Division of Florida Colleges
Approved on October 9, 2012, by the State Board of Education

Stepping Up:

A Strategic Plan for The Florida College System

2012-13 to 2017-18

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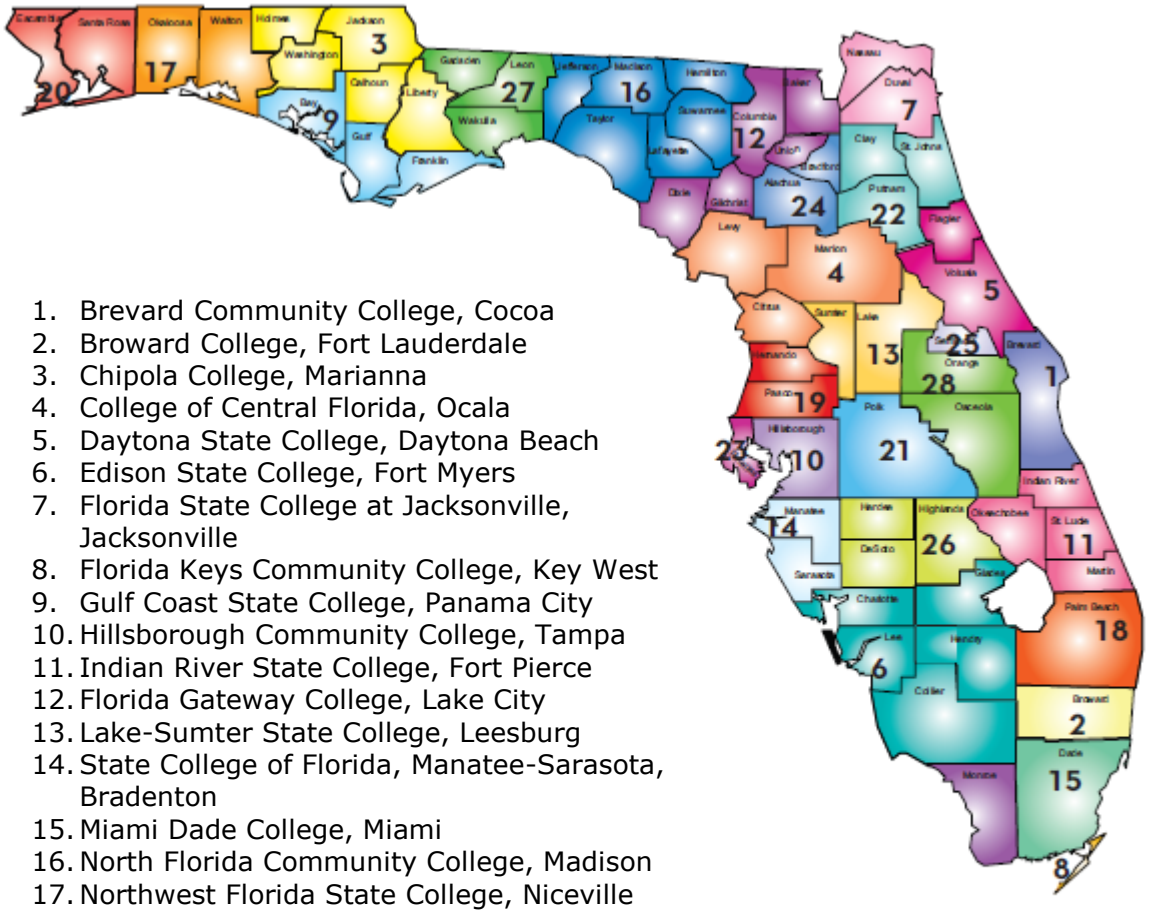
Map of Colleges in The Florida College System



1. Brevard Community College, Cocoa
2. Broward College, Fort Lauderdale
3. Chipola College, Marianna
4. College of Central Florida, Ocala
5. Daytona State College, Daytona Beach
6. Edison State College, Fort Myers
7. Florida State College at Jacksonville, Jacksonville
8. Florida Keys Community College, Key West
9. Gulf Coast State College, Panama City
10. Hillsborough Community College, Tampa
11. Indian River State College, Fort Pierce
12. Florida Gateway College, Lake City
13. Lake-Sumter State College, Leesburg
14. State College of Florida, Manatee-Sarasota, Bradenton
15. Miami Dade College, Miami
16. North Florida Community College, Madison
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18. Palm Beach State College, Lake Worth
19. Pasco-Hernando Community College, New Port Richey
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23. St. Petersburg College, St. Petersburg
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26. South Florida State College, Avon Park
27. Tallahassee Community College, Tallahassee
28. Valencia College, Orlando

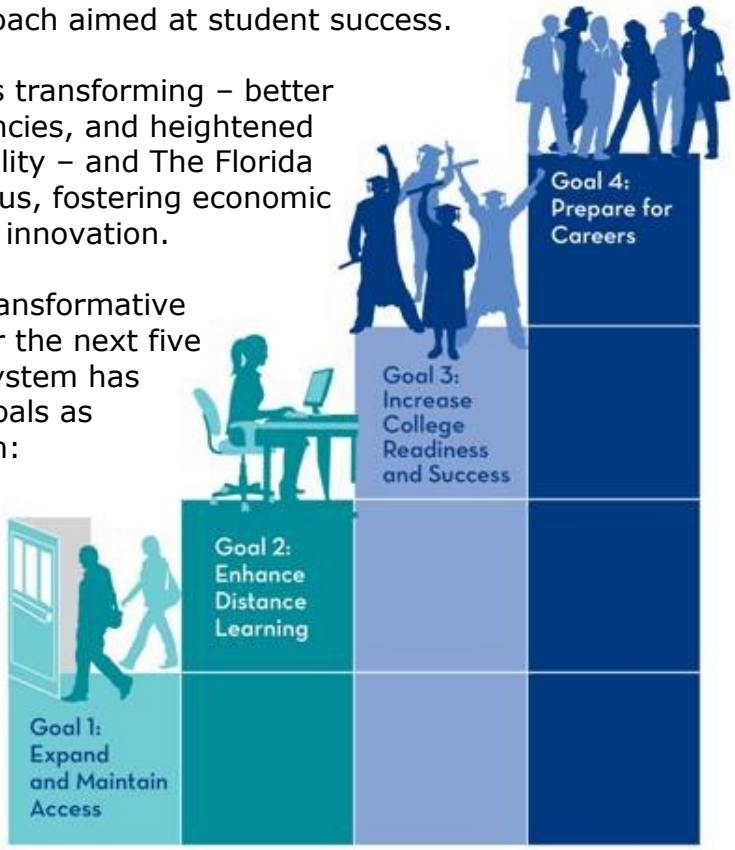
Introduction

The Florida College System is the primary access point to undergraduate education for Floridians, including recent high school graduates and returning adult students. The Florida College System responds quickly and efficiently to meet the demand of employers by aligning certificate and degree programs with regional workforce needs. With an array of programs and services, The Florida College System's 28 institutions serve individuals, communities, and the state with low cost, high quality education opportunities.

With a need to increase the proportion of Floridians with college-level credentials, The Florida College System will rise to the completion challenge. The economic recovery in Florida and the welfare of its workforce will, in part, depend on how well The Florida College System steps up to this challenge. As a system, we are committed to improving completion rates for all students, necessitating a shift from a traditional access-oriented focus to a more comprehensive approach aimed at student success.

Higher education in Florida is transforming – better collaboration, greater efficiencies, and heightened transparency and accountability – and The Florida College System is at the nexus, fostering economic development and embracing innovation.

Setting an aggressive and transformative "student success" agenda for the next five years, The Florida College System has adopted the following four goals as the core of our Strategic Plan:



Dashboard of Key Performance Indicators

Globally Competitive Workforce

Goal	Performance Indicator	Baseline	2017-18 Target
Prepare for Careers	Average wages of graduates	Statewide overall: $40,731 Career Certificate: $37,984 College Credit Certificate: $37,184 AAS: $41,732 AS: $46,604 AA: $31,948 Bachelors: $48,936	Statewide overall: $43,238 Career Certificate: $40,319 College Credit Certificate: $39,471 AAS: $44,300 AS: $49,471 AA: $33,913 Bachelors: $51,946
	Percentage of graduates found employed	Statewide overall: 65.0% Career Certificate: 76.7% College Credit Certificate: 72.7% AAS: 83.3% AS: 86.3% AA: 53.0% Bachelors: 88.2%	Statewide overall: 72.9% Career Certificate: 84.5% College Credit Certificate: 82.0% AAS: 87.2% AS: 91.2% AA: 58.2% Bachelors: 91.7%
Increase College Readiness and Success	Transfer rates of associate degree graduates	Transfers enrolled in SUS 50.7% Transfers in FCS upper division 7.6%	Transfers enrolled in SUS 53.7% Transfers in FCS upper division 15.4%
	Graduation rate	35.0% of Cohort Graduate in 150% time	36.9% of Cohort Graduate in 150% time
	Degrees and certificates awarded	93,285	124,596
	Retention rates	AA Retention Rate: 66.7% AAS/AS Retention Rate: 58.8%	AA Retention Rate: 70.8% AAS/AS Retention Rate: 63.2%
	Developmental education success	Mathematics 31.8% English 62.4% Mathematics & English 23.7%	Mathematics 33.3% English 63.9% Mathematics & English 24.8%
Enhance Distance Learning	Success in traditional/campus-based, online/distance learning, or hybrid courses	Traditional/Campus-based 69.0% Online/Distance Learning 69.4% Hybrid 72.3%	Traditional/Campus-based 73.5% Online/Distance Learning 73.5% Hybrid 73.5%
Expand and Maintain Access	Students enrolling following high school graduation	35.5%	37.6%

Mission and Program Offerings

In 2012, The Florida College System's Council of Presidents approved the following mission statement for the system, in addition to the statutory mission:

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.

Section (s.) 1004.65, Florida Statutes (F.S.), establishes the primary mission and responsibility of Florida College System institutions as responding to community needs for postsecondary academic education and career degree education.

This mission and responsibility includes:

(a) Providing lower level undergraduate instruction and awarding associate degrees.

(b) Preparing students directly for careers requiring less than baccalaureate degrees. This may include preparing for job entry, supplementing of skills and knowledge, and responding to needs in new areas of technology. Career education in a Florida College System institution shall consist of career certificates, credit courses leading to associate in science degrees and associate in applied science degrees, and other programs in fields requiring substantial academic work, background, or qualifications. A Florida College System institution may offer career education programs in fields having lesser academic or technical requirements.

(c) Providing student development services, including assessment, student tracking, support for disabled students, advisement, counseling, financial aid, career development, and remedial and tutorial services, to ensure student success.

(d) Promoting economic development for the state within each Florida College System institution district through the provision of special programs, including, but not limited to:

Mission and Program Offerings

1. Enterprise Florida-related programs.
2. Technology transfer centers.
3. Economic development centers.
4. Workforce literacy programs.

(e) Providing dual enrollment instruction.

(f) Providing upper level instruction and awarding baccalaureate degrees as specifically authorized by law.

A separate and secondary role for Florida College System institutions includes the offering of programs in:

(a) Community services that are not directly related to academic or occupational advancement.

(b) Adult education services, including adult basic education, adult general education, adult secondary education, and General Educational Development test instruction.

(c) Recreational and leisure services.

In addition, s. 1007.33(2), F.S., requires that any Florida College System institution that offers one or more baccalaureate degree programs:

(a) Maintain as its primary mission:

1. Responsibility for responding to community needs for postsecondary academic education and career degree education as prescribed in s. 1004.65(5), F.S.

2. The provision of associate degrees that provide access to a university.

(b) Maintain an open-door admission policy for associate-level degree programs and workforce education programs.

Mission and Program Offerings

(c) Continue to provide outreach to underserved populations.

(d) Continue to provide remedial education.

(e) Comply with all provisions of the statewide articulation agreement which relate to 2-year and 4-year public degree-granting institutions as adopted by the State Board of Education pursuant to s. 1007.23, F.S.*

A Florida College System institution, with approval from its Board of Trustees, may establish a separate mission; however, the primary mission and responsibilities identified in s. 1004.65, F.S., are inherent to the institution mission. Responsibilities of Florida College System institutions include offering the associate in arts degree programs and associate in science degree programs. Depending on local workforce and community needs, Florida College System institutions may offer associate in applied science degree programs in select fields and, with approval from the State Board of Education, bachelor degree programs in select fields.

* *(f) Not award graduate credit.*
(g) Not participate in intercollegiate athletics beyond the 2-year level.

Performance Indicators

	PERFORMANCE INDICATOR	BASELINE	2017-18 TARGET
Goal 1: Expand and Maintain Access			
1.1	Number of high school students participating in dual enrollment	46,083 *2010-11*	58,782
1.2	Number of students enrolled in college credit courses in the FCS disaggregated by age range	Statewide overall: 478,130 Under 18-21: 225,951 22-29: 135,187 30-39: 64,014 40-64: 51,777 Other: 1,201 *2011-12*	Statewide overall: 505,532 Under 18-21: 240,573 22-29: 136,399 30-39: 71,346 40-64: 56,007 Other: 1,207
1.3.1	Percentage of students who enroll in the year following high school graduation	35.5% *2010-11*	37.6%
1.3.2	Of students who enroll in the year following high school graduation, percentage of minority students	54.1% *2011-12*	59.5%
1.3.3	Of students who enroll in the year following high school graduation, percentage of low income students	64.2% *2011-12*	65.8%
1.4	Percentage of degree-seeking students classified as non-Florida residents for tuition purposes	3.7% *2010-11*	4.9%
1.5	Average net price of attending a FCS institution	$6,511 *2009-10*	$6,511 *Tuition remains level. State funds cover inflation and cost increases.*
1.6	Number of students enrolled in community education programs	Continuing Workforce Education 151,948 Recreation and Leisure 57,761 *2010-11*	Continuing Workforce Education 182,992 Recreation and Leisure 63,466

Performance Indicators

PERFORMANCE INDICATOR		BASELINE	2017-18 TARGET
Goal 2: Enhance Distance Learning			
2.1	Percentage of students enrolled in an online/distance learning course	33.1% *2010-11*	36.2%
2.2	Percentage of students earning a grade "C" or better in traditional/campus-based, online/distance learning, or hybrid courses	Traditional/Campus-based 69.0% Online/Distance Learning 69.4% Hybrid 72.3% *2010-11*	Traditional/Campus-based 73.5% Online/Distance Learning 73.5% Hybrid 73.5%
Goal 3: Increase College Readiness and Success			
3.1	Percentage of developmental education completers who complete college-level course in same subject with a "C" grade or above within 2 years	Mathematics 31.8% English 62.4% Mathematics & English 23.7% *2007-08*	Mathematics 33.3% English 63.9% Mathematics & English 24.8%
3.2	Number of institutional and program rankings	Institutional rankings: 128 Program rankings: 56 *2011-12*	Institutional rankings: 157 Program rankings: 84
3.3	Number of faculty receiving awards	743 *2011-12*	812
3.4	Percentage of students receiving federal, state, local, institutional, or other sources of grant aid	52.7% *2010-11*	55.7%
3.5	Percentage of students receiving Federal student loans and average amount of Federal student loan aid received by undergraduate student	Students Receiving Loans 19.4% Average Amount of Loan Received $5,418 *2010-11*	Students Receiving Loans 17.4% Average Amount of Loan Received $5,924
3.6	Cohort default rate for FCS	12.9% *2008-09*	10.7%

Performance Indicators

PERFORMANCE INDICATOR		BASELINE	2017-18 TARGET
Goal 3: Increase College Readiness and Success			
3.7	Retention rates	AA Retention Rate: 66.7% AAS/AS Retention Rate: 58.8% *Fall 2007-Spring 2011*	AA Retention Rate: 70.8% AAS/AS Retention Rate: 63.2%
3.8	Number of degrees and certificates awarded	93,285 *2010-11*	124,596
3.9	Graduation rate for first-time in college students (150% time)	35.0% of Cohort Graduate in 150% time *2010-11*	36.9% of Cohort Graduate in 150% time
3.10	Average time and credit to associate degree	Time to Degree Accelerated students: 2.8 years Non-Accelerated Students: 4.4 years Credit to Degree Accelerated students: 73 credits Non-Accelerated Students: 78 credits *2009-10*	Time to Degree Accelerated students: 2.6 years Non-Accelerated Students: 4.2 years Credit to Degree Accelerated students: 68 credits Non-Accelerated Students: 73 credits
3.11	Transfer rates of associate degree graduates who transfer within two years to the upper division at a Florida College System institution or state university	Transfers enrolled in SUS 50.7% Transfers in FCS upper division 7.6% *2008-09 Completers*	Transfers enrolled in SUS 53.7% Transfers in FCS upper division 15.4%
3.12	Percentage of students taking and passing licensure exams	NCLEX-RN (Registered Nurse) 89.7% NCLEX-PN (Practical Nurse) 88.6% *2010-11*	NCLEX-RN (Registered Nurse) 90.7% NCLEX-PN (Practical Nurse) 90.1%

Performance Indicators

	PERFORMANCE INDICATOR	BASELINE	2017-18 TARGET
Goal 4: Prepare for Careers			
4.1 🔑	Percentage of graduates found employed in the state of Florida within one year of completion disaggregated by certificate/degree type	Statewide overall: 65.0% Career Certificate: 76.7% College Credit Certificate: 72.7% AAS: 83.3% AS: 86.3% AA: 53.0% Bachelors: 88.2% *2009-10*	Statewide overall: 72.9% Career Certificate: 84.5% College Credit Certificate: 82.0% AAS: 87.2% AS: 91.2% AA: 58.2% Bachelors: 91.7%
4.2 🔑	Average wages of graduates found employed in the state of Florida within one year of completion disaggregated by certificate/degree type	Statewide overall: $40,731 Career Certificate: $37,984 College Credit Certificate: $37,184 AAS: $41,732 AS: $46,604 AA: $31,948 Bachelors: $48,936 *2009-10*	Statewide overall: $43,238 Career Certificate: $40,319 College Credit Certificate: $39,471 AAS: $44,300 AS: $49,471 AA: $33,913 Bachelors: $51,946

🔑 *Denotes Key Performance Indicators.*

Appendix A: Data Notes for Performance Indicators

Goal 1: Expand and Maintain Access

1.1 Number of high school students participating in dual enrollment
• Descriptor: Unduplicated headcount by course enrollment (total dual enrolled), 2010-11
• Source: Community College & Technical Center MIS (CCTCMIS)

1.2 Number of students enrolled in college credit courses in the FCS disaggregated by age range
• Descriptor: Fall headcount enrollment for full-time and part-time students enrolled for credit by age ranges, 2011-12. Note: the target is the statewide overall number; the breakout categories are informational
• Source: CCTCMIS, 2012 Fact Book

1.3.1 Percentage of students who enroll in the year following high school graduation
• Descriptor: 2009-10 high school diploma recipients who enroll in FCS, 2010-11
• Source: CCTCMIS

1.3.2 Of students who enroll in the year following high school graduation, percentage of minority students
• Descriptor: 2011-12. The denominator of 1.3.2 is the numerator from 1.3.1
• Source: CCTCMIS

1.3.3 Of students who enroll in the year following high school graduation, percentage of low income students
• Descriptor: 2011-12. The denominator of 1.3.3 is the numerator from 1.3.1
• Source: CCTCMIS

1.4 Percentage of degree-seeking students classified as non-Florida residents for tuition purposes
• Descriptor: Dual enrolled, adult general education, and continuing workforce education students excluded, 2010–11
• Source: CCTCMIS, College Student Data Base

1.5 Average net price of attending a FCS institution
• Descriptor: 2009-10
• Source: U. S. Department of Education (USDOE), College Affordability and Transparency Center

1.6 Number of students enrolled in community education programs
• Descriptor: 2010–11, continuing workforce education and recreation and leisure
• Source: CCTCMIS, 2012 Fact Book

Appendix A: Data Notes for Performance Indicators

Goal 2: Enhance Distance Learning

2.1 Percentage of students enrolled in an online/distance learning course
- Descriptor: Of the students enrolled in a course, unduplicated headcount of students in distance learning courses, 2010-11. Calculation: "C" or better divided by total in each course delivery type
- Source: CCTCMIS, Personnel Data Bases

2.2 Percentage of students earning a grade "C" or better in traditional/ campus-based, online/distance learning, or hybrid courses
- Descriptor: Course grades by course type, 2010–11
- Source: CCTCMIS, Personnel Data Bases

Goal 3: Increase College Readiness and Success

3.1 Percentage of developmental education completers who complete college-level course in same subject with a "C" grade or above within 2 years
- Descriptor: Total first time entry students, 2007-08
- Source: CCTCMIS

3.2 Number of institutional and program rankings
- Descriptor: 28 colleges reported rankings, 2011-12
- Source: Self-reported

3.3 Number of faculty receiving awards
- Descriptor: 28 colleges reported rankings, 2011-12
- Source: Self-reported

3.4 Percentage of students receiving federal, state, local, institutional, or other sources of grant aid
- Descriptor: 2010-11
- Source: Integrated Postsecondary Education Data System (IPEDS)

3.5 Percentage of students receiving Federal student loans and average amount of Federal student loan aid received by undergraduate students
- Descriptor: 2010-11
- Source: IPEDS

3.6 Cohort Default Rate for FCS
- Descriptor: Official Two-Year Default Rate, 2008-09
- Source: USDOE, Default Prevention and Management

Appendix A: Data Notes for Performance Indicators

Goal 3: Increase College Readiness and Success

3.7 Retention rates
• Descriptor: Retention rate = (Number of students who have graduated + number of students who are enrolled and in good academic standing + number of students who are enrolled and who are not in good academic standing) divided by the number of students in the cohort pool, 2011
• Source: CCTCMIS

3.8 Number of degrees and certificates awarded
• Descriptor: 2010-11
• Source: CCTCMIS, 2012 Fact Book

3.9 Graduation rate for first-time in college students (150% time)
• Descriptor: Represents full-time, first-time degree or certificate seeking undergraduates, 2007 cohort. 150% (3 years)
• Source: Southern Regional Education Board (SREB) State Data Exchange 2010-11 Indicators Report, January 2012

3.10 Average time and credit to associate degree
• Time to degree
    • Descriptor: Accelerated students who have earned college credit through acceleration mechanisms, such as dual enrollment. SREB average years to degree at college awarding associates degrees, 2009-10. Note: FCS accelerated students are tied for 1st among SREB states and non-accelerated students are 2nd among SREB states
    • Source: SREB State Data Exchange, Table 63, January 2012
• Credit to degree
    • Descriptor: Accelerated students who have earned college credit through acceleration mechanisms, such as dual enrollment. Average credits attempted at college awarding associates degrees, 2009-10. Note: FCS accelerated and non-accelerated students are 3rd among SREB states
    • Source: SREB State Data Exchange, Table 75, January 2012

3.11 Transfer rates of associate degree graduates who transfer within two years to the upper division at a Florida College System institution or state university
• Descriptor: 2008-09 degree completers that were found enrolled in the 2008-09, 2009-10, & 2010-11 in upper division of FCS and State University System
• Source: CCTCMIS

3.12 Percentage of students passing licensure exams
• Descriptor: Percentage of first time candidates who pass the exam, 2010-11
• Source: Florida Department of Health, Division of Medical Quality Assurance

Appendix A: Data Notes for Performance Indicators

Goal 4: Prepare for Careers

4.1 Percentage of graduates found employed in the state of Florida within one year of completion disaggregated by certificate/degree type

- Descriptor: 2009-10 Completers, Fall 2010 Findings. Note: the target is the statewide overall percentage; the breakout categories are informational
- Source: Florida Education and Training Placement Information Program (FETPIP) Annual Outcomes Report

4.2 Average wages of graduates found employed in the state of Florida within a year of completion disaggregated by certificate/degree type

- Descriptor: Average full-time, full-quarter earnings, 2009-10 Completers, Fall 2010 Findings. Note: Many AA students go on to continue their education, which could contribute to the lower salary compared to other graduates. Additionally, the target is the statewide overall number; the breakout categories are informational
- Source: FETPIP Annual Outcomes Report

Appendix B: FCS Institution Missions

The following statements are excerpts from institutional missions.

Brevard Community College
To engage our diverse population in quality, accessible, learning opportunities which successfully meet individual and community needs.

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

Chipola College
Chipola is a comprehensive public college whose mission is to provide accessible, affordable, quality educational opportunities to the residents of Calhoun, Holmes, Jackson, Liberty and Washington counties and to all others who choose to attend. The college creates a student-oriented atmosphere of educational excellence and maintains an intellectual environment which inspires the full development of each individual's goals, abilities, and interests. Because there is no substitute for quality instruction, the college empowers faculty members to establish and achieve the highest possible standards. The college also promotes a strong working relationship with communities, businesses, state agencies, and other educational institutions.

College of Central Florida
College of Central Florida offers educational opportunities which are accessible, affordable and high quality. In a climate that nurtures excellence, CF provides undergraduate instruction and awards associate degrees, baccalaureate degrees and certificates; prepares students for careers requiring professional and technical training; encourages student success through a variety of support services; and promotes the economic, social and cultural development of the community.

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

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

Appendix B: FCS Institution Missions

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

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

Florida State College at Jacksonville
The mission of Florida State College at Jacksonville is to provide optimal access to high quality, affordable and relevant degree, career and community education to enhance the lives of our students and the economic development of Northeast Florida.

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

Hillsborough Community College
Hillsborough Community College, a public, comprehensive institution of higher education, empowers students to excel through its superior teaching and service in an innovative learning environment.

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

Appendix B: FCS Institution Missions

Lake-Sumter State College
Lake-Sumter State College is a public, multi-campus college offering associate degrees and certificates that prepare students for employment, career advancement, and four-year college or university transfer, and specialized training for business and industry that improves the workforce. Through its commitment to student success, LSSC provides students with an accessible, supportive, learning-centered environment while challenging them to think critically, increase their information fluency, communicate effectively, become independent, build leadership skills, improve their ability to work as part of a team, develop social responsibility, and enhance their creativity.

Miami Dade College
The Mission of Miami Dade College is to change lives through the opportunity of education. As democracy's college, MDC provides high-quality teaching and learning experiences that are accessible and affordable to meet the needs of our diverse students and prepare them to be responsible global citizens and successful lifelong learners. The College embraces its responsibility to serve as an economic, cultural and civic beacon in our community.

North Florida Community College
North Florida Community College provides quality teaching and learning opportunities for individual and community development in a changing society.

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

Palm Beach State College
Palm Beach State College's mission is to create and sustain a dynamic teaching and learning environment that provides a high-quality, accessible, affordable education, preparing students to contribute and compete ethically and successfully in a diverse global community.

Pasco-Hernando Community College
Pasco-Hernando Community College (PHCC) serves the educational needs and interests of our community. As a comprehensive, multi-campus educational institution, PHCC provides an accessible, diverse teaching and learning environment rich with opportunities for students to attain academic success and cultural growth in a global society.

Appendix B: FCS Institution Missions

Pensacola State College
Pensacola State College, under the governance of a local Board of Trustees, is one of 28 public colleges in the Florida College System committed to affordable, open access to educational opportunities. The college offers associate and baccalaureate degrees, career oriented certificates, college prep, adult education, GED prep, and standard high school diplomas. In addition, the college provides specialized business and industry training, recreation and leisure courses, and community outreach and services. Pensacola State College is dedicated to maximizing educational opportunities, through a variety of delivery methods that develop the academic, career, personal, and aesthetic capabilities of individuals for the benefit of themselves and the global community.

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

St. Johns River State College
St. Johns River State College provides students with equal access to a broad spectrum of educational and cultural opportunities while encouraging the pursuit of academic excellence and scholarly achievement through high quality instruction. The College creates and continuously improves affordable, accessible and effective learning opportunities, support services, and resources for the educational needs of the diverse population it serves.

St. Petersburg College
The mission of St. Petersburg College is to provide accessible, learner-centered education for students pursuing selected baccalaureate degrees, associate degrees, technical certificates, applied technology diplomas and continuing education within our service area and globally, while retaining leadership as a comprehensive, sustainable, multi-campus postsecondary institution and as a creative partner with students, communities, and other educational institutions to deliver rich learning experiences and to promote economic and workforce development.

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

Appendix B: FCS Institution Missions

Seminole State College of Florida
The mission of the College is to serve the community by providing a learning-centered, high-quality educational institution that anticipates and meets the needs of the community by providing a comprehensive range of programs and services.

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

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

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

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

Appendix C: Inventory of Program Offerings

Baccalaureate Programs – Bachelor of Applied Science (BAS)	
Program Title	**Total**
Administration and Supervision	1
Banking	1
Business and Organizational Management	1
Cardiopulmonary Sciences	1
Clinical Laboratory Science	1
Computer Networking	1
Dental Hygiene	1
Digital Media	2
Energy Technology Management	1
Film, Television, and Digital Production	1
Fire Science Management (being phased out)	1
Health Science with an Option in Physician Assistant Studies	1
Health Services Administration	3
Information Management	1
Information Technology	1
Information Technology Management	1
Interior Design	1
International Business	1
International Business and Trade	1
Management and Organizational Leadership	1
Organizational Management	4
Orthotics and Prosthetics	1
Paralegal Studies	1
Project Management	1
Public Safety Administration	2
Public Safety Administration/Homeland Security	1
Public Safety Management	2
Supervision and Management	8
Supervision and Organizational Management	1
Sustainability Management	1
Technology Management	4
Veterinary Technology	1
BAS Total	50

Appendix C: Inventory of Program Offerings

Baccalaureate Programs – Bachelor of Science (BS)	
Program Title	**Total**
Architectural Engineering Technology	1
Biological Sciences	1
Biology	1
Biology, General	1
Biomedical Sciences	1
Business Administration	4
Business and Information Management	1
Construction	1
Converged Communications	1
Criminal Justice	2
Early Childhood Education, Age Three Through Grade 3	1
Early Childhood Education, Age 3 through Grade 3 and Birth through Age 4	1
Early Childhood Education, Birth through Age 4	1
Early Childhood Education, Birth through Age 4 - non-certification	2
Early Childhood Education, P-K through Grade 3	2
Educational Studies - non-certification	1
Electrical and Computer Engineering Technology	1
Electronics Engineering Technology	1
Elementary Education	5
Engineering Technology	1
Exceptional Student Education	5
Exceptional Student Education-with ESOL Endorsement	1
Financial Services	1
Human Services	2
Information Systems Technology	1
Information Technology and Security Management	1
Middle Grades Language Arts Education	1
Middle Grades Mathematics Education	6
Middle Grades Science Education	6
Nursing	16
Prekindergarten/Primary Education with Infused ESOL and Reading	1
Public Administration	1
Public Policy and Administration	1
Radiologic and Imaging Sciences	1
Secondary Biology Education	6
Secondary Business Technology Education	1
Secondary Chemistry Education	2
Secondary Earth Science Education	1
Secondary Earth/Space Science Education	1
Secondary English Education	1
Secondary Mathematics Education	7
Secondary Physics Education	2
Secondary Science-Biology Education	1
Secondary Technology Education	1
BS Total	97
Grand Total	**147**

Appendix C: Inventory of Program Offerings

Associate in Science (AS), Associate in Applied Science (AAS), Applied Technology Diploma (ATD), and Technical Certificate (TC) Programs				
Program Area	**AS/AAS**	**ATD**	**TC**	**Total**
Agriculture, Food and Natural Resources	14	2	10	**26**
Architecture and Construction	10	-	14	**24**
Arts, A/V Technology and Communication	12	-	29	**41**
Business Management and Administration	5	-	14	**19**
Education and Training	7	-	11	**18**
Energy	2	-	3	**5**
Finance	2	-	7	**9**
Government and Public Administration	2	-	2	**4**
Health Science	27	8	14	**49**
Hospitality and Tourism	7	1	17	**25**
Human Services	1	2	4	**7**
Information Technology	10	-	26	**36**
Law, Public Safety and Security	6	-	4	**10**
Manufacturing	13	-	25	**38**
Marketing, Sales and Services	4	1	3	**8**
Transportation, Distribution and Logistics	8	-	7	**15**
Grand Total				**334**

Appendix C: Inventory of Program Offerings

Career and Technical Certificates	
Program Area	**Total**
Agriculture, Food and Natural Resources	51
Architecture and Construction	64
Arts, A/V Technology and Communication	38
Business Management and Administration	31
Education and Training	15
Energy	14
Engineering and Technology Education	21
Finance	19
Government and Public Administration	8
Health Science	63
Hospitality and Tourism	22
Human Services	20
Information Technology	39
Law, Public Safety and Security	36
Manufacturing	58
Marketing, Sales and Services	32
Transportation, Distribution and Logistics	46
Grand Total	**577**

Appendix D: Key Initiatives

To realize its mission and achieve its five-year targets for performance indicators, The Florida College System will engage in the following projects as key initiatives.

Goal 1: Expand and Maintain Access

Open-Door Access	The Florida College System will continue to maintain, monitor, and promote standards of accountability for equal access through implementation of methods and strategies reflected in each college's Equity Plan. The plans will continue to reflect commitment to inclusion and diversity in all educational programs, activities, and employment.
Zero Disparity	The Florida College System will continue efforts to reduce to zero the disparity between minority students and non-minority students related to academic performance, retention, and graduation in certificate and degree programs.
Textbook Affordability	Florida College System institutions have taken steps to address textbook costs, including providing faculty guidelines, providing library access to required books, and sponsoring buy-back programs. These efforts are designed to mitigate the cost of attending college and promote access to higher education.
General Education Revision	House Bill 7135 amended Section 1007.25, Florida Statutes, creating general education core course options, which will make up 15 hours of the total 30 general education hours for an associate in arts or baccalaureate degree. Faculty committees will identify a maximum of five postsecondary courses in each of the general education subject areas of communication, mathematics, social sciences, humanities, and natural sciences to make up the general education core, which will be adopted in State Board of Education Rule and Board of Governors Regulation. The other 15 hours to complete the general education requirement are at the discretion of the institution. Students initially entering a Florida College System institution or state university in 2014-2015 must meet these new general education requirements.
Financial Literacy Program Grants	Ten colleges received Financial Literacy Program Grants to help students make better decisions about how to pay for college by augmenting current financial literacy programs or through the development of new programs. Other colleges are working toward improving the financial literacy of Florida College System students.

Appendix D: Key Initiatives

Goal 2: Enhance Distance Learning

Distance Learning Initiatives	The Florida College System will continue distance learning initiatives and expand fully online programs to accommodate transient and placebound students throughout Florida.
Florida Virtual Campus	The Florida Virtual Campus was established to provide access to online student and library support services and serve as a statewide resource and clearninghouse for public postsecondary education distance learning courses and degree programs.

Goal 3: Increase College Readiness and Success

Common Core Teacher Training	The Florida College System Teacher Educator Programs are the first in the nation to voluntarily commit to a system-wide implementation of the Common Core State Standards. The new standards will be embedded in the teacher preparation program curriculum throughout the college system so new teachers who enter the classroom will be ready for the more rigorous standards.
High School Outreach	The Florida College System will continue to promote college awareness and preparation activities for high school students seeking to enter a Florida College System institution, including the College Reach-Out Program and GEAR UP.
Dual Enrollment	The Florida College System will continue to provide access and expand dual enrollment, where capacity allows.
Postsecondary Education Readiness Test (PERT)	The Postsecondary Education Readiness Test (PERT) is Florida's customized college placement exam. With standards and questions reviewed by Florida faculty, the PERT is intended to more accurately place students based on skills and abilities identified as necessary for success in entry-level college credit coursework. In addition to college placement, the PERT is now administered to pre-identified eleventh grade students to determine college-readiness. Students who do not demonstrate college-readiness are provided the necessary instruction to prepare them for college level coursework through College Success and Readiness high school core courses prior to graduation. Current activities include working with McCann Associates, the DOE Assessment Office, and college faculty to conduct standard-setting.

Appendix D: Key Initiatives

Goal 3: Increase College Readiness and Success

Core to College	Florida is one of ten states participating in the Core to College initiative to promote collaboration between colleges and K-12 around the implementation of the Common Core State Standards. Core to College projects are to support alignment between the two sectors to increase levels of college readiness among students. In Florida, faculty and teacher teams are being created to first become more knowledgeable about the Common Core State Standards and subsequent assessment. Teams will then engage other faculty and teachers and meet locally to discuss any high school to college transitions.
Developmental Education Innovation	The Florida College System is committed to the exploration and innovation of Developmental Education through the PERT placement and the PERT diagnostic. The Division of Florida Colleges anticipates bringing successful strategies and models to scale in an effort to improve student success.
FCS Advising Network	The Division of Florida Colleges organized a network for academic advisors to build relationships and share information across the FCS about student success and college completion initiatives. The first component of this network is a listserv, which serves as a forum for advisors to discuss emerging issues and ask peers for helpful suggestions or advice. The second component of this network is a monthly newsletter entitled *A Community for Completion: Promising Practices to Increase Completion in The Florida College System*.
Online Tutoring Service	Through College Access Challenge Grant funds, the Division of Florida Colleges helped fund online tutoring services designed to connect students with highly qualified educators via the internet. These services, which are available to FCS students, help improve learning and promote student success.
Performance Funding	The Florida College System's Council of Presidents, State Board of Education, and Florida Legislature have all supported exploring the use of performance funding to institutions to incentivize student success.
Baccalaureate Approval Process	In 2001, the Florida Legislature passed Senate Bill 1162, which outlined a process by which community colleges could seek approval from the State Board of Education to grant baccalaureate degrees in limited, high-demand areas. In addition to contributing to specific workforce needs, the FCS is meeting additional needs of Florida citizens. By offering baccalaureate opportunities at local colleges, non-traditional students who are place-bound due to family and employment responsibilities now have access to bachelor's degrees.

Appendix D: Key Initiatives

Goal 3: Increase College Readiness and Success

30-Hour Advising	Beginning in 2013-14, Florida College System students seeking an associate in arts degree will indicate a baccalaureate degree program offered by an institution of interest by the time the student earns 30 semester hours. The institution in which the student is enrolled will inform the student of any prerequisites offered in the program at the institution of interest, in order to promote a clear path to the degree and reduce excess credit hours.
Complete College America	The Division of Florida Colleges and The Florida College System, as participants in Complete College America, will establish incremental statewide and institutional goals for completions through 2020.

Goal 4: Prepare for Careers

Prior Learning Assessment	Credit towards a certificate or degree can be awarded for prior learning, training, and professional experience through a review and professional portfolio process.
Industry Certification	The Florida College System will continue to promote industry certifications and award college credit for certificates linked to associate degree programs.
Finish up, Florida!	The Finish Up, Florida! Program is designed to reach out to students who left the FCS without earning a degree and encourage them to return to finish their degree. Using the Florida Virtual Campus website, former students can access their college records and – in five steps – get on a path to re-enroll in a Florida college to earn their degree. The overarching goal of the project is to re-engage disconnected adult students and inform them of new and enhanced opportunities to complete their associate degrees.
Project Win-Win	Project Win-Win is a coordinated effort to identify former FCS students who left just short of earning their degree and seek to bring them back to earn their degree. It is coordinated by the Division of Florida Colleges, with financial management assistance from The Florida College System Foundation. Broward College, Indian River State College, and St. Johns River State College are serving as pilot colleges. The Win-Win process identifies students as "eligibles," meaning they are in line to receive the degree and "potentials," for students who are credits short and must be found, contacted, and offered templates for completion.

Appendix D: Key Initiatives

Goal 4: Prepare for Careers

K-20 Unified STEM Plan	The State Board of Education, in consultation with the Board of Governors and the Department of Economic Opportunity, shall adopt a unified state plan to improve K-20 STEM education and prepare students for high-skill, high-wage, and high-demand employment in STEM and STEM-related fields.
Smart College Choices	The Smart College Choices web portal allows prospective and current students to view graduation rates, employment statistics, and earnings data for graduates of the 28 Florida College System institutions and Florida Public School District Career Centers.
Higher Education Coordinating Council (HECC)	As a member of the Higher Education Coordinating Council, the Chancellor will work to develop a dynamic strategic state vision for higher education.

THE Florida COLLEGE SYSTEM

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