



EXCEL : 2030



2026 - 2030 STRATEGIC PLAN
FLORIDA SOUTHERN COLLEGE



THE MISSION OF FLORIDA SOUTHERN COLLEGE

To equip students to lead lives of positive and consequential impact on society through dynamic, engaged learning in our iconic setting and beyond.

THE HISTORY OF THE COLLEGE

Florida Southern College—the oldest private college in the state—traces its Florida roots to 1852, when the Methodist Conference founded Florida Seminary in Micanopy. The Conference established South Florida Seminary in Orlando in 1883. In 1885, the school moved to Leesburg, the college degree was awarded, and Florida Conference College was officially chartered and opened to both male and female students.

In 1901, the growing college moved to Sutherland (now Palm Harbor) on the Gulf Coast and in 1906 was renamed Southern College. The College remained at Sutherland until fires in the early 1920s forced the school to temporarily move to Clearwater Beach. In 1922, the College moved to the shores of Lake Hollingsworth in Lakeland. In 1935, the trustees adopted Florida Southern College as the corporate title.

OUR CAMPUS

The campus is comprised of some 70+ buildings on 120 acres of land. With 13 structures designed by master architect Frank Lloyd Wright in the 1940s and 1950s, the College houses the largest single-site collection of Frank Lloyd Wright’s architecture in the world. Wright said his design was to have all the buildings “flow from the ground in harmony with the natural landscape.” In that functional yet exquisite environment, they exhibit the traits Wright intended: organic union among the earth, sunlight, and local flora.



OUR CORNERSTONE VALUES

Florida Southern seeks to create and nurture a community of lifelong scholars who hold one another accountable to the high ideals, vision, and mission of the College. Built upon the Judeo-Christian principles on which our College was founded, a Florida Southern Scholar will:

- Practice personal integrity and excellence of character in all areas, expecting the same from others.
- Honor the dignity, value, and worth of all persons while learning from the differences in others’ backgrounds, heritage, ideas, thoughts, and opinions.
- Respect the rights and property of others.
- Demonstrate concern for others and our collective need for conditions that promote personal growth and success.
- Contribute to the rich heritage left by those who have preceded us and work to leave the College a better place for those who follow.

70+
ACADEMIC
PROGRAMS
WITH A FOCUS ON
**ENGAGED
LEARNING**

99%
POSITIVE
OUTCOMES
AFTER
GRADUATION

**BEST REGIONAL
UNIVERSITIES
IN THE SOUTH**
- U.S. News & World Report

AMONG
AMERICA’S
TOP COLLEGES
- Forbes

#24
BEST VALUE
SCHOOLS
- U.S. News & World Report

\$66M+
in aid is
**AWARDED
ANNUALLY**

98%
of first-year students
**RECEIVE MERIT
SCHOLARSHIPS**
We reward talent in art,
athletics, dance, music,
and theatre. Students may
also receive departmental
scholarships

A photograph of four diverse college students walking from left to right on a wide concrete ledge. The students are a young man in a red t-shirt and black shorts, a young woman in a grey crop top and blue jeans, a young woman in a white crop top and blue shorts, and a young woman in a black t-shirt and blue overalls. They are all smiling and looking towards the right. In the background, there is a large, active fountain with multiple jets of water spraying upwards. The sky is bright blue with scattered white clouds. The entire scene is framed by a large red rectangular overlay on the right side, which contains the title and a paragraph of text.

THE VISION OF FLORIDA SOUTHERN COLLEGE

To be nationally distinguished for the exceptional outcomes of our transformative model of engaged learning, producing graduates prepared to thrive personally and professionally in a global society. Through sustained affiliation with The United Methodist Church and situated on the iconic Frank Lloyd Wright campus, the College will continue to be grounded in Judeo-Christian ethical principles and inspired by visionary innovation.

ABOUT OUR STRATEGY

Florida Southern College enters the next chapter of its strategic journey at a pivotal moment for higher education. National demographic shifts, evolving student expectations, financial pressures, and a changing public and policy climate are reshaping the landscape in which residential colleges operate. These realities do not diminish Florida Southern’s strengths, but call for disciplined alignment between mission, model, and resources.

Florida Southern’s Vision remains clear: **to be nationally distinguished for the exceptional outcomes of our transformative model of engaged learning.** Our Mission focuses our efforts on equipping students to lead lives of positive and consequential impact on society. Our Cornerstone Values ground our community in integrity, dignity, accountability, and collective responsibility. These commitments are enduring.



Excel 2030 builds upon the foundation established through Pervasive Excellence, refining the College’s strategic priorities and extending its planning horizon through 2030.

The plan concentrates institutional attention on four interconnected imperatives — Enroll, Educate, Employ, and Engage — that together advance student success and strengthen Florida Southern for the future.

Excel 2030 reflects a commitment to disciplined alignment: ensuring that strategy, structure, and resources reinforce one another in support of student success and long-term institutional strength. Through intentional and sustained focus on these strategic imperatives, Florida Southern College will continue to deliver exceptional outcomes while embracing opportunities to advance its transformative model of dynamic, engaged learning in an ever-changing environment.

FROM PERVASIVE EXCELLENCE TO EXCEL 2030

Excel 2030 represents a refinement and consolidation of the College’s existing strategic plan, Pervasive Excellence. Rather than beginning anew, the planning process examined existing priorities in the context of the changing higher education environment and organized them around a smaller number of clearly defined institutional imperatives.

The refinement process highlighted several conditions shaping Florida Southern’s future:

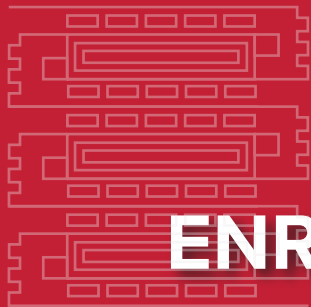
- An evolving enrollment environment requiring sustained attention to recruitment, retention, and student success.
- Changing student interests and workforce needs shaping demand across academic programs.
- A distinctive engaged learning model that differentiates Florida Southern.
- The importance of aligning strategy, people, and resources to advance institutional priorities.

Through this process, the goals of Pervasive Excellence were refined, consolidated, and clarified within the four Excel 2030 imperatives. This structure provides a focused framework for institutional decision-making while maintaining continuity with the College’s existing strategic commitments.





EXCEL 2030 AT A GLANCE



ENROLL

We will recruit, retain, and graduate talented students in robust programs aligning our academic strengths with market demand.



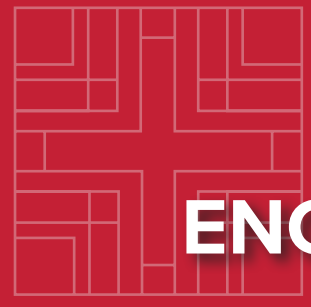
EDUCATE

We will deliver dynamic, engaged learning in and beyond distinctive academic coursework and degree programs resulting in exceptional student outcomes.



EMPLOY

We will graduate individuals prepared to thrive personally and professionally in a global society as they lead lives of positive and consequential impact.



ENGAGE

We will deepen connection within our community, extending the impact of our transformative education and securing the enduring relationships vital to our future.

1 ENROLL

We will recruit, retain, and graduate talented students in robust programs aligning our academic strengths with market demand.

2 EDUCATE

We will deliver dynamic, engaged learning in and beyond distinctive academic coursework and degree programs resulting in exceptional student outcomes.

GOALS	STRATEGIES
ATTRACT talented students capable of thriving at the College.	<i>Undergraduate enrollment remains near the College's long-term target, while graduate enrollment has remained relatively stable.</i> <i>As student interests and workforce needs evolve, the College will continue aligning recruitment strategies and academic offerings with areas of institutional strength and emerging opportunity.</i> Undergraduate Enrollment Target: 2,650 students
RETAIN enrolled students through well-coordinated academic, co-curricular, and student support efforts.	<i>First-year persistence has remained relatively stable but below the target, while six-year graduation rates remain near the target.</i> First-year Retention Target Rate: 82% Six-year Graduation Rate: 70%
IDENTIFY OPPORTUNITIES for new academic programs based on academic strengths and market demand.	<i>Evolving Our Academic Portfolio: Investing in programs aligned with student interest, institutional strengths and workforce demand.</i>

GOALS	STRATEGIES
ADVANCE ENGAGED LEARNING as the College's defining pedagogy across programs and co-curricular experiences.	<i>Engaged learning is deeply embedded in the Florida Southern experience, with 100% of graduates completing three or more high-impact practices.</i>
ENHANCE THE ACADEMIC PORTFOLIO by aligning program vitality with the College's distinctive intellectual strengths.	<i>FSC maintains specialized accreditation across programs in business, education, chemistry, nursing, architecture, exercise science, physical therapy, music and other professional disciplines.</i>
BOLSTER RESOURCES including academic and residential facilities, supporting an exceptional learning environment.	<i>Recent and planned investments in academic, residential, athletic and performance facilities support the student experience and FSC's long-term strength.</i>

3

EMPLOY

We will graduate individuals prepared to thrive personally and professionally in a global society as they lead lives of positive and consequential impact.

GOALS

INTEGRATE CAREER READINESS and professional preparation throughout the curricular and co-curricular experience.

STRENGTHEN PATHWAYS to employment, graduate study, and professional advancement.

DEMONSTRATE VALUE in communicating the measurable outcomes of an FSC education.

STRATEGIES

Integrate career preparation throughout the curricular and co-curricular experience, connecting students with applied learning, professional competencies and career exploration.

*Strong pathways connect students to opportunities beyond graduation. Partnership-based learning reached **92% of graduates** in 2025, while capstone completion remains universal. Pre-professional and pre-law graduates also demonstrate strong outcomes, with **94% accepted** to graduate or professional school within three years.*

*Florida Southern graduates consistently demonstrate strong outcomes after graduation, with 99.1% of the Class of 2025 employed or enrolled in graduate or professional school within six months. Graduate success has remained above **99% across each of the past two graduating classes**.*

4

ENGAGE

We will deepen connection within our community, extending the impact of our transformative education and securing the enduring relationships vital to our future.

GOALS

FOSTER A CULTURE OF BELONGING and well-being grounded in our Cornerstone Values.

STRENGTHEN ALUMNI ENGAGEMENT and lifelong connection to the College.

LEVERAGE OUR ICONIC CAMPUS and heritage as distinctive assets.

BROADEN PARTNERSHIPS to increase the financial sustainability of the College.

STRATEGIES

Campus engagement provides an important foundation for belonging and well-being. Florida Southern will build upon a highly engaged student experience to deepen connection, community, and belonging across the College.

Student Involvement Rate (2024-2025): 92%

Florida Southern's alumni community represents an enduring extension of the College's mission and impact. Strengthening lifelong relationships with alumni will create expanded opportunities for connection, mentorship, service, philanthropy, and engagement in the life of the College.

Through educational, cultural, athletic, performance, tourism, and community experiences, the College will expand opportunities for visitors to engage with Florida Southern and its extraordinary campus.

Philanthropic support, strategic partnerships, and endowment growth strengthen Florida Southern's capacity to invest in its mission and sustain long-term institutional strength.



MEASURING OUR PROGRESS

ENROLL

- Undergraduate Enrollment
- First-Year Persistence
- Six-Year Graduation

EDUCATE

- High-Impact Learning
- Experiential Learning
- Academic Program Quality

EMPLOY

- Career-Connected Learning
- Partnership-Based Learning
- Graduate Success

ENGAGE

- Campus Engagement
- Alumni Engagement
- Philanthropic Support
- Endowment Growth

MOVING FORWARD

Excel 2030 establishes Florida Southern College's strategic direction through 2030. Progress will require sustained alignment of institutional priorities, resources, and decision-making across the College.

Implementation will be supported through annual planning, institutional measures of progress, coordinated work across academic and administrative areas, and regular review by College leadership and the Board of Trustees.

As conditions and opportunities evolve, Florida Southern will remain disciplined in its priorities while responsive in how they are achieved.



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LEARNING MORE ABOUT
FLORIDA SOUTHERN?**

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