




EXHIBIT "A"

OFFICE OF THE PRESIDENT

Item 4.1



PRESENT TO BOARD: JANUARY 18, 2023  
TO: SOUTH FLORIDA STATE COLLEGE  
DISTRICT BOARD OF TRUSTEES  
FROM: THOMAS C. LEITZEL   
SUBJECT: CORE INDICATORS OF EFFECTIVENESS





The SFSC Core Indicators of Effectiveness serve as the institution's primary mechanism for monitoring measurable goals and outcomes for student achievement. These indicators are based on the Core Indicators for Effectiveness for Community Colleges, 3<sup>rd</sup> edition by Alfred, Shults, and Seybert (2007) and the American Association of Community College's (AACC) Voluntary Framework of Accountability (VFA).




There are a total of 17 core indicators that undergo a comprehensive, regular, and sustainable review process. These indicators are analyzed annually by the Data Analysis Group (DAG), a standing college committee of faculty and staff, as well as the president's Leader Team to evaluate the college's effectiveness and need for potential student success interventions.

# SFSC Core Indicators of Effectiveness: 2022 (Updated 1/10/23)

## LEGEND

-  Good performance of indicator
-  Indicator needs attention

-  SFSC attainment has been maintained or increased in comparison to previous year
-  SFSC attainment has met or exceeded a national or state comparison figure
-  SFSC attainment has met or exceeded an established goal
-  PENDING Data pending

Core Indicator	Status	Indicator Description	Performance Measure	2023 Goals	SFSC Reported Value						Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %
					2017	2018	2019	2020	2021	2022		2017	2018	2019	2020	2021	2022	
1 Student Goal Attainment		The proportion of graduates whose goals for attaining a college education upon enrolling or during attendance in a college were met upon exit from the college.	Graduates		96.6	97.4	98.8	97.3	97.9	98.7	97.8	95.2	See Notes				95.2	
			Annual Goals	99.5%	99.5	99.5	99.5	99.5	99.5	99.5								
2 Persistence Rates		The proportion of students who enrolled at the beginning of one academic term and who were still enrolled at SFSC for at least one credit at the beginning of a subsequent academic term and had not yet completed a degree or certificate.	Persistence		2017	2018	2019	2020	2021	2022	76.7	2017	2018	2019	2020	2021	2022	70.9
			Fall-Spring		77.3	77.9	76.0	75.4	77.0	76.8		72.0	71.4	70.5	71.2	71.1	68.9	
			Annual Goals	78.5%	78.5	78.5	78.5	78.5	78.5	78.5								
			Fall-Fall		59.1	58.1	58.3	54.5	61.2	45.0	56.0	48.4	49.3	47.4	48.8	46.3	46.4	47.8
Annual Goals	63.0%	58.5	59.5	59.5	59.5	59.5	63.0											
3 Graduation Rates		The proportion of first-time, full-time students who enrolled in and subsequently completed a degree or certificate program.	Graduation		2017	2018	2019	2020	2021	2022	38.3	2017	2018	2019	2020	2021	2022	19.7
			100% Normal		35.1	41.5	47.2	37.4	34.9	33.8		16.4	17.3	18.8	20.6	21.7	23.2	
			Annual Goals	48.0%				43.0	48.0	48.0								
			150% Normal		49.0	58.5	65.3	55.8	50.3	48.0	54.5	36.5	38.1	40.0	41.5	41.1	42.1	39.9
			Annual Goals	66.0%	48.9	48.9	51.0	59.0	66.0	66.0								
			200% Normal		52.2	59.2	66.0	59.5	51.0	PENDING	57.6	42.8	38.9	40.9	47.4	42.8	PENDING	42.6
			Annual Goals	67.0%	53.8	53.8	53.8	61.0	67.0	67.0								
			Graduation Rate of Pell Recipients (150% Normal)		46.0	40.0	33.0	42.0	52.0	61.0	45.7	35.0	33.0	36.0	37.0	38.0	40.0	36.5
			Annual Goals	62.0%				45.0	54.0									
150% Normal (Hispanic)		54.5	64.8	69.1	57.7	55.0	52.5	58.9	34.4	36.6	38.5	41.9	40.9	42.5	39.1			
Annual Goals	70.0%				70.0	70.0	70.0											
150% Normal (Black)		25.6	53.6	63.6	46.2	29.6	28.6	41.2	24.8	27.4	29.8	31.2	30.2	31.0	29.1			
Annual Goals	65.0%				65.0	65.0	65.0											
150% Normal (White)		51.6	58.5	63.6	55.8	50.3	49.2	54.8	42.1	42.7	44.2	44.6	45.0	45.5	44.0			
Annual Goals	65.0%				65.0	65.0	65.0											

Note. Graduation rates of full-time, first-time, degree/certificate-seeking undergraduates within 100%, 150% and 200% of normal time to completion. SFSC and state comparison data obtained from Florida College System (FCS) online Advanced Interactive Reports. Pell graduation rate data obtained from IPEDS Feedback Report and represents percent of full-time, first-time degree/certificate Pell recipients who completed within 150% of normal time to program completion.

Core Indicator	Status	Indicator Description	2023 Goals	SFSC Reported Value							Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %
				2017	2018	2019	2020	2021	2022	2017		2018	2019	2020	2021	2022		
4 Student Satisfaction		The proportion of graduates whose college experience met or exceeded the expectations they held upon initial enrollment.	Satisfaction								95.9	Comparative data not available; threshold of accountability established at 95%						
			Graduates	96.0%	97.9	96.0	97.2	96.6	93.7	94.0								
			Annual Goals		98.5	98.5	98.5	98.5	98.5	98.5								

Note. Percent of graduates who indicated "excellent" or "very good" when asked what is their overall impression of the quality of education they received. Data obtained from the SFSC Graduate Satisfaction Survey (GSS) - item 1.

Core Indicator	Status	Indicator Description	2023 Goals	Completer Success							Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %	
				2017	2018	2019	2020	2021	2022	2017		2018	2019	2020	2021	2022			
5 Credit Developmental Success		The proportion of students who earned a grade of "C" or better in math, writing, and reading credit developmental/remedial courses at the end of the fall term	Completer Success								76.2	2017	2018	2019	2020	2021	2022	71.7	
			Math		86.5	79.0	61.5	72.8	80.0	77.6		71.5	71.2	71.8	71.9	71.9	71.7		
			Annual Goals	83.0%	76.0	87.0	87.0	87.0	87.0	83.0									
			Writing		95.5	81.8	81.5	82.4	91.7	90.0		76.9	78.0	77.6	77.6	79.7	74.2		77.3
			Annual Goals	93.0%	96.0	96.0	96.0	96.0	96.0	93.0									
Reading		94.1	77.8	91.1	95.2	94.4	95.0	79.7	79.7	80.9	79.8	77.6	75.6	78.9					
Annual Goals	97.5%	97.5	97.5	97.5	97.5	97.5	97.5												


Note. Figures represent completer in lieu of enrollee success rates (i.e., only A, B, C, D, F grades used in calculations). Data obtained from National Community College Benchmark (NCCBP), Form 8.

Core Indicator	Status	Indicator Description	2023 Goals	Completer Success							Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %
				2017	2018	2019	2020	2021	2022	2017		2018	2019	2020	2021	2022		
6 Credit College-Level and Credit Developmental Success, First College-level		The proportion of students who earned a grade of "C" or better in credit, college-level courses at the end of the fall term	Completer Success								89.3	2017	2018	2019	2020	2021	2022	85.4
			Credit		91.4	90.0	89.3	89.0	89.4	87.0		84.8	84.9	85.4	86.2	85.7	85.3	
		Annual Goals	91.3%	91.0	91.3	91.3	91.3	91.3	91.3									
		The proportion of students who earned a grade of "C" or better in the next highest-level, college level courses at the end of the fall term.	Math		95.5	94.1	87.1	93.3	77.1	100.0	78.8	80.3	80.3	80.8	79.0	80.0	79.9	
			Annual Goals	92.0%	88.0	96.0	96.0	96.0	96.0	90.0								
Writing		93.3	75.0	100.0	93.3	79.2	100.0	81.8	82.4	82.7	83.5	84.4	84.1	83.1				
Annual Goals	95.0%	79.5	94.0	94.0	94.0	94.0	94.0											


Note. Figures represent completer, in lieu of enrollee, success rates (i.e., only A, B, C, D, F grades used in calculations). Population includes credit level, PSAV, and PSV students. Data obtained from NCCBP (Form 7 and 9).

Core Indicator	Status	Indicator Description	2023 Goals	Completer Success							Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %
				2017	2018	2019	2020	2021	2022	2017		2018	2019	2020	2021	2022		
7 Success Online/Distance Learning		The proportion of students who earned a grade of "C" or better in an online/distance learning course	Completer Success								84.9	2017	2018	2019	2020	2021	2022	80.4
			Online/Distance Learning		85.3	86.2	85.0	86.8	84.3	81.7		79.3	79.5	80.4	81.3	80.9	81.2	
Annual Goals	87.0%				87.0	87.0	87.0											


Note. Credit online/distance learning courses include those that are web-based, computer mediated, and asynchronous in which the learner and learning resources are generally separated by time and/or space. Figures represent completer, in lieu of enrollee, success rates (i.e., only A, B, C, D, F grades used in calculations). Data Obtained from NCCBP (Form 17). Core Indicator added in 2019.

Core Indicator	Indicator Description	2023 Goals	SFSC Reported Value							Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %			
			2017	2018	2019	2020	2021	2022	2017		2018	2019	2020	2021	2022					
8	Success Core Academic Skills		The proportion of students who earned a grade of "C" or better at the end of the fall term	Completer Success			2017	2018	2019	2020	2021	2022	83.9	2017	2018	2019	2020	2021	2022	82.0
				Freshman English I	86.3	84.9	86.3	81.9	85.1	79.1	81.7	81.7		82.1	82.1	81.9	82.6			
				Annual Goals	90.0%	90.0	90.0	90.0	90.0	90.0	90.0	90.0		90.0						
				Freshman English II	89.9	89.2	87.8	78.5	88.6	93.4	82.1	81.3		82.6	83.4	82.5	82.7			
				Annual Goals	94.0%	90.0	90.0	90.0	90.0	90.0	90.0	90.0		90.0						
				Algebra	88.8	92.1	87.7	89.6	87.0	91.7	77.9	77.6		77.9	77.7	79.5	81.4			
				Annual Goals	92.3%	90.0	90.0	92.3	92.3	92.3	92.3	92.3								
				Speech	90.6	92.6	87.4	90.0	85.3	82.0	88.0	87.5		87.4	87.3	87.2	85.5			
				Annual Goals	93.0%	90.0	91.0	93.0	93.0	93.0	93.0	93.0								
				Liberal Arts Math I	75.1	72.6	85.0	78.3	75.2	83.8	78.3	Comparative data not available; threshold of accountability established at 75%								
Annual Goals	85.0%	98.5	98.5	98.5	98.5	98.5	85.0													
Intermediate Algebra	74.3	67.2	56.1	65.0	63.2	63.2	64.8	76.9	77.1	76.5	76.5	76.8	74.5							
Annual Goals	69.0%			69.0	69.0	69.0														


Note. Figures represent completer in lieu of enrollee success rates (i.e., only A, B, C, D, F grades used in calculations). Population includes credit level, PSAV, and PSV students. Data obtained from NCCBP (Form 11A). Intermediate Algebra (MAT 1033) added in 2019.

Core Indicator	Indicator Description	2023 Goals	Penetration Rates							Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %			
			2017	2018	2019	2020	2021	2022	2017		2018	2019	2020	2021	2022					
9	Regional Market Penetration Rates		The proportion of the total population in the college's service area that has participated in at least one organized activity (course, program, service, event, etc.) sponsored by the college.	Penetration Rates			2017	2018	2019	2020	2021	2022	2.3	2017	2018	2019	2020	2021	2022	2.7
				Credit Student Participation Rate	2.4	2.2	2.3	2.4	2.3	2.5	2.9	2.7		2.6	2.7	2.6	2.5			
				Annual Goals	2.7%	5.0	5.0	5.0	5.0	5.0	2.3									
				Non-credit Student Participation Rate	2.1	2.2	2.2	1.9	1.6	1.2	1.9	0.8		0.7	0.8	0.8	1.2	0.6		
				Annual Goals	2.0%	3.0	3.0	3.0	3.0	3.0	2.0									
				Cultural Activities	31.8	37.6	32.4	34.0	3.6	3.7	23.8	2.9		3.1	2.9	3.3	1.4	1.6		
				Annual Goals	27.0%	25.0	32.0	37.8	37.8	37.8	27.0									
				Sporting Events	4.3	4.1	4.1	2.5	2.2	2.3	3.2	2.1		4.5	2.7	1.4	0.9	1.9		
Annual Goals	3.5%	5.0	5.0	5.0	5.0	5.0	3.5													


Note. Data obtained from the NCCBP (Form 14A and 14B).

Core Indicator	Status	Indicator Description	2023 Goals	SFSC Reported Value							Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %	
				2017	2018	2019	2020	2021	2022	2017		2018	2019	2020	2021	2022			
10 Responsiveness to Community Needs		The proportion of community constituents whose needs are met by the college.	% Minority Credit Students		51.0	51.0	51.0	51.0	53.0	53.0	51.7	25.9	25.5	27.7	23.9	25.2	23.2	25.2	
			Annual Goals	54.0%	46.5	48.0	51.0	52.0	52.0	52.0									
			% Minority Employees		26.3	22.8	25.9	25.6	26.1	20.8	24.6	24.6	11.9	11.9	12.5	11.0	11.5	13.1	12.0
			Annual Goals	26.7%	22.0	26.7	26.7	26.7	26.7	26.7									
			High School Graduates - % Enrolling Total		39.9	35.3	33.3	29.3	24.5	24.5	31.1	31.1	21.7	21.4	20.7	20.0	20.4	18.2	20.4
Annual Goals	33.0%	43.0	43.0	43.0	43.0	43.0	33.0												



Note. High school graduation participation rate is defined as percent of public and private high school graduates enrolling next fall term. Data obtained from NCCBP (Form 1, 13, and 19).

Core Indicator	Status	Indicator Description	2023 Goals	SFSC Reported Value							Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %	
				2016	2017	2018	2019	2020	2021	2016		2017	2018	2019	2020	2021			
11 Placement Rates		The proportion of entering students acquiring a marketable skill who obtain employment in a field directly related to that skill within one year of last attendance.	AS		92.0	86.0	80.0	84.0	86.0	90.0	86.3	88.0	88.0	87.0	88.0	84.0	87.0	87.0	
			Annual Goals	95.0%	100.0	100.0	100.0	100.0	100.0	95.0									
			PSAV		68.0	73.0	63.0	75.0	73.0	73.0	70.8	70.8	79.0	79.0	76.0	76.0	77.0	75.0	77.0
			Annual Goals	85.0%	85.0	85.0	85.0	85.0	85.0	85.0									
			PSVC		**	74.0	41.0	62.0	67.0	66.0	62.0	62.0	88.0	88.0	87.0	90.0	90.0	87.0	88.3
			Annual Goals	87.0%		100.0	100.0	100.0	87.0	87.0									
			ATD		52.0	47.0	35.0	47.0	**	68.0	49.8	49.8	76.0	70.0	69.0	75.0	68.0	66.0	70.7
Annual Goals	70.0%			54.0	54.0		54.0												
Bachelor's Degree		78.0	81.0	97.0	80.0	85.0	86.0	84.5	84.5	80.0	80.0	81.0	79.0	78.0	78.0	79.3			
Annual Goals	90.0%	80.0	80.0	82.0	90.0	90.0	90.0												

Note. Figures for AS, PSAV, PSVC, and ATD represent Florida Education and Training Placement Information Program (FETPIP) current placement rates; percentages reflect population of students who found employment in an industry related to training received. SFSC 2016 PSVC and 2020 ATD reported values suppressed due to low student counts (N < 10). Bachelor's degree figure obtained from FETPIP FCS Bachelor's Degree Completers report and represents percent of students found employed.

Core Indicator	Status	Indicator Description	2023 Goals	SFSC Reported Value						Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %		
				2017	2018	2019	2020	2021	2022		2017	2018	2019	2020	2021	2022			
12		The proportion of students completing a career or technical program who seek licensure or certification for the first time within a given year, and actually obtain licensure or certification.	<b>Pass Rates</b>		2017	2018	2019	2020	2021	2022		2017	2018	2019	2020	2021	2022		
			Nursing A.D.N.		100.0	89.0	95.0	90.9	86.8	81.0	90.5	85.8	87.0	86.9	84.0	85.3	78.9	84.7	
			<b>Annual Goals</b>	100.0%	100.0	100.0	100.0	100.0	100.0	100.0									
			Practical Nursing		95.6	96.0	97.0	80.0	100.0	100.0	94.8	83.1	87.0	86.7	84.4	79.3	80.6	83.5	
			<b>Annual Goals</b>	100.0%	100.0	100.0	100.0	100.0	100.0	100.0									
			Cosmetology		85.7	100.0	100.0	100.0	100.0	100.0	97.6	Comparative data not available; threshold of accountability established at 75%							
			<b>Annual Goals</b>	100.0%	100.0	100.0	100.0	100.0	100.0	100.0									
			Dental Hygiene		50.0	80.0	100.0	100.0	100.0	83.3	85.6	Comparative data not available; threshold of accountability established at 75%							
			<b>Annual Goals</b>	100.0%	100.0	100.0	100.0	100.0	100.0	100.0									
			E.M.T.		37.0	55.0	50.0	54.0	78.0	PEND	54.8	68.0	69.0	68.0	67.0	78.0	PEND	70.0	
			<b>Annual Goals</b>	80.0%	100.0	90.0	80.0	80.0	80.0	100.0									
			Paramedic		88.0	82.0	32.0	55.0	70.0	PEND	65.4	70.0	73.0	72.0	69.0	83.0	PEND	73.4	
			<b>Annual Goals</b>		100.0	95.0	95.0	95.0	95.0	100.0									
			Law Enforcement		63.1	81.0	78.0	64.0	83.0	71.4	73.4	80.0	81.0	81.0	82.0	82.3	PEND	81.3	
			<b>Annual Goals</b>	95.0%	95.0	95.0	95.0	95.0	95.0	95.0									
			Corrections		100.0	100.0	100.0	92.0	89.0	N/A	96.2	72.0	72.0	76.0	84.0	78.3	PEND	76.5	
			<b>Annual Goals</b>	100.0%	100.0	100.0	100.0	100.0	100.0	100.0									
Radiography		75.0	73.0	83.0	81.8	78.0	PEND	78.2	89.0	89.4	89.0	88.2	83.8	PEND	87.9				
<b>Annual Goals</b>		100.0	100.0	100.0	100.0	100.0	100.0												
BSEE		85.7	100.0	92.3	86.7	87.5	PEND	90.4	Comparative data not available; threshold of accountability established at 80%										
<b>Annual Goals</b>	100.0%	100.0	100.0	100.0	100.0	100.0	100.0												
<b>Pass Rates</b>				2017	2019	2019	2020	2021	2022		2017	2019	2019	2020	2021	2022			
GED		46.0	44.0	79.0	39.0	63.4	PEND	54.3	79.0	46.0	55.0	48.0	42.0	PEND	54.0				
<b>Annual Goals</b>	70.0%	95.0	75.0	75.0	82.0	70.0	100.0												

Note. State board pass rates used for Dental Hygiene program.

Core Indicator	Status	Indicator Description	2023 Goals	SFSC Reported Value							Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %
				2017	2018	2019	2020	2021	2022	2017		2018	2019	2020	2021	2022		
13 Employer Satisfaction with Graduates		The proportion of a sample of regional employers in a given field who indicate that their employees who are community college graduates exhibit skills and job performance that are equivalent or superior to those exhibited by other employees.	Allied Health and Technical Programs		99.1	98.9	99.0	99.0	98.3	99.0	98.9	Comparative data not available; threshold of accountability established at 90%						
			Annual Goals	100.0%	100.0	100.0	100.0	100.0	100.0	100.0								
14 Client Satisfaction with Programs and Services		The proportion of community college clients who are satisfied with programs and services offered by a college.	Allied Health and Technical Programs Client Services		99.1	99.0	99.0	99.0	100.0	100.0	99.4	Comparative data not available; threshold of accountability established at 90%						
			Annual Goals	100.0%	100.0	100.0	100.0	100.0	100.0	100.0								
			Testing Center Annual Goals	100.0%	100.0	99.0	99.0	99.0	100.0	99.6	99.4							

Core Indicator	Status	Indicator Description	2023 Goals	SFSC Reported Value						Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %		
				2017	2018	2019	2020	2021	2022		2017	2018	2019	2020	2021	2022			
15 Value Added to the Community		The number and types of identified outcomes and benefits received by a community from programs, services, and activities offered by a community college. (The proportion of the respondents to a community survey who respond "satisfactory" to such a question).	ESOL		95.0	99.0	100.0	100.0	97.0	94.1	97.5	Comparative data not available; threshold of accountability established at 90%							
			Annual Goals	100.0%	100.0	100.0	100.0	100.0	100.0	100.0									
			ABE/GED		95.0	99.0	96.0	99.0	99.0	83.2									95.2
			Annual Goals	100.0%	100.0	100.0	100.0	100.0	100.0	100.0									
			Cultural Activities		92.8	89.3	94.9	95.9	90.0	99.2									93.7
			Annual Goals	100.0%	99.0	99.0	99.0	99.0	99.0	99.0									
			Corporate and Community Education						98.0	98.1									98.0
Annual Goals	99.0%				99.0	99.0													
College-for-a-Day		92.0	90.2	86.0	86.9	N/A	PEND	88.8											
Annual Goals	94.0%	94.0	94.0	94.0	94.0	94.0	94.0												

Note. Cultural Activities satisfaction figures represent an aggregate participant satisfaction score (percent of respondents who agree or strongly agree that a performance met their expectations). ABE/GED and ESOL figures represent the percentage of adult education students who were "happy with [their] learning experience at SFSC." Corporate and Community Education (CCE) figures represent the percent of students who rated the quality of education they received as excellent or good.

Core Indicator	Status	Indicator Description	2023 Goals	SFSC Reported Value						Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %	
				2016	2017	2018	2019	2020	2021		2016	2017	2018	2019	2020	2021		
16 Transfer Rates		The proportion of Associate of Arts graduates continuing their education at a Florida university, institution within the Florida college system, or Florida post-secondary institution.	Transfer Rate		62.0	58.0	64.0	57.0	61.0	56.0	59.7	70.0	69.0	69.0	70.0	68.0	67.0	68.8
			Annual Goals	69.0%	76.0	76.0	76.0	76.0	76.0	76.0								

Note. Data obtained from FETPIP; figures are based on enrollment data for the fall semester and subsequent preliminary winter/spring data (2020-2021, N = 237).

Core Indicator	Status	Indicator Description	2023 Goals	SFSC Reported Value						Average Attainment %	National or State Comparison (Threshold of Accountability)						Average Attainment %	
				2017	2018	2019	2020	2021	2022		2017	2018	2019	2020	2021	2020		
17 Performance After Transfer		The proportion of SFSC AA graduates presently enrolled in the Florida State University System (SUS) with a GPA of 2.5 or higher.	Non-College Prep		75.0	80.4	77.0	78.9	75.8	77.9	77.5	77.1	80.2	80.0	81.3	83.1	82.3	80.6
			Annual Goals	81.0%	77.0	77.0	81.0	81.0	81.0	81.0								
			College Prep		61.1	68.8	56.3	75.0	66.7	100.0		71.3	71.5	74.4	75.5	77.6	81.3	
Annual Goals	84.0%	83.0	83.0	83.0	93.0	83.0	83.0											

Note. Data obtained from the Florida College System State Accountability Report (Outcome Measure 2 AA Degree Transfers to the SUS; reporting period 2018-2019). Non-college prep N = 68; college prep N = 4.