Colleagues and Friends of SCF,

Some three years ago, the State College of Florida District Board of Trustees approved the 2010-2015 Strategic Plan developed by the College’s administration, faculty and the rest of our College community. It is a vision that is bold and extensive, yet practical and simple.

As our plan now is entering its final years, it is a good time to assess how far we have come and measure the work that remains ahead of us.

The long-term vision of State College of Florida states:

“The College will have firmly established itself as the region’s leading educational asset. Strong and focused, rooted in the basic tenets of its history and mission, it will be proud of its ability to change and renew itself amidst the changing role of community colleges across the nation. The College will be distinguished by a uniquely effective combination of curriculum and community.”

By working together, we have made remarkable progress in achieving many of the objectives in our Strategic Plan. Despite lingering economic pressures, increased regulations, difficult budget cuts and a leadership transition, we have remained focused on working to improve student success; enhance teaching and learning effectiveness; increase access and growth; promote community, economic and workforce development; and extend organizational effectiveness.

This progress report is not definitive as it only covers the major programs, services, functions and events that have acted to promote our goals. Countless other contributions toward progress have been made by the members of our SCF family and the community.

To be of value, a true self-assessment requires unflinching honesty and transparency so that we can turn our collective attention to areas where progress has not transpired at the pace we envisioned.

We are enthusiastic about our progress but mindful that our job is unfinished as we continue to develop SCF’s full potential in fulfillment of the noble promise stated in our long-term vision: “SCF will be regarded as an innovative leader in its field, a most valued partner in the community and an institution in which all can become their best selves.”

Carol F. Probstfeld, Ed.D.
President
State College of Florida, est. 1957, is the first and largest public college in our region.

41,000+ total MJC-MCC-SCF graduates since 1960.

One of the top 50 associate degree producers in the nation.

SCF transfer students maintain high grade point averages at state universities and beyond.

84% of students enrolled in SCF’s eight baccalaureate programs attended SCF as associate degree graduates.

Pass rates on certification exams for our health professional graduates exceed national and state averages.

SCF is ranked among the region’s top 15 largest employers.

State College of Florida was recognized as a 2014 Military Friendly School – for the consecutive fourth year.

The SCF Foundation annually gives more than $1 million in scholarships and another $1 million+ in funding for equipment, faculty and program support.

SCF Collegiate School has earned an ‘A’ grade from the Department of Education every year since its 2010 founding and substantially outperforms both the state and Manatee County schools on the FCAT.

Student-athletes are champions in classrooms and competitive play. All five teams went to state/regional finals last season, and three teams earned NJCAA academic honors.
• SCF’s Family Heritage House Museum is the nation’s only black history museum located at a community/state college.

• SCF music and theatre students consistently win state and regional awards and scholarships.

• SCF’s Model U.N. team was recognized for Best Position Paper in the 2013 Southern Regional Model United Nations Spring Conference.

• SCF was one of 11 (out of 28) Florida College System institutions to be named a charter member of the Manufacturing Institute’s “M-list” recognizing excellence in manufacturing education.

• 97% of recent high school seniors in SCF’s College Reach-Out Program plan to continue their education.

• SCF was the area’s first tobacco-free college.

• Phi Beta Lambda Business Club students recently competed against 27 colleges and universities to claim several first, second and third place awards.

• SCF professors and staff members were recognized at the 2013 International Institute Conference on Teaching and Leadership Excellence held in Austin, Texas.

• SCF received $12,500 from Florida Blue for achieving a rate greater than 90% of employees participating in health screenings.

• The SCF Library has the highest per FTE usage rate in the state.
Our Mission

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.

Our Institutional Values

• Leadership
• Excellence
• Accountability
• Diversity
• Self-knowledge
• Sustainability

Our Strategic Priorities

1. Student Learning and Development
2. Institutional Effectiveness
3. Partnership
4. Technology
5. Fiscal Responsibility
6. Quality Workforce
7. Pluralistic Focus
STRATEGIC PRIORITY:

Student Learning and Development

“Provide student-centered learning experiences and support services that promote student success and goal achievement”

Progress Points – Advising Services
- A comprehensive training program was established for advisors.
- Advisor skill-set training and the introduction of online scheduling for individual academic advising appointments, coupled with student peer advisors and student bloggers, increased the advising outreach services provided to students.
- SCF started implementing the first phases of Hobsons “Retain” software, a tool that will make all aspects of advising more readily accessible and student-friendly.
- A comprehensive redesign and update of policies, procedures and support services was implemented to enhance the experience and success of those SCF students with disabilities.

Progress Points – Teaching Next-Generation Workforce Skills
- The number of baccalaureate degree programs has increased from one to eight in three years to meet student interest and the labor market demands of the community.
- Two new associate-level programs have been added to meet community labor market needs: Biotechnology and Business/Entrepreneurship.

Progress Points – Area Students’ Preparation for College
- A Developmental Education Task Force was formed to determine the College’s response to legislative changes that will eliminate evaluation testing.
- SCF Collegiate School, a public charter school, was established; SCFCS ranks above Florida averages and peer schools in all areas of comprehensive testing and has received an ‘A’ rating every year.

Progress Points – Student Life and Social Skills
- Student workshop offerings have been greatly expanded and many new classes have been developed including Wellness, Etiquette, Personal Safety, Library Skills and Balancing Work and Life.
- Veteran support services were expanded by establishing furnished campus veteran centers and veteran student associations as well as a Veteran Book Loan program through the SCF Foundation.
- SCF earned the Military Friendly School designation for a fourth consecutive year.

Progress Points – A Safe and Engaging College Community
- A significant grant ($450,000) was secured to support upgrading campus security including signage, speaker systems, radios, remote building access, video monitors, video surveillance and a SecureTech panic alarm system.
- The campus-wide Quick Response capability was upgraded.
- As part of the College’s incident response and disaster preparedness programs, shelter-in-place/lockdown and evacuation drills were conducted on all campuses.

Self-Assessment of Progress
1. Increase the scope, capability and capacity of advising services and programs for our students
2. Develop the capability to teach our students life and social skills
3. Identify and develop the capability to teach our students next-generation workforce skills
4. Develop and implement the appropriate strategies to provide our students with a safe and engaging college community
5. Develop and implement a broad strategy, which includes the establishment of a collegiate school, to positively affect area students’ preparation for college level learning
6. Develop and provide services and programs using multiple types of delivery systems to serve diverse student learning needs

Veterans who are students at SCF

400+

0 1 2 3 4 5

1 = Least progress 5 = Greatest progress
Progress Points – Comprehensive Outcome Measures
- Key process indicators have been revised to better reflect and align with real world outcomes.
- College leadership has updated policies and procedures required to document compliance with SACS criteria in the Principles of Accreditation.
- The institutional effectiveness matrices used for departments and divisions to establish goals, evaluate progress and document improvement and contribution to the College and student learning have been revised and standardized.
- The Office of Planning and Institutional Effectiveness was re-established to create a central focus and repository for planning, assessing, analyzing and improving.

Outcome Measures

<table>
<thead>
<tr>
<th></th>
<th>2012 SCF</th>
<th>2012 State Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPA Performance</td>
<td>78.2</td>
<td>73.0</td>
</tr>
<tr>
<td>A.A. 2.5 &amp; Above</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vocational Program Placement</td>
<td>100.0</td>
<td>91.0</td>
</tr>
<tr>
<td>College Preparatory Success Rate A.A.</td>
<td>90.6</td>
<td>84.3</td>
</tr>
</tbody>
</table>

Source: SCF Fact Book

Progress Points – Data Sharing
- SharePoint was selected as the central vehicle for capturing data and sharing across the institution.
- A project was initiated to define elements of data to use across academic disciplines in order to facilitate the creation of ARGOS reports that can generate customized data by program.

Progress Points – Workloads and Responsibilities
- A College-wide study was conducted to address job classifications and comparable jobs.
- The Academic Affairs Division administrative structure was reorganized to tie all campuses together via a more comprehensive role for the department heads.
- A process for measuring and analyzing classroom capacity utilization has led to better optimization of faculty deployment.

Self-Assessment of Progress

1. Update the comprehensive outcome measures used by the College to measure trends, effectiveness and efficiencies
2. Develop data warehousing capability and analytics expertise to create and benchmark key performance measurements
3. Develop the capability to use data mining to create or enhance programs and services
4. Develop the capability to provide critical support services 24x7
5. Conduct an ongoing analysis of personnel workload, productivity and responsibilities

0 1 2 3 4 5

1 = Least progress 5 = Greatest progress

“Ensure a data-informed, performance-based culture of assessment and improvement to enhance institutional excellence”
1. Explore and expand inter-institutional articulation agreements with diverse learning organizations
2. Explore a wide variety of community-based partnerships that are mutually beneficial
3. Develop and implement the appropriate strategies to meet the workforce needs of individuals and employers in our region
4. Position the College as a valuable community asset by providing more curricular and co-curricular activities with a community service component and increasing the use of volunteers on our campuses
5. Expand and enhance social and cultural programs the College offers to the community

Self-Assessment of Progress
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5. Expand and enhance social and cultural programs the College offers to the community

Progress Points – Articulation Agreements
- SCF completed a comprehensive review of articulation agreements with local school boards.
- Dual enrollment programs were enhanced by working with school districts in Manatee and Sarasota counties.
- A partnership with the University of South Florida Sarasota-Manatee (USFSM) offers SCF graduates articulation into USFSM’s Artist to Teacher program whereby SCF students with a focus in the arts transfer to USF to complete an education degree.
- An A.A. to B.F.A. partnership with Ringling College of Art and Design (RCAD) offers SCF graduates articulation opportunities directly into RCAD’s upper-division art degrees.
- SCF’s partnership with Manatee Technical Institute, Sarasota County Technical Institute, and USFSM creates a path for students to study culinary arts at the technical institutes, earn an associate degree at SCF, and proceed to USFSM to pursue a bachelor’s degree in hospitality.
- SCF partnered with local medical college Lake Erie College of Osteopathic Medicine (LECOM) to facilitate the admission of SCF graduates into LECOM’s Doctor of Pharmacy program; and SCF and LECOM conducted joint simulated training exercises.

Progress Points – Local Workforce Needs
- SCF worked with the EDC in Manatee County to secure Quick Response Training Grants for local employers.
- SCF has made multiple visits with EDC representatives to employers considering locating in Manatee and Sarasota counties to describe resources provided by SCF to educate and train a qualified workforce.
- SCF secured membership for its students and employees under the age of 40 in the Manatee Young Professionals Group to encourage networking.

Progress Points – Community Based Partnerships
- SCF is a co-founder and participant in the "High 5" partnership that was established in 2013 and includes SCF, USFSM, RCAD, New College and FSU. The purpose of the partnership is to identify and implement cross-institutional academic programming as well as joint cost savings programs.
- SCF has partnered with local beach governments to provide an emergency gathering place and, by so doing, has secured priority status for resumption of power in an emergency.

Progress Points – Cultural and Social Programs
- The “Art of the Costume, Reinvented” exhibit, emphasizing the use of unconventional, recycled or repurposed materials, was a first-of-its-kind collaboration with the local theatre community.
- The SCF Music Program expanded its community outreach including performances at the Evening Under the Stars Inauguration Concert, the Pine Shores Presbyterian Church Concert Series, and Bradenton’s Riverwalk Grand Opening.
1. Establish definitions, standards, guidelines and policies for technology infrastructure and hardware and software usage.

2. Provide comprehensive training, resources, and technical support to encompass the latest technological industry innovations.

3. Design and implement an e-campus capability that is responsive to the needs of all College stakeholders.

4. Develop a unified and integrated plan for communications technology on our campuses.

**Progress Points – eCampus**
- The SCF.EDU website was redesigned.
- SCFmobile app was developed and deployed.
- An online learning director position was established and staffed and the necessary structure is being developed.
- A comprehensive study on e-learning was completed.
- An online College catalog was created via Acalog.

**Progress Points – IT Training Capability**
- The breadth of technical training was increased to over 130 sessions in 2012, up from 15-20 sessions in 2009.

**Progress Points – Communications Technology**
- The College portal, SCFconnect, supports greater access and collaboration among individuals, groups and mass audiences.
- A microsite was created via Hobsons software to assist with recruitment and retention.
- The mass notification system, Blackboard Connect, was utilized to communicate with specific cohorts via text and personal phone calls for emergency and urgent bulletins.

**Self-Assessment of Progress**

1. Establish definitions, standards, guidelines and policies for technology infrastructure and hardware and software usage
2. Provide comprehensive training, resources, and technical support to encompass the latest technological industry innovations
3. Design and implement an e-campus capability that is responsive to the needs of all College stakeholders
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0 = Least progress  5 = Greatest progress
STRATEGIC PRIORITY: Fiscal Responsibility

“Embrace fiscal models and practices that attract new sources of revenue and expand existing resources that are compatible with the College’s mission, values and vision”

Progress Points – External Funding
• The SCF Foundation raised $1 million to support the development of eight baccalaureate degree programs from 2010 to present.
• SCF collaborated with 22 other colleges to pursue and be awarded a prestigious Department of Labor grant for manufacturing education.
• Grants were the primary source of funding for equipment required to start the new A.S. in Biotechnology Program.

Progress Points – Auxiliary Enterprises
• An increased emphasis on the branding of SCF through copyright protection, a style guide, and mascot promotion has led to more merchandising opportunities.

Progress Points – Increased Productivity
• Enhanced productivity has been a key outcome from the new structure in the Academic Affairs Division.
• Through use of the classroom capacity report, SCF has been more efficient in scheduling classes, serving the same number of students/load hours while using fewer adjunct faculty members.
• The Pride in Excellence Program includes a Service Obstacles System for reporting and correcting issues that become obstacles to doing jobs efficiently and effectively.
• The departments of Human Resources and Payroll have put software in place for efficiency.
• The use of the One Card has resulted in economies in dealing with financial aid, student photocopying and buying books.

Revenue from Merchandise
2009-10: $191,328
2012-13: $215,188
The SCF Store revenue from clothing and miscellaneous items increased 12.5% in four years since the licensing agreement was in effect.

Self-Assessment of Progress
1. Develop external funding to support new program development and implementation to reduce dependence on College reserves
2. Increase generation of net revenues from auxiliary enterprises
3. Pursue operational efficiencies that increase productivity and cost effectiveness
4. Endow positions to recurring activities to liberate operating funds

1 = Least progress  5 = Greatest progress
1. Provide a competitive compensation package to all College employees
2. Develop standardization of practices, policies and procedures among all College personnel
3. Promote communications and collaboration within and between functional areas of the College
4. Expand and improve our approach to employee training, advancement and performance feedback
5. Improve our ability to recruit, select and orient faculty and staff

“Provide professional development for SCF employees, promoting skills and degree attainment that will enrich the employees’ career paths and support the sustainable quality of programs and services at SCF”

Progress Points – Competitive Compensation
• A comprehensive compensation study was completed to determine SCF’s ranking compared to like institutions, both nationally and locally.
• The College was able to maintain salaries and benefit levels despite the severe economic conditions of the past several years.

Progress Points – Collaboration
• SCF expanded the use of cross-functional teams across divisions.
• Increased collaboration and information sharing were realized through SCFconnect, the College’s Web portal.
• The Pride in Excellence Program was developed and implemented to create a culture of service at SCF.

Progress Points - Standardized Policies and Procedures
• A comprehensive review of all the College’s policies and procedures has been completed as a precursor to the SACS reaccreditation process.
• SCF improved utilization of the Standardized Application of Personnel Policies for salary schedules and job evaluations.

Progress Points - Training and Development
• An online performance evaluation management system has been implemented.
• The Training Opportunity Program (TOP) was continued to provide financial incentives to professional and career employees who complete training/education, which results in a knowledge/skill that enhances their performance in their current job.
• An All-College Day Program was created for College-wide professional development.

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Number of Service Obstacles Addressed

56

Self-Assessment of Progress
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1 = Least progress 5 = Greatest progress
STRATEGIC PRIORITY: Pluralistic Focus

“Encourage and expect cultural diversity, sensitivity and healthy habits of living in service to a sustainable environment”

Progress Points – Health and Wellness
- The College has adopted the 7 Principles of Health.
- 90% of SCF employees participated in the annual health assessment.
- A “Work on Wellness” program was established.
- SCF was the first college in our area to adopt a comprehensive tobacco-free environment policy.
- SCF is an active supporter of the Heart Walk.

Progress Points – Diversity
- SCF Collegiate School students and SCF students and employees participate in the local “Embracing our Differences” program.
- A multi-cultural diversity team was created to focus on bringing diversity-related programming to the College.

Progress Points – Sustainable Living Practices
- The Sustainable Action Committee develops and recommends College policy and implements best practices in the area of sustainability at SCF.
- Significant improvements were made to the recycling program, including a shift to a single stream.
- EarthFest, an SCF student-led initiative supported by the administration, set a new Guinness Book of World Records claim for collecting the most plastic bottles.
- The new Medical Technology and Simulation Center was SCF’s first building to receive Gold LEED certification.

90% SCF Employees Participate in Annual Health Assessment

Self-Assessment of Progress
1. Expand the College’s commitment to health and wellness initiatives
2. Increase and support the diversity of the College community
3. Implement practical sustainable living practices

1 = Least progress  5 = Greatest progress
As we near the culmination of our current Strategic Plan, it is clear that we have much to celebrate at State College of Florida.

Not content with being recognized as one of our region’s leading educational assets since our founding in 1957, we have made new strides in reaching for higher levels of distinction. New programs, facilities and educational approaches and a faculty, administration and professional staff committed to academic excellence combine to offer a platform that will better prepare our students and our community for the challenges of the fast-evolving 21st century.

But education is about the future, and our work continues. We begin the process for the next strategic planning cycle with a renewed determination to continue to be proactive in learning about and responding to external priorities and challenges, as well as examining targets that have yet to be satisfactorily addressed.

In keeping with the culture and spirit of SCF, successful development and implementation of a new Strategic Plan will rely upon the collaborative efforts of the entire College family, our partners and our communities.