



# ...Looking Back



# Looking Forward...

## 2023 Dr. Probstfeld's Presidential Ten-Year Look Back

State College of Florida's Boldly Leading and Boldly Engaging Strategic Plans have demonstrated adaptability in real time when unseen events require us to be nimble so we can adjust HOW we execute action plans while staying true to WHY--our bedrock mission, priorities, values, and vision.

The Strategic Plans produced under my leadership are sustainable, living, vital tools intended for planning, analysis, and accountability. They are not intended to be stand-alone publications. Experience has taught us that when each iteration of the Strategic Plan purposefully builds on knowledge learned and foundational work done instead of starting over from scratch, our College is best positioned to maintain forward momentum, institutional knowledge, bonding traditions, and a sense of place and purpose in the community.

SCF is in a strong position at the midpoint of the Bolding Leading Strategic Plan, 2021-2026. We will continue building on our cumulative institutional strengths--improving, reinforcing, and adding to our College's infrastructure to increase our capacity, enhance our standing as a respected leader in the community and state, and prepare to foresee and meet future students' needs.

*Carol F. Probstfeld, Ed.D.*

SCF President

### SCF Mission Statement

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.

### SCF Vision:

State College of Florida, Manatee-Sarasota is the region's first choice for innovative, responsive, quality education, workforce training, and community partnership.

### SCF Institutional Values:

**Integrity** - We have a tradition of delivering our promises responsibly and transparently.

**Collaboration** - SCF is boldly engaging our partners to achieve the dynamic future we envision.

**Innovation** - We define best practices and create opportunity with forethought.

**Inclusivity** - SCF is an open access institution where all are welcomed and supported as part of the SCF college community.

In her 2013 inaugural address, Dr. Probstfeld recognized that long-term planning would be essential for the success of the College when she declared: “The time to plan for the College of 2033 is TODAY.”

Several important components of Dr. Probstfeld’s inaugural address were carried into the two Strategic Plans produced during her presidency.

- “We must be candid with ourselves and conduct honest self-examinations.”
- “We must engage all stakeholders and never allow ourselves to be disconnected from our greater community.”
- “We are the College that offers an opportunity for everyone to be successful regardless of where they start the race and at whatever pace they proceed.”

## **2015-2020 Strategic Plan – Boldly Engaging – Prepare and Transition to Change**

The 2015-2020 Strategic Plan included strategic priorities and enabling strategies designed to review and reformulate the programs at SCF, through *honest self-examination*, to engage more fully in both internal and external opportunities in laying the groundwork for our current 2021-2026 Strategic Plan.

### **Strategic Priority #1**

*Ensure that SCF programs are available to students in all geographic locations of our service region.*

SCF engaged this priority through the complete buildout of our virtual campus. This included moving the following academic and student services online:

- Financial Aid
- Tutoring
- Advising
- Live Online Instruction

SCF also engaged this priority through the development of the following Flagship Academic Programs at SCF Venice:

- Gator Engineering at SCF – began at SCF Venice
- Accelerated Dual Enrollment – began at SCF Venice
- Environmental education tools, e.g., the Food Forest at SCF Venice
- Solar Field at SCF Venice

SCF purchased land in Parrish for the development of a future campus to serve students in the northeast area of our service region.

## **Strategic Priority #2**

*Develop a concierge-style student experience focused on enhancing student recruitment and performance outcomes.*

Throughout the period of the Strategic Plan, the Enrollment Management department identified and streamlined registration processes that were overly difficult for students. These changes positioned SCF to take advantage of opportunities to increase enrollment.

At the same time, opportunities to increase enrollment were generated by programmatic and schedule improvements achieved by restructuring Academic Affairs and creating a more student-centric schedule.

These efforts resulted in SCF realizing an enrollment increase in the fall of 2019 for the first time in several years. These improvements and the upgrading of the online campus positioned SCF to mediate the effects of the COVID pandemic that were a factor at the end of the strategic planning period.

## **Strategic Priority #3**

*Aggressively engage faculty/business and community leaders in collaborative curriculum development from start to implementation for programs that are rapidly responsive to workforce needs.*

One of the most impactful aspects of this effort was the creation of the Tiny Earth program. The Tiny Earth program at SCF has allowed SCF to partner with a network of institutions to employ students to discover novel antibiotic-producing bacteria in the environment. This program provides real world experience for SCF students and allows SCF to participate in addressing the global issue of antibiotic resistance. This real-world experience also targets the retention of students within the sciences so that our region can train and retain qualified scientists for important positions within the industry.

In addition, SCF maintains industry advisory groups for all our associate in science programs. These advisory groups provide local industry leaders with direct input into the direction and growth of our workforce programs. To further this effort, SCF leaders hold positions on numerous boards within our service region, allowing SCF to maintain a comprehensive understanding of local industry's needs.

## **Strategic Priority #4**

*Establish SCF's central role in the educational, cultural, and workforce development of our service region.*

SCF has established its position in these areas by becoming the go-to for subject matter expertise in the region. SCF often is called upon to provide experts to the media across a wide range of disciplines, allowing for continued recognition of SCF's excellence while providing a service to the community. The ability to do this is a direct result of SCF recruiting and training the highest quality faculty.

SCF Collegiate School was awarded the honor of being named a National Blue Ribbon School and has been a top-rated A school in Manatee County since it opened in 2010.

SCF established a stronger cultural role in the community and welcomed the community to campus music, art, and theatre events. SCF originated the Bradenton Symphony Orchestra, a collaborative ensemble comprised of local musicians and college students; established the highly competitive Presidential String Quartet and Jazz Ensemble to represent SCF in the community and give students performing experience; and hosted POPS concerts and guest authors.

**Enabling Strategies** – The impact of this Strategic Plan was increased through the implementation of seven enabling strategies that promoted the achievement of the strategic priorities.

1. **Organizational Review** – An organizational review of many departments led to restructuring and organizational changes that improved operational efficiency and effectiveness. Reviews were conducted for the Foundation, Legislative Affairs, Community Relations, Student Services, Human Resources, Institutional Effectiveness and Research, Information Technology, Business and Finance, Marketing, and Academic Affairs departments. Some key aspects of the restructuring follow:
  - SCF hired a new executive director of the SCF Foundation with the intention of transforming the role of the foundation. A reorganization of the SCF Foundation Board of Directors resulted in a shift in focus from members serving primarily in an advisory role to becoming an active fundraising body. This reorganization and the level of advocacy provided to SCF by the Foundation Board of Directors led to the growth of the endowment, an increase in student scholarships, and greater programmatic support in the 2021-2026 strategic planning period.

- SCF coordinated a change in the approach to legislative advocacy. This important change resulted in SCF now having ongoing relationships with every member of our local delegation. These legislators have a clear understanding of the impact the College has on our community and how best to champion College initiatives. These efforts enabled SCF to secure capital for several projects, including:
    - SCF Bradenton Library and Learning Center
    - SCF Bradenton Science Building
    - SCF Venice Science Building
    - 2015 Special appropriations award of \$1M in recurring operational support
    - 2019 Special appropriations award of \$2.15M non-recurring funds to expand nursing program
    - 2022 Special appropriations award of \$2M in recurring operational support
  
  - Outreach to donors and local foundations was modified as a result of the organizational review. Relationships between the President and College leadership and local foundations have become increasingly reciprocal through nurturing ongoing relationships. SCF has gained a heightened awareness of the needs of local philanthropic partners, and our partners have greater insight into SCF's current initiatives and the impact that SCF has on promoting community prosperity. This has enhanced the potential for partnerships between SCF and local foundations and donors to address local workforce and community enrichment needs.
  
  - College and Career Success – The advising model was restructured to a college and career coaching model to incorporate career advising within the academic advising model. This made it possible for students to access associate in arts (A.A.) transfer degree advising and associate in science (A.S.) career and technical degree advising from all advisors providing a broad range of services without requiring appointments with a specialized advisor. These changes paved the way for initiatives such as Guided Pathways.
2. Develop a physical infrastructure – Decommissioning of old, ineffective buildings and structures, coupled with construction of new buildings and remodeling of existing buildings provided SCF with modern instructional facilities equipped to meet the needs of our learners. Improvements include new and remodeled libraries, Science buildings, the Studio for Performing Arts, and the 26 West Center.

3. Student Recruitment – SCF increased recruiting capacity and added programs to attract students with workforce training interests through programs such as the Coding Academy, the Entrepreneurship Academy, and Personal Branding Labs located in the 26 West Center.
4. Technology Master Plan – SCF developed a plan to provide up-to-date technology to provide access to educational resources that meet the demands of modern learning. This includes security improvements to meet the challenges of an online educational environment. New online learning opportunities include SCF Live synchronous online courses and SCF 2.0, which allow students to have a face-to-face learning experience from any of our three campuses.
5. Comprehensive Marketing Plan – Consistent branding helped SCF achieve more immediate recognition in our service region. This branding effort paralleled the structural changes that promote a consistent educational experience across all SCF programs and locations.
6. Employee Development – SCF created the SCF Leadership Academy and career promotion process while maintaining and improving the staff and professional development process. Each of these opportunities provides SCF employees with the means to continuously improve and reach their full potential while providing SCF with the opportunity to develop internal talent needed in a challenging labor market.
7. Data and Analysis – SCF directly evaluated the needs of and challenges to improving our data analysis capabilities and made structural changes that set SCF up for the acceleration recognized in this area throughout the current Strategic Plan.

**Summary of Impact** The 2015-2020 Boldy Engaging Strategic Plan provided SCF with an evaluation of our needs and challenges and built a foundation to drive the changes made during our subsequent Strategic Plan.

## **2021-2026 Strategic Plan – Boldly Leading – The Region’s First Choice for Higher Education.**

The 2021-2026 Strategic Plan includes four strategic priorities: Quality, Opportunity, Growth, and Diversification. Engaging these priorities has enabled SCF to embrace the SCF Vision:

State College of Florida, Manatee-Sarasota is the region's first choice for innovative, responsive, quality education, workforce training and community partnership.

SCF has made significant progress in realizing this vision and continues to address these priorities while looking forward to the next plan and development of our long-term vision for the future of SCF.

### **Strategic Priority #1: Quality**

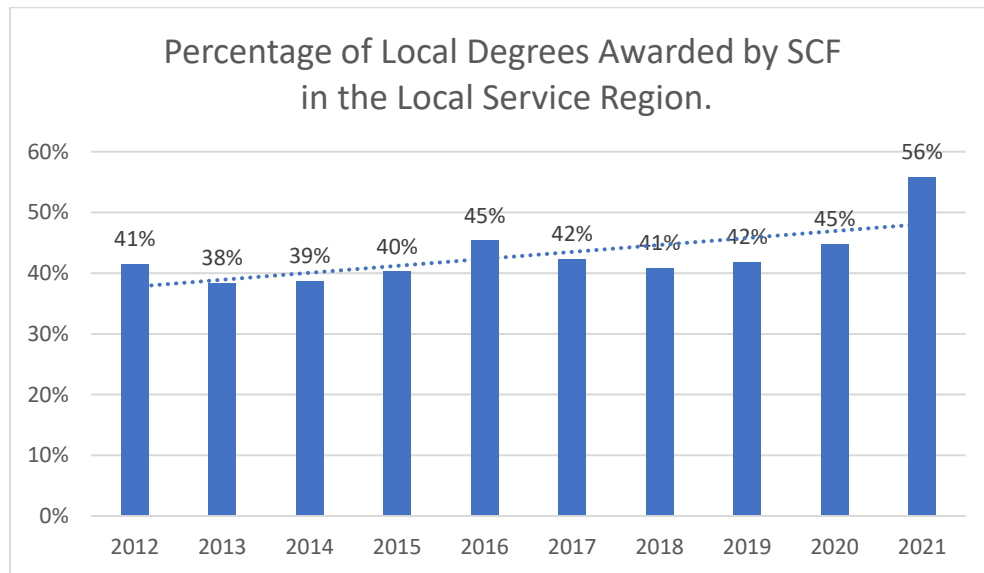
*Be the community’s academic cornerstone as the only four-year, full-college experience.*

- Cofounder of regional college consortium including public and private higher education partners – New College of Florida; Ringling School of Art and Design; University of South Florida Sarasota-Manatee; and State College of Florida, Manatee Sarasota.
- SCF senior administrators represent the College on all the boards of the local chambers of commerce, economic development corporations, hospitals, Tiger Bay clubs, etc.
- SCF hosted various dignitaries including Florida Governor Ron DeSantis; U.S. Congressmen Burgess Owens and Vern Buchanan; NFL Hall of Famers Ray Bellamy and Henry Lawrence; Florida Senator Bill Galvano and the Greater Tampa Bay Area delegation; authors Nicholas Sparks, John Grisham, Stephen King, and Tim Dorsey; and a delegation from Japanese universities.
- For the first time in its history, a former SCF President (Dr. Sarah Pappas) worked with the current President (Dr. Carol Probstfeld) to provide funding for a capital project, establishing the Madam Presidents Courtyard adjacent to the Studio for the Performing Arts.
- SCF has transformed the accreditation process from a compliance exercise into an ongoing continuous improvement effort. This has allowed SCF to maximize the institutional benefit of the accreditation process and use a required process to drive real improvement.



- Data collection and distribution processes have increased continuously since 2019. This has allowed for the creation of dashboards to monitor progress and inform decisions while also enabling a more streamlined system for ad hoc data requests.
- SCF has aligned all grant activities to the mission and vision of the College and to other ongoing grants and initiatives to the extent possible. This allows SCF to ensure that our efforts are aligned to our mission, realize a greater impact from these funds, and maintain the gains after the funds have been expended.

**Impact** A greater utilization of quality data and analytics gives us the ability to base decisions on data and demonstrate the College’s impact on student success and community prosperity. Consistent alignment with local higher education institutions and involvement with local business and industry leaders has positioned SCF to be the educational institution that the community looks to for training and educational needs. As evidenced in the following graph, SCF awards the highest number of local degrees in our service region. This fulfills our vision of being the region’s first choice by adhering to the institutional value of collaboration.

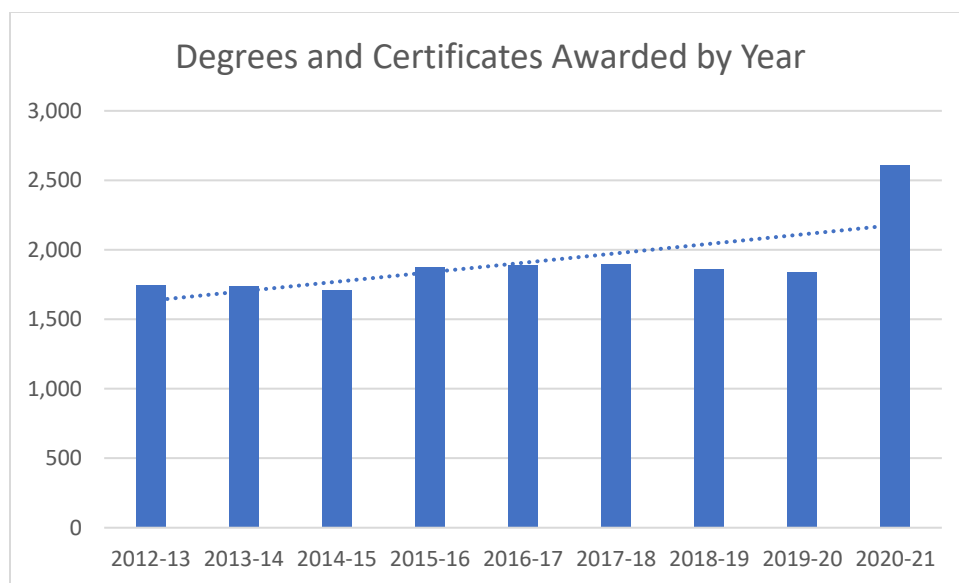


**Strategic Priority #2: Opportunity**

*Lead with bold opportunities as the region’s first investment of choice.*

- Economic impact analysis 2013 vs. 2018 shows SCF’s estimated annual economic impact increased by nearly \$124 million.

- During the five-year period, SCF’s annual economic impact increased from \$308.6 million to \$432.4 million and SCF students’ average return on investment increased from 15.6% to 16.6%, meaning students recoup their total cost faster.
- SCF developed an automated process for the awarding of degrees and certificates that maximizes the credentials a student receives while minimizing the administrative work to award these credentials.
- SCF increased the number and types of degrees and certificates awarded, which have trended upward despite national declining enrollment. SCF provides a greater number and variety of educational credentials than any other educational institution in our area.

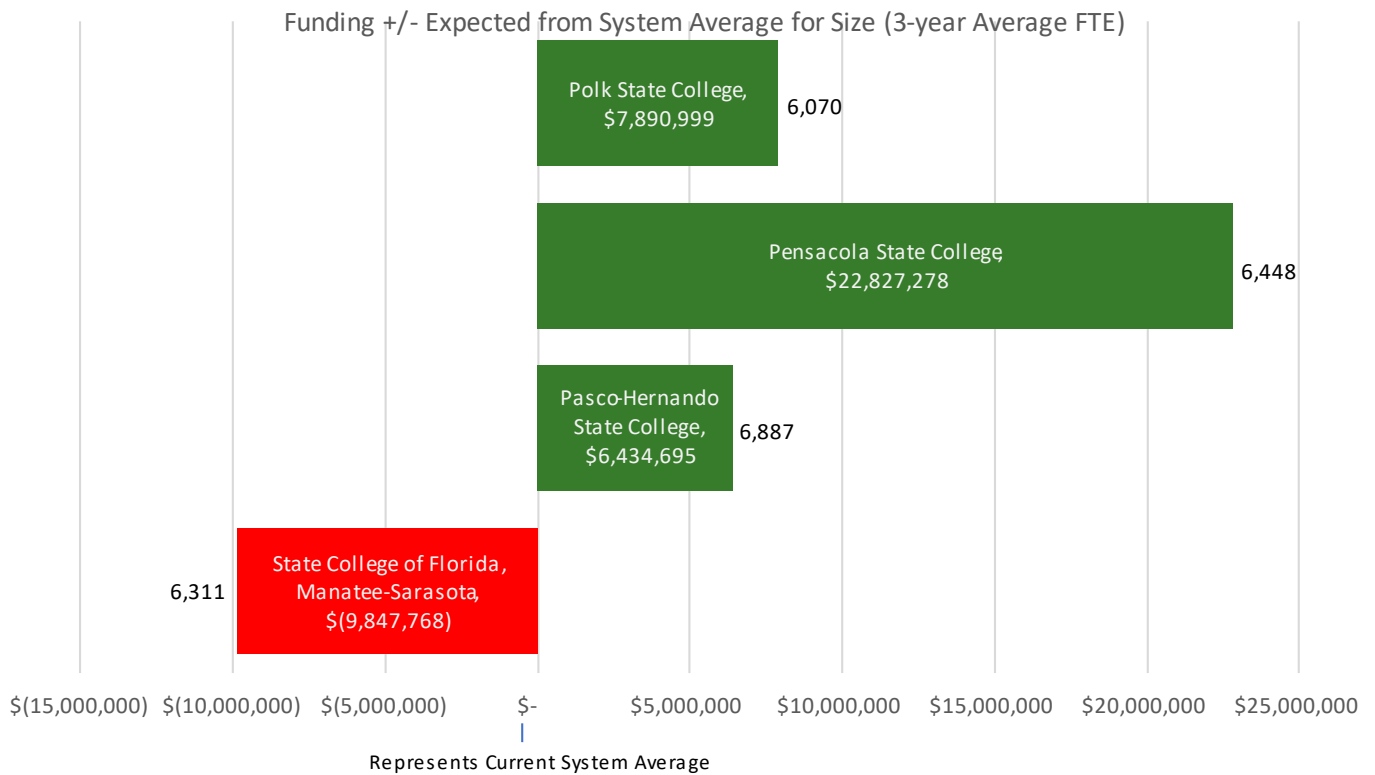


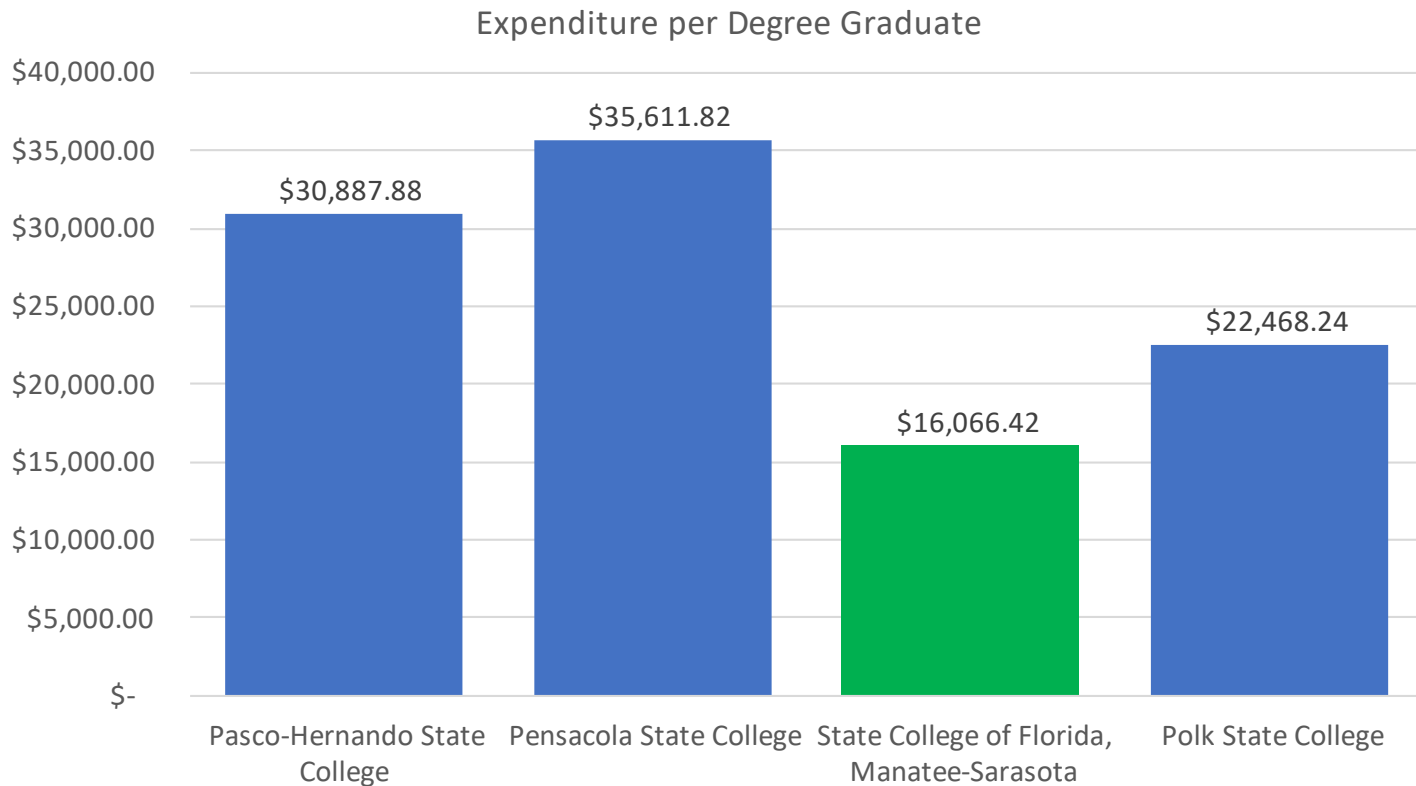
- SCF Foundation Fundraising increased substantially:
  - The implementation of new strategies significantly impacted SCF Foundation assets from \$48.7M in 2013 to \$75M in 2023, a 54% increase.
  - Total funding distributed to the College for enhancements and student scholarships substantially increased from a 10-year average of \$2.2M 2003-2013 to a 10-year average of \$3.2M 2014-2023, a 45% increase.
  - Enhancements distributed to the College (equipment, instructional support, and capital projects) rose from a 10-year average of \$878.9K 2003-2013 to a 10-year average of \$1.4M 2014-2023, a 57.8% increase.
  - Funding for 2014-2023 capital projects, instructional support, technology, and equipment include:
    - \$1M raised for SCF Library & Learning Center Capital Project
    - \$4M raised toward \$7M SCF Studio for the Performing Arts Building
    - \$500K raised for SCF Science Bldg. Equipment (Venice Campus)

- Launched grants line of business: Averages \$1M+ per year
    - Over \$500K raised to launch ESE/elementary bachelor's degrees
    - \$1M anonymous donation for SCF Music Program (instrumental), the largest gift from a living person in SCF Foundation's history
    - Most significant unrestricted/scholarship legacy gifts in SCF Foundation's history were received from Dr. Bill Jervey Jr. and Irving and Jane Brown
  - Secured largest donor in SCF Foundation's history to benefit SCF Nursing Program
  - Healthcare Industry Partnerships benefited SCF Nursing Program (LINE Funding)
  - Funded and built SCF baseball-softball training facility
  - Concerted effort secured legacy gifts, planned giving and major gifts
  - Scholarships distributed to college students rose from 10-year average of \$1.2M 2003-2013 to 10-year average of \$1.2M 2014-2023, a 25.6% increase
- Sponsored Projects (State and Federal Grants):
    - Awarded the highly competitive U.S. Department of Education TRIO Student Support Services grant of \$261.8K annually for a five-year period totaling more than \$1M. Through TRIO, SCF furthered its student service initiatives designed to identify and provide year-round academic and financial coaching and/or other integral services for first-generation college students, those from underserved economic backgrounds, and students with disabilities. This initiative resulted in the improvement of their persistence rate by 25.1%.
    - Awarded \$581K over a period of four years as part of the U.S. Department of Education Child Care Access Means Parents in School (CCAMPIS) grant to support childcare needs of financially eligible student parents with young children.
    - Selected by Florida Power and Light as one of only four institutions in Florida to receive a grant of \$229K to purchase 300 laptop computers to incentivize and support students seeking to earn a rapid credential by May 2021.
    - Awarded \$496.3K as part of the Department of Education's Rapid Credentialing Economic Recovery & Prosperity Initiative funded via the CARES Act.
    - Managed \$35M in federal Covid-19 (CARES, HEERF) funding including funds directed to student financial support, institutional support, and loss of revenue offsets.
    - Awarded the largest grant in the college's history (\$3.6 million) from the Florida Department of Economic Opportunity. SCF utilized these funds to develop and successfully launch the 26 West Center, which includes the SCF Coding Academy, Business Growth Lab/Incubator, Student Incubator, The Digital Collective, Creative Studio, Entrepreneurship Academy, Personal Branding Lab, and Academic Partnership Center.

- As a direct result of work begun with local industry partners in the 26 West Center, SCF was awarded an additional \$5.5M in grants for the benefit of activities of 26 West Center and workforce partners.
- Increased impact of grants awarded to SCF from \$753.8K in 2012 to \$7.75M in 2023 with a projection of \$10.61M in 2024.

**Impact** Enhancements to the SCF learning environment that are supported through these funding sources have enabled SCF to maintain an engaging and accessible learning environment. Although SCF has been challenged by nationwide declining enrollment, static tuition rates, and inadequate state funding, these grant funds have enabled SCF to implement the realignment and restructuring described in our prior Strategic Plan and continue to provide high quality educational environments, equipment, and resources to our students. The first graph below compares SCF to similarly sized institutions with respect to funding. The second graph displays the expenditure (in state dollars per degree graduate) and further emphasizes SCF’s efficiency as compared to these schools. Combined, the two graphs demonstrate that SCF graduates more academic program completers each year with less funding than other colleges our size.





**Strategic Priority #3: Growth**

*Boldly lead the growth of innovative academic and student life programs.*

- Developed and launched new academic programs (24 college credit certificates, 8 associate degrees, and 4 baccalaureate degrees) in response to business, industry and workforce demands.
- Developed and launched Go Live with SCF Online modality, expanding access and opportunity to live synchronous instruction, and increasing student success outcomes.
- Created and continued to expand the number of Microsoft Teams-enabled classrooms, to support these new learning modalities.
- Partnered with the Sarasota County School District to offer an accelerated dual enrollment pilot program for students at Venice and North Port high schools.
- Developed and successfully launched the SCF Venice Collegiate School.

- Created Weekend College to help working or busy adults who want a college degree. SCF has a plan that will allow students to complete their associate in arts degree in two years by taking weekend-only classes.
- Started Gator Engineering @ SCF Venice in partnership with the University of Florida. This program subsequently was expanded to all campuses.
- 2013-2023 Completed 292 major capital projects totaling \$72.3 million. This provided SCF with the engaging educational environments needed for students to thrive.
- New buildings include:
  - SCF Bradenton Academic Building 9
  - SCF Bradenton Library & Learning Center
  - SCF Venice Science & Technology Building
  - SCF Bradenton Science Building (NEW & Remodeled)
  - SCF Bradenton Performing Arts Building & Music Annex
- Major renovations include:
  - SCF Venice Library
  - Classroom Upgrades Bradenton and Venice campuses
  - SCF Venice Collegiate School
  - SCF Bradenton Dental Hygiene upgrades
  - SCF Bradenton Radiography X-Ray machine
  - Smart Classrooms Upgrades Design All campuses
  - SCF Bradenton Neel Performing Arts Center
  - SCF Bradenton 26 West
  - Student Union Serveries Project Bradenton and Venice campuses
- Conducted site development work at future SCF Parrish campus

**Impact** SCF has undergone significant transformations to enrich the experiences of its students. Through an array of program expansions and substantial investments in cutting-edge facilities and equipment, SCF has elevated the academic journey for its students. This commitment to excellence underscores SCF's core value of **Integrity** as it faithfully delivers on its promise to furnish dynamic and accessible learning environments that foster student success.

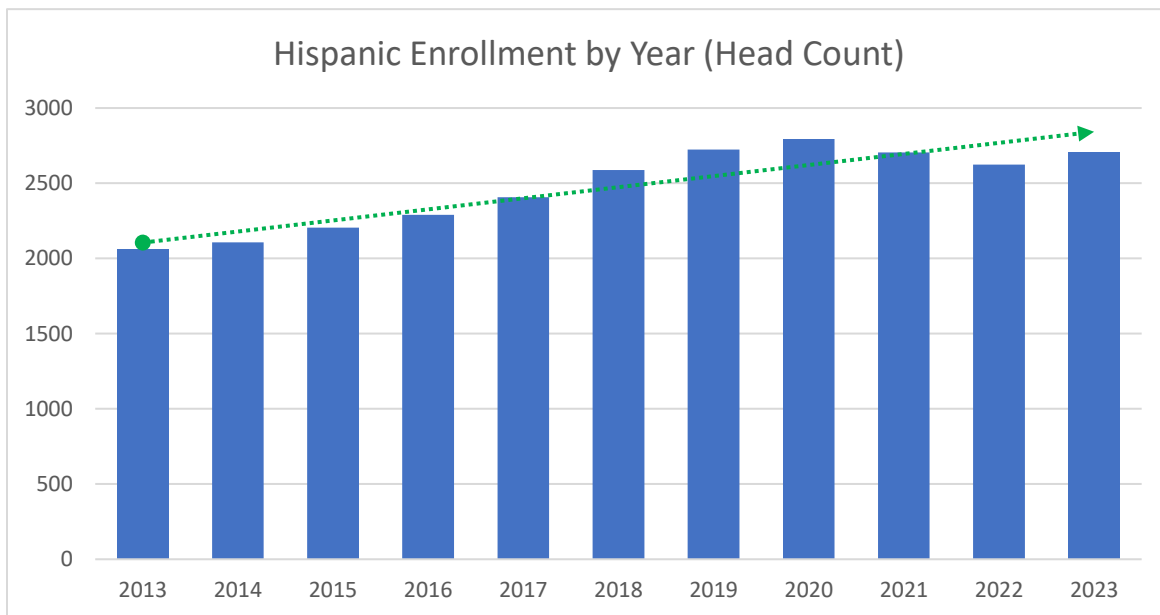
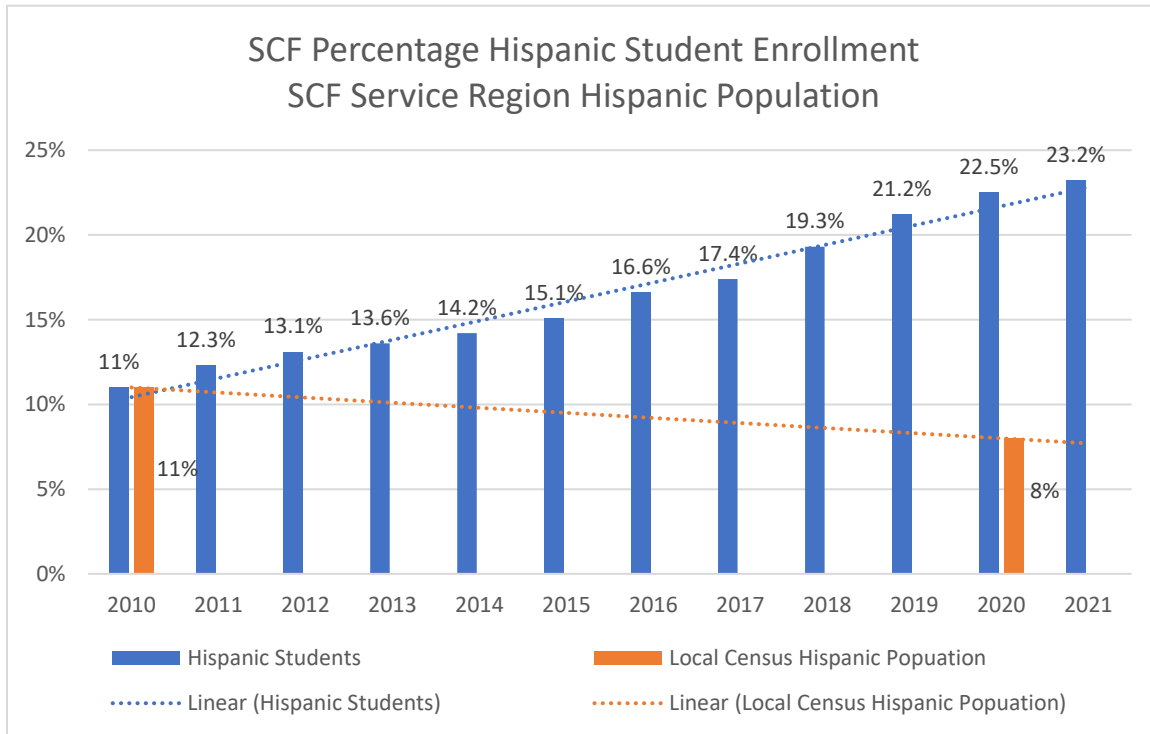
## **Strategic Priority #4: Diversification**

*Embody our community's socioeconomic vision.*

- Adopted the Community College Research Center (CCRC) Guided Pathways model for ensuring student success and completed the two-year Florida Pathways Institute.
- Completed and renewed the agreement for SCF to participate in the University of South Florida FUSE program, creating a pathway for SCF associate in arts graduates to complete bachelor's degree programs at USF.
- Developed and signed articulation agreements with most of the Historically Black Colleges and Universities (HBCUs) in Florida.
- Partnered with Florida Agricultural and Mechanical University (FAMU) to streamline the transfer process for SCF students through FAMU's IGNITE program, offering a direct route for SCF associate in arts graduates to transfer to a bachelor's degree program at FAMU.
- Added tuition-free scholarship articulation agreements between SCF Collegiate Schools with New College of Florida and University of South Florida, Sarasota-Manatee.
- SCF implemented a tuition payment plan to make college more affordable with the option to pay over time for tuition and fees.
- Strengthened the security of our data and communications and developed a robust approach to disaster recovery for Information Technology to ensure SCF's safety from both virtual and physical threats to our business processes and instructional delivery.

**Impact** These programs and partnerships embody all the SCF Institutional Values and expand access for all SCF students to a wide variety of educational opportunities that are unlocked by earning an SCF degree. SCF exhibits **Collaboration** by working with partners to ensure that SCF students are fully prepared to engage in the next academic challenge. **Innovation** is defined by SCF as defining best practices and creating opportunities with forethought. The Guided Pathway initiative is one example of SCF defining best practices and creating opportunities for our students through forethought, both by ensuring that the tools and resources exist for students to carefully align their career aspirations to their academic journey, and by opening the path for their journeys to extend to other educational partners. Finally, these efforts exemplify SCF's Institutional Value of **Inclusivity**. All students are welcomed and supported by SCF to engage in these activities and efforts are made to ensure that academic pathways are created that are appealing to all students.

One way in which diversification of programs and creating inclusive environments can be observed is in the way SCF and the Hispanic community have engaged. This increased interaction can be seen in the graph below. It is important to note that this influx of Hispanic students is not just the result of a demographic shift but represents an increase in student enrollment compared to the percentage of Hispanics in the local population.





## **Overall Impact**

By remaining faithful to the mission, vision and values we have established, SCF has been able to gather additional resources to meet the needs of the local community while weathering financial challenges, natural disasters, and global events. During this period, SCF has harnessed the potential of the foundational changes and improvements that were accomplished as outlined in the previous Strategic Plan and has demonstrated increased efficiency. This is evident in SCF's ability to confer a higher number of degrees and certificates with less state funding compared to institutions of a similar size. Over the past 10 years, SCF has met our vision of becoming the region's first choice for innovative, responsive, quality education, workforce training and community partnership. The progress achieved and the enhanced efficiency at SCF have positioned the institution to embrace a new vision in the coming years.

## **Next Steps**

At the midpoint of our 2021-2026 Strategic Plan, SCF's immediate priority is to continue to address the four strategic priorities of the plan: Quality, Opportunity, Growth, and Diversification. This will lock in the changes we have made and solidify SCF's position as the first investment of choice, continue the expansion of our academic programs, continue to increase the quality of teaching and learning, and further define and enhance our embodiment of the community's socioeconomic vision.

To accomplish this, we are focusing on the following:

- 1 – Attract and retain high-quality faculty and staff
- 2 – Raise \$4M toward construction of Parrish campus Phase I and continue to seek state funding toward the \$40M total goal
- 3 – Continue efforts to increase state base funding to bring SCF in line with comparable institutions
- 4 – Diversify enrollment and income streams through international and lifelong learning populations
- 5 – Continue to evolve our educational and support models to meet the needs of students and the workplace.

As SCF prepares to begin the next strategic planning cycle, we are well positioned to develop a new vision that embodies the highest form of our mission to provide engaging and accessible learning environments and drive student success and community prosperity.

SCF is poised to assume a prominent role as a national leader in education with a strong emphasis on achieving excellence in teaching and learning, thus reaffirming our dedication to the success of our students.