“I am happy to say I’m one of Chipola College’s alumni and will do all I can to encourage younger and older people to enroll here at Chipola. I’ve enjoyed my time here – thanks!!!”

2014 Graduating Student Survey

“Good quality, affordable, and a small student body.”

2012 Graduating Student Survey

“During my time at Chipola College, I gained a great deal of success in education. If I had to choose to come to Chipola all over again, I would be more than willing.”

2012 Graduating Student Survey

“I am very much in debt for the educational opportunity provided me by Chipola. Without that opportunity, higher education would probably not have been an option for me.”

Dr. Malcolm Gillis, Former President, Rice University and Outstanding Alumnus

History

Documented Performance of Chipola and Its Students

Vision, Mission & Goals
History

Chipola College is a public, open-admissions institution in Marianna, Florida, serving five Florida Panhandle counties of Calhoun, Holmes, Jackson, Liberty, and Washington. Located in Northwest Florida, 70 miles west of Tallahassee, 60 miles from the Gulf of Mexico, and 30 miles from the Alabama state line, Chipola was established as the third oldest of Florida’s 28 state-supported community colleges. The institution’s name was changed from Chipola Junior College in 2003, after the Florida Legislature granted permission for Chipola to offer selected baccalaureate degrees to address documented workforce needs in the region. Chipola opened its doors in 1946 as a private institution with six full-time teachers and 65 students. The college served 3086 students in its regular degree and certificate programs in 2012-2013.

Chipola was brought under state control and financing in 1947 when Florida’s Minimum Foundation Law initiated a plan to place two years of college education within commuting distance of every Florida citizen. The original district of Calhoun, Jackson and Washington Counties was expanded later to include Holmes and Liberty Counties.

A milestone in the college’s history occurred in 1953 when the campus moved from its original location at the former Graham Army Air Base to the present location near the banks of the Chipola River. The first permanent buildings were completed and occupied in 1954. Additions through the years have created a complex of 35 buildings arranged on a wooded campus, on about 75 acres of a 120-acre tract. The remainder is in its natural state—covered with pines, cedars and hardwoods. The campus also includes outdoor athletic fields and a pool. There are six buildings at off-campus sites.

Programs in workforce education began in 1967-68. Bachelor’s degrees were added in 2003. Chipola was named a State College of Florida in 2008.

Chipola operates under a nine-member District Board of Trustees appointed by the governor for four-year terms. All operations are governed by the Florida Department of Education and policies set forth by the District Board of Trustees. The college was accredited in 1957 by the Southern Association of Colleges and Schools (SACS) and has maintained continuous accreditation since that time. The most recent reaffirmation of accreditation of all programs occurred in 2008.

Chipola’s School of Education allows students to earn the Bachelor of Science Degree in Secondary Education with emphasis in math, science or English. Chipola continues to prepare math and science teachers for area middle and high schools. Elementary Education and Exceptional Student Education were added in 2006. The college initiated the Bachelor of Applied Science in Business Management in 2007, and the Bachelor of Science in Nursing in 2008. In December 2010, Chipola was approved to offer the Bachelor of Science in English Education. In May 2011, Chipola was approved to offer the Bachelor of Science in Business Administration with concentrations in Accounting and Management. After 66 years, Chipola continues its efforts to meet the challenge of its own mission by addressing the postsecondary educational needs of local citizens.
Chipola Named a State College

In June 2008, Chipola officially became a State College in Florida. The Florida College System consists of community colleges where 2-year and 4-year academic degrees are granted. This means more students in the college district will be able to access Baccalaureate degrees in academic areas where the demand for educated workers is exceeding the supply.

Chipola’s programs are more affordable and cost-effective than those at the state university level—and that’s another benefit to both taxpayers and students.

Chipola now offers ten Bachelor of Science degrees in the Education, Nursing and Business Administration.

Graduates of Chipola’s School of Education Program are certified and placed in jobs at a rate of 90-100%.

Ten Bachelor’s Degrees Offered at Chipola College

School of Education

- Bachelor of Science in Elementary Education (grades K-6)
- Bachelor of Science in Exceptional Student Education (grades K-12)
- Bachelor of Science in English Education (grades 6-12)
- Bachelor of Science in Middle School Mathematics Education (grades 5-9)
- Bachelor of Science in Secondary Mathematics Education (grades 6-12)
- Bachelor of Science in Middle School Science Education (grades 5-9)
- Bachelor of Science in Biology Education (grades 6-12)

Chipola initiated the School of Education to offer Bachelor of Science in Education degrees. The first degrees trained middle and high school teachers to address the critical shortage of qualified math and science teachers in area high schools.

The Florida State Board of Education later approved three additional Bachelor of Science in Education degrees: Elementary Education, Exceptional Student Education, and English Education.

Bachelor of Science in Nursing (RN-BSN)

The RN-BSN degree program began in Fall 2008. Applicants for the BS in Nursing must have earned the AA degree and AS degree in Nursing, be licensed Registered Nurses, and have completed all required prerequisite courses.
Bachelor of Science in Business Administration
- Bachelor of Science in Business Administration with an Accounting Concentration
- Bachelor of Science in Business Administration with a Management Concentration

Chipola College’s Bachelor of Science in Business Administration (BSBA) began in May of 2011. The concentrations are in Accounting and Management. An AA degree is required with all of the prerequisites for the Business program. Contact the School of Business and Technology at (850) 718-2441 for more information.

Documented Performance of Chipola and Its Students

Chipola is respected among post secondary institutions in Florida because of the success of its students. Shown below are highlights of success on a variety of indicators. Similar results have been achieved by Chipola each year since the identification of the college’s success factors and expected outcomes.

- Florida Bright Futures Scholars: State reports have ranked Chipola first in the percent of Florida’s Bright Futures Scholarship recipients. During a recent year, over 19% of the total degree-seeking student population were on these prestigious scholarships; 43% of entering freshmen were Bright Futures Scholars. Many of these students will transfer to professional schools in medicine, law, pharmacy, engineering, and business, but the fact that so many of these scholars receive their general education at Chipola speaks well for the college’s reputation for high standards and quality instruction.

- Outstanding Instruction at All Levels: There are many other indicators of instructional quality. State accountability reports consistently rank Chipola among the top colleges in Florida on reports of GPAs among transfers to state universities. Licensure passing rates and job placement rates are consistently above 90%. Among the under-prepared students who are placed in college-prep/remedial courses on entry, Chipola has unprecedented success. According to the state’s accountability report, 82% of the students who take college prep/remedial reading go on to pass their required college-level reading course, compared to the statewide rate of only 63.4%. The grade point average of Chipola’s AA graduates who transferred three years ago to the State University System (all universities/all students) was 3.04, compared to the state average of only 2.92.

- CAAP Performance: Chipola’s graduating sophomores consistently exceed the national mean for public two-year college sophomores on every test and subtest of the Collegiate Assessment of Academic Proficiency Exam (CAAP). This includes a recent Critical Thinking score of 62.6, compared to the national average of 60.7.

- Chipola Honors Program: The Chipola Honors Program is a member of the National Collegiate Honors Council. The Honors Program at Chipola offers weekly seminars for the brightest and best students. Teachers of honors classes guide students through research projects, beyond the regular course requirements. Honors students often serve as tutors in the Academic Center for Excellence (ACE).

Nationally Recognized Scholars, Brain Bowl Team, Phi Theta Kappa and Phi Beta Lambda Chapters

Chipola’s students and academic organizations have earned state and national recognition, including Christiana Prichard, a former student named the number one college student among all students in Florida’s colleges and universities according to Florida Leader Magazine. Prichard was selected from hundreds of nominees from public and private colleges and universities in Florida. In 2013, three more students were honored. Chipola sophomore Kaylee Toole was featured in USA Today for her first team nomination to the 2013 All-USA Community College Academic Team. The team consists of 20 members nationwide from 1,800 applicants from 800 community colleges. John Whittington was named to the All-Florida Academic team in 2013.
Jessica O’Keefe, a 2012 graduate of Chipola College, was the recipient of the $7,500 Hites Scholarship awarded by Phi Theta Kappa Honor Society.

The Chipola College Brain Bowl team won the Florida College System Activities Association Brain Bowl State Tournament for the seventh straight year and won the 2013 NAQT Community College National Championship Tournament for the third year in a row. Chipola also finished as the top two-year college in the National Academic Quiz Tournament (NAQT) Four-Year College Tournament for the second straight year.

Campus organizations such as Phi Theta Kappa, Brain Bowl, Mu Alpha Theta, and Phi Beta Lambda reflect Chipola College’s commitment to academic growth among students both inside and outside the classroom. The college nurtures and guides students in these organizations, expanding their educational opportunities into regional and national arenas. Student members are encouraged to interact and sometimes compete with their peers from colleges nationwide. Through membership, students are exposed to new experiences at conferences in Florida and in distant locations like Los Angeles, Dallas, Boston, Denver, Nashville, Minneapolis, and Seattle.

Chipola business majors in the MAN 4720 class (Strategic Management) participated in the 2013-2014 International Business Simulation. The team of Mark Shula, Justin Terry, and Kaitlyn Pope ended the BSG simulation number one in the world. They competed against 5,000 teams from 500 universities and colleges.

Chipola College business organization, Phi Beta Lambda, continues their tradition of excellence. At the 2013 PBL National Leadership Conference in Anaheim, CA, Chipola PBL teams consisting of Jeff Pitts, Jessica Taylor, and Sheetal Patel along with Katrina Messer and Cathy Lee placed in the “top 10” in the nation in Hospitality Management and Small Business Plan, respectively.

In Spring 2014, teams and individual members received ten “top five” awards at the 2014 PBL State Leadership Conference in Orlando, FL. Students competed in the areas of computer networking, accounting, business, and management. Chipola PBL captured first place in Hospitality Management, Network Design, and Networking Concepts and second place in Business Ethics and Cost Accounting. Qualifying winners represent Florida PBL at the national conference each year.

The Chipola College chapter of Phi Theta Kappa, an honor society for community college students, maintains a legacy of excellence. Chipola students and Phi Theta Kappa members have been named New Century Scholars for the state of Florida, named to the All USA Academic Team, recipients of the coveted $5,000 Guistwhite Scholarship, and recipients of the Coca Cola Scholarship. Among other awards, the chapter has been recognized as the Most Distinguished chapter in the state and nation.

Chipola College holds its Phi Theta Kappa members in high esteem and has created a wall of honor in the Literature/Language Building to recognize the most outstanding accomplishments earned by individual students throughout the chapter’s history. The chapter offers opportunities in scholarship, leadership, and service. Through the society, students learn to understand commitment to community. Although membership is restricted by GPA, the organization involves non-members in campus and community events.
Chipola is a Rural Cultural Arts Center with outstanding drama and music programs.

In the last eleven years, Chipola’s theatre productions have received “superior” ratings by the Florida College System Activities Association (FCSAA).

Chipola’s Automotive Technology program was awarded the Association of Florida Colleges’ Occupational and Workforce Commission’s Exemplary Practice Award in 2013 for an outstanding video training series created at Chipola College.

- **Academic Center for Excellence (ACE):** In 2006, Chipola received a coveted Title III - Strengthening Institutions Grant through the U. S. Department of Education. This provided funds to establish the ACE for instructional support. The ACE features a comfortable learning environment for on-demand tutoring, Supplemental Instruction (SI), group study, “Exam Cram” sessions, and computer access to instructional software. Hundreds of students attend the ACE each week to receive free individual tutoring upon request and participate in Supplemental Instruction sessions. Over 900 students made thousands of visits to the ACE in 2013-2014.

- **Cultural Programs:** Chipola College is well known throughout the Southeast for its excellent art education and programming in music, art, and theatre. Classes and performance-based learning are offered in all three areas, and scholarships are available to increase accessibility for students.

  A new 56,000 sq. ft. Gene Prough Center for the Arts, one of Florida’s finest performing, visual, and educational centers, opened Fall 2012. It consists of a 650-seat state-of-the-art proscenium main theatre for performing arts; a 150-seat flexible experimental theatre for intimate works, cutting-edge programs and recitals; an art gallery to show local, national, and internationally-recognized artists and serve the current and future needs of the Chipola College community. Teaching spaces, meeting rooms, scenery and costume shops, and offices are designed to enrich the educational experiences of Chipola’s students and more than 6,000 K-12 school children in the five-county area.

  The four musical ensembles, College Chorus, Rock and Jazz Ensemble, Show Choir, and the new President’s Ensemble perform regularly throughout the Southeast. The Show Choir and the President’s Ensemble are chosen by audition. The Show Choir tours and performs in such venues as Disney World, Sea World, Myrtle Beach St. Patrick’s Day Celebration, and aboard cruise ships. The Show Choir’s annual concert, Jazzmatazz, routinely performs to sold-out audiences.

  Servicing a record 8,300 patrons, the theatre department’s 2013-2014 student productions were 1940’s Radio Hour and The Sound of Music. Chipola Theatre has a tradition of superior ratings by the Florida College System Activities Association (FCSAA). Each summer, the department buses in thousands of area school children to experience live theatre, many for the first time. This past summer thousands of school children attended You’re a Good Man, Charlie Brown, a colorful enactment of Charles Schultz’s beloved characters.

  Under the leadership of Charles Sirmon and Connie Smith, theatre majors toured New York City and Broadway in 2014. Students participated in masterclasses in the heart of New York’s theatre district, and attended Broadway and off-Broadway performances. Students also attended the Florida Theatre Conference (FTC) and the Southeastern Theatre Conference (SETC) for professional development opportunities.

  The college also sponsors an Artist Series featuring national and international artists and provides deeply discounted tickets for Chipola students and staff. The 2013-14 season included “Sweet Potato Pie”, bluegrass, country, folk, and gospel music blended to perfection, NBC Sing-Off finalist “Voices of Lee.” Concert harpist Anna Maria Mendieta presented a Tango Flamenco show complete with Flamenco dancers, and direct from China, the Golden Dragon Acrobats amazed with their breathtaking skill and spellbinding beauty.

  Consisting of community leaders, the Chipola Regional Arts Association (CRAA) supports the arts in the Chipola district by funding programs for children, contributing to the Artist Series and art exhibitions, providing grants for area music, art, and theatre teachers, and offering art scholarships to Chipola students. Their unwavering effort to support the cultural life in the Chipola district has enriched the lives of countless community members.
Both the men’s and women’s basketball teams advanced in 2014 to the NJCAA Tournament in Kansas.

• Emphasis on Instructional Programs and Student Outcomes: Throughout Florida, Chipola is recognized for the quality of its instructional programs, all of which undergo annual program assessments according to specific student outcomes. A rigorous Program Review helps deans, department chairs, and lead faculty determine program strengths and weaknesses. All academic departments require common course syllabi, departmental final exams, use of the same textbooks, and access to appropriate labs and instructional materials.

 Many indicators confirm Chipola’s outstanding scholarship, not the least of which is that Chipola’s graduates in biology, chemistry, and physics are recruited as lab assistants in state universities, and engineering students consistently earn top honors in colleges of engineering.

• College-Level Competencies:
  Faculty have identified college-level competencies taught in the general education core courses of Associate degrees. Multiple measures are used to evaluate how well students learn to do the following:
  - Evaluate Societal and Ethical Issues, Problems, and Values
  - Understand the History, Nature, Methods, and Limits of Science
  - Demonstrate Basic Mathematical Skills and Knowledge
  - Comprehend and Articulate Effectively in English (Reading, Writing, and Oral Communication)
  - Interpret, Evaluate, and Appreciate Works of Human Culture
  - Evaluate and Use Information Technology Effectively

• Excellent Advising and Orientation: Chipola’s students get a good start during one-on-one advising sessions with faculty members and Student Affairs advisors. Academic plans and other aids in educational planning are available on the college’s website. Additional academic and career planning tools are also available for students from kindergarten through graduate school via the Florida Virtual Campus (FLVC). Entering freshmen learn college survival skills during an orientation course. Recent Graduating Student Surveys show that 93% of the graduates were satisfied with academic advising. Over 88.6% felt that SLS 1101-Orientation had helped them “learn about programs and services,” and 91% felt that the course had helped them “learn about transferring to a state university.”

• Athletics: While Chipola is recognized for its excellent academic programs, sports have always been a big part of the college community. College student-athletes participate in men’s baseball, men’s basketball, women’s basketball, women’s softball and women’s cross-country. The college also has an outstanding cheer leading squad.

  Chipola athletes have played men’s basketball and baseball since the college’s inception and even fielded a football team for a couple of years. Chipola hosted the FCSAA men’s and women’s state basketball tournament for 17 years.

  In 2013-14, Chipola’s men’s and women’s basketball teams won conference and state championships. The women went on to finish third in the national tournament, while the men finished in the Elite 8. Men’s baseball won the conference title. Baseball and softball both competed in their state tournaments.

  Chipola marked its 60th anniversary in 2007 in grand style by picking up two national championships—baseball and softball—and state championships in all four of the college’s intercollegiate sports. The feat put Chipola in the record books as the only team from the Florida ever to win four state championships in one year.

  Chipola has an exceptional record of preparing student-athletes for the next level. Many student athletes transfer to Division I colleges and universities, while others advance to the professional ranks.

  The entire focus of athletics at Chipola is to prepare student-athletes for success on the playing field and in the classroom.
Course Offerings


At the request of current students, most classes are scheduled from 7:00 a.m. - 2:00 p.m., Monday through Thursday. To meet the needs of employed, commuting students with family responsibilities, all departments schedule evening and on-line classes. Several Friday-only classes are also available.

Training programs are changed or continued as dictated by documented need because needs assessments precede all major program changes. Program Reviews are based on indicators of student learning, cost effectiveness, faculty qualifications, and community impact. The college fosters training partnerships with area businesses and agencies. Responses to community training needs include: (1) establishing the Academic Center for Excellence (ACE) to provide tutoring and Supplemental Instruction (SI); (2) offering high school Dual-Enrollment classes in district high schools at the request of parents, students, and school officials; (3) beginning a Child Care Training Program to provide the Florida Child Care Credential; (4) increasing enrollment for RN and CNA programs and creating a bridge programs for LPNs and Paramedic to become RNs; (5) establishing the School of Education to help address Florida’s shortage of qualified teachers; (6) delivering a Bachelor of Science in Business Administration program with concentrations in Accounting and Management; and (7) delivering a Bachelor of Science in Nursing degree.

Outstanding Faculty

One of Chipola’s greatest assets is its outstanding faculty. Of the full-time faculty members, about 82% are tenured. About 24% hold doctorates; 63% hold Master’s or Education Specialist degrees. At least 10% of these are completing course work toward the doctorate.

Several instructors have received prestigious teaching awards and won state and regional recognition for instructional projects at Chipola. Faculty also regularly participate at state meetings and conduct in-service activities for public school teachers in the college district. When available, part-time faculty are also engaged to teach classes, mostly in the arts, social sciences, criminology, and corrections.

Full-time faculty taught over 70% of student contact hours in 2013-14. Highly qualified instructors are hired in full-time positions. This has prevented fragmented approaches to instruction that are frequently reported in schools with high percentages of part-time teachers. Inherent in the college’s philosophy is the belief that full-time teachers have a full-time commitment to teaching and that interaction in the workplace creates a willingness to learn from each other, share departmental resources, and gain expertise.

Faculty and Staff Accomplishments

Professional Presentations and Appearances


- **Carbia, Charles.** Fine and Performing Arts – Directed and Produced “Hungry,” (a short film), Undead Film Festival, Tampa, 2013.


• Yoshikawa-Powell, Christine. Fine and Performing Arts – 2013 Romanenko-Yoshikawa Cello/Piano Duo Performances: Milwaukee, WI; Jacksonville, FL; St. Louis, MO; Chicago, IL; NWFL/Alabama Tour; Scottsdale, AZ; Tucson, AZ; Atlanta, GA; Lakeworth, FL; London, ONT; Guelph, ONT; Pointe Vedra Beach, FL.


Professional Publications


Awards and Recognition


• Burns, Nancy. Business and Technology – Recipient, 2013 Faculty/Administrator/Other Professional Employee of the Year Award.


• Pendergrass, Alice. Office of the President — Induction into Men’s Coaches Basketball Hall of Fame, Florida College System Activities Association, March 2014.


• West, Rachel. Literature and Language. Recipient, 2013 Distinguished Faculty Service Award, Elected by Student Body of Chipola College.

• Young, Stan. Mathematics. Recipient, 2014 Faculty/Administrator/Other Professional Employee of the Year Award.

State, Regional, and National Leadership


• Clemmons, Sarah. Instruction – Member, Statewide Advisory Board, FloridaLearns STEM Scholars. 2011-2014.


• Pendergrass, Alice. Office of the President – Chair, Credentials Committee, Association of Florida Colleges, 2013-2014.


Growth of Facilities and Technology
During the last five years, the college has received over $20 million in building or renovation funds. Over 90 percent of the classrooms are equipped with “smart” classroom technology, and most buildings are equipped with wireless internet capability. Chipola has 17 student computer labs. These are located in all classroom buildings. The state-of-the-art library houses the student Technology Center and provides numerous databases as part of the Florida LINCC system. The new Academic Center for Excellence provides on-demand tutoring and additional academic support.

The new decade ushered in a new age of technological integration into the curriculum and instruction. For example, on-line courses are offered in every academic department, and state-of-the-art technology supports training. Automotive Service Technology students and Electronics Technology students now have some of the most advanced, computer-assisted diagnostic equipment available. Instructors have the capability to simulate equipment failures and track students’ progress toward diagnosing the failure. Students receive valuable “hands-on” training supplemented by expert instruction.

Chipola officials recently launched a new initiative to upgrade the college’s entire data management system. The new system—Jenzabar—will provide a full-service portal to help students manage their enrollment information.

Accreditation & Affiliations
Chipola College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award Baccalaureate degrees, Associate in Arts degrees, Associate in Science degrees, and Certificates of Training. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Chipola College. This accreditation was most recently reaffirmed in 2008.

The college is also a member of the American Association of Community and Junior Colleges, the Southern Association of Junior-Technical Colleges, the Florida Association of Colleges and Universities, the American Council on Education, the Council for Resource Development, and other national professional organizations for institutions of higher learning.

Chipola’s Nursing programs have been approved for Candidacy by the Accreditation Commission For Education In Nursing, Inc. (ACEN), and are expected to gain ACEN accreditation in the Fall of 2014.

The college is also accredited by the Florida Board of Nursing, Criminal Justice Standards and Training Commission, Florida Department of Law Enforcement (FDLE), Florida Department of Children and Family Services, Bureau of Emergency Medical Services, Bureau of Fire Standards and Training, National Auto Technicians Education Foundation (NATEF), and International Conference on Automotive Collision Repair (I-CAR). The Welding Program is accredited by the National Center for Construction Education and Research (NCCER).

Being affiliated with these organizations means that credits earned at Chipola are recognized by other colleges, universities, and employers throughout the United States. Students planning to earn advanced degrees at four-year colleges and universities may transfer work completed at Chipola, generally with no loss of credit.

Chipola College Vision, Mission, and Goals
Vision
Chipola College promotes learning and student achievement through excellence, opportunity, diversity, and progress.

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

- Educational programs which include general and pre-professional classes leading to the Associate in Arts degree for transfer into baccalaureate degree programs;
- Baccalaureate degree programs which produce educated and capable professionals prepared for successful careers or advancement to graduate degree programs;
- Workforce Development programs leading to Associate in Science degrees and Certificates of Training to prepare students for careers;
- Continuing education opportunities for professional and personal development; and
- A broad range of enrollment and student services and instructional and administrative support to facilitate student success.

—Adopted September 21, 2010

Success Factors and Institutional Goals

Success Factor 1: Quality Educational Programs
Institutional Goal 1: Provide quality instruction in academic, workforce development, and continuing education programs, including sufficient instructional support to meet the needs of students.

Success Factor 2: Effective Marketing, Recruitment, and Enrollment
Institutional Goal 2: Present the college and its programs in positive ways, making every effort to attract and enroll as many students as possible by marketing the college in a variety of ways and enrolling students in efficient and customer-oriented ways.

Success Factor 3: Student Retention, Satisfaction, and Completion
Institutional Goal 3: Provide a wide-range of academic, developmental and support services to help retain students in programs by increasing the percentage of students who remain continuously enrolled through completion of a degree or certificate.

Success Factor 4: Responsible Resource Management
Institutional Goal 4: Promote the responsible management of resources by maintaining sound fiscal operations, seeking additional resources, improving college facilities, and providing an environment conducive to progressive implementation of technology.

Success Factor 5: Staff and Organizational Development
Institutional Goal 5: Encourage staff and organizational development by supporting an efficient and productive work environment where employees demonstrate competence, integrity, and professional excellence.

Success Factor 6: Community Involvement and Development
Institutional Goal 6: Foster strong community involvement and workforce development by supporting local and state economic growth and encouraging intellectual, civic, cultural, recreational, and service activities.

Success Factor 7: Post-Chipola Student Satisfaction and Success
Institutional Goal 7: Maintain a strong reputation for promoting student satisfaction and long-term success by equipping students with the knowledge and skills necessary to pursue their goals and become more productive citizens.