30; call for proposals Apr. 5, publicize by Apr. 8, confirm sponsors/vendors Apr. 30, host May 16 and 17	Attendance data	
1,2,3,5,6	Participate in Annual Conference	Host Facilities Business Meeting, offer two professional development sessions	Chair	Sept. 1 submit sessions for annual, request business meeting time, request Best Practices matching funds, collect AFC speakers agreements	Sessions presented at annual; business meeting held	
1,3,4,6	Support local organizations through service projects	Partner with local organization to offer service project	Executive Board	Publicize by April 5, collect data by May 30	Data on Service project participation	

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Faculty

AFC Goal	Unit Objective	Unit Activities	Person Responsible	Dates	Measures of Success	Results
Engage Members	Establish a FULL Board – 2018 missing one region Rep	Reach out to individuals who will be active	Chair	January 2019	Completed	Full board established at the end of the AFC Leadership Conference
Engage Members	Modify POY	Phone conference and emails with Board members and AFC HQ	Chair Vice-Chair FULL Board	January-March 2019	Completed	Moved full POY (semis and finals) to the Teaching and Learning Conference
Conference participation	Participate in Conference	Email blast sent out – regarding POY to be held at Teaching and Learning Conference. Solicit submissions as well as attendance	Vice-Chair	March 2019	Completed;	Email blasts sent, received 11 POY submissions, 10 POY presentations at conference, awarded POY
Engage Members	Have two open board meetings	Promote through email and conference materials that meeting open	Chair	March and November	Completion of partial task.	First open meeting was held at the Teaching and Learning Conference in April. Full Board, two members of State Board and two members in attendance.
Conference Participation	Participate in Annual Conference	Email blast asking for exemplary	Chair	Summer of 2019	Completion of task	In progress

		practice presentations, potential Dillinger Award presentation				
Engage Members	Two Fundraising Activities	Reach out to board members to assist with fundraising opportunities at the Teaching – Learning and State Conferences.	50/50 Basket drawings, come up with other ideas via email blast and conference calls	Entire board	Entire Year	Held first 50/50 and basket drawing at Teaching and Learning Conference. Raised \$272

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Healthcare Education

AFC Goal	Unit Objective	Unit Activities	Person Responsible	Dates	Measures of Success	Results
Engage Members	Establish/Modify Board	Create a newsletter Email blast sent out	Ann Hubbard and Nancy Zinscer	January 2019	Completed and sent by Marsha Kinsner	Two individuals contacted Ann Hubbard related to interest
Engage Members	Establish/Modify Board	Phone conference with Marsha Kinsner	Ann Hubbard and Nancy Zinscer	January 2019	Completed with Marsha Kinsner	Three potential Board members identified
Conference participation	Participate in teaching and Learning Conference	Met with Spokespokes for Everglades Area Health to find a speakers	Ann Hubbard	February 2019	Completed; speaker lined up for April conference	Two speaking presentation will occur on April 3—one for smoke free campus, one for opioid addiction

Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Institutional Effectiveness, Planning and Professional Development (IEPPD)

AFC Goal	Unit Objective	Unit Activities	Person Responsible	Dates	Measures of Success	Results
Educate Members	Promote Message via Social Media / Newsletter	Create a newsletter Email blast sent out	Marcos Nunez	April 2019	Completed	In progress
Engage Members	Establish/Modify Board	Put together Board of Dir. From members	Mike Pelitera	April 2019	Completed	Board members Identified
Conference participation	Participated and Presented at Region V Conference	Presented benefits of "Screen Capturing Technologies"	Mike Pelitera	April 2019	Completed	Engaged Audience for Professional Development

Operational Plan for 2019

Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Library Resource

AFC Goal	Unit Objective	Unit Activities	Person Responsible	Dates	Measures of Success	Results
1,2,3,4,5,7,8,9	Review and update LRC bylaws	Review bylaws annually; add appointed positions; add/revise statements as necessary	Chair makes preliminary edits, highlighted for membership to approve.	Edits by Oct. 1, confirmed at Annual Convention	Bylaws are approved at LRC Business meeting at annual convention.	
1,3,5,6,7,9	Maintain slate of LRC officers; update procedures as needed	Elect officers. Submit officer information to AFC for inclusion in AFC Leadership manual and AFC website. Notify AFC of any procedural changes requiring inclusion in AFC Leadership Manual	Chair and Membership elects officers	Nov. 30	Full slate of officers and AFC is informed for the Leadership conference and manual	
1,5,6,7,9	Award an exemplary practice award annually for library services and library support services	Submit a call for nominations through AFC email blast. Submit call for judging committee through email. Review applications, select winners.	Chair, Judging Committee and board of officers	Set dates for virtual conference and deadlines for Exemplary Practices Jan. 30; Call for nominations by Feb. 28; Select winners by May 30	Judges are in place to select winners based on set criteria, winners are notified and posted on the webpage. Winners set to present at conference.	
2, 4, 6	Increase public awareness of the mission, purpose,	Present accomplishments of	Vice Chair	5/1/2018	Number of submissions to	

	and accomplishments of the Florida College System	AFC LRC members to state and national professional audiences. Urge past and future exemplary practice nominees and winners to present at state and national conferences, meetings, and other developmental opportunities. This will emphasize the innovative practices of the AFC LRC membership.			present/ number of presentations accepted.	
1, 2, 3, 5, 6	Develop and support professional development, education, and leadership	Host a Virtual Conference to highlight accomplishments and exemplary practices of the Learning Resources members, provide professional development opportunities, and promote cooperative problem solving and resource sharing. Organize conference date, time, and infrastructure; send out call for submissions, promote conference through AFC and other platforms.	LRC Chair, LRC Chair Elect, LRC Secretary Web Master	Set dates for virtual conference Jan. 30; publicize by Feb. 28, host by Apr. 30	Attendance data, post conference survey	
1, 3, 4, 6	Support local organizations through	Publicize Virtual Conference Service	LRC Chair, LRC Chair Elect, LRC	Publicize by Feb. 28, collect data	Data on Service project	

	service projects	Project; offer ways for all individuals to take part; collect data on service project; participate in hosting region service project	Secretary Web Master	by May 30	participation for virtual conference and hosting region conference	
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Operational Plan for 2019

Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Student Development

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Planned / Actual Dates	Measures Of Success (Data Elements)	Results
2, 4, 6 and 7	Increase awareness of the Student Development Commission	<ul style="list-style-type: none"> a. Redevelop a Student Development Commission “Rack Card” b. Utilization of Student Development Commission Instagram account c. Utilization a Student Development Twitter account d. Secure sponsors that can consistently share information 	<ul style="list-style-type: none"> a. Public Relations Officer b. Chair c. Chair d. Past Chair 	<ul style="list-style-type: none"> a. April 2019 b. April 2019 c. April 2019 d. Ongoing 	<ul style="list-style-type: none"> a. Number of cards distributed b. followers c. followers d. Number of sponsors, possible video to share 	
2, 3, 4, 6 and 7	Strengthen Relationships with AFC Regions, Chapters and Commissions	<ul style="list-style-type: none"> a. Collaborate with Regions, Chapters and Commissions on projects, workshops, etc. b. Support Chapters at “grass roots” level – sponsorships, etc. c. Assist Chapters with recruitment of new members d. Participate in Region Conference – each Region Rep. to present a Student Development 	<ul style="list-style-type: none"> a. All Commission Officers b. All Commission Officers c. All Commission Officers d. Region Representatives 	<ul style="list-style-type: none"> a. Ongoing b. Ongoing c. Ongoing d. At Regional Conference 	<ul style="list-style-type: none"> a. Submission of workshops and proposals b. Documentation of support. c. Growth in Chapter Membership. d. Documentation of workshops presented. 	

		topic				
1, 3, 4, 5, 6, 7 and 9	Provide professional development opportunities	<ul style="list-style-type: none"> a. Host the 52th Annual Conference b. Mentor Commissions 	<ul style="list-style-type: none"> a. All Commission Officers and local planning committee b. All Commission Officers 	<ul style="list-style-type: none"> a. May 14-16 b. Ongoing 	<ul style="list-style-type: none"> a. Evaluations from participants b. Increase in Commissions using SDC Model 	
1, 5, 6 and 9	Recognize exemplary Student Affairs Practitioners and students	<ul style="list-style-type: none"> a. Provide annual Commission Awards b. Submit a press release of award winners to local media c. Send congratulatory letters to college administration notifying them of award winners 	<ul style="list-style-type: none"> a. Chair-Elect and Exemplary Practice Officer b. Chair-Elect and Exemplary Practice Officer c. Chair-Elect and Exemplary Practice Officer 	<ul style="list-style-type: none"> a. May 16 b. June 2019 c. June 2019 	<ul style="list-style-type: none"> a. List of nominees and award winners. b. Copies of press releases c. Copies of letters sent 	

Operational Plan for 2019

Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Technology

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Actual Dates	Measures Of Success (Data Elements)	Results
1) Develop and support professional development, education, and leadership opportunities for the Association's members (Values 1, 2, 3, 5, 6).	Keep AFC members up to date on cutting edge and emerging technologies.	Start active facebook page where members can post and share tech tips, articles, and technology @ AFC events.	Paul Lefavi		Number or group or page members. Number of member posts.	
5) Showcase and reward exemplary programs, practices, activities, and individuals (Values 1, 3, 5, 6).	Plan and Implement an Exemplary Practice Award	Send out notice Choose voting committee Collect submissions Choose winner Present winner with award at annual meeting	Paul Lefavi		Number of submissions	

<p>7) Promote membership by providing professional development and services that ensures an active and vital Association</p>	<p>Have an innovative technology session at most AFC conferences and meetings.</p>	<p>Send out email asking AFC technology members for ideas. Work with Regions and state office to include technology sessions in the agenda.</p>	<p>Paul Lefavi</p>		<p>The number or responses received. The number of everts we have valuable info to speak on.</p>	
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Operational Plan for 2019 Association of Florida Colleges

Type of Unit: Commission (Commission, Region, Chapter)

Name of Unit: Workforce, Adult, and Continuing Education (WACE)

Related AFC Goal	Unit Objective	Unit Activities	Person Responsible	Actual Dates	Measures Of Success (Data Elements)	Results
2, 4, 6	Build a Board	*Solicit for Board Membership via; <ul style="list-style-type: none"> • Email current WACE members • Posts to Social Media (WACE Facebook page) • Personal requests (phone/face-to-face) 	Ryan Buckthorpe and Sandi Barrett	On-Going	Fill the following Board Openings: 1. Vice-Chair 2. Regional Representatives 3. Awards Representative	1. Created WACE Facebook page 2. Sent emails to WACE membership
6	Establish Method of Communication	Determine communication (Email and Social Media); Email to Board	Ryan Buckthorpe	April 2, 2019	Emailed Communication Plan	
6	Revise WACE Website	<ul style="list-style-type: none"> • Update Board • Add Photo of Chair • Add Welcome Message 	Ryan Buckthorpe	January 31, 2019	Updated WACE webpage	Completed
6	Conduct First Board Meeting	Hold at Region IV Conference	Ryan Buckthorpe	April 26, 2019	Agenda Created & Sign-In Sheet of Attendees	
1, 5	Present WACE related topics at various AFC Conferences	Topics TBD	Ryan Buckthorpe and Suzanne West	Various	Topics scheduled and Sign-In Sheet from event(s)	

9	Develop Community Service Project	TBD	Sandi Barrett	April 26, 2019	Project Plan and Presented at Regional Conferences	
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Appendix

Appendix A:

2019 AFC BOARD OF DIRECTORS

EXECUTIVE COMMITTEE

President – Marjorie McGee, College of Central Florida

President-Elect – Matthew White, Chipola College

VP for Regions & Chapters – Ray Coulter, Palm Beach State College

VP-Elect for Regions & Chapters – Lisa Barnes, Broward College

VP for Commissions – Tracy Glidden, Eastern Florida State College

VP-Elect for Commissions – John Fey, Pasco-Hernando State College

Immediate Past-President – Tunjarnika Coleman-Ferrell

COMMISSION CHAIRS

Administration – Lynne O'Dell, Indian River State College

Campus Safety – Alan Montgomery, Indian River State College

Career & Professional Employees – Katie Profeta, Indian River State College

Communications and Marketing – Jonathan Cooks, North Florida Community College

Equity, Diversity, and Inclusion – Daniella Pierre, Miami Dade College

Facilities – Gouiudah Ramnarain, South Florida State College

Faculty – Kimberlie Massnick, Indian River State College

Healthcare Education – Ann Hubbard, Indian River State College

Institutional Effectiveness, Planning and Professional Development – Michael Pelitera, Indian River State College

Learning Resources – Claire Miller, South Florida State College

Student Development – Mikel James, College of Central Florida

Technology – Paul Lefavi, Indian River State College

Trustees – Dipa Shah, Hillsborough Community College

Workforce, Adult and Continuing Education Commission – Ryan Buckthorpe, Hillsborough Community College

REGION DIRECTORS

Region I – Evelyn Ward, Chipola College

Region II – Matt Wetzell, Florida State College at Jacksonville

Region III – Kim Sellers, College of Central Florida

Region IV – Keith Loweke, South Florida State College

Region V – Mark Johnson, Miami Dade College

COMMITTEE CHAIRS (Ex officio)

Awards – Katrina Porter, Gulf Coast State College

Bylaws – Bill Mallowney, Valencia College

Finance and Retirement Issues – Byron Todd, Tallahassee Community College

CCP – Christine Tripp, Eastern Florida State College

Legislative Committee – Rachel Bonlarron, Palm Beach State College

Membership Development – Wanda Curtiss, Miami Dade College

Stephanie Campbell, Polk State College

Member Services – Melonie Minor, Pensacola State College

Nominating – Tunjarnika Coleman-Ferrell, Palm Beach State College

Planning and Development – Holly Sutton, Florida Gateway College

Greg Williams, Tallahassee Community College

Policy & Advocacy Committee – Jim Murdaugh, Tallahassee Community College

Service Project – Sandi Barrett, Palm Beach State College

EX OFFICIO MEMBERS

Chancellor – Kathy Hebda, The Florida College System

Council of Presidents – Ava Parker, Palm Beach State College

AFC Foundation Board - Andre Hawkins, Indian River State College

AFC Retirees – Pat Harrell

APPENDIX B:

FCS Mission Statements

Broward College

The mission of Broward College is to achieve student success by developing informed and creative students capable of contributing to a knowledge and service-based global society. As a public community college accredited to offer associate degrees, selected baccalaureate degrees, and certificate programs, the institution and its District Board of Trustees are committed to fostering a learning-centered community that celebrates diversity and inclusion by empowering and engaging students, faculty, and staff.

Chipola College

Chipola College provides access to quality learning opportunities toward baccalaureate degrees, associate degrees, and certificates and facilitates the economic, social, and cultural development of the College's service area.

College of Central Florida

College of Central Florida provides access to high quality, high value baccalaureate degrees, associate degrees, certificates and diplomas, and promotes the economic, social and cultural development of our community.

Daytona State College

Daytona State College, a comprehensive public college, provides access to a range of flexible programs, from community enrichment to the baccalaureate degree, emphasizing student success, embracing excellence and diversity, as well as fostering innovation to enhance teaching and learning.

Eastern Florida State College

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

Florida SouthWestern State College

The mission of Florida SouthWestern State College is to inspire learning; prepare a diverse population for creative and responsible participation in a global society; and serve as a leader for intellectual, economic, and cultural awareness in the community.

Florida Gateway College

The mission of Florida Gateway College is to provide superior instruction, nurture individual development, and enrich the community through affordable, quality higher education programs and lifelong learning opportunities.

Florida Keys Community College

Florida Keys Community College is an open-access, educational institution dedicated to serving the intellectual, diverse, cultural, and occupational needs of the Florida Keys as well as the global community. The college is committed to student-centric academic programs and services, workforce development, continuing education, diverse partnerships, electronically delivered instruction, and sustainable practices that prepare students for personal success and responsible citizenship.

Florida State College at Jacksonville

Florida State College at Jacksonville provides high value, relevant life-long education that enhances the intellectual, social, cultural and economic development of our diverse community.

Gulf Coast State College

Gulf Coast State College holds students and community of central importance. The College provides many opportunities for learning and offers a range of programs and services to help students become well-educated, productive citizens. The College is equally dedicated to collaborating with the community to help create or improve economic well-being and to offer the space of the College for social dialog, events of art and culture and other moments that enhance our quality of life.

Hillsborough Community College

Hillsborough Community College delivers teaching and learning opportunities that empower students to achieve their educational goals and become contributing members of the local community and a global society.

Indian River State College

As a leader in education and innovation, Indian River State College transforms lives by offering high-quality, affordable and accessible education to the residents of Indian River, Martin, Okeechobee, and St. Lucie counties through traditional and online delivery. IRSC is a comprehensive college accredited to award Baccalaureate Degrees, Associate Degrees, and Career and Technical Certificates.

Lake-Sumter State College

Lake-Sumter State College responds to community needs by providing high-quality, accessible programs from enrichment and career training to associate and baccalaureate degrees. LSSC embraces excellence, diversity, and innovation to maximize student learning and success.

Miami Dade College

As democracy's college, Miami Dade College changes lives through accessible, high-quality teaching and learning experiences. The College embraces its responsibility to serve as an economic, cultural and civic leader for the advancement of our diverse global community.

North Florida Community College

An exceptional college dedicated to an individualized and supportive academic atmosphere, accessible education, lifelong learning opportunities and professional growth for our students and communities.

Northwest Florida State College

Northwest Florida State College improves lives. We deliver outstanding educational programs that are relevant, accessible, and engaging for students of all ages and provide exceptional cultural, athletic, and economic development activities for the communities served. We commit to excellence, creativity, integrity, and service.

Palm Beach State College

PBSC provides student-centered learning experiences that transform lives and strengthen our community.

Pasco-Hernando State College

Pasco-Hernando State College (PHSC) serves the educational needs and interests of its community by awarding certificates, diplomas, associate and baccalaureate degrees. As a comprehensive, multicampus learning-centered institution, PHSC utilizes various instructional modalities and support services. PHSC provides an accessible, diverse teaching and learning environment rich with opportunities for students to achieve academic success and cultural growth in a global society.

Pensacola State College

Pensacola State College, under the governance of a local Board of Trustees, is committed to providing quality, affordable, and accessible educational opportunities through a variety of delivery methods.

The College, a member of the Florida College System, offers baccalaureate and associate degrees, workforce certificates, adult education leading to a high school diploma or GED, business and industry training, non-credit continuing education, community outreach, and cultural enrichment opportunities for students and the community.

Polk State College

Polk State College, a quality driven institution, transforms students' lives through the power of education by providing access to affordable associate and baccalaureate degrees, career certificates and workforce employment programs, delivered by diverse, qualified faculty and staff.

St. Johns River State College

St. Johns River State College, an open-access, public institution of higher education in Northeast Florida, promotes excellence in teaching and learning to enrich the lives of its students and strengthen its community. The College offers certificates, associate and baccalaureate degrees, and provides high-quality education, training, and cultural opportunities to encourage scholarly achievement. St. Johns River State College creates a supportive learning environment that includes services and resources to enable students to meet their educational goals.

St. Petersburg College

The mission of St. Petersburg College is to empower our students and community to achieve success and economic mobility through academic excellence and engagement.

Santa Fe College

In keeping with our values and goals, Santa Fe College, a comprehensive public institution of higher education serving North Central Florida and beyond, adds value to the lives of our students and enriches our community through excellence in teaching and learning, innovative educational programs and student services, and community leadership and service.

Seminole State College of Florida

Seminole State College of Florida enhances the educational, economic, and cultural vitality of our region by providing exemplary learning opportunities to our diverse community.

South Florida State College

South Florida State College is an open-access, higher education institution dedicated to providing a learning-centered environment through quality programs, training, and services. Working in partnerships with organizations and communities, the College provides leadership and a comprehensive range of opportunities for the educational, cultural, and economic development of the service district.

State College of Florida, Manatee-Sarasota

State College of Florida, Manatee-Sarasota, guided by measurable standards of institutional excellence, provides engaging and accessible learning environments that result in student success and community prosperity.

Tallahassee Community College

Tallahassee Community College is an open-admission comprehensive community college committed to preparing students for university transfer and to meeting economic and workforce needs. Its mission is to attract and support an outstanding faculty and staff that pursue excellence in teaching and learning through educational programs and services that promote the intellectual, social, and personal development of students; to assist students in developing the ability to think critically, creatively and reflectively; and to prepare students for productive and satisfying lives.

Valencia College

Valencia provides opportunities for academic, technical and life-long learning in a collaborative culture dedicated to inquiry, results and excellence.

The Florida College System

The Division of Florida Colleges is a dynamic and responsive Department of Education team. We provide leadership and advocacy to promote education innovation and continuous improvement within The Florida College System, fueling economic development for the state of Florida and its citizens.

