The mission of the Florida College System is to provide access to high-quality, affordable academic and career education programs that maximize student learning and success, develop a globally competitive workforce and respond rapidly to diverse state and community needs.

28 COLLEGES
One balanced mission
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Photos courtesy of Santa Fe College, St. Petersburg College and Polk State College
The 28 colleges that make up the Florida College System (FCS) are committed to providing the highest quality education programs to meet Florida’s growing workforce needs and to ensure that college is consistently affordable and accessible. This commitment to excellence means that everyone in Florida with the desire to pursue a career path has the opportunity to do so.

Florida businesses need a prepared workforce to succeed, which makes the strength of our higher education system a major factor in attracting new businesses to Florida. We are pleased to partner with the Governor’s Degrees to Jobs initiative that has been a strong effort of our state. This initiative has focused on ensuring that Florida is not only attracting businesses to our state, but also preparing a skilled workforce to fulfill the job demand in emerging fields.

The FCS is dedicated to efficiently meeting the demand of employers by optimizing alignment of certificate and degree programs with regional workforce needs. In 2015, over 70 percent of recent FCS graduates were employed the year after graduation. This compares to an employment rate of only 51 percent for recent graduates with a high school diploma. These efforts provide a pipeline of talent for Florida.

Throughout our state, the FCS institutions have created a $27 billion economic impact. The Florida College System encourages 2+2 agreements that lead to a seamless pathway to the State University System (SUS). Associate in Arts students make up half of our graduates every year. As a result, over half of the juniors and seniors currently enrolled in an SUS institution are products of the FCS with GPAs on par with students who started at a university. This success in transfer places Florida as a national model to replicate.

While policy tools do help we know it is the everyday efforts of dedicated advisors, faculty and staff who work tirelessly to assist students in transitioning smoothly from colleges to universities. Florida’s 2+2 guarantee has and will remain a critical aspect of seamless articulation and access in Florida. The result is a high quality, affordable education that provides students a unified baccalaureate transition. This report details substantial evidence of the effect the Florida College System had in 2016 and highlights several testimonials of Florida College System students who have been positively impacted through their educational journeys.

Madeline Pumariega
Chancellor, The Florida College System
The goal of our education system is to prepare students in Florida for success in college and careers. In order to ensure that all of our students are making progress toward this goal, we have to measure student achievement and ensure the highest level of accountability.

Over the past five years, we have turned our economy around with the solid work of our skilled workforce, job creators, and educators. The hardworking businesses of our state have created over 1,056,000 jobs. To build upon this success, the Florida College System is focusing on preparing students to earn a great education for a high-skill, high-wage job and graduate with a strong career in the Sunshine State.

I often ask students, “What’s your path? What’s your plan? How can you get out of here in four years? What can we do to help you?” Our goal is for each graduate to be prepared with the skills they need to get a job and succeed in Florida. Both Ann and I attended a community college and I am proud to support our 28 FCS institutions as they continue to build upon measured successes. Last year alone, over 65 percent of high school graduates in Florida began their higher education studies at a Florida College System institution and over 54 percent of upper division students in the State University System began at a state college.

We have a shared commitment to expand these attainment numbers and close achievement gaps for all students, regardless of race, geography, gender or other circumstance. We will only have accomplished our goal when every student is performing at the highest level and ready for success in college and careers. Degrees to Jobs is helping to connect members of Florida’s education system and business leaders to discuss how we can lead the nation in graduates and successful job growth. I look forward to continuing these partnerships throughout the state and congratulate our many FCS graduates who are moving forward in their educational and career pursuits.

The Florida College System’s 28 institutions remain a popular destination for high school graduates because they offer students a quality education and flexible schedules to accommodate busy lifestyles. As a result, the Florida College System is an integral part of communities throughout the state.

We are pleased that in 2016 our colleges took additional steps to keep college affordable by accepting Governor Rick Scott’s “Finish in Four, Save More” Challenge. The challenge urged colleges and universities to eliminate online fees and make an even greater effort to help students avoid unnecessary debt associated with receiving a college education. With more than 1.25 million private sector jobs created in Florida since 2010, Floridians of all ages and backgrounds benefit greatly from the Florida College System’s commitment to giving all students the opportunity to achieve their career goals.

We are proud of the great work taking place in the Florida College System, and we are delighted to share this report, which highlights the many successes we have made over the last year. It is my hope that this will inspire our state’s students, educators and leaders to continue to work hard every day to make sure Florida is the best state in the nation to live, work and receive a great education.
The Florida College System serves as a major access point to higher education for Floridians. Approximately 66 percent of standard high school diploma graduates who continued into postsecondary education in Florida enrolled at a Florida College System institution in 2014-15.

The Florida College System is a network of 28 community colleges, colleges and state colleges serving nearly a million Floridians. Our system is the primary point of access to higher education in Florida, enrolling returning adult students and approximately 65 percent of recent high school graduates. As part of the FCS, the Division of Florida Colleges serves as a key component of the K-20 system within the Department of Education governed by the State Board of Education. The division supports the mission of all 28 institutions through coordination, oversight and advocacy.

The history of the FCS can be traced back to the founding of St. Petersburg Junior college as a private, two-year college in 1927. In 1933, Palm Beach Junior College was founded as the first public college in Florida. By 1939, the Florida Legislature passed a law allowing counties to petition for the establishment of public colleges. In 1947-48, the legislature created the FCS and began establishing colleges across the state to meet local workforce needs.

In 1972, the system was complete with the establishment of Pasco-Hernando Community College. Over the next three decades, enrollment in the system steadily increased as FCS institutions strived to meet the needs of local communities.
### Students & Faculty

<table>
<thead>
<tr>
<th>Students Served</th>
<th>801,023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Students (%)</td>
<td>35%</td>
</tr>
<tr>
<td>Part-time Students (%)</td>
<td>65%</td>
</tr>
<tr>
<td>Average age (%)</td>
<td>25 years</td>
</tr>
<tr>
<td>Minority Student Enrollment (%)</td>
<td>58%</td>
</tr>
<tr>
<td>Employees</td>
<td>45,294</td>
</tr>
<tr>
<td>Faculty Member Total</td>
<td>22,465</td>
</tr>
<tr>
<td>Full-time Faculty</td>
<td>6,156</td>
</tr>
<tr>
<td>Part-time Faculty</td>
<td>16,309</td>
</tr>
</tbody>
</table>

### Facilities

<table>
<thead>
<tr>
<th>Florida Colleges</th>
<th>28</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campuses</td>
<td>70</td>
</tr>
<tr>
<td>College Owned Buildings</td>
<td>2,171</td>
</tr>
<tr>
<td>College Owned Gross Square Footage</td>
<td>42.4 million</td>
</tr>
<tr>
<td>Acres of Land (Owned &amp; Leased)</td>
<td>13,485 acres</td>
</tr>
<tr>
<td>System Average Building Age</td>
<td>26.25 years</td>
</tr>
<tr>
<td>Maintenance Funding from State (PECO*)</td>
<td>$36.1 million</td>
</tr>
<tr>
<td>Fixed Capital Outlay Project Funding from State</td>
<td>$139 million</td>
</tr>
<tr>
<td>Total Fixed Capital Outlay Funding from State</td>
<td>$175.2 million</td>
</tr>
</tbody>
</table>

### Funding

<table>
<thead>
<tr>
<th>General Revenue</th>
<th>$935.4 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Fees*</td>
<td>$839 million</td>
</tr>
<tr>
<td>Lottery Funding</td>
<td>$244.9 million</td>
</tr>
</tbody>
</table>

*Note: Public Education Capital Outlay

*Note: Student Fees include tuition and out-of-state fees.

Source: Florida Department of Education, PK20 Education Reporting & Accessibility

Photos courtesy of Lake-Sumter State College, St. John’s River State College, and Florida SouthWestern State College
Who We Serve

Community colleges in Florida and across the United States have a long history of serving multiple functions including education, occupational preparation, workforce training, economic development activities and community service. Florida College System institutions provide a range of classes and programs that fit the busy schedules of their students, who are often juggling a variety of obligations and responsibilities, including caring for dependents and working full-time.

In 2015-16, 65 percent of FCS students attended part-time, while 35 percent attended full-time. These data are similar to national statistics reported in the National Center for Education Statistics’ (NCES) Digest for Education Statistics, which indicates that 62 percent of students at public two-year institutions attend part-time, compared to 38 percent full-time.

Student Characteristics 2015-16

<table>
<thead>
<tr>
<th>Headcount (Unduplicated)</th>
<th>801,023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time</td>
<td>35%</td>
</tr>
<tr>
<td>Part-time</td>
<td>65%</td>
</tr>
<tr>
<td>Average Age</td>
<td>25</td>
</tr>
<tr>
<td>Gender</td>
<td>59% female</td>
</tr>
<tr>
<td>Minority</td>
<td>58%</td>
</tr>
<tr>
<td>Students with Disabilities</td>
<td>20,668</td>
</tr>
<tr>
<td>Degrees/Certificates Awarded</td>
<td>115,908</td>
</tr>
</tbody>
</table>

Source: PK-20 Education Reporting and Accessibility
### Student Enrollments 2015-16

<table>
<thead>
<tr>
<th>Enrolled</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate in Arts</td>
<td>339,725</td>
</tr>
<tr>
<td>Associate in Science</td>
<td>109,269</td>
</tr>
<tr>
<td>Bachelor’s Degrees</td>
<td>38,954</td>
</tr>
<tr>
<td>College Credit Certificates</td>
<td>35,687</td>
</tr>
<tr>
<td>Vocational Certificates</td>
<td>22,418</td>
</tr>
<tr>
<td>Continuing Workforce Education</td>
<td>116,063</td>
</tr>
<tr>
<td>Apprenticeships</td>
<td>2,681</td>
</tr>
<tr>
<td>Applied Technology Diploma</td>
<td>2,052</td>
</tr>
<tr>
<td>Educator Preparation Institute</td>
<td>1,750</td>
</tr>
<tr>
<td>Advanced Technical Certificate</td>
<td>358</td>
</tr>
</tbody>
</table>

*Note: Students may enroll in more than one program*

Source: Florida Department of Education, PK20 Education Reporting & Accessibility

### Completions by Award Type 2015-16

<table>
<thead>
<tr>
<th>Awards</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate in Arts</td>
<td>57,799</td>
</tr>
<tr>
<td>Associate in Science</td>
<td>14,652</td>
</tr>
<tr>
<td>Bachelor’s Degrees</td>
<td>7,491</td>
</tr>
<tr>
<td>College Credit Certificates</td>
<td>25,875</td>
</tr>
<tr>
<td>Vocational Certificates</td>
<td>9,102</td>
</tr>
<tr>
<td>Educator Preparation Institute</td>
<td>666</td>
</tr>
<tr>
<td>Advanced Technical Certificate</td>
<td>272</td>
</tr>
<tr>
<td>Certificate of Professional Prep</td>
<td>51</td>
</tr>
</tbody>
</table>

*Note: Students may enroll in more than one program*

Source: Florida Department of Education, PK20 Education Reporting & Accessibility

Note: Other represents Apprenticeships, Applied Technology Diplomas, Educator Preparation Institute, and Advanced Technical Certificates.
2016 New Century Scholar

The Coca-Cola Scholars Foundation distinguishes one student from each state who possesses the highest application score in his or her class and awards them with a scholarship as a New Century Scholar. The 2016 Coca-Cola New Century Scholar representing Florida is Joshua Pickering from Santa Fe College.

2016 All-Florida Academic Team

An All-Florida Academic Team is named annually to recognize the most outstanding students in the Florida College System based on academic achievement, leadership and service to the community. Students are nominated by their colleges to the All-USA Academic Team competition sponsored by USA Today and Phi Theta Kappa (PTK) International Honor Society. This year, 128 honors students were selected from across the state and honored through the FCS at the annual awards ceremony in Tampa, FL.

2016 Coca-Cola Award Scholars

The Coca-Cola Scholars Foundation annually sponsors the Coca-Cola Community College Academic Team to recognize high achieving college students who demonstrate academic excellence combined with leadership and service that extends beyond the classroom. In 2016, 15 FCS students were awarded scholarships:

- Gold Scholars
  - Juan Albrecht - Miami Dade College
  - Donavan Ebersole - Chipola College
  - Ariel Gutierrez - Miami Dade College
  - Shneior Korf - Palm Beach State College
  - Yessenia Lopez Reyes - Miami Dade College
  - Allison Cone - North Florida Community College

- Silver Scholars
  - Mahir Abdella - St. Petersburg College
  - Kimberly Bogers - Pensacola State College
  - Trystan Drew - Palm Beach State College
  - Courtney Kent - St. Petersburg College
  - Yessica Maltes - Miami Dade College
  - Charles Dickens - Hillsborough Community College

- Bronze Scholars
  - Giselle Feliciano - St. Johns River State College
  - Dalton McDonald - Santa Fe College
  - Tammy Sutton - Pensacola State College

All-USA Community College Academic Team

The All-USA Community College Academic Team recognizes high achieving two-year college students who demonstrate academic excellence and intellectual rigor combined with the leadership and service that extends their education beyond the classroom to benefit society. Twenty team members are named annually with each receiving a $5,000 scholarship. This year’s All-USA Scholars from Florida are:

- Maria Ortiz – Miami Dade College
- Joshua Pickering – Santa Fe College
- Shawn Zamani – Hillsborough Community College
**FCS Students of the Month**

The “Student of the Month” initiative is designed to recognize FCS students who have achieved success in both the classroom and in the community. Students are nominated by their respective institutions and selected by the Chancellor. Since its inception, the Chancellor has recognized over 72 students. View current and past winners at:

[www.floridacollegesystem.com](http://www.floridacollegesystem.com)

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“The Florida College System changed my life. It opened up my eyes to a lot of opportunities and helped me to believe in myself.” - Nathan Anthony Montagano, St. Petersburg College.
Recognitions & National Rankings

Florida College System (FCS) institutions are consistently recognized nationally and continually lead national rankings. It was no different last year. The accolades awarded tell us something we already know: the FCS is delivering on our promise for Florida’s future.

Miami-Dade college awarded more associate degrees to minority and Hispanic students than any other college in the nation according to Community College Week 2015 Top 100.

Florida is the number one producer of certificates and associate degrees in the Southwest Region.

According to Washington Monthly, North Florida Community College ranked second among national community colleges. Chipola College, Miami Dade College, Valencia College and South Florida State College also made the list.

In 2014, U.S. News and World Report ranked Indian River State College as the 9th top public regional college in the Southern United States in its 2015 rankings of Best Colleges, moving up from the 12th last year. Over 1,300 colleges and universities were ranked by U.S. News and World Report based on 16 measures of quality, including student/faculty ratio, class size, faculty credentials, and retention and graduation rates.

2016 Aspen Award
 Eligible Institutions in the FCS

- Broward College (Finalist)
- Chipola College
- College of Central Florida
- Daytona State College
- Eastern Florida State College
- Florida SouthWestern State College
- Florida State College at Jacksonville
- Indian River State College (Finalist)
- Lake-Sumter State College
- Northwest Florida State College
- Palm Beach State College
- Saint Johns River State College
- South Florida State College
- Tallahassee Community College

The Aspen Institute identifies the top 150 community colleges in the nation based on exceptional levels of student success by publically reviewing available data to determine which community colleges demonstrate student success. In each year the prestigious Aspen Prize has been awarded, as many as 14 of the 28 FCS institutions have been eligible for the award – ranking them in the top 15 percent of community colleges nationwide. 2016 was no different, with 14 FCS institutions being eligible for the top prize that will be awarded in 2017.

Two colleges, Broward College and Indian River State College, are finalists among 10 institutions for the 2017 prize. This is the second time in a row that Indian River State College has made it to the finalist stage.

Photo courtesy of the Aspen Institute

Visit the Florida College System website www.floridacollegesystem.com for more details related to college recognitions.
FCS Institutions ranked as Top Associate Degree Producers by “Community College Week”

- Miami Dade College (2)
- Valencia College (4)
- Broward College (6)
- Florida State College at Jacksonville (11)
- Palm Beach State College (12)
- St. Petersburg College (13)
- Hillsborough Community College (14)
- Santa Fe College (27)
- Seminole State College of Florida (35)
- Eastern Florida State College (36)
- Tallahassee Community College (43)
- Daytona State College (48)
- Indian River State College (54)
- Florida SouthWestern State College (86)

Source: Community College Week Top 100 Associate Degree and Certificate Producers, 2016 Issue (August 31, 2016)

#1 Certificate Rankings

Florida is the number one certificate and associate degree producer among southern states affiliated with the Southern Regional Education Board (SREB State Database Exchange, February 2016).

AACC Awards for Excellence

The American Association of Community Colleges (AACC) has brought national visibility to several FCS institutions through the AACC Awards of Excellence. This program is designed to distinguish innovation and promising practices among two-year colleges and is tied to key recommendations from the 21st-Century Commission on the Future of Community Colleges. In 2015, Pasco-Hernando State College was named a finalist for the Exemplary CEO/Board category. In 2014, Miami Dade College and Tallahassee Community College were named finalists along with 22 other colleges from around the country.

### Finalists & Winners

**2015**
- Pasco-Hernando State College, Exemplary CEO/Board

**2014**
- Miami Dade College, Student Success Award

**2014**
- Tallahassee Community College, Emerging Leadership Award

**2013**
- Indian River State College, Outstanding College/Corporate Partnership Award

**2013**
- Miami Dade College, Advancing Diversity Award

**2013**
- Seminole State College of Florida, Advancing Diversity Award

**2013**
- St. Johns River State College, Exemplary CEO/Board Award

Photo courtesy of Florida SouthWestern State College
Graduate Outcomes

Graduates Found Employed

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Technical Certificate</td>
<td>91%</td>
</tr>
<tr>
<td>Baccalaureates</td>
<td>90%</td>
</tr>
<tr>
<td>Associate in Science</td>
<td>86%</td>
</tr>
<tr>
<td>Associate in Applied Science</td>
<td>80%</td>
</tr>
<tr>
<td>Career and Technical Certificate</td>
<td>79%</td>
</tr>
<tr>
<td>College Credit Certificate</td>
<td>71%</td>
</tr>
<tr>
<td>Applied Technology Diploma</td>
<td>63%</td>
</tr>
<tr>
<td>Associate in Arts</td>
<td>54%</td>
</tr>
</tbody>
</table>

Note: Figures represent full-time, full-quarter employed
Source: Annual Outcomes Report, Fall 2015 data published January 2017

- **87.9%** Associate in Science graduates with jobs (2014-2015).
- At least **4 out of 5** graduates with workforce bachelor’s degrees, Associate in Science degrees and advanced technical certificates are working.

2014-15 Florida College System Graduate Earnings

Program Type

Photos courtesy of Eastern Florida State College
Workforce Baccalaureates

FCS institutions received statutory approval to offer bachelor’s degrees in 2001 in response to a shortage of workforce bachelor’s degrees in the state.

FCS institutions have sought approval from the State Board of Education to offer baccalaureate degree programs specifically designed to prepare students to meet the unmet workforce needs of their local communities. Since the initial legislation, the SBOE has approved workforce baccalaureate programs at 27 colleges.

To improve access and make obtaining a baccalaureate degree more affordable, s. 1009.26, F.S., authorizes FCS institutions to waive certain student tuition and fees in order to offer degree programs that do not cost in excess of $10,000. As of 2016, 76 programs were offered at 26 FCS institutions that ensured students’ out-of-pocket expenses would not exceed $10,000. The average cost of tuition and fees for a baccalaureate degree in 2016 was $3,647.

2016 Best Online Bachelor’s Programs

U.S. News & World Report recently named Daytona State College the 15th best online Bachelor’s degree program in the nation based upon student engagement, faculty training, student services, and technology.

Top Baccalaureate Programs by Completion

<table>
<thead>
<tr>
<th>1. Supervision and Management</th>
<th>2,585</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Nursing</td>
<td>1,594</td>
</tr>
<tr>
<td>3. Public Safety Administration</td>
<td>301</td>
</tr>
<tr>
<td>4. Technology Management</td>
<td>263</td>
</tr>
<tr>
<td>5. Business Administration</td>
<td>257</td>
</tr>
</tbody>
</table>

Source: Florida Department of Education, PK20 Education Reporting & Accessibility

Photos courtesy of Florida State College at Jacksonville, Tallahassee Community College and Broward College
Academic Excellence

Foster Care Students: Investing in the Future

Foster care youth often do not have the support of mentors or parents to help transition them toward college. Florida colleges are committed to helping these students find a pathway toward higher learning success, degree completion and sustainable jobs in Florida’s workforce.

The Florida College System works with a network of trained foster care advisors who provide services to students on Florida college campuses.

Currently, FCS advisors work with foster care students to assist with enrollment, completion of college financial aid applications and exploration of career opportunities. Advisors also connect students with academic resources, scholarship opportunities, community resources and other support while pursuing their educational goals.

The FCS partners with the Department of Children and Families, K-12 Public Schools and the State University System to connect and maximize comprehensive support for foster care students transitioning from high school to postsecondary. In 2015-16, the Florida College System provided foster exemption waivers to 2,229 students.

To learn more, please visit: www.floridacollegesystem.com/students/foster_care_students

Top Postsecondary Foster Care Exemptions 2015-16

<table>
<thead>
<tr>
<th>College</th>
<th>Exemptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miami Dade College</td>
<td>379</td>
</tr>
<tr>
<td>Broward</td>
<td>338</td>
</tr>
<tr>
<td>Florida State College at Jacksonville</td>
<td>257</td>
</tr>
<tr>
<td>Valencia College</td>
<td>125</td>
</tr>
<tr>
<td>Tallahassee Community College</td>
<td>110</td>
</tr>
<tr>
<td>Daytona State College</td>
<td>102</td>
</tr>
<tr>
<td>Indian River State College</td>
<td>101</td>
</tr>
<tr>
<td>Statewide Total (note: Includes all colleges and 11 others not shown)</td>
<td>2,229</td>
</tr>
</tbody>
</table>

Source: Florida Department of Education, PK20 Education Reporting & Accessibility

Photo courtesy of Florida State College in Jacksonville
Accelerated mechanisms are instructional strategies used to advance and accelerate learning opportunities for Florida college students. **Dual enrollment** is an acceleration mechanism that allows students to pursue an advanced curriculum relevant to their postsecondary interests.

**38.8 percent** of 114,126 high school students who took an accelerated mechanism **enrolled** in the Florida College System one year after graduation (2015-16).

**Dual Enrollment 2015-16:**
- 1,882 dual enrollment courses were offered.
- 702 had enrollments equal to or greater than 10 students in each course.
- 1,180 courses had less than 10 students.
- 44 types of courses (statewide) had 1,000 or more enrolled.

Florida College System institutions have worked with the State University System to expand partnerships with the universities. In fact, Florida College System institutions partner with state universities to offer 57 targeted 2+2 articulation agreements. These partnerships ensure that students have clear access to transfer and enroll into one of many partner universities. Many FCS institutions partner with universities through specific programs including:

- University of Central Florida’s DirectConnect
- University of Florida’s UF Connect
- University of South Florida’s FUSE program.
- Florida International University’s Connect4Success
- Florida State University’s TCC2FSU
- University of North Florida’s UNF Connect
- University of West Florida’s 2UWF

In addition, FCS institutions partner with private and out-of-state universities and colleges to offer 121 targeted 2+2 articulation agreements.

Photos courtesy of Valencia College and Chipola College
Florida Power and Light has partnered with Indian River State College to launch the Brown Center for Innovation and Entrepreneurship. The Center is focused on educational programs in alternative energy and sustainability. Through this partnership, students learn how to produce biofuels, construct photovoltaic solar cells, experiment with light technologies, and gain hands-on experience in all aspects of energy efficient building construction. The Center features a nuclear simulator complete with a control room that trains students to work at Florida Power & Light’s St. Lucie or Turkey Point nuclear power plants.

Lockheed Martin is a strong partner in helping prepare a pipeline of highly skilled individuals for Florida’s future workforce. Through the Advanced Manufacturing Training Center at Valencia College, Lockheed Martin works with Advanced Training programs to help educate and train students for high-skill, high-wage employment through intensive, short-term training programs. Students who are either unemployed, underemployed, or seeking a new career are encouraged to apply. Lockheed Martin employs about 12,000 across Florida and many graduates from the Valencia program directly transition into the workforce through the Advanced Training partnership program.

Memorial Healthcare Systems (MHS) is an example of how deep relationships can support student success and meet employer demands. MHS comprehensive relationship with Broward College was born from the need for clinical rotations for health science students. Through a Corporate Alliance Partnership, this program has evolved to promote student sponsorships through guaranteed employment, provide extensive continuing education skilled training for Memorial employees, offer new program development support, secure equipment donations, and work with student coaches and dedicated clinicians to build and deliver continuing education programs.
The 2016 Florida Legislature codified the Florida College System Performance-Based Incentive program. This law awards a performance-based incentive to Florida College System institutions using performance-based measures adopted by the State Board of Education.

Institutions are currently measured by the following four qualifying areas:

- Retention Rates
- Completion Rates
- Job Placement/Continuing Education Rates
- Entry-Level Wages.

Source: Florida Department of Education, PK20 Education Reporting & Accessibility
Industry Certifications

Responding to Business and Industry Needs

Industry certifications related to the Florida Career and Professional Education Act (CAPE) strengthen the partnership between students, colleges and the workforce, offering valuable skills that contribute to and sustain a vibrant state economy.

In 2015-16, more than 10,000 Florida College System (FCS) students earned industry certifications while enrolled in FCS institutions. The top three areas of postsecondary industry certifications were earned in Health Science, Law, Public Safety, and Security, and Information Technology.
Equity

The Florida College System’s (FCS) commitment to open access continues to be a strong reason that students of all races, ethnicities and national origins choose FCS institutions to pursue academics and training for successful careers. All students, including minorities, students with disabilities, veterans and students with limited English proficiency can be assured that each college is staffed with dedicated faculty and personnel to provide specialized assistance that each student needs to reach academic goals.

Annual equity reports continue to document increased enrollments and completions of traditionally underrepresented students and employees. Additionally, colleges continue to develop and implement programs and initiatives to help these students stay in college and complete programs with job-ready skills or advanced degrees.

FCS institutions continue implementing and offering new initiatives with goals to increase enrollments, program and degree completions and employment of minorities. Successful initiatives include, but are not limited to the following:

- Utilizing Academic Centers of Excellence for tutoring and academic counseling.
- Early registration activities targeting minorities in high schools.
- Brother to Brother Student Advocate Program.
- Utilizing minorities as college ambassadors for recruiting other minorities.
- Utilizing Student Support Services Programs to target specific student needs.
- Ensure adaptive equipment is available for all students with disabilities.
- Enhance awareness of the needs of students with disabilities among advisors and instructors.
Violence Against Women Reauthorization Act

On November 16, 2016, the U.S. Department of Housing and Urban Development’s final rule regarding the implementation of housing protections authorized in the Violence Against Women Reauthorization Act of 2013 (VAWA) was published in the Federal Register. This final rule is a critical step in protecting housing of survivors of domestic and dating violence, sexual assault, and stalking. VAWA 2013 expands protections for victims of domestic violence, dating violence, sexual assault, and stalking by amending the definition of domestic violence to include violence committed by intimate partners of victims, and by providing that tenants cannot be denied assistance because an affiliated individual of theirs is or was a victim of domestic violence, dating violence, sexual assault, or stalking (collectively VAWA crimes).

Benchmark Achievements

Florida’s colleges continue to implement methods and strategies to increase the representation of minorities and females in the targeted employment categories; and they continue to evaluate key executive personnel, including efforts by college presidents to achieve goals. Methods and strategies submitted by colleges in 2016 to increase the representation of minorities and females in EAM and full-time instructional positions included:

- Developing an online training program for selection committees, managers and supervisors to understand the hiring and selection process with a commitment to excellence and diversity.
- Reviewing salaries regularly for inequities and to enhance recruiting efforts.
- Distributing position announcements to local diverse professionals for assistance in recruitment and referrals.
- Scheduling a study of the college compensation plan, comparing EAM salary ranges to those of colleges of similar size and within the primary recruitment area in the southeast region of the United States.
- Encouraging employees to be active in the community and to provide assistance in identifying qualified minorities.
- Using the “Diversity Network” option offered by “The Chronicle of Higher Education.”
- Recruiting from minority-serving colleges and universities.

Noteworthy News

Northwest Florida State College, Palm Beach State College, State College of Florida, Manatee-Sarasota, and Seminole State College of Florida met benchmarks in all employment categories for all races and females.
The 15th annual Chancellor's Leadership Seminar was held May 18-20 at Valencia College in Orlando. The 31 members of the 2016 Chancellor's Leadership Class were comprised of education leaders from each of the 28 Florida College System institutions. These members were a part of a three-day leadership development journey that featured insights into successful leadership strategies and methods.

The lessons provided a foundation for these education leaders to evolve their own leadership techniques to prepare them for senior-level administration positions at our colleges. The program offered an opportunity for some of the state’s education leaders to increase their understanding and engage in meaningful discourse on some of Florida’s most significant higher education issues and goals, as well as a chance to network and connect with one another.

The Division of Florida Colleges hosted a civic engagement video contest for FCS students in order to recognize civic engagement initiatives. Phi Theta Kappa (PTK) chapters across the state submitted short videos highlighting their involvement in the local community. The winner of the 2016 Chancellor's Student Service Award was the Beta Pi Theta Chapter at Miami Dade College.

Each Florida College System (FCS) institution maintains a close connection with its community, providing students with many opportunities for engagement. Research shows there is a link between academic performance and civic engagement. As such, leaders including former Florida Governor and Senator Bob Graham, have encouraged the FCS to do more to foster civic participation. Beginning in 2013, key stakeholders began to identify strategies for implementing a Civics Education initiative to emphasize the achievement of social and educational equity to prepare Floridians for full participation in society.
Chancellor’s Best Practice Awards

The Chancellor’s Best Practice Awards offer an outstanding opportunity to promote exemplary initiatives to statewide and national audiences by sharing pioneering programs found in FCS institutions. The FCS, which is regarded as a model for the nation, recognizes programs that strive to be the most innovative in the system.

The Division of Florida Colleges annually recognizes FCS institutions that have established innovative practices or have enhanced existing programs. The 2016 Chancellor’s Best Practice Awards were announced at the 67th Annual Association of Florida Colleges Convention.

2016 Best Practice Award Winners

**Broward College**
Corporate Alliance Partnership Program (CAP)

**Indian River State College**
Cyber Security Institute

**Palm Beach State College**
The Center of Excellence in Medical Simulation

**South Florida State College**
Optimizing Textbook Affordability via Open Educational Resources

Visit [http://www.floridacollegesystem.com/about/chancellors_initiatives.aspx](http://www.floridacollegesystem.com/about/chancellors_initiatives.aspx) to learn more about Chancellor Initiatives.

Criteria Used to Determine a Best Practice

- Sustainability
- Innovation
- Improvement
- Evaluation
- Impact
- Recognition
“I am a first year Nursing student and a single mom. It is my dream to become a nurse and serve my community. As an older student returning to college, it has been quite challenging, but I am glad I made the decision to let go of my fears and accept the process of change. I truly enjoy helping others and I want my children to know the importance of an education. If they see me accomplishing my dreams and goals, I believe they will be more likely to do the same.”

— Yolanda, Palm Beach State College
Florida Blue Nursing and Allied Health Scholar

“My future goal is to work as academic counselor. My aim is to help at-risk youth to gain an education while preparing them for the workplace. Becoming an academic counselor will give me the tools to help students achieve their goals. The ability to monitor their academics and to aid with student retention is important to me. The financial support you have provided me through this scholarship will help me achieve my goals and to continue helping others.”

— Marie, Pasco-Hernando State College
Bank of America Dream Makers

“I am a recent high school graduate with a 3.80 GPA and plan to attend Polk State College as a secondary education major. As a part-time student, I plan to continue to work and volunteer. I appreciate the scholarship to help pay for my tuition. You have lightened my financial burden which allows me to focus more on the important aspects of my education. I will strive to continue working hard to honor your scholarship gift.

— Ashley, Florida Blue Scholarship Recipient
The Florida College System Foundation was established in 1994 and has been providing student scholarships to Florida’s 28 colleges since 1999. The Foundation is a 501 (c) (3) non-profit organization and the official direct support organization for the Florida College System. The Foundation is organized and operated exclusively to receive, hold, invest and administer property and to make expenditures to, or for the benefit of, the Florida College System institutions in the state of Florida. The Foundation controls net assets of $19,987,164 (as of June 30, 2016).

The Florida College System Foundation supports the Florida College System and its students to be the nation’s leading advocate for postsecondary educational opportunity, access and student success while respecting and protecting the autonomy and local support of Florida’s 28 colleges. The Foundation awarded nearly $1 million in scholarships for the 2015-16 academic year. Students who are enrolled in one of Florida’s 28 colleges can apply for these scholarships at their local college.

The mission of the Florida College System Foundation is to secure and manage public and private resources to provide optimal benefit to Florida’s 28 colleges, thereby supporting students who are seeking a higher education that will positively impact their lives and the future of their communities.
Division of Florida Colleges

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