A System Built on EXCELLENCE

The Florida College System (FCS) consists of 28 community and state colleges serving nearly 800,000 Floridians. The FCS is the primary point of access to higher education in Florida, enrolling returning adult students and approximately 63 percent of recent high school graduates who enroll in postsecondary education. The Division of Florida Colleges – a key component of the K-20 system within the Department of Education administered by the State Board of Education – 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.

MISSION

The FCS's mission is to provide access to high-quality, affordable academic and career educational programs that maximize student learning and success, develop a globally competitive workforce and respond rapidly to diverse state and community needs.

VISION

The FCS will be the nation’s leading advocate for postsecondary educational opportunity, access and student success. We help our colleges make a difference and respond rapidly to diverse state and community needs.
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This year has been an impactful year of innovation and excellence. The Florida College System has partnered with key stakeholders to host numerous statewide meetings and convenings focused upon our colleges’ best practices in access, articulation, achievement, affordability and attainment—five foundational tenets necessary for student success. We have collectively worked with all 28 FCS institutions to track and measure the innovative programs at each college that have assisted students toward graduation and placement into high-paying jobs.

Serving nearly 800,000 students and producing over 114,000 graduates, we acknowledge and celebrate the collective growth, perseverance and outstanding achievements of the FCS. To date, Florida boasts the most finalists – 14 of our 28 colleges – for the Aspen Prize in Community College Excellence, the Aspen Institute’s recognition of high achievement and performance among the top 150 colleges. Additionally, 11 of Florida’s colleges ranked in CollegeChoice’s “50 Best Community Colleges for 2016-17,” and 11 were placed in the top 100 colleges in the nation for the number of associate degrees awarded to minority students. In this regard, the Florida College System has excelled in providing the highest quality education to serve our state’s growing higher education and workforce needs.

While our colleges, faculty and staff continue to be recognized nationally, students motivate and inform our practices and decisions. Their success is our responsibility and our focus. Our hard work is evident in the progress we have made as a system. As we strive toward innovation and excellence, the FCS will continue to meet the educational and workforce needs of our diverse students and local communities. Together, we can do more.

Madeline Pumariega
Chancellor, Florida College System

“As we strive toward innovation and excellence, the FCS will continue to meet the educational and workforce needs of our diverse students and local communities. Together, we can do more.”

- Chancellor Madeline Pumariega
State and community colleges have played a tremendous role in my life and the lives of countless Florida families, providing them with an opportunity to succeed. Each year, hundreds of thousands of students attend one of Florida’s 28 state colleges, which are consistently rated among the best in the country for providing affordable access to higher education. For the last four years, we have held the line on tuition, keeping higher education affordable for all Florida families. Additionally, our state college system, as it currently functions, provides the flexibility and adaptability to respond to our communities’ unique education and workforce needs.

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. Our goal is for each graduate to be prepared with the skills they need to get a job and succeed in Florida. 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.

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 accomplish our goal when every student is performing at the highest level and ready for success in college and careers. I am proud to be Governor of this great state and applaud the outstanding achievements of the Florida College System.
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 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 FCS’s commitment to giving all students the opportunity to achieve their career goals.

We are proud of the great work taking place in the FCS, and we are delighted to share this report that 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.
By the Numbers:
Who We Serve

Our Students
Florida College System students are among the best in the nation and represent a diversity of backgrounds, life circumstances, skills and talent. Ninety-nine percent of all FCS students come from within Florida. FCS institutions provide a wide range of classes and programs to fit the busy schedules of our students, who are often caring for dependents and working full time.

Whether through innovations in teaching, advising, transfer or partnering with business and industry, the FCS maintains a consistent focus to keep college both affordable and accessible with the goal to help students achieve the highest levels of academic success in pursuit of gainful employment and degree attainment.

### STUDENT CHARACTERISTICS 2016-17

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<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Headcount (Unduplicated)</td>
<td>766,814</td>
</tr>
<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>59%</td>
</tr>
<tr>
<td>Students with Disabilities</td>
<td>20,635</td>
</tr>
<tr>
<td>Degrees/Certificates Awarded</td>
<td>114,188</td>
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</table>
**Florida College System Overview**

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>46,247</td>
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<tr>
<td>Faculty Members</td>
<td>21,556</td>
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</table>

<table>
<thead>
<tr>
<th>FUNDING</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General Revenue</td>
<td>$955.2 million</td>
</tr>
<tr>
<td>Student Fees*</td>
<td>$941.4 million</td>
</tr>
<tr>
<td>Lottery Funding</td>
<td>$273.8 million</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FACILITIES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida Colleges</td>
<td>28</td>
</tr>
<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>

*Note: Student fees include tuition and all fees.
**Note: Public Education Capital Outlay
Source: Florida Department of Education, PK-20 Education Reporting & Accessibility

“For 28 years I really did not believe that I could do college. I struggled in high school with reading and writing, learning disabilities of that sort. The Florida College System really opened my eyes to a lot of opportunities and honestly made me believe in myself.”

- Nathan Anthony Montagano, St.Petersburg College
A System Built on Innovation and Excellence

The Florida College System focuses on five best practice areas as the foundation to continually elevate our work in building a system of innovation and excellence. These include access, articulation, affordability, achievement and attainment.

**FIVE BEST PRACTICE AREAS OF FOCUS**

| Access          | • 766,814 Students Served  
|                 | • 28 FCS Institutions     |
| Articulation    | • 100,000 + Former FCS Students Attend a State University Annually  
|                 | • 178 2+2 Agreements      |
| Affordability   | • $10.4 Million in Bright Futures Scholarship Funds Provided  
|                 | • $3,156 Per Year in Tuition |
| Achievement     | • #1 in Certificate Rankings (Among Southern Regional Education Board Member Institutions)  
|                 | • U.S. News and World Report Ranks Florida as #1 in the “Best States for Higher Education” |
| Attainment      | • 114,188 Degrees/Certificates Awarded |

Sources: Florida Department of Education, PK-20 Education Reporting & Accessibility  
Southern Regional Education Board  
U.S. News and World Report
A System Built on Access

Access to a college credential has never been more important. There was a time that a high school diploma was one’s ticket to the middle class. Now, an individual increasingly requires education or training beyond high school to be competitive for entry-level jobs.

Access refers to the ways and means educational institutions and policies ensure that students have equal and equitable opportunities to take full advantage of their education. Maintaining access requires conscientious, persistent and targeted efforts. Our colleges employ a number of strategies to ensure students are prepared for and have access to college, whether still in high school or entering college as a non-traditional student. Innovative practices implemented in many of the colleges have proven successful and will continue to elevate Florida’s nationally recognized system and institutions to excellence.

While continuing to increase completion rates, colleges maintain a diligent commitment to ensuring that each student that enters a college with a desire to earn a degree or certificate is supported on their path to the American Dream.
“Start here, go anywhere is, to me, probably one of the most accurate representations of what the college has to offer to students. Through the dual enrollment program, I got my first taste of what is to be expected from me at a college setting during my sophomore year in high school.”

- Shonglee Ho, Florida Gateway College, Dual Enrolled Student

Dual Enrollment

Dual enrollment enables students to advance in their classes by earning college credit and saving on the costs of higher education. Participation in dual enrollment continues to increase, with 64,000 students annually enrolling. Florida is above the national average with regard to the percentage of former dual enrolled students who first enroll at a community college after high school.

How Florida Measures Up: A 2017 Study on College Entry and Completion Among High School Dual-Enrolled

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Florida</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community college students who were current high school dual enrollment students (fall 2010)</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Former dual enrollment students who first enrolled at a community college after high school</td>
<td>52%</td>
<td>47%</td>
</tr>
<tr>
<td>Former dual enrollment students who first enrolled at a community college after high school and completed any college credential in five years</td>
<td>64%</td>
<td>46%</td>
</tr>
</tbody>
</table>

Source: Community College Research Center, 2017
Embracing Access and Diversity: Equity and Civil Rights

The FCS enrolls a diverse student population and is committed to fostering open access for students of all races, ethnicities, abilities and national origins. Each college is staffed with dedicated faculty and personnel to provide specialized assistance for all students, including minorities, students with disabilities, veterans and students with limited English proficiency.

In 2016-17, over 20,000 students reported a disability, which ranged from physical and sensory disabilities to mental or learning disabilities. Students with documented disabilities are eligible to receive auxiliary aids and services. Additionally, the FCS enrolls large proportions of prior year high school graduates who identify as black (65.5 percent) or Hispanic (69.4 percent) or “other” minority (51.9 percent).

Benchmark Achievements

Florida colleges have increased the representation of minorities and females in the last four years, including full-time instructional positions and full-time instructional staff with continuing contracts.

<table>
<thead>
<tr>
<th>FULL-TIME INSTRUCTIONAL POSITIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Minority (Men &amp; Women)</td>
</tr>
<tr>
<td>2012-2013  1,442</td>
</tr>
<tr>
<td>2016-2017  1,640</td>
</tr>
<tr>
<td>% Change  13.7</td>
</tr>
<tr>
<td>Women (Any Race)</td>
</tr>
<tr>
<td>2012-2013  3,186</td>
</tr>
<tr>
<td>2016-2017  3,383</td>
</tr>
<tr>
<td>% Change  6.2</td>
</tr>
</tbody>
</table>

11 FCS Institutions among the “Top 100 Associate Degree Producers” for minority students

Sources: Florida Department of Education, PK-20 Education Reporting & Accessibility Community College Week
Providing Access to Veterans

Providing college access to veterans is a strong focus of the Florida College System. During the 2016-17 academic year, the FCS provided services to 3,614 veteran students who received tuition waivers. Each college has a staff member devoted to working with veterans and assisting them through the educational benefits process.

Veterans Florida selected Hillsborough Community College to participate in a statewide consortium supporting veterans with interests in entrepreneurship and small business development. In 2016-17, Operation Startup conducted 50 educational workshops focused on small business development activities. Currently, there are eight veteran-owned businesses in development, along with 30 community partners engaged in activities.

Northwest Florida State College, Santa Fe College, Tallahassee Community College and Florida State College at Jacksonville participate in VetSuccess on Campus (VSOC) through the Veterans Benefits Administration. This program places an experienced vocational rehabilitation counselor on college campuses to assist and support Veteran students and families by delivering on-campus benefits, assistance and counseling.
A System Built on Articulation

Providing Seamless Pathways into the University System

Florida’s 2+2 guarantee provides FCS associate in arts or selected associate in science students a successful path to a high-quality credential at one of the 12 public state universities. Efficient transfer from our colleges into university is critically important because economically disadvantaged students are more likely to start at a college than a university.

FCS institutions have worked with the State University System (SUS) to expand 2+2 partnerships, such as FUSE, Direct Connect and TCC to FSU, through Targeted Pathway Articulation Agreements that guarantee admission to a particular program at a university. In addition, FCS institutions partner with private and out-of-state universities and colleges to offer 121 targeted 2+2 articulation agreements, in addition to 57 in-state targeted agreements totaling 178 altogether.

More than half (54 percent) of juniors and seniors in the SUS are FCS transfer students. When an FCS student transfers into the SUS, they perform on par with students who begin directly at the university (FCS transfer GPA of 2.94 compared native university GPA of 3.12).
A System Built on Affordability

Florida leads the nation in college affordability. Built upon three key factors (stabilize tuition and fees, maintain efficient operation and provide student financial support), Florida colleges are committed to providing continual affordable access to a high-quality education. In the FCS, only 21 percent of students receive federal student loans to support their education, with the average federal student loan of $4,900, dramatically below state and national levels.

WalletHub ranked Florida as the fourth best community college system in the country for providing affordable, high-quality education. As the primary access point to higher education in Florida, affordability will remain a top priority for our colleges so that cost is not a barrier to access.
Strategies on Affordability

Stabilizing Tuition and Fees

FCS institutions are the most affordably priced option for higher education in Florida and the nation. For 2016, in-state tuition and fees were $3,156 per year compared to $5,934 at a state university and $20,053 at a private university in Florida. Evaluating course fees may result in the reduction or elimination of student fees—Florida SouthWestern State College saved students approximately $610,000 after reducing course fees in 61 courses and eliminating 81 course fees.

Efficient Operation

FCS institutions are able to provide an affordable college education by operating efficiently. Actions taken by the FCS to keep college affordable include: 1) reducing time to graduation; 2) enhancing operational efficiency; 3) evaluating academic offerings; and 4) implementing textbook and materials affordability including the use of Open Educational Resources.

Student Financial Support

In addition to federal and state aid programs, colleges provide scholarships to students to help offset remaining eligible costs. Examples of institutional aid include Daytona State College's need-based grant and scholarship programs that award over $800,000 in scholarships annually and the Santa Fe College Foundation annually awarding $1 million in aid to students and an additional $1.4 million in scholarships.
Industry Certifications

Florida’s Career and Professional Education (CAPE) Act (s. 1008.44, F. S.) provides a statewide planning partnership between business and education communities to expand and retain high-value industry in the state of Florida in occupational areas such as health sciences, advanced manufacturing and cybersecurity.

Since 2013-14 the state of Florida has expanded the list of fundable industry certifications to further support Florida College System students. In 2016-17, the Florida Legislature appropriated $10,000,000 to fund CAPE industry certifications. Florida Colleges reported that students earned 12,267 certifications in the same year. To date, the number of certifications increased by more than 900 percent from 2013-14.

Through targeted industry partnerships, students are earning industry certifications in high-demand fields while also earning their certificate or degree, thus preparing them with the credentials and skills needed to enter the workforce.
Workforce Baccalaureates

In order to expand access to baccalaureate degrees and meet the economic development needs of the state, the Legislature authorized FCS institutions to offer baccalaureate degrees in high-demand areas. Since 2001, the State Board of Education (SBOE) has authorized FCS institutions to offer baccalaureate degree programs specifically designed to prepare students to meet the unmet workforce needs of their local communities.

To improve access and make baccalaureate degrees more affordable, Florida Statute authorizes FCS institutions to waive certain student tuition and fees to offer degree programs that do cost no more than $10,000—currently, 76 programs across 27 colleges are offered at no more than $10,000 in out-of-pocket expenses for students. The average full-time (30 credit hours) tuition and fees for a workforce baccalaureate degree in the Florida College System was $3,467 in 2017-18.

### TOP BACCALAUREATE PROGRAMS BY COMPLETION

<table>
<thead>
<tr>
<th>Program</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervision and Management</td>
<td>2,722</td>
</tr>
<tr>
<td>Nursing</td>
<td>1,656</td>
</tr>
<tr>
<td>Business Administration</td>
<td>330</td>
</tr>
<tr>
<td>Information Technology</td>
<td>327</td>
</tr>
<tr>
<td>Public Safety Administration</td>
<td>277</td>
</tr>
</tbody>
</table>

“The cost is one of the best things about Polk State’s programs compared to programs at other schools,” she said. “I am getting my four-year degree for less than $10,000, but I am receiving the same quality – if not better quality – education than students at universities.”

– Brittiny Pearn, Polk State College
Affordability: Assisting Others in Need

Hurricane Response and Recovery Efforts

In the aftermath of Hurricane Irma, Florida colleges helped impacted students and communities recover and rebuild by serving as shelters and staging areas during and after the storm and opening libraries and computer centers for public use. Numerous employees and students volunteered in shelters and food pantries, cleaning up debris and answering phone lines when our communities lost their connection to critical resources.

In response to the devastating impact on Puerto Rico by Hurricane Maria, Governor Rick Scott declared a State of Emergency for all 67 Florida counties, providing those displaced with resources and assistance. Governor Scott also asked Florida colleges and universities to allow students who were displaced by the storm to be provided with out-of-state tuition fee waivers.

It is during these times of hardship that we see our colleges rise as community leaders, working in partnership with local, state and national organizations, to meet the needs of their regions. The strength, passion and resilience of our communities helped those impacted by the storms recover and rebuild.

Destination Graduation: A Community Partnership to Address Student Emergency Needs

Seminole State College of Florida (SSC) is focused on providing emergency assistance to students at risk of dropping out of college for non-academic reasons. The program works through leveraging Heart of Florida United Way's 2-1-1 Helpline to connect students to more than 2,000 community resources and emergency grants. The program is unique in that it embeds a United Way 2-1-1 Intake Specialist and a case manager at multiple SSC campuses. Students are able to meet with an on-campus representative and receive immediate access to services and support.

“Keeping the Florida College System affordable and accessible for students is vital to building the dreams that we hope to achieve in the future of Florida.”

- Kaitlin Santiago, Pensacola State College
Florida has a long tradition of excellence in higher education. The U.S. News and World Report named Florida as the number one state for higher education. Florida boasts the most finalists for the Aspen Prize in Community College Excellence, as well as received numerous honors for top graduation rates, college affordability and access in higher education. These accolades are a result of the hard work, success and excellence within our system.

As we build upon each of our student’s success, our colleges will continue to be the pathway to the American dream, benefitting not only our state, institutions and communities, but also our families, future generations and our nation as a whole. Our ultimate goal is to ensure every Floridian has the opportunity to: pursue a college education at an affordable cost, graduate in a timely manner and learn the skills needed to earn a high-paying wage in Florida’s economy.
Student Achievements

2017 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 2017 Coca-Cola New Century Scholar was Veronica Aguilera from Florida SouthWestern State College.

2017 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, leadership and service that extends beyond the classroom. Gold scholars are awarded with a $1,500 scholarship, silver scholars receive a $1,250 scholarship and bronze scholars receive a $1,000 scholarship. Ten Florida College System students were awarded scholarships.

**Gold Scholars**
- Jayde Smelcer, Chipola College
- Elizabeth Varnum, Chipola College
- Juliana Arias, State College of Florida, Manatee-Sarasota

**Silver Scholars**
- Jonathan Howell, Eastern Florida State College
- Greigh Olson, Florida Keys Community College
- Melissa De La Cruz, Hillsborough Community College

**Bronze Scholars**
- Michele Khadir, Broward College
- Caleb Bockoras, Indian River State College
- Alexa Jauregui, Miami Dade College
- Jenifer Rodriguez, Miami Dade College
2017 All-Florida Academic Team

An All-Florida Academic Team is named annually to recognize the most outstanding students in the FCS 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. In 2017, 127 students were selected from across the state and honored at an awards ceremony.

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. Rachel Diaz was the 2017 All-USA Scholar from Miami Dade College.

Jack Kent Cooke Foundation

Student Transfer Scholarship-Recipients

The Jack Kent Cooke Foundation Undergraduate Transfer Scholarship is awarded to outstanding community college students planning to continue their education. This scholarship is the largest of its kind in the nation and assists students with financial need transfer and bachelor degree completion. Annually, the foundation offers approximately 75 students up to $30,000. In 2017, nine FSC students were awarded this prestigious scholarship.
The “Student of the Month” initiative is designed to recognize Florida College System 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 84 students. View current and past winners at floridacollegesystem.com
National Institution Achievements

In 2017, the Aspen Institute named the top 150 colleges eligible to compete for the coveted 2019 Aspen Prize for Community College Excellence. Once again, 14 of our 28 colleges were recognized for high achievement and performance among the top 150. The winner of the $1 million prize will be named in 2019.

- Broward College
- Chipola College
- Daytona State College
- Eastern Florida State College
- Florida Keys Community College
- Florida State College at Jacksonville
- Indian River State College
- Lake-Sumter State College
- Miami Dade College
- North Florida Community College
- Northwest Florida State College
- Palm Beach State College
- South Florida State College
- Tallahassee Community College

“Especially in the current social and economic climate, it is exceptionally important that our nation’s community colleges develop the diverse talent needed to fuel democratic engagement, social mobility, and economic opportunity and growth.”

- Josh Wyner, Executive Director of the Aspen Institute College Excellence Program

Visit the Florida College System website floridacollegesystem.com for more details related to college recognitions.
“Great Colleges to Work For” 2017 Honor Roll Winners

ModernThink LLC for The Chronicle of Higher Education administered and compiled the annual Great Colleges to Work For survey, which drew institutional data from the colleges and the U.S. Department of Education. Three Florida colleges were recognized for their excellence in job satisfaction, governance and teaching environment among a list of achievements: Miami Dade College – Recognized in 10 categories for creating a unique academic environment where employees and students thrive while giving back to their community; North Florida Community College – Recognized in seven categories for a welcoming environment and friendly, helpful faculty and staff; and Valencia College – Recognized in nine categories for college-wide faculty and staff collaboration to make college a great and memorable experience for all students.

2017 Bellwether Award

The Bellwether College Consortium promotes effective postsecondary programs for replication at higher education institutions across the nation, and actively positions colleges to pursue various funding opportunities. Pensacola State College’s virtual tutoring program won the Bellwether Award in the Instructional Programs and Services Category for its data-backed success in helping students to complete math and science courses with higher grades and lower withdrawal rates. The last time a Florida college won this award was in 2006.

AACC Awards for Excellence

In 2017, Hillsborough Community College received the AACC Awards for Excellence for Advancing Diversity. The award was given as part of the AACC Annual Meeting’s Awards of Excellence and is in recognition of the college’s ongoing efforts to increase minority persistence and completion.

College Choice “50 Best Community Colleges” 2016-2017

Each year, College Choice correlates data from Aspen Institute’s College Excellence Program, PayScale and individual community colleges to compile a list of the 50 best community colleges in the country based upon cost, institutional performance score, first-year retention, three-year graduation rate, credentials awarded and diversity score. This year, 11 Florida colleges were selected and four – Broward College, Santa Fe College, Palm Beach State College and Valencia College – ranked in the top 10.
Resourcing Industry for a Stronger Economy

A quality postsecondary credential is a critical pathway toward economic security and development for individuals and their communities. By 2025, 60 percent of all jobs will require a postsecondary credential. Currently, 47 percent of Floridians have a degree or high-quality certificate.

In 2017, the Florida Higher Education Coordinating Council began calling on its partners to reach a statewide educational attainment goal of 55 percent. This ‘Rise to 55’ statewide initiative has piloted regional workshops involving both business and college leadership to accelerate awareness of the value and benefit of degree attainment and stimulate stakeholder involvement in raising the local levels of educational attainment.

The Florida College System is committed to helping Florida’s residents obtain either a degree or high-quality certificate and remains an essential pipeline to develop the workforce of tomorrow through high quality programs and workforce training.
RISE to 55

Resourcing Industry for a Stronger Economy

UNDERSTANDING FLORIDA’S NEED FOR HIGHER EDUCATIONAL ATTAINMENT

By 2025, more than 60 percent of Florida’s jobs will require a postsecondary degree or certificate, yet just 47 percent of working-age residents are currently equipped. To bridge the gap, the Florida Higher Education Coordinating Council (HECC) is calling on its partners to help reach a statewide educational attainment goal of 55 percent.

21st
Florida ranks 21st among the 50 states for educational attainment beyond high school.

4 of 5
Four of the state’s five fastest-growing jobs require a postsecondary vocational education or higher.

10.1
Attainment in Florida has increased 10.1 percentage points since 2008. Our new goal is within reach.

EARNINGS
Adults with an associate’s degree earn 18 percent more than those with a high school diploma, according to the U.S. Bureau of Labor Statistics. Adults with a bachelor’s degree earn 50 percent more and adults with a master’s degree earn nearly two-times more.

ECONOMIC IMPACT
Add one year of college to a region’s workforce and GDP per capita rises 17.4 percent, according to the Milken Institute.

EMPLOYMENT
Higher educational attainment increases opportunities for employment. Unemployment rates are lower among a more educated workforce, shows data from the U.S. Bureau of Labor Statistics.

CIVIC ENGAGEMENT
College-educated citizens are significantly more engaged in their communities than those with a high school diploma, found the Florida Joint Center for Citizenship and the National Conference on Citizenship.
# Educational Attainment Pipeline

## STUDENT ENROLLMENTS 2016-17

<table>
<thead>
<tr>
<th>Enrolled</th>
<th>#</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate in Arts</td>
<td>327,439</td>
<td>54%</td>
</tr>
<tr>
<td>Associate in Science</td>
<td>105,431</td>
<td>17%</td>
</tr>
<tr>
<td>Bachelor's Degrees</td>
<td>40,806</td>
<td>7%</td>
</tr>
<tr>
<td>College Credit Certificates</td>
<td>33,868</td>
<td>6%</td>
</tr>
<tr>
<td>Vocational Certificates</td>
<td>18,376</td>
<td>3%</td>
</tr>
<tr>
<td>Continuing Workforce Education</td>
<td>78,295</td>
<td>13%</td>
</tr>
<tr>
<td>Apprenticeships</td>
<td>2,623</td>
<td>Less than 1%</td>
</tr>
<tr>
<td>Applied Technology Diploma</td>
<td>1,698</td>
<td>Less than 1%</td>
</tr>
<tr>
<td>Educator Preparation Institute</td>
<td>1,460</td>
<td>Less than 1%</td>
</tr>
<tr>
<td>Advanced Technical Certificate</td>
<td>499</td>
<td>Less than 1%</td>
</tr>
<tr>
<td>Certificate of Professional Preparation</td>
<td>139</td>
<td>Less than 1%</td>
</tr>
</tbody>
</table>

## DEGREE PRODUCTION, 2016-17

<table>
<thead>
<tr>
<th>Enrolled</th>
<th>#</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate in Arts</td>
<td>57,864</td>
<td>51%</td>
</tr>
<tr>
<td>Associate in Science</td>
<td>14,965</td>
<td>13%</td>
</tr>
<tr>
<td>Bachelor's Degrees</td>
<td>7,914</td>
<td>7%</td>
</tr>
<tr>
<td>College Credit Certificates</td>
<td>22,196</td>
<td>19%</td>
</tr>
<tr>
<td>Vocational Certificates</td>
<td>8,813</td>
<td>8%</td>
</tr>
<tr>
<td>Educator Preparation</td>
<td>644</td>
<td>.6%</td>
</tr>
<tr>
<td>Advanced Technical</td>
<td>295</td>
<td>Less than 1%</td>
</tr>
<tr>
<td>Certificate of Professional</td>
<td>59</td>
<td>Less than 1%</td>
</tr>
<tr>
<td>Advanced Technical</td>
<td>1,261</td>
<td>Less than 2%</td>
</tr>
</tbody>
</table>

Source: Florida Department of Education, PK-20 Education Reporting & Accessibility
Meeting the Workforce Demands

Average Annual Salary of 2015-16 Florida College System Graduates by Degree

Program Type

Graduates Found Employed

<table>
<thead>
<tr>
<th>Program Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Technical Certificate</td>
<td>83%</td>
</tr>
<tr>
<td>Educator Preparation Institute</td>
<td>82%</td>
</tr>
<tr>
<td>Apprenticeship</td>
<td>81%</td>
</tr>
<tr>
<td>Baccalaureates</td>
<td>80%</td>
</tr>
<tr>
<td>Career and Technical Certificate</td>
<td>79%</td>
</tr>
<tr>
<td>Associate in Science</td>
<td>79%</td>
</tr>
<tr>
<td>Applied Technology Diploma</td>
<td>77%</td>
</tr>
<tr>
<td>Associate in Applied Science</td>
<td>74%</td>
</tr>
<tr>
<td>College Credit Certificate</td>
<td>71%</td>
</tr>
<tr>
<td>Associate in Arts</td>
<td>65%</td>
</tr>
</tbody>
</table>

Source: Florida Department of Education, Florida Education & Training Placement Information Program
Workforce Partnerships

**Univision**

Univision Communications Inc. (UCI), the leading media company serving Hispanic America, established the Univision MAGIC Scholarship Fund in partnership with Miami Dade College (MDC). Funds for the scholarship and access to resources and opportunities will help to sustain MDC’s Miami Animation & Gaming International Complex (MAGIC), the Miami region’s premier animation and gaming educational facility. The partnership supports a fellowship and internship program for students currently attending the MAGIC program at MDC as well as full-time MAGIC students who demonstrate academic achievement and unmet financial need.

**Tech Data**

Tech Data Corporation, one of the world’s leading IT distributors and the largest public company in the Tampa Bay Region, partners with St. Petersburg College (SPC) to provide scholarships and internship opportunities to students pursuing bachelor’s degrees in Technology Development and Management. Through this partnership, Tech Data ensures that area students possess the high-demand skills that will guarantee their long-term success, as well as the continued prosperity of the Tampa Bay area. To date, the company has hired 35 SPC graduates over the last three years.

**LEGOLAND Florida**

Polk State College provides every student in its Business Supervision and Management workforce baccalaureate degree an opportunity to intern with LEGOLAND Florida (LLF). The LEGOLAND COOP is an educational and workplace cooperative program and partnership for students that includes a secure job and work schedule at LEGOLAND, specialized career development training in customer relations and accounting, career-based tracks as part of the two-year program and opportunity for employment upon completion of the program.
Spotlight: **Filling the Gaps in Nursing**

Every month, more than 3,000 nursing jobs are posted in Florida, but less than a quarter of them are filled. The Florida Department of Economic Opportunity projects the statewide demand for registered nurses will increase 16.2% (from 2016-2024), with an average 7,750 job openings per year. FCS institutions consistently produce highly qualified graduates prepared to meet the state’s demand for trained nurses. In 2016-17, FCS institutions enrolled 13,448 students and graduated 4,750 students with an Associate of Science in Nursing (ASN.). Several FCS institutions have developed new nursing programs this past year to meet workforce demands and to enable nurses with ASN degrees to remain on the job while simultaneously working on their baccalaureates.

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

**Addressing Workforce Needs: Orlando Health and Florida Hospital**

Eastern Florida State College, Lake-Sumter State College, Seminole State College and Valencia College worked together with their regional state university and local employers, Orlando Health and Florida Hospital, to address the registered nurse workforce shortage in Central Florida. The four colleges and regional partners reviewed the workforce demand data and established a regional plan to address the registered nursing shortage. The State Board of Education approved each college’s Baccalaureate of Science in Nursing degree, ensuring students will have access to a high-quality, high-demand occupation.
Key Legislation of 2017

Following the 2017 legislative session, Governor Rick Scott signed into law several bills related to the FCS that will preserve access and increase affordability for all Floridians attending college.

Civic Literacy

Included in House Bill (HB) 7069 was a new civic literacy requirement for students in degree programs at Florida public postsecondary institutions. Beginning in 2018-2019, students must demonstrate competency in civic literacy by passing a course or by achieving a passing score on an assessment.

Postsecondary Distance Education

Postsecondary distance education was enhanced by the changes made in HB 859. Effective July 1, 2017, Florida was authorized to participate in a reciprocity agreement with other states for the delivery of postsecondary distance education.

Student Affordability

Student loan debt was addressed in Senate Bill (SB) 396. The bill required a postsecondary education institution that disburses state financial aid to provide up-to-date information on student loans to each student annually.

Public Records And Data

Two bills enhanced campus safety by creating new public records and meetings exemptions. HB 1079 created an exemption for information associated with a campus emergency response and HB 501 created an exemption for records pertaining to information technology security systems.
Florida Governor Rick Scott Supports Florida’s Colleges

On June 14, 2017, Florida Governor Rick Scott vetoed Senate Bill 374 that was proposed to revise the function and mission of the Florida K-20 education system and rename the Florida College System into the Florida Community College System, creating the State Board of Community Colleges. According to Scott, the legislation “impedes the ability of state colleges to meet the needs of the communities and families they serve.”

Secretary Kenneth W. Detzner
Secretary of State
500 South Bronough Street
Tallahassee, Florida 32399

Dear Secretary Detzner:

By the authority vested in me as Governor of the State of Florida, under the provisions of Article III, Section 8, of the Constitution of Florida, I do hereby veto and transmit my objections to Committee Substitute for Committee Substitute for Senate Bill 374, enacted during the 119th Session of the Legislature of Florida, during the Regular Session of 2017 and entitled:

An act relating to postsecondary education...

State and community colleges have played a tremendous role in my life and the lives of countless Florida families, providing them with an opportunity to succeed. When I was growing up, my family struggled to make ends meet. Before my service in the Navy, I was able to attend community college while my wife, Ann, worked to support us. After I returned from serving in the Navy, Ann was also able to continue her education at our local community college.

Each year, hundreds of thousands of students attend one of Florida’s 28 state colleges, which are consistently rated amongst the best in the country for providing affordable access to higher education. For the last four years, we have held the line on tuition, keeping higher education affordable for all Florida families. Additionally, our State College system, as it currently functions, provides the flexibility and adaptability to respond to our communities’ unique education and workforce needs. This legislation impedes the State College System’s mission by capping the enrollment level of baccalaureate degrees and unnecessarily increasing red tape. This interference impedes the ability of state colleges to meet the needs of the communities and families they serve. In addition to this legislation, the total budget of the State College System was cut by $24.7 million during the 2017 Regular Session.

While the bill makes positive changes to several State University System programs, and there are many provisions I think would be good for students, it does so at the expense of the Florida College System. In fact, the expansion of bright Futures Scholarships outlined in this Legislation will still occur in Fiscal Year 2017-2018. Because this important expansion currently exists in the budget and proviso language in SB 2500, Florida’s students will still benefit from this critical program. I urge the Legislature to pass legislation that revisits these issues and expands Bright Future Scholarships permanently while recognizing the importance of both our state colleges and universities in the 2018 Legislative Session.

For the reasons stated above, I withhold my approval of Committee Substitute for Committee Substitute for Senate Bill 374, and do hereby veto the same.

Sincerely,

Rick Scott
Governor
Incentivizing Colleges for Performance

The Performance-Based Incentive program awards funding to colleges using four metrics adopted by the State Board of Education: retention rates, completion rates, job placement/continuing education rates and entry-level wages.

In 2016-17, the Legislature and Governor signed a budget that included $60 million for the program; $30 million in additional state investments and $30 million in institutional investments. All colleges earned their initial base funding investment back and 23 colleges earned a portion of the additional state investment, which is based on institutions with the best overall or best improvement aggregated from each of the four metrics.

The current Performance-Based Incentive program has been in place for two years. During this time, colleges have shared best practices in increasing retention rates, completion rates and employer partnerships, as well as developed programs for high-demand, high-wage careers.

FCS Institutions strive to improve performance through a variety of strategies:

- Intrusive Advising
- Guided Pathways
- Virtual Tutoring
- Mandatory Orientation
- 2+2 Transfer Pathways
Chancellor Initiatives: 2017 Innovation & Excellence

Innovation & Excellence Convening: Chancellor’s Best Practices
In April, this convening brought together more than 130 attendees from Florida’s 28 colleges, statewide representatives and national leaders. Trends and strategies in higher education, innovative methods for enhancing college affordability and successful practices in access, affordability, achievement, articulation and attainment were shared. Brandon Busteed, executive director of education and workforce for Gallup, provided the luncheon keynote and discussed the broken link between higher education and work. Busteed identified several key takeaways: graduates who have experiential and deep learning have a higher likelihood of being engaged in their work; hope is a fundamental factor in student success; staff and faculty personal outreach are key drivers in student motivation; colleges must focus more on the exit process as opposed to the entrance process; and colleges must be serious about creating new success metrics.

Innovation & Excellence Convening: Mathematics Pathways
In October, more than 120 attendees from various industries, educational organizations and Florida’s 28 colleges gathered to analyze and assess the progress of FCS institutions as it relates to mathematics pathways redesign, college affordability and workforce partnerships and attainment. A focus on removing math as a barrier to completion, as well as providing math pathways support to further learning, were key topics of day one. Members from each college participated in a collaborative workgroup session to discuss and analyze both institutional and statewide data. Dr. Sara Goldrick-Rab, author of Paying the Price, closed the day’s sessions with a conversation on college affordability and student needs, emphasizing “Hope is a strategy,” when making college more affordable for all students. The second day focused on meeting the workforce needs of Florida’s future, emphasizing Florida’s need to help graduates obtain effective majors and high-need jobs.
Chancellor Initiatives

Chancellor’s Leadership Seminar

The 16th annual Chancellor’s Leadership Seminar was held May 17-19, 2017, at Valencia College. Representing all 28 colleges, the 2017 Chancellor’s Leadership Class participated in a three-day leadership development journey that featured insights into successful leadership strategies and methods as well as discourse on Florida higher education topics. 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.

Chancellor’s Student Service Award

The Division of Florida Colleges hosted a civic engagement video contest for FCS students 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 2017 Chancellor’s Student Service Award was the Kappa Nu Chapter at the College of Central Florida.

Chancellor’s Best Practices Awards

The Division of Florida Colleges annually recognizes FCS institutions that have established innovative practices or have enhanced existing programs. The Chancellor’s Best Practice Awards offer an opportunity to promote exemplary initiatives to statewide and national audiences by sharing pioneering programs found in FCS institutions. The 2017 Chancellor’s Best Practice Awards were recognized at the 68th Annual Association of Florida Colleges Convention. Criteria for the awards include: sustainability, innovation, improvement, evaluation, impact and recognition.
About the Florida College System Foundation

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 $22,032,607 (as of June 30, 2017).

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 over $1 million in scholarships for the 2016-17 academic year. Students who are enrolled in one of Florida's 28 colleges can apply for these scholarships at their local college.

Mission

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.
The Florida College System Foundation: Helping Students Achieve Their Goals

“I am a health science major with an emphasis in nursing. I plan to pursue a career in nursing upon graduation from Florida Gateway College. Thanks to you, I am one step closer to that goal. By awarding me this scholarship, you have lightened my financial burden, which allows me to focus more on the most important aspect of school; this is, learning. Your generosity has inspired me to help others and give back to the community. I hope one day I will be able to help students achieve their goals just as you have helped me.”

— Brittany, Florida Gateway College, Florida Blue Nursing and Allied Health Scholar

“Thank you for allowing me the Bank of America Dream Makers Scholarship! I have faced many obstacles and hardships. This scholarship is a blessing. I was born in India and came to America in the 7th grade. I did not know how to speak English. I am a student that not only persistently works hard academically, but also tries to improve my community. I believe that education should be a right and not a privilege. Thank you for believing in me and helping me continue my dreams of obtaining a college degree.”

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

“I would like to take this opportunity to thank you for your overwhelming generosity. I am sincerely honored to have been chosen as a recipient of this scholarship. As the first member of my family to pursue a higher education, paying for college is just one of the many hurdles to overcome. Words cannot express my profound appreciation. Without this thoughtful scholarship, this dream might not be possible. I hope to make a difference in the lives of others, just as you have mine.”

— Stephanie, Polk State College, Helios Education Foundation First Generation Scholar
Florida College System Foundation

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$1,005,110 in Scholarships Awarded

Helios Endowment Awarded
$483,617 to 500 first generation students

Florida Blue Endowment awarded
$376,132 to 829 nursing and allied health

Dream Makers Bank of America Endowment awarded
$145,361 in first-generation student scholarships
The Florida Student Success Center

The Florida Student Success Center is the 15th center in the country to join the national network established to support community colleges efforts to develop student-centered pathways and increase student completion rates. Helios Education Foundation made an investment of $1 million to create Florida’s Student Success Center dedicated to supporting Florida’s 28 colleges.

The Role of Statewide Student Success Centers

Centers support community colleges’ efforts to develop student-centered pathways and increase student completion rates.

- Connect Policy and Practice
  - Represent the collective voice of practitioners in state-level policy discussions.
  - Identify and pursue state and system policy changes that support the institutional changes necessary to increase student completion.

- Provide Coherence
  - Create a statewide framework of action, or a lens through which colleges focus their work and integrate their student success efforts.
  - Unify efforts across the state so colleges can collectively meet their state’s completion goals.
  - Provide strategic guidance to the state’s colleges.
  - Identify effective policies and practices and then provide support (technical assistance, professional development) to help scale them statewide.
  - Build partnerships with K-12 and four-year institutions.

- Improve Data Capacity
  - Create time and space for faculty and staff to connect and to discuss strategy and implementations.
  - Identify problems common to multiple colleges and help colleges work together to address them.
  - Develop economies of scale in training, professional development, and technical assistance.
  - Encourage engagement at every level of the college (administration, faculty, and staff), particularly with regard to overcoming barriers to change.

- Convene
  - Support data sharing among community colleges and with K-12 and four-year institutions.
  - Establish common data metrics throughout the state.
  - Support deeper use of education and labor market data by practitioners and policymakers.

- Promote Research and Knowledge Development
  - Support research projects with colleges (and often with university partners) to evaluate the impact of interventions and identify obstacles to student success.
  - Give colleges strategic guidance that builds on lessons learned in the field, including innovative and effective policies and practices.
  - Provide access to additional resources through the Student Success Center Network.

How do Centers Help Colleges and Students?

Centers help colleges plan strategically and implement effectively so they can better serve their students.

Florida College System by the numbers:
- 59% of Florida College System students are minority
- 56% of Pell Grant recipients at U.S. community colleges
- 68% of students of color at U.S. community colleges
- 60% of U.S. community college students

Colleges served by Student Success Centers enroll:

- 15 Student Success Centers

Student Success Center

AN INITIATIVE OF THE FLORIDA COLLEGE SYSTEM

THE FLORIDA STUDENT SUCCESS CENTER IS

of
15
Student Success Centers

THE FLORIDA STUDENT SUCCESS CENTER IS THE FLORIDA STUDENT SUCCESS CENTER

of
15
Student Success Centers

the 15th Student Success Center to join the national Student Success Center Network.
## Florida College System Strategic Plan: 2018-2020

<table>
<thead>
<tr>
<th>ACCESS</th>
<th>AFFORDABILITY</th>
<th>ACHIEVEMENT</th>
<th>ARTICULATION &amp; WORKFORCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal:</strong> Ensure all Floridians have equal and equitable opportunities to pursue a postsecondary education at one of our colleges by removing barriers and expanding access.</td>
<td><strong>Goal:</strong> Maintain affordability – while ensuring quality – by keeping tuition low and ensuring students take advantage of financial aid and other cost-saving resources.</td>
<td><strong>Goal:</strong> Promote student achievement so all students have the opportunity to succeed. Continuously improve and innovate to support institutional achievement.</td>
<td><strong>Goal:</strong> Prepare students for their next step upon graduation, either through articulation into an upper-division program or direct entry into the workforce with a high-paying job.</td>
</tr>
</tbody>
</table>
| **Strategies:**
1. Build and sustain pathways and partnerships that support seamless transition from K-12 to the FCS
2. Engage in targeted, effective outreach activities to high school students and returning adults to encourage enrollment
3. Expand flexible learning opportunities to support students, including dual enrollment, distance education and non-credit programs
4. Adopt strategies to overcome the underrepresentation of minority students to increase enrollments | **Strategies:**
1. Stabilize tuition and fees while providing institutional aid to students through mechanisms such as emergency or targeted aid
2. Reduce time to graduation by structuring the student experience and offering acceleration mechanisms
3. Implement textbook and instructional materials affordability.
4. Advocate for additional state investment in college funding
5. Address disparities in affordability, especially for low-income students and minority students | **Strategies:**
1. Implement the Guided Pathways model to clarify effective paths from entry to credentials
2. Employ rigorous teaching and learning techniques to promote student learning through faculty professional development
3. Ensure academic and student support options are available and utilized
4. Implement performance-based incentive program
5. Adopt strategies to overcome the underrepresentation of minority students in completions | **Strategies:**
1. Enhance a seamless process for transfer by developing and monitoring of statewide and targeted articulation agreements
2. Align program offerings to meet the changing needs of the labor market, including new program development
3. Develop and sustain partnerships with educational institutions, businesses and civic organizations
4. Build equity-minded pathways for minority students seeking transfer or job placement |