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Council for Education Policy,  
Research and Improvement

# **POSTSECONDARY EDUCATION IN POLK COUNTY**

February 2002

## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>i</b>
<b>INTRODUCTION</b>	<b>1</b>
<b>POLK COUNTY AND THE REGION</b>	<b>1</b>
<b>THE POLK COUNTY WORKFORCE AND PROJECTED NEEDS</b>	<b>3</b>
<b>THE POSTSECONDARY EDUCATION DELIVERY SYSTEM</b>	<b>7</b>
• University of South Florida Lakeland	
• Polk Community College	
• Independent Institutions	
<b>JOINT-USE ACADEMIC SPACE UTILIZATION AND FACILITY NEEDS</b>	<b>13</b>
<b>STUDY FINDINGS AND ANALYSIS</b>	<b>19</b>
<b>SUMMARY AND RECOMMENDATIONS</b>	<b>22</b>

## EXECUTIVE SUMMARY

The Council for Education Policy Research and Improvement has examined the current and projected postsecondary needs in Polk County in response to legislative interest in the region's educational delivery system. This report reviews the existing educational programs and facilities at the Lakeland Campus of the University of South Florida (USF), Polk Community College and independent institutions in relation to the region's current and projected demographics and the needs of the workforce in the region.

The Council believes that joint-use postsecondary facilities continue to be a very cost-effective way to achieve increased baccalaureate degree production and remain a valuable component to the state's educational delivery system. The joint-use arrangement brings upper division coursework and baccalaureate degree programs to time- and place-bound students as part of a cooperative effort to increase access. Of equal importance are the ability of two postsecondary institutions to share space and staff in order to avoid unnecessary duplication of administrative and student services and programs. The USF Lakeland-Polk Community College facility has successfully developed a seamless system of articulation *at one location*, so that students are able to openly enroll in a public community college, achieve an associate in arts degree and pursue a bachelor's degree from an increasing array of program offerings.

Proposals are being initiated in the USF Lakeland community to relocate the USF Lakeland Campus away from the PCC-USF Lakeland Joint-Use Facility to a new, freestanding campus in the Polk County region. In light of the study findings and in consideration of the requisite costs of the construction of a new campus, the following key points suggest that the relocation of USF Lakeland to a new, separate campus is premature.

- State demographic projections show that Polk County's 18-44 age group population will show little growth during the next 15 years.
- Department of Education projections show that annual public high school graduates in Polk County will increase by a total of 14 percent over the next ten years.
- A joint-use facility is an optimal structure for the state's 2 + 2 system of student articulation and enables community college students to complete an associate in arts degree program, and enroll in, persist in and graduate with a bachelor's degree program.
- Enrollment at the USF Lakeland Campus has shown little growth in recent years and is increasing now in response to new program offerings.
- A significant majority of enrollment growth at Polk Community College in the past five years has been in its associate in science (AS), workforce programs. Most of these programs are not directly transferable to a baccalaureate degree program.
- The USF Lakeland Campus has significantly expanded its baccalaureate program offerings following specific legislative appropriations and is planning for further expansion of course and program offerings.
- Both institutions report increased demand for classroom space during the evening hours and weekends at the facility and a shortage of office space, study rooms and student services space.
- A new technology building is being cooperatively planned by the two institutions and, upon completion (projected for mid-2004), will alleviate some of the existing demand for classroom and office space.
- The Lakeland Campus has available acreage (approximately 80 acres) that will enable the Joint-Use Facility, with cooperative planning, to further expand.

**Recommendations:**

- 1. The USF Lakeland-Polk Community College Joint-Use Facility and its existing structure should be maintained at this time to ensure a seamless system of articulation for students at one postsecondary facility.**

The demographics of Polk County are consistent with the demographic indicators identified as components of successful joint-use arrangements in the 1999 PEPC *Joint Use Facilities Study*. In light of what is currently in place, it is difficult to accept the view that the establishment of a separate, regional campus at a new location would improve student articulation and the transferability of students from an associate in arts degree program to a baccalaureate program.

- 2. In the future, if demand for facilities and physical space exceeds what are available at the USF Lakeland-PCC Joint-Use Facility, a proposal for the establishment of a freestanding, USF regional campus in Lakeland should be generated by the USF Lakeland Campus Board. Such a formal proposal should then be forwarded to the University of South Florida Board of Trustees for review and action. Polk Community College, as partner in the Joint-Use Facility, should participate in all levels of review of a proposal.**
- 3. The University Board's review should focus on the following issues:**
  - a. Student access and articulation – The proposal must ensure a seamless, articulated, student-oriented access to baccalaureate programs for community college students through the existing 2 + 2 articulation process.**
  - b. University resources – The proposal must determine that university resources are available to allocate to the regional campus to relocate the campus programs and services to a new site and that there is a long-term commitment of resources to operate the campus as a separate, regional campus.**
  - c. Academic degree program growth – The proposal should identify future education program needs for the region's workforce that will be realized.**
  - d. Regional coordination – The proposal should ensure that existing education partnerships with Polk Community College and other community colleges and independent institutions in the region are maintained and strengthened.**
- 4. The USF Lakeland Campus Board and the Polk Community College Board of Trustees should jointly establish regularly scheduled meetings of the two boards for consideration of issues of mutual concern.**

# **POSTSECONDARY EDUCATION IN POLK COUNTY**

## **INTRODUCTION**

The Council for Education Policy Research and Improvement has examined the current and projected postsecondary needs in Polk County in response to legislative interest in the region's educational delivery system. This report reviews the existing educational programs and facilities at the Lakeland Campus of the University of South Florida (USF), Polk Community College and independent institutions in relation to the region's current and projected demographics and the needs of the workforce in the region.

## **POLK COUNTY AND THE REGION**

Polk County is located in the geographic center of Florida and is the 4<sup>th</sup> largest county in size in the State. The County lies on the I-4 Corridor, 25 miles east of Tampa and 35 miles west of Orlando. Approximately 7.5 million people live within a 100-mile radius of the county. Polk County is positioned at the center of an energized region for business in the State, fueled by a new emphasis on a high technology, coast-to-coast corridor along the interstate.

Polk County added nearly 80,000 residents in the years 1990-2000, an increase of 19 percent, and is the state's eighth largest county in population. According to April 1, 2001 estimates by the Florida Demographic Estimating Conference, Polk County now has a population of 496,112. Polk County continues to be one of the fastest growing counties in the State.

Lakeland is the largest city in the county, adding nearly 8,000 residents in the last 10 years, bringing its population to 78,450. Winter Haven is No. 2 with a population of 26,182 residents, an increase of nearly 1,500 people. Migration from neighboring counties and other states make up the bulk of the increase. The newcomers include a significant number of Hispanic residents. Of Polk's 77,354 students, 7,685 are Hispanic, according to recent county school board figures.

The Florida Demographic Estimating Conference reports that the 18-44 age group in Polk County, the traditional college-age category, has experienced a slow, steady growth since 1990. During each five-year period between 1990 and 2000, this age group grew approximately 5.8 percent, which paralleled the growth of the state population. Projections, however, show little growth in this age group during the next 15 years. Table 1 shows that between 2000 and 2015, Polk County's 18-44 age group will remain constant, with little growth during the period. The state population in this age group will parallel the Polk County projections, with a slightly larger increase at the end of the period.

**Table 1**

**Growth in 18-44 Age Category  
Polk County and Florida**

<u>Year</u>	<u>Florida 18-44</u>	<u>% Change</u>	<u>Polk 18-44</u>	<u>% Change</u>
2000	5,886,948		167,479	
2005	6,000,039	1.92%	168,015	0.32%
2010	6,049,124	2.75%	166,649	-0.50%
2015	6,230,779	5.84%	169,335	1.11%

Source: Florida Demographic Estimating Conference

Data from the Department of Education's Office of Strategy Planning on Polk County public high school graduates reveal little increase in the number of annual graduates in recent years, and a slight decline between 2000 and 2001. See Table 2. In contrast, the number of graduates in the State increased 15 percent during the period. In the next ten years, Department projections for annual high school graduates show Polk County increasing a total of 14 percent and all districts increasing 24 percent.

**Table 2**

**Public High School Graduates Receiving Standard Diplomas**

<u>HS Graduates</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>2001</u>
Polk County	2,913	3,121	3,129	3,241	3,179
All Districts	92,267	95,514	98,625	102,577	106,128

**Projected Public High School Graduates**

<u>HS Graduates</u>	<u>2002</u>	<u>2007</u>	<u>2012</u>
Polk County	3,369	3,511	3,849
All Districts	112,844	129,975	139,528

Source: Department of Education Office of Strategy Planning

The educational attainment of Polk County citizens remains below the state and national averages. According to data provided by the university, when compared with Florida and the nation, Polk County has a higher percentage per population of high school graduates and lower percentage of adult citizens with a postsecondary degree.

**Table 3**

**Educational Attainment Level  
Age 18 Years and Over**

Education Level	Polk County		Florida		United States	
	Number	Percent	Number	Percent	Number	Percent
HS Graduate	135,090	38.4%	3,688,188	30.8%	60,139,127	29.8%
Some college, no degree	74,723	21.2%	2,620,384	21.9%	43,874,904	21.8%
Associate Degree	9,112	2.6%	858,594	7.2%	12,551,571	6.2%
Bachelor's Degree	33,838	9.6%	1,700,335	14.2%	30,512,996	15.1%
Graduate/Professional	14,804	4.2%	875,491	7.3%	16,059,025	8.0%

Source: USF Lakeland Report: *Justification For New Instructional Space*  
Census 2000 Supplementary Survey

Polk County is in the “heart” of the emerging Florida High Tech Corridor (FHTC). The Florida High Tech Corridor (FHTC) includes 21 counties that make up the service areas of the University of South Florida and the University of Central Florida. Recent studies have identified more than 5,300 companies employing more than 160,000 high-tech workers who reside along the corridor. The mission of the FHTC is to attract, retain and grow high tech industry. The five sectors targeted include: Information Technology, Medical Technologies, Microelectronics, Modeling, Simulation and Training, and Optics and Photonics. USF Lakeland, being in the middle of the FHTC, views itself as the anchor campus of the University of South Florida.

**THE POLK COUNTY WORKFORCE AND PROJECTED NEEDS**

Polk County is no longer dependent solely on phosphate mining, citrus, cattle and distribution services, such as trucking and warehousing. Today, the mainstays of the economy include back-office accounting, computer services, health care, legal services, retail and wholesale merchandising, and other white-collar industries. Many Polk County employers are household names. Several major corporations have selected Polk County as their headquarters, or as sites of major warehousing, manufacturing, or distribution centers. Polk County's largest employers are listed below.

**Table 4**

**Polk County Employers**

<b><u>EMPLOYER</u></b>	<b><u>EMPLOYMENT (approximate)</u></b>
Polk County School Board	9,500
PUBLIX Super Markets	7,500
State of Florida	4,500
Polk County Government	3,500
Wal-Mart	3,300
Lakeland Regional Medical Center	3,200
IMC-Agrico	2,800
Winter Haven Hospital	2,500
State Farm Insurance	2,000
GEICO Insurance	1,800
Federal Government	1,400

Source: Central Florida Development Council

In Polk County during 2000:

- Jobs grew 3.2 percent.
- Home sales and building permits set records with home sales up more than 5 percent and single-family permits up 23 percent.
- Unemployment averaged 4.7 percent, almost equaling the 4.8 percent record set in 1999.

But, with the national economy braking due to security concerns, the county is not likely to see the same kind of growth in coming months. A troubling national trend with an adverse impact on Polk County is a loss of manufacturing jobs. With freer trade worldwide, manufacturers are increasingly reducing labor costs substantially by moving production to Mexico, Asia or some other low-wage area. Polk saw one of its worst years in this category with more than 1,500 lost jobs recorded by the state Agency for Workforce Innovation, which tracks layoffs of 50 or more workers. Even with new plants opening in the county, Polk lost 700 more manufacturing jobs than it gained. In the previous year, the loss was 100.

Polk County's overall job growth, however, is a reassuring sign. It is generally believed by County leaders that the new jobs stack up well against the ones that are being lost. The county gained 5,900 nonagricultural jobs in 2000, compared with 4,900 the previous year. Most of the new jobs were in services, and many were in business services. Retail stores are major employers, with a gain of 1,900 jobs in 2000. Another growing sector is back-office accounting, which includes call centers such as those operated by State Farm Insurance and GEICO. Finance and insurance added 300 jobs last year.

Despite the slowdown, economists predict that Polk's tight labor market will not change significantly. The five percent unemployment rate posted last year in the county is likely to rise slightly -- possibly as much as a full percentage point. But the shortage of skilled labor, particularly in the high-tech industry, is expected to continue.



## Workforce Projections

According to the Florida Agency for Workforce Innovation, the fastest growing and the third-fastest growing occupations in Polk County are in the areas of Health Practitioners/Technicians and Computer occupations, respectively. Four of the fastest-growing occupations are Service occupations. Administrative Support and Marketing/Sales occupations account for the remaining fast-growing occupations on the list.

**Table 5**

### **Top Ten Fastest-Growing Occupations in Polk County, from 1998 to 2008 (projected)**

Rank	Occupational Title	Employment		Change	
		Base Year 1998	Projected 2008	Total	Percent
1	Medical Records Technician	155	275	120	77.42%
2	Telemarketer, Door-To-Door Sales, Street Vendor	806	1,421	615	76.30%
3	Computer Support Specialist	213	373	160	75.12%
4	Insurance Adjuster, Investigator	708	1,191	483	68.22%
5	Home Health Aide	782	1,303	521	66.62%
6	Securities, Financial Service Sales	165	267	102	61.82%
7	Medical Assistant	613	950	337	54.98%
8	Adjustment Clerk	721	1,083	362	50.21%
9	Correction Officer and Jailer	1,618	2,373	755	46.66%
10	Sheriff and Deputy Sheriff	1,348	1,950	602	44.66%

Source: Florida Agency for Workforce Innovation, Office of Workforce Information Services, Labor Market Information Programs

Sales occupations account for the two occupations gaining the most new jobs in Polk County. School Teacher, at the elementary and secondary levels, as well as aides, is also among the top new job gainers in Polk County.

**Table 6****Top Ten Occupations Gaining the Most New Jobs in Polk County, from 1998 to 2008 (projected)**

Rank	Occupational Title	Employment		Change	
		Base Year	Projected	Total	Percent
		1998	2008		
1	Salesperson, Retail	7,221	9,105	1,884	26.09%
2	Cashier	6,107	7,983	1,876	30.72%
3	Truck Driver, Heavy	4,370	5,612	1,242	28.42%
4	General Office Clerk	4,972	6,187	1,215	24.44%
5	Teacher, Elementary	4,644	5,472	828	17.83%
6	General Manager and Top Executive	4,194	4,960	766	18.26%
7	Correction Officer and Jailer	1,618	2,373	755	46.66%
8	Truck Driver, Light	2,809	3,527	718	25.56%
9	Teacher, Secondary School	2,212	2,878	666	30.11%
10	Teacher's Aide and Educational Assistant	1,675	2,330	655	39.10%

Source: Florida Agency for Workforce Innovation, Office of Workforce Information Services, Labor Market Information Programs

**Table 7****Fastest-Growing Industries in Polk County, from 1998 to 2008 (projected)**

Rank	Occupational Title	Employment		Change	
		Base Year	Projected	Total	Percent
		1998	2008		
1	Local and Interurban Transit	111	231	120	108.11%
2	Security and Commodity Brokers	217	352	135	62.21%
3	Business Services	10,541	16,571	6,030	57.21%
4	Transportation by Air	525	824	299	56.95%
5	Insurance Carriers	3,161	4,724	1,563	49.45%
6	Amusement and Recreation Services	2,256	3,181	925	41.00%
7	Electronic and Other Electrical Equipment	413	578	165	39.95%
8	Furniture and Homefurnishings Stores	3,470	4,818	1,348	38.85%
9	Trucking and Warehousing	5,972	7,879	1,907	31.93%
10	Nondepository Institutions	324	425	101	31.17%
11	Engineering and Management Services	2,601	3,361	760	29.22%
12	Health Services	15,526	20,050	4,524	29.14%
13	General Merchandise Stores	6,128	7,733	1,605	26.19%
14	Auto Repair Services and Parking	1,700	2,144	444	26.12%
15	Auto Dealers and Service Stations	4,346	5,471	1,125	25.89%
16	Insurance Agents, Brokers, and Services	1,065	1,338	273	25.63%
17	Transportation Services	431	541	110	25.52%
18	Food Stores	10,997	13,721	2,724	24.77%
19	Motion Pictures	430	534	104	24.19%
20	Local Government	20,716	25,606	4,890	23.60%

Source: Florida Agency for Workforce Innovation, Office of Workforce Information Services, Labor Market Information Programs

## THE POSTSECONDARY EDUCATION DELIVERY SYSTEM

### University of South Florida at Lakeland

USF Lakeland is a regional campus of the University of South Florida that serves Polk, Hardee and Highlands counties with selected baccalaureate and graduate degree programs. The USF Lakeland Campus was developed on the model of 2 + 2 instruction and shares a joint-use facility with Polk Community College. A primary component of the Campus's mission is to support:

*Integrated, articulated, flexible, "user friendly" partnerships with Polk Community College and South Florida Community College, committed to meeting the needs of students and the state, and known for excellence, innovation, collaboration and responsiveness.*

The majority of the campus enrollment is non-traditional, part-time, working adults.

Complete degree programs available in 2000-2001 included:

- Elementary Education (BS)(MA)
- Special Education (BS)
- Teacher Certification (C)
- Counselor Education (MA)
- Educational Leadership (Ed.D)
- Nursing (BS)
- Interdisciplinary Social Science (BA)
- Computer Info. Systems (BS)
- Social Work (MS)
- Business (BS)
- Info. Sciences/Accounting (BS)
- Engineering Mgt. (MS)
- Electrical Engineering (MS)
- Civil Engineering/Mechanics (MS)
- Criminology (BA)
- Public Administration (C)
- Industrial/Manufacturing Engineering (BS)
- MBA (Saturday)

Partial undergraduate majors are available from the College of Arts and Sciences in Psychology, Sociology, Political Science, International Studies, and Communication Science and Disorders; from the College of Business in Accounting, Economics, Finance, Managements, Management Information Systems and Marketing; as well as from the College of Education and the College of Engineering.

USF Lakeland maintains ongoing partnerships with Polk Community College, South Florida Community College and Hillsborough Community College Plant City. Articulation agreements exist for programs of study in the College of Education, College of Engineering, College of Arts and Sciences, College of Business and College of Nursing. The full Elementary Education curriculum is offered by the USF Lakeland Campus on site at South Florida Community College.

University of South Florida data reveal that the Lakeland Campus enrollment between 1995 and 1999 remained steady, with minor fluctuations.

**Table 8**

**USF Lakeland  
Unduplicated Annual Headcount**

<u>Year</u>	<u>Undergraduate</u>	<u>Total</u>
1996-97	959	1,843
1997-98	1,161	2,032
1998-99	1,110	1,861
1999-00	952	1,580
2000-01	1,078	1,768

Source: [All Colleges, Declared Majors, All Departments]  
University of South Florida Office of Budget & Policy Analysis-Infomart

Between 1999 and 2000, undergraduate FTE enrollment increased 11 percent (272 FTE to 301 FTE) and total FTE enrollment increased 18 percent (339 FTE to 401 FTE). Enrollment projections for the next five years have been calculated by the campus administration and are listed below.

**Table 9**

**USF Lakeland  
Enrollment Projections 2000-2005**

<u>Enrollment</u>	<u>2000-01</u>	<u>01-02</u>	<u>02-03</u>	<u>03-04</u>	<u>04-05</u>	<u>05-06</u>
Upper level FTE	274	303	356	416	488	566
Total FTE	337	370	432	505	591	687
Headcount	864	950	1,091	1,222	1,353	1,501

Source: USF Lakeland Campus

The Lakeland Campus has been charged to expand existing programs and develop new program offerings in order to expand access to complete baccalaureate degrees within the community. The Campus has interacted with the Central Florida Development Council, the Florida High Tech Council, Community Advisory Board, and local school districts to identify employer demand for educational training. An Information Technology program has been completely developed on the Lakeland Campus of USF from initial concept to complete approval. Several other programs are being added to the Lakeland Campus as complete programs based on local demand.

In its 2001 report: *An Evaluation of State University System Branch Campus Programs*, the Council For Education Policy Research and Improvement reviewed the impact of specific appropriations made to the USF Lakeland Campus (\$140,035 in 1999, \$599,200 in 2000 and \$1,324,000 in 2001) to increase access to baccalaureate degree programs on the branch campus. The Council confirmed that USF Lakeland is focusing on the increase in the number of complete degree programs available at the Campus. The Campus is expanding its degree

programs and plans to offer 27-degree programs during this year. Enrollment has doubled in new degree programs established during the period 1999-2001.

During the first year of the new administration at USF Lakeland Campus (1999-2000), growth was realized in the following areas: Student contact hours, undergraduate: +19%; graduate: +37%; headcount: +20%; Education students: +47%; and Engineering students: +52%. Similar annual increases have been observed since that year.

Major goals of the Campus 2000-2005 planning cycle include: to increase enrollment by 500 students, to develop new degree programs based on student and workforce need, to foster deeper partnerships with Polk Community College, South Florida Community College and Hillsborough Community College, and to advance education technologies throughout the campus.

### **Polk Community College**

Polk Community College was founded in 1964 to address the postsecondary needs of Polk County. The College now operates two campuses. The Winter Haven Campus was established in 1968 and currently has nine permanent buildings on a 100-acre site. The Lakeland Campus was established in 1988 and the College shares its South Lakeland campus with the University of South Florida via two academic quadrangles. Currently, over 100 full-time faculty serve the postsecondary needs of over 8,000 credit and 10,000 non-credit students on the two campuses.

Polk Community College has joined with several other community colleges in Central Florida to form the Tech-4 Consortium to provide research, education and training vital to attracting and keeping high technology industry in the I-4 Corridor region.

The College focuses primarily on the delivery of two-degree programs:

- the Associate in Arts (AA) degree, which is awarded to students completing the requirements of the first two years of a four-year baccalaureate degree programs, and
- the Associate in Science (AS) degree, which is awarded to students completing one of the occupational programs designed to provide the student two possible routes: entry into a designated occupational field, or transfer to a college or university.

Other programs include the Associate in Applied Science (AAS) degree, which is awarded in occupational programs designed specifically for entry into a designated occupational field, Credit Certificates, Vocational Certificates and non-credit courses.

The College's programs have had a major impact on the community through the 20,000 degrees that have been awarded. Over 90 percent of city and county law enforcement officers in Polk County trained at PCC, as well as over 60 percent of Polk County nurses. In the past five years, the College reports that its AA enrollment has grown 5 percent and its AS enrollment has grown 23 percent. The College reports that enrollment in all college credit programs increased 8 percent during this period. See Table 10.

**Table 10**

**Polk Community College  
Enrollment: 1996-2000**

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>	<u>2000-01</u>
AS Degree	3,130	3,112	3,196	3,477	3,292
AA Degree	841	815	815	1,091	1,037
All Programs	5,132	4,968	5,147	5,462	5,562

Source: Polk Community College

During the next five years, PCC projects a significant increase in FTE enrollment at its Lakeland Campus. See Table 11.

**Table 11**

**Polk Community College  
FTE Enrollment Projections**

	<u>1999-00</u>	<u>2004-05</u>	<u>% Change</u>
Lakeland Campus	1,456	1,622	+ 11.4 %
TOTAL	2,792	2,968	+ 6.3 %

Source: Polk Community College

Through specific articulation agreements with USF Lakeland, PCC provides students with access to USF programs in Education, Business, Engineering and other disciplines offered at the Lakeland Campus. The admissions, advising and student services offices at the two institutions share information on students in order to link PCC graduates to the USF admissions process through a Joint Admissions Program. Under this program, students are granted provisional admission to the University at the time they enroll in the College, and are granted full admission status to the University upon completion of the associate in arts degree at the College.

PCC also has active articulation agreements with Florida Southern College, Warner Southern College, Webber International University, Southeastern College and the University of Sarasota. Other partnerships include linkage programs with Hillsborough Community College, Manatee Community College, Pasco-Hernando Community College, St. Petersburg College and Valencia Community College. Specific program majors covered by the partnerships include Dental Hygiene, Diagnostic Medical Stenography, Funeral Services, Health Information Management, Medical Laboratory Technology, Nuclear Medicine, Occupational Therapy Technology, Optician, Physical Therapy Assistant, Radiation Therapy, Respiratory Care and Veterinary Technology.

PCC continues to focus on staying current with technological advances occurring both in Education and in Business. The two campuses are linked via fiber optic cable and major emphasis is placed on distance learning using a wireless cable system.

The stated vision of the College includes the statement that PCC will be "*Florida's leader in workforce development.*" High tech industries located within the I-4 Corridor, such as Cirent Technologies, Highlander Engineering Inc., Doyen Medepharma Inc., and Nextgen Technologies, along with industries considering locating within the Corridor, have indicated that the availability of a skilled, trained, technology workforce is a critical factor in their decision-making process and long-term economic viability.

Since 2000, a leadership group of area business leaders has guided the College in the growth of workforce development programs. PCC utilizes the Regional Targeted Occupations List to identify and upgrade programs offered. The List provides specific data that documents which occupations and associated educational programs are in demand in each region of the state. The College is also conducting an Occupational Outlook/Workforce Development Needs Assessment utilizing current census and labor market data. In addition, employers will be surveyed to 1) identify the specific personnel needs of industry located within the region, and 2) to identify the individual employee skill sets necessary for professions identified in the Occupational Outlook Needs Assessment. The Workforce Development Division of the College typically will take the lead in proposing new AS, AAS or Certificate programs of study.

As part of the College's planning for a new technology building, the College has analyzed enrollment trends, reviewed high wage/high demand occupations listings and consulted with business/industry leaders in Polk County. As a result of this planning, the following new programs have been proposed:

- Business Data Processing Systems
- Computer Services
- Electromechanical Technology
- Drafting and Design
- Nursing
- Networking Technology
- Internet Services Technology
- Children's Services
- Support for General Education

### **Independent Institutions**

The following independent institutions are delivering postsecondary programs in or adjacent to Polk County.

#### Main Campuses

Florida Southern College - Florida Southern College offers seven bachelor's degree programs and one master's degree program in Polk County:

- Bachelor of Arts
- Bachelor of Fine Arts
- Bachelor of Science
- Bachelor of Science in Nursing
- Bachelor of Music
- Bachelor of Music Education
- Bachelor of Sacred Music
- Master of Business Administration

Within these degree programs, there are nine pre-professional tracks, four interdisciplinary majors and 45 majors. The College also offers part-time and evening programs at its Lakeland campus. Enrollment is approximately 1,600 students.

Webber International University - Webber International University, in Babson Park, offers the Bachelor of Science in Business Administration to approximately 500 students annually. Within this degree, the following program concentrations are available: Accounting, Finance, Global Business Studies, Hospitality Business Management, International Tourism Management, Management, Marketing, Pre-Law and Sports Management.

Baccalaureate Programs and Courses are also offered in the Region by the following institutions:

- Southeastern College                      Lakeland
- Warner Southern College                Lake Wales
- Webster University                        Lakeland
- Florida Metropolitan University        Lakeland

According to the Independent Colleges and Universities of Florida (ICUF) 2001 Report: **Postsecondary Access Report: Satellite and Offsite Degree Locations Statewide**, through offsite/satellite programs, ICUF institutions have a presence in 26 of the 28 community college districts and in 58 or the 67 counties in Florida. The following partnerships are delivering courses and programs in the Polk County region.

Satellite Campus Locations:

<u>Institution</u>	<u>Site</u>	<u>Degree Program</u>
• Warner Southern College	Lakeland	Organizational Mgt.
• Webber International University	Winter Haven (PCC) Avon Park (SFCC)	Business Mgt. Business Mgt. Business Admin.
• Nova Southeastern University	Lake Placid	Communication Sc. & Disorders (MS)



New Partnerships (planned with community colleges):

<u>Institution</u>	<u>Community College</u>	<u>Degree Program</u>
<ul style="list-style-type: none"><li>Embry Riddle Aeronautical U.</li><li>Flagler College</li></ul>	South Florida CC South Florida CC	Management Tech. Business Accounting Business Mgt. Elementary Ed.
<ul style="list-style-type: none"><li>Florida Southern College</li></ul>	South Florida CC	Business Admin. Computer Science Nursing
<ul style="list-style-type: none"><li>International College</li><li>Webber International Univ.</li></ul>	South Florida CC South Florida CC	Business Mgt. Accounting Management Information Studies

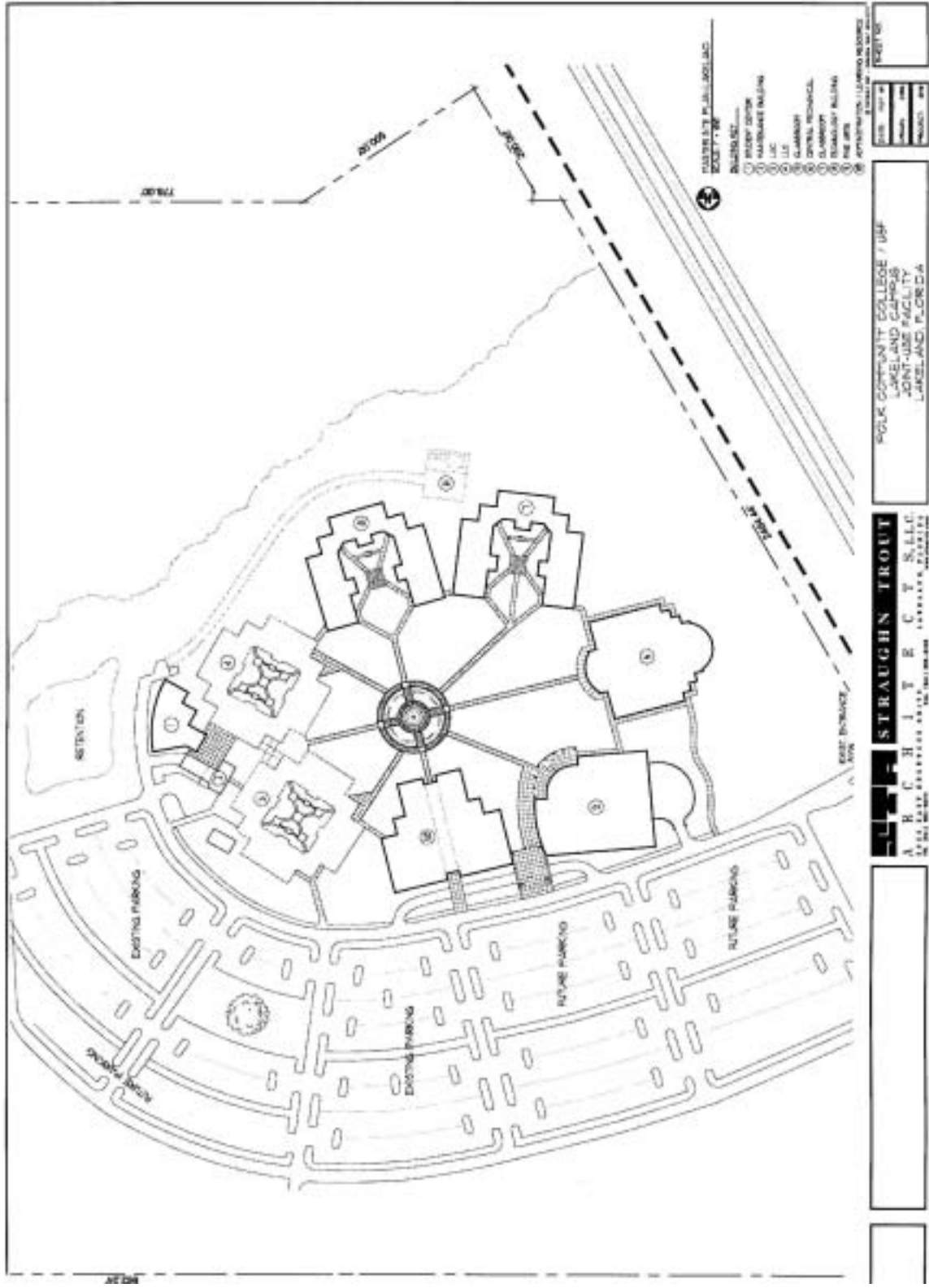
Other New Partnerships in Region:

- Florida A & M University will offer its Elementary Education program at Rochelle School of the Arts.
- University of Florida will offer Business Administration (Online) for PCC and SFCC graduates.
- Keiser College is planning to offer selected baccalaureate programs in Lakeland.

**JOINT-USE ACADEMIC SPACE UTILIZATION AND FACILITY NEEDS**

The PCC-USF Joint-Use Facility at Lakeland provides postsecondary opportunities for predominantly non-traditional, working commuter students to complete a public community college and university education at one campus location. The Facility is located on the Lakeland Campus of Polk Community College, which consists of approximately 133 acres. Part of the property is wetlands (southwest corner) where no building can occur. See Exhibit 1. PCC representatives have identified approximately 80 acres that are available for further expansion.

Exhibit 1



The Joint-Use Facility consists of two academic quadrangles on the Polk Community College campus. The space is allocated as follows:

- PCC - 77,263 square feet (73 % of space)
- USF - 28,288 square feet (27 % of space)

Headcount enrollment at the joint-use facility is distributed as follows:

- PCC - 88 % of total headcount
- USF - 12 % of total headcount

USF Lakeland operates its programs in 19 classrooms that seat a total of 525 students. Instructional space is currently disjointed in two remote parts of the PCC campus. The two institutions, however, share classroom space on an as-needed basis. In 2001, USF added to its existing program and classroom space, which required space transfer from PCC to USF. As the demand for classes in the evening continues to grow for both USF and PCC programs, the opportunities for shared space may decrease

USF Lakeland reports that space utilization patterns demonstrate the unique nature of space use and needs required by an exclusively commuter, largely part-time, student population enrolled primarily in the evening hours. Approximately 47 percent of its classes are offered at night and 32 percent of its enrollment attends night and day classes. In addition, USF Lakeland, as all branch campuses, must duplicate academic and student services (registration, financial aid, advising/counseling, etc.) that are available at the main campus.

Both institutions are experiencing a shortage of and increasing need for office space for newly hired faculty and staff. Currently, available offices are being shared and conference rooms are being used part-time for faculty offices and adjunct faculty at both institutions often shares office space, based on their scheduled time on campus. In addition, study rooms and student congregation areas represent categories of space that are particularly useful at joint-use facilities, although these areas are typically in short supply. Plans call for additional classroom space to be used as "dual-function" space that will be designed to double as study space when not used for traditional classroom instructional delivery.

To address the need for expanded access to baccalaureate education in the area, new programs and expanded offerings in Engineering, Education, Business, Information Technology and Arts & Sciences have been initiated or enhanced by USF Lakeland during the 2001 academic year and will continue to be expanded during the next several years. It is anticipated that demand for classroom space will significantly increase during this period, especially during the critical 6:00 p.m. –9:00 p.m. time period.

An Educational Plant Survey completed by Polk Community College in 2000 validated a large unmet need in both classroom, vocational and non-vocational program spaces. This unmet need is particularly evident where Computer Technology programs are housed in space originally designed and built for classrooms.

The University of South Florida, in a 2000 planning document: *The University of South Florida: One University, Geographically Dispersed - An Agenda for Evolving Autonomy*, stated:

A new joint-use facility with Polk Community College should be constructed to support enrollment growth. Currently, USF has access to only 19 classrooms in the existing joint-use facility and needs additional space in order to expand.

The PCC-USF Joint-Use Facility received \$4.5 million in planning and design funds from the Legislature for a new technology building that will be shared by both institutions (2/3 space for PCC and 1/3 space for USF). A Joint Planning Committee, with representatives of the College and the University, meets regularly to review space utilization needs and issues of collaboration and growth. Through this partnership, the USF Lakeland/PCC Joint-Use Project represents a combined USF and PCC request for new construction and renovation funds of \$28,751,101 for the project. The funding request includes \$19,532,360 for 88,510 NSF new construction and \$4678,443 for 30,555 NSF renovation space. Under current planning schedules, the earliest occupancy for the new building is mid-2004.

A formal Joint Resolution by the two institutions, which is required in Statute for state validation of the need for additional space, was stalled during the transition period for the restructuring of state-level, education governance. Both institutions, however, are now working on the resolution. The document will specify the distribution of space in the new facility based on enrollment projections and a needs assessment that was included in educational plant surveys that were completed by both institutions.

USF Lakeland has provided the following justification of the need for additional academic space:

- Only one-half of the "joint-use" space per category (space that USF and PCC share) is counted in the USF current inventory when space needs are calculated for the Lakeland campus. However, since the ratio of USF Lakeland headcount enrollment to PCC headcount enrollment using the space is 1 to 15, a more accurate representation of the USF share of joint-use space in the current inventory would be only one-fifteenth of the shared space instead of one-half. [To this point, PCC counters that PCC headcount includes non-credit continuing education students who are only briefly on campus, if at all. Many of these students are on campus on weekends for short courses and, in some cases, the training is conducted off campus at company sites.]
- USF Lakeland has a greater number of part-time students to be accommodated; thus more individuals creating a greater need for facilities. The FTE to Headcount ratio for the Tampa Campus is 1.00 FTE to 1.60 Headcount; Lakeland Campus ratio is 1.00 FTE to 2.64 Headcount.
- The majority of Lakeland Campus students attend class between 6 pm and 9 pm. Space generation factors do not take into account the difference in proportion of day students versus night students.

The USF Campus administration has stated that the new building will relieve urgent space needs as projected through 2005, but also has projected that the new building will become inadequate after only one year of occupancy due to continued enrollment and program growth. PCC representatives concurred that the new building will essentially open in time to accommodate the existing FTE, thus allowing for no additional growth. They added that even with the new technology building, the College will be short on library space and on other student support spaces, such as cafeteria, study space and provisions for physical activities.

## A New, Regional Campus

Interest has been expressed among certain community leaders in identifying land and benefactors in the Polk County area that will enable USF Lakeland to relocate to a new and separate campus. USF Lakeland believes that a separate campus will enable it to meet its current and projected program needs, however, additional land is available for further expansion by both USF and PCC at the current joint-use campus site.

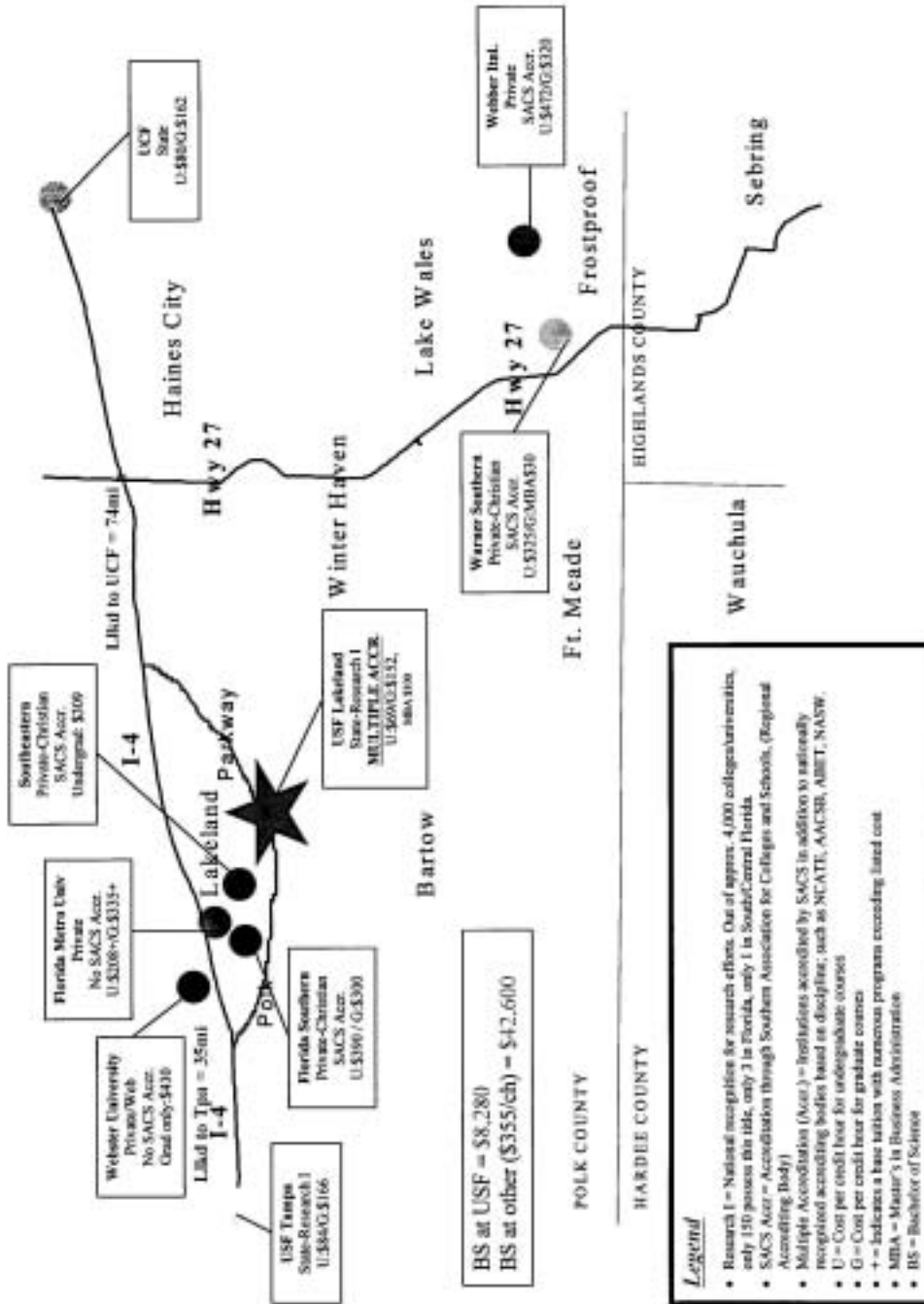
Two large companies have already offered land to construct a new facility. Documentation identifies an interest by these companies to advance a Research Park on or near the new facility. The prevailing view at the campus is that the establishment of a freestanding campus, with direct ties to a Research I institution, will enhance access of the region's citizens to a high quality, university presence. USF Lakeland provided Exhibit 2 (see next page) to provide focus on its positioning and role in the region.

USF Lakeland believes that additional space will foster the further development of university/research park partnerships, enable additional student services and programs (including housing) to be offered and will facilitate the establishment of new baccalaureate and graduate degree programs. Campus representatives believe that the development of the High Tech Corridor will necessitate additional program growth, particularly at the graduate level, as the need for research capabilities become manifest by corporations desiring to relocate in the Tri-County area.

The USF Lakeland Campus Board will review the issue of the relocation of the campus to a new physical site at its February meeting.

# Central Florida Higher Education Institution Map

Access • Quality • Cost



Polk Community College representatives report that there has been no formal communication between USF or USF Lakeland and PCC in regard to desire of USF Lakeland to relocate to a new physical site. The College strongly believes in the 2 + 2 system of student articulation as being the most effective and efficient approach to delivering low-cost, quality program in the Polk County service area. College representatives believe that the retention of the 2 + 2 system should be the foremost consideration in planning for a new, regional university campus.

## **STUDY FINDINGS AND ANALYSIS**

### The Region

- Polk County is located in a region of the State that is experiencing significant growth due to the expansion of the I-4 High Tech Corridor that runs from Tampa to Orlando to Daytona Beach.
- Polk County's age 18-44 population is projected to grow very little during the next 15 years.
- The educational attainment of Polk County citizens is significantly below the state average, with less than 10 percent of persons 18 years and over having achieved a bachelor's degree.
- The Polk County economy is sound, growing and becoming more diversified, as areas of job growth center on manufacturing, product distribution and business services.

### The Postsecondary Delivery System

- The hub of the area's postsecondary delivery system is the Polk Community College-USF Lakeland Joint-Use Facility.
- The Lakeland Campus of USF offers a broad array of undergraduate and graduate full and partial degree programs, and continues to expand existing programs and develop new degree program offerings.
- University of South Florida data reveal that the Lakeland Campus enrollment between 1995 and 1999 remained steady, with minor fluctuations. Between 1999 and 2000, total FTE enrollment at USF Lakeland increased 18 percent. The College has projected that its total FTE enrollment will double in the next five years.
- Polk Community College operates two campuses in Polk County, including the Lakeland Campus that houses the Joint-Use Facility.
- In the past five years, the College reports that its associate in arts program enrollment has grown five percent and its associate in science program enrollment has grown 23 percent.
- The College has projected that FTE enrollment at its Lakeland Campus will increase 11 percent in the next five years.
- The primary focus of the College is now on workforce development programs in order to address the employment needs of high tech industries in the region.

- Polk County and the surrounding region are well served by postsecondary programs offered by independent colleges and universities. These programs are primarily Business, Education and Health Sciences programs.

### Space & Facility Needs

- In the Joint-Use Facility, the physical space is allocated and utilized as follows:
  - PCC – 73 % of space and 88 % of total headcount
  - USF – 27 % of space and 12 % of total headcount
- Both institutions have confirmed the following:
  - steady enrollment growth projected during the next five years and out;
  - increased demand for classroom space during the evening hours and weekends;
  - shortage of office space, study rooms and student services space.
- The existing Lakeland Campus consists of approximately 133 acres. In consideration of available property and designated wetlands, the College estimates that approximately 80 acres are available for future expansion.
- Planning has begun by both institutions for a new technology building at the facility. USF Lakeland believes that the new building (planned for completion in mid-2004) will relieve urgent space needs as projected through 2005, but also has projected that the new building will become inadequate after only one year of occupancy due to continued enrollment and program growth.
- Interest is increasing in the Lakeland community for the USF branch campus to be relocated to a new, separate location in the Polk County region. The campus reports that two benefactors have offered to donate land for the development of a new, regional campus.

### Joint-Use Facilities

In its 1999 study: ***The Impact of Joint-Use Facilities on the Delivery of Postsecondary Education in Florida***, the Postsecondary Education Planning Commission reviewed the impact and efficiency of Florida postsecondary joint-use facilities through an analysis of student enrollment data and campus information from six existing joint-use partnerships. Key findings and recommendations follow:

- *Joint-use facilities are established to increase access in the community and region to a greater number and variety of educational programs. The most successful joint-use facilities have been developed at the local level and/or regional level through collaborative partnerships that first, identify specific workforce needs and then, offer the educational programs to meet the needs.*
- *Sharing a facility among institutions usually costs less than funding and maintaining separate facilities. In addition to instructional space, shared facilities, such as a library, food service, bookstore, or recreational facilities, can ensure a full complement of services for students who would otherwise have to utilize facilities at two or more different sites.*



- *The clientele of joint-use sites consists predominantly of older, place bound students who enroll part-time in concert with employment, financial or family obligations.*
- *Branch campuses at Research I and II universities will need to compete more forcibly for resources with the graduate education and research components of the main university campuses. The allocation of funds and other resources by these universities to graduate education, research programs and branch campus operations will be increasingly difficult.*
- *New joint-use facilities should not be established in Florida as the primary method to accommodate the state's projected postsecondary enrollment demand.*

### Institution Governance

In 2000, the Legislature enacted the Education Governance Reorganization Act to mandate a restructuring of the state's education delivery system. A Transition Task Force was established to develop and recommend a structure to reform the system into a seamless, K-20 education system. The 2001 legislature enacted the Education Reorganization Implementation Act, which created the Florida Board of Education and institution boards of trustees for each state university and dissolved the Board of Regents for the State University System.

As the new system continues to be implemented, the governing authority for state universities is being devolved from the state to the university boards of trustees. A new state/local relationship is being developed in which the state no longer supervises the operation of local educational institutions, but provides direction, resources, assistance and policy-based checks and balances. Emphasis is on local control and flexibility, within an appropriate level of state oversight and accountability.

In his 2002 "State of the State" Address, Governor Bush voiced his desire to "continue to empower the state universities with institutional independence" in order to "devolve initial powers and duties for the university boards of trustees to allow for local governance similar to what is established for local community college boards of trustees."

In June 2001, the Governor Bush established the University of South Florida Board of Trustees and appointed 13 members to the new board to "set policy and serve as the institution's legal owner and final authority responsible for efficient and effective use of resources."

The 2000 Education Governance Reorganization legislation also established "two fiscally autonomous campuses" of the University of South Florida, USF St. Petersburg and USF Sarasota/Manatee, and enabled each of these campuses to establish a Campus Board. The legislation identified specific duties and responsibilities for these five-member, campus boards, including:

- *Review and approve an annual legislative budget request that includes items for campus operations and fixed capital outlay;*
- *Approve and submit an annual operating plan and budget for review and consultation by the University of South Florida Board of Trustees;*
- *Enter into central support services contracts with the University Board of Trustees for any services that the campus cannot provide more economically;*

The legislation also stated:

*The Board of Trustees of the University of South Florida may lawfully delegate other powers and duties to the Campus Board for the efficient operation and improvement of the campus and for the purpose of vesting in the campus the attributes necessary to meet the requirements for separate accreditation by the Southern Association of Colleges and Schools.*

Following this action, the President of the University of South Florida, in a move to establish an equitable relationship with all campuses, approved a Campus Board for the USF Lakeland Campus. The three regional campuses are now more autonomous in their delivery of programs, business practices and day-to-day operations.

### **SUMMARY AND RECOMMENDATIONS**

The Council believes that joint-use postsecondary facilities continue to be a very cost-effective way to achieve increased baccalaureate degree production and remain a valuable component to the state's educational delivery system. The joint-use arrangement brings upper division coursework and baccalaureate degree programs to time- and place-bound students as part of a cooperative effort to increase access. Of equal importance are the ability of two postsecondary institutions to share space and staff in order to avoid unnecessary duplication of administrative and student services and programs. The USF Lakeland-Polk Community College facility has successfully developed a seamless system of articulation *at one location*, so that students are able to openly enroll in a public community college, achieve an associate in arts degree and pursue a bachelor's degree from an increasing array of program offerings.

As was reported, proposals are being initiated in the USF Lakeland community to relocate the USF Lakeland Campus away from the PCC-USF Lakeland Joint-Use Facility to a new, freestanding campus in the Polk County region. In light of the study findings and in consideration of the requisite costs of the construction of a new campus, the following key points suggest that the relocation of USF Lakeland to a new, separate campus is premature.

- State demographic projections show that Polk County's 18-44 age group population will show little growth during the next 15 years.
- Department of Education projections show that annual public high school graduates in Polk County will increase by a total of 14 percent over the next ten years.
- A joint-use facility is an optimal structure for the state's 2 + 2 system of student articulation and enables community college students to complete an associate in arts degree program, and enroll in, persist in and graduate with a bachelor's degree program.
- Enrollment at the USF Lakeland Campus has shown little growth in recent years and is increasing now in response to new program offerings.
- A significant majority of enrollment growth at Polk Community College in the past five years has been in its associate in science (AS), workforce programs. Most of these programs are not directly transferable to a baccalaureate degree program.
- The USF Lakeland Campus has significantly expanded its baccalaureate program offerings following specific legislative appropriations and is planning for further expansion of course and program offerings.

- Both institutions report increased demand for classroom space during the evening hours and weekends at the facility and a shortage of office space, study rooms and student services space.
- A new technology building is being cooperatively planned by the two institutions and, upon completion (projected for mid-2004), will alleviate some of the existing demand for classroom and office space.
- The Lakeland Campus has available acreage (approximately 80 acres) that will enable the Joint-Use Facility, with cooperative planning, to further expand.

***Recommendations:***

- 1. The USF Lakeland-Polk Community College Joint-Use Facility and its existing structure should be maintained at this time to ensure a seamless system of articulation for students at one postsecondary facility.***

The demographics of Polk County are consistent with the demographic indicators identified as components of successful joint-use arrangements in the 1999 PEPC *Joint Use Facilities Study*. In light of what is currently in place, it is difficult to accept the view that the establishment of a separate, regional campus at a new location would improve student articulation and the transferability of students from an associate in arts degree program to a baccalaureate program.

- 2. In the future, if demand for facilities and physical space exceeds what are available at the USF Lakeland-PCC Joint-Use Facility, a proposal for the establishment of a freestanding, USF regional campus in Lakeland should be generated by the USF Lakeland Campus Board. Such a formal proposal should then be forwarded to the University of South Florida Board of Trustees for review and action. Polk Community College, as partner in the Joint-Use Facility, should participate in all levels of review of a proposal.***
- 3. The University Board's review should focus on the following issues:***
  - a. Student access and articulation – The proposal must ensure a seamless, articulated, student-oriented access to baccalaureate programs for community college students through the existing 2 + 2 articulation process.***
  - b. University resources – The proposal must determine that university resources are available to allocate to the regional campus to relocate the campus programs and services to a new site and that there is a long-term commitment of resources to operate the campus as a separate, regional campus.***
  - c. Academic degree program growth – The proposal should identify future education program needs for the region's workforce that will be realized.***
  - d. Regional coordination – The proposal should ensure that existing education partnerships with Polk Community College and other community colleges and independent institutions in the region are maintained and strengthened.***
- 4. The USF Lakeland Campus Board and the Polk Community College Board of Trustees should jointly establish regularly scheduled meetings of the two boards for consideration of issues of mutual concern.***

