MIAMI DADE COLLEGE

Miami Dade College
School of Business

EMPLOY FLORIDA

EMPLOY FLORIDA
BANNER Center
Financial Services

BANNER-FINANCIAL SERVICES

STRATEGIC PLAN

2007-2008

Employ Florida – Miami Dade College BANNER – Financial Services
2007 – 2008 Strategic Plan
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Executive Summary

The intent of Florida's BANNER Centers is to develop workforce skills critical to Florida's economy via targeted educational initiatives. These educational initiatives are a function of

- industry driven and relevant content and curriculum
- shaped by knowledgeable academic partners
- deployed in locations and media accessible to the industry sector.

Enhancements to the industry-driven and relevant curriculum are driven by an active partnership between industry players and the academic community.

The Miami Dade College (MDC) Employ Florida BANNER - Financial Services is well on its way to realizing this intent.

- *College Credit* educational content requirements have been identified.
    - Urgent needs are to be met by industry recognized certifications of national scope. Indeed, a General Banking program meets the requirements of the ABA's General Banking Diploma.
    - Key areas of future content development have been identified for both community college and upper level institutions.
- This industry relevant content will be easily accessible to industry.
    - Face-to-face delivery in those markets with community college delivery.
    - Web-based delivery for remaining courses and regions.
- A robust academic/industry partnership has been developed that ensures:
    - Industry-relevant content;
    - A curriculum that can be deployed statewide; and
    - Industry sensitive modifications and enhancements to content.
- Sustainability is ensured by funding curriculum development and testing with ongoing expense recovery via normal tuition and fees. Cost can be driven down as more content is deployed via the web.

Over the next twelve months, the MDC BANNER will:

- See approval of the General Banking ethics coursework at the Florida state level;
- Develop two more non-depository certificates to complement the first created this year;
- Implement a financial services career path for high school students;
- Craft a non-depository specialization as part of an AS in Financial Services
- Develop and offer more on-line courses;
- Identify at least one university (preferably more) willing to integrate the depository and non-depository curriculum into its offerings;
- Find at least one community college in South, Central and North Florida and subcontract training in their region to them.

All of this is being done with substantive industry input such that the resulting plan concretely meets relevant and key educational needs of the financial services industry.

Strategic Plan Components Overview

The MDC Employ Florida BANNER - Financial Services Strategic Plan examines the following key aspects of this industry-relevant workforce development initiative:

- A "final report" of the first year cataloging the status of the initiative as it stands including trainee data;
- Continuation of the successful academic/industry partnership that has been built;
- Course offering expansion beyond the three addressed under the current contract;
- Specific outcomes for 2007-2008 including new program development and projected trainees enrolled and completed;
- Academic partnership maintenance and expansion;
    - Articulation agreement plans with 4-year degree institutions;
    - Articulation agreements with secondary schools; and
- Required money and a budget with respective stakeholders' investment, including the portion required of Workforce Florida, Inc.

The strategic plan is predicated on an environmental scan that was well articulated in the November 2006 Needs Assessment, as well as a gap analysis that was drawn from focus groups conducted with Advisory Council members and other industry representatives.

Tables and appendices are included for reference. They provide back-up to the conclusions and direction that are articulated in the plan.

Industry and Educational Environmental Scan and Implications

Florida's financial services industry is vibrant and growing. Aging baby boomers and net immigration of retirees will drive increased demand on the industry. This increased demand is met by a decreasing supply of trained workers. Baby boomer employees in the industry will be retiring. The industry faces high turnover for entry level employees (18 months average tenure). This demand/supply confrontation highlights the critical need for the efforts of the BANNER program.

Because the industry demands much specialized knowledge, it tends to promote from within. This means that, in addition to the need for trained entry level workers, there is a substantive need for in-career education as employees take on new accountabilities. These discrete needs for many trained new workers as well as extensive in-career education present a major challenge for education providers in Florida.

Market Definition

The financial services market analyzed in this plan is comprised by the North American Industry Classification System categories of the Finance & Insurance industry *

- 522 (credit intermediation & related activities, including depository organizations)
- 523 (securities, commodities contracts & other investments)
- 524 (insurance carriers and related activities)
- 525 (funds, trusts & other financial vehicles).

This market is comprised by 41,991 firms employing 375,821 employees, characterized by many small privately-owned organizations with an average of nine employees. Organizational heterogeneity challenges educational providers as they aim to meet the needs of all firms.

Geographically, 63% of all firms and 71% of employees are concentrated in seven counties:

- Greater Tampa - Hillsboro and Pinellas
- South Florida – Miami Dade, Broward, and Palm Beach
- Orange (Orlando)
- Duval (Jacksonville).

Market Segments

Non-depository financial services employers in these key (seven county) markets are concentrated in the (see Table 1):

- *insurance agency/broker*
- *real estate credit*
- *commercial banks*
- *investment advice*
- *financial transactions and processing*

Four of the segments are projected to have the highest growth in the geographical areas with highest concentration of employers:

- insurance carriers and related activities
- credit intermediation & related activities (depository institutions)
- securities, commodity contracts and other investments;
- funds, trusts and other financial vehicles **

Of these four, the largest is insurance carriers and related activities followed by credit intermediation and related activities.

The segments with highest growth (see Table 2) in these key counties are:

- credit intermediation & related activities (Hillsboro, Pinellas, Orange, and Duval)
- insurance carriers & related activities (Hillsboro, Pinellas, Broward, and Palm Beach)
- securities, commodities contracts & other investments (Miami-Dade, Orange and Duval)
- funds, trusts and other financial vehicles (Pinellas).

Across most of these counties, the occupations** with fastest growth are:

- financial analyst (Hillsboro, Broward, Miami-Dade, Orange, Duval, Pinellas)
- personal financial advisor (Hillsboro, Miami-Dade, Orange, Duval and Pinellas)
- claims adjuster (Hillsboro, Broward, Pinellas and Palm Beach).

Personal financial advisors are projected to grow the most, at 25.9%. **

Current Employment and Geographic Dispersion

Despite large increases in productivity, the need for newly trained workers in financial services is large, and can be expected to continue to grow at roughly 3% per year for the next ten years (See Table 3), which is a continuation of the almost 3% (2.8%) growth of the last three years. (www.labormarketinfo.com)

Activity in this industry is concentrated in Miami/ Fort Lauderdale, Tampa, Jacksonville, Orlando, and West Palm Beach. However, there is activity spread throughout the rest of the state as well. (Table1 presents largest market segment in these geographic areas).

Projected Training Needs

Training needs for the financial services industry are projected on the current levels of employment, and continued growth of employment at the current 3-year average. Separate growth rates are calculated for insurance employment and other financial services employment. Estimates of industry turnover and in-career training came from discussions with executives in the industry. In total, some 102,000 new employees will be required annually in this industry state-wide, and another 36,800 current employees will require additional education. Like employment generally, these needs are focused in Miami/ Fort Lauderdale, Tampa, Jacksonville, Orlando, and lesser throughout the state. (See statistics on next page.)

Sector	Employment (as of 9/06)	New	Turnover	Annual New (New + Turnover)	Annual Continuing Education
Financial Services (excluding Insurance)	232,100	8,124	58,025	66,149	23,210
Insurance	135,900	2,039	33,975	36,014	13,590
TOTAL	368,000	10,162	92,000	102,162	36,800

The Educational Landscape

The non-depository sector of the Financial Services market is a high skill high occupational training business sector. Based on focus group research with industry leaders and job postings analyses, most jobs require a minimum of 2-year degrees and/or industry recognized certificates. The level of skill varies significantly between sectors. The strengths of two-year and four-year programs will contribute to the economic success of this non-depository sector. Additionally markets with the highest density of financial services employers have had healthy population growth and are projected to maintain this trend according to data from the Bureau of Labor Statistics.

Existing training programs can be divided into three key categories:

- College and university finance-focused academic programs in Florida;
- Industry training coordinated by the nationally recognized Centers For Financial Training in Miami and Jacksonville; and
- Programs offered by Kaplan Financial.

All state universities and most of the major private universities offer undergraduate and graduate degrees in business with a concentration or major in finance. *However, community colleges are sparse in their offerings of financial services programs across all sectors particularly in major markets for the targeted high growth occupations* (Appendix B).

Relatively few centers of higher education offer the specific financial services programs desired by employers. However, the nationally recognized Centers For Financial Training in Miami and Jacksonville offer technical programs through the American Bankers Association, the Florida Bankers Association, and the Bank Administration Institute. These programs can lead to industry accepted certificates and diplomas.

The state of Florida awarded 2,288 degrees in Finance during the 05-06 academic year, an increase of 16% as compared to 01-02, but significantly less than the 102,000 entrants, annually, into Florida's banking industry.

Six universities (Appendix C) generated 91% of the degrees in Finance: University of Florida (UF), University of Central Florida (UCF), Florida State University (FSU), Florida International University (FIU), University of South Florida (USF), and Florida Atlantic University (FAU). Jacksonville is a key strategic area for Financial Services, which is served by UNF, a market not accessible to the other partner universities. These universities are located in areas with medium to high density of employers in financial services. They offer a broad range of programs, except UF, which offers a Certified Financial Planner Certification Education program.

Most 4-year institutions offer degrees in Finance, both at the graduate and undergraduate level. Only two community colleges: MDC and Valencia offer degrees with specialization in Finance. *This leaves several key markets with no access to financial services education:*

- *Hillsborough, Pinellas, Broward, Palm Beach.*
- *Duval has an offering focused on Financial Advisor which could potentially provide a base for other occupations.*

Only two public educational institutions offer degrees in Risk Management and Insurance: FSU and UF. Polk CCC and Broward CCC list the degree without any course offerings. On the private side there were no programs on insurance. There are approximately 15 Insurance Colleges across Florida many of which offer state certified programs, but only 5 are in the areas with the highest concentration of financial services employees. Among the most publicized are City College, Jones College, Kaplan, Keiser University, and University of Phoenix. DeVry University Online offers insurance programs. Most public community colleges have extensive offers through community education programs, offering pre-licensing, exam pass/prep, and continuing education in insurance.

For the banking sector:

- Florida International University offers graduate certificates in banking
- The University of North Florida offers an undergraduate “financial services” major with a track in financial planning.
- The University of Tampa offers a BS in Financial Services.
- The University of South Florida offers a BS in Financial Services with tracks in Banking and Financial Planning.
- St. Petersburg College offers a BAS in Banking and Miami Dade College an AS in Financial Services and college credit banking certificates.
- Pensacola Junior College, and Gulf-Coast Community College offer AAS programs in Financial Services (see Appendix B), but are not strategically located to reach areas with large concentration of financial services employers.
- IRCC, PBCC, and Lake Sumter lack degrees but have extensive course offerings.

<u>Conclusions</u>

Both the depository (banking) and non-depository (insurance and securities) arenas are underserved. (See Table 4).

In the banking arena, growth in demand for tellers, loan officers, and loan counselors is contrasted against:

- Few international banking programs in public education institutions
- No advanced degrees in any key markets except Miami Dade (FIU certificate in Banking)
- No locally deployed access to college level banking programs in
    - Orlando
    - Jacksonville
    - Hillsborough County
    - Broward County
- Palm Beach, with an extensive array of "for-credit" courses, but no degree
- Miami Dade and Pinellas County served by MDC's degree in banking and St. Petersburg College's BAS of Applied Science in banking.

Growth in claims adjuster positions is contrasted against the fact that all insurance markets remain underserved for entry level training and for advanced training in most markets.

- No community college programs/degrees exist; (Broward CC has a program with no classes).
- Community college offerings are "community-ed" and limited to pre-licensing, pass/prep offerings in the area of:
    - Life and health;
    - General insurance lines;
    - Accredited claims adjuster; and
    - Registered customer service representative.
- Only FSU and UF offer degrees in insurance.
- Only Florida Community College at Jacksonville offers a substantial number of credit courses in insurance.

The Financial Analyst and Personal Financial Adviser positions are expected to experience tremendous growth. This is contrasted against:

- All securities markets remain underserved for entry level training and for advanced training in most markets.
- Entry level:
    - Only six of 28 community colleges have finance degrees;
    - Key markets lacking a finance degree include;
        - Greater Tampa (Hillsborough and Pinellas);
        - Broward County; and
        - Duval's program is focused only on the CFP.
- CFP programs do exist throughout the seven target markets.
- Stockbroker preparation is rarely taught (only PBCC has offerings in "community-ed.")
- Programs at 4-year institutions cover the areas of high employment density but are not targeted to specific high growth occupations.

The foregoing validates the value of the Employ Florida BANNER - Financial Services at Miami Dade College. The industry is large, employing over 350,000 people and growing. Over 102,000 new trained employees will be required in each of the next three years. In addition, over 36,000 existing employees will require additional training because of new responsibilities and changes in technology. While there is an extensive need for trained staff, there are only limited training opportunities directed specifically at this industry. The BANNER Center - Financial Services, through collaborative efforts with economic development, educational and its industry partners, will continue to increase the State's ability to meet this need

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* Source: Florida Agency for Workforce Innovation, ALMIS Resource Center Employer Database, InfoUSA Inc., 2007, 1st edition

** Source: www.labormarketinfo.com

Gap Analysis

The following tables highlight the gaps by geographic market in key industry sector.

Educational Gap Analyses: Depository sector "Key Markets"

County	Depository High Growth Occupations	Colleges * (1)	Universities (2)
Hillsborough	Teller Loan Officer Financial Analyst		
Pinellas	Teller Loan Officer Financial Analyst Personal Financial Advisor	SPC-Bachelor of Applied Science in Banking	
Broward	Financial Analyst		
Miami-Dade	Financial Analyst Credit Analyst	MDC-AS in Financial Services & College Credit Certificates in: • Banking Specialist • Banking Operations • Banking Management • Mortgage Finance	FIU Banking Certificates (incl Intl Bank Management)
Orange	Teller Loan Counselor Financial Analyst Personal Financial Advisor		
Palm-Beach			
Duval	Teller Loan Counselor Loan Officer Financial Analyst Personal Financial Advisor		

- Areas outside key markets:-Degrees: PJC (AAS) and GGCC (AAS), Extensive course offerings: Lake Sumter (18) and IRCC (12)

Sources: (1) www.labormarketinfo.com (2) college and university websites

Educational Gap Analyses: Non-depository sector "Key Markets"

County	Non-depository High Growth Occupations	Colleges(1)	Universities* (2)
Hillsborough	Financial Analyst		USF - BA in Finance, MS in Finance, PhD
	Personal Financial Advisor		USF – CFP™
	Claims Adjuster		
Pinellas	Financial Analyst	**	USF – BA in Finance, MS in Finance, PhD
	Personal Financial Advisor		USF – CFP™
	Claims Adjuster		
Broward	Claims Adjuster		
	Financial Analyst		FIU – BA in Finance, MS in Finance, PhD FAU – BA in Finance, PhD
Miami-Dade	Financial Analyst	MDC-AS Financial Services Financial Management Specialization	FIU – BA in Finance, MS in Finance, PhD
	Personal Financial Advisor		FIU – CFP™
Orange	Financial Analyst	Valencia CC – AAS in Business Administration with a Finance Specialization	UCF – BSBA in Finance, PhD
	Personal Financial Advisor		UCF-CFP™
Palm Beach	Claims Adjuster		
	Insurance Underwriter		
Duval	Financial Analyst		UNF – BBA in Finance, Financial Services
	Personal Financial Advisor	FCCJ – AA, AAS in Financial Planning, CFP™	UNF – CFP™

* UF, FIU, USF and UT offer MSF.
** SPC has Bachelor of Applied Science in Banking (BAS) – taught under the Finance discipline (includes various finance courses)
Sources: (1) www.labormarketinfo.com (2) college and university websites

Educational Gap Analyses: Insurance sector "Key Markets"

County	Insurance High Growth Occupations	Colleges	Universities *
Hillsborough	Claims Adjuster		
Pinellas	Claims Adjuster		
Broward	Claims Adjuster		
Miami-Dade			
Orange			
Palm-Beach	Claims Adjuster Insurance underwriter Insurance Claims & Policy Processing Clerks		
Duval		FCCJ offers courses as part of their Personal Financial Advisor program	

* Only FSU and UF offer degrees in Insurance.
Sources: (1) www.labormarketinfo.com (2) college and university websites

Implications of the Gap Analysis

Both curriculum development (content) and deployment (access) are issues within the financial services industry. The MDC Banner will focus on both of these areas in the next 12 months via

- Content:
  - See approval of the General Banking ethics coursework at the Florida state level;
  - Develop two new non-depository certificates complementing the one created in 2007;
  - Implement a financial services career path for high school students;
  - Craft a non-depository specialization as part of an AS in Financial Services; and
- Access
  - Develop and offer more on-line courses;
  - Identify at least one university (preferably more) willing to integrate the depository and non-depository curriculum into its offerings;
  - Find at least one community college in South, Central and North Florida and subcontract training in their region to them.

The Strategic Plan

The platform that the 2007-2008 BANNER – Financial Services organization uses is the exceptional work done in the six months since the contract was finalized and the five months since the Program Manager began work in January 2007. During this period the guideposts for the BANNER – Financial Services have been:

- Industry collaboration resulting in industry driven curriculum;
- A coherent set of entry-level and advanced courses, with crystallized opportunities for skill upgrades for existing workers;
- Partnerships with regional workforce agencies;
- Leveraged funds; and
- The guidance of a recognized expert in the field of financial services and banking, the nationally recognized South Florida Center For Financial Training (CFT) at Miami Dade College.

Final 2006-2007 Report: Results of Efforts and Initiatives

Introduction

The work that has been done in the past six months has been staggering.

- A Financial Services "Needs Assessment."
- The creation of an industry – driven Advisory Council, with resulting meetings and focus groups to create industry relevant and vetted curriculum.
- Curriculum creation:
    - A depository segment "Banking Specialist" program;
    - A depository segment "General Banking" program; and
    - A non-depository segment "Financial Services Specialist" program.
- Partnering with community colleges and a special relationship with the University of Tampa.
- The start of a pipeline study that will be completed by June 30, 2007.
- A beta test of Banking Specialist program that will be complete by June 22, 2007.

By June 30, 2007 articulation agreements with Miami Edison and Miami Jackson Senior High Schools and as well as an articulation agreement with the University of Tampa that was mandated by Employ Florida and the BANNER contract.

Financial Services Needs Assessment

The Needs Assessment was completed and provided a basis for the establishment and operation of the Employ Florida BANNER - Financial Services at Miami Dade College. It addressed the current and anticipated employee training needs for organizations operating in this industry. Overall it demonstrated that Financial Services is a large and growing industry, employing over 350,000 people. Over 102,000 new trained employees will be required in each of the next three

years. In addition, over 36,000 existing employees will require additional training because of new responsibilities and changes in technology. This is a market with an extensive need for training staff with limited training opportunities directed specifically at this industry.

The Advisory Council

The Advisory Council includes representation from all segments of the financial services market, chamber of commerce, and economic development executives across the state. Advisory Council *industry* partners are:

- Orlando Economic Development Commission
- Jacksonville Regional Chamber of Commerce
- Financial Florida
- Wachovia Securities
- Continental National Bank
- BankUnited
- State Farm Insurance
- BankUnited Financial Services
- Beacon Council
- Enterprise Florida
- Federal Reserve Bank
- Korn-Ferry International
- Colonial Bank
- Banco Popular
- Ocean Bank
- Southeast Regional Center for Financial Training
- South Florida Center for Financial Training
- Tampa Chamber of Commerce

A critical output of the Advisory Council has been focus group work that shaped the curriculum for both depository and non-depository segments.

Curriculum Creation

The depository curriculum is largely complete, with six courses and two programs realized. A Banking Specialist Certificate and curriculum has been finalized, as have the contents of a General Banking program. The only gap is the final state-level work around a banking ethics course (proposed course number BAN 1990.) While approved for college credit, the last steps to finalize this course must be taken at the state level.

Recapping the progress made by BANNER in the depository arena, industry-driven focus groups with diverse representation from depository institutions were used to design the curriculum. Occupations targeted for training were identified as well as the educational gaps, and desired competencies for targeted jobs were identified.

The modified curriculum for the depository segment of financial services was completed and validated by the Advisory Council during the first quarter. Two curricula were revised: Banking Specialist and General Banking (an industry-certified program). It was submitted to Workforce Florida and is pending review and approval. A beta-test is being conducted at Ocean Bank and Continental National Bank for the Banking Specialist curriculum during the "Summer 2007" semester.

Focus group findings indicate that the modified Banking Specialist and General Banking program will aid in creating a pipeline of workers, entry level to advanced, for the banking industry. Further, *focus group participants felt that these curriculums are relevant and meet financial services industry needs and standards*. As a result, career progression and economic development in the financial services industry is enhanced.

Both the Banking Specialist and General banking curriculums are designed to train for high demand occupations such as**,** *Customer Service Representative, Sales Representative, Financial Banking Specialist, and related Banking Managerial Support workers.* It is designed to support:

- Entry-level employees with clerical, administrative or customer service responsibilities who are establishing a career path through professional development and related job experience;
- Professionals who recently entered banking from other industries; and
- Management trainees desiring a broader understanding of the financial services sector.

The Banking Specialist college credit certificate provides both general knowledge and specific competencies that establish a foundation for a successful financial services career. Because the required courses provide an ideal foundation upon which to build banking-specific knowledge and skills, the certificate is well suited for individuals planning to make banking their long-term career. This program provides a foundation for individuals looking for industry certification.

Both programs were designed to be job-focused, validated by industry and academia, modular and accessible. New web-based components will complement the traditional classroom and outreach efforts. The use of collaborative learning, videoconferencing, mentoring & internships, guest speaker lecture series are among the new approaches to this program.

The Banking Specialist certificate, importantly, can be completed in one semester, i.e., 16 weeks, provided the appropriate prerequisites have been completed.

The General Banking curriculum is an expansion of the Banking Specialist certification, adding coursework in financial accounting, macroeconomics and ethics. Again, findings from focus group research indicate that the General Banking program will aid in providing a pipeline of workers, entry level to advanced, for the Banking industry. A key benefit of the curriculum is that it is i*ndustry certified* and *meets the requirements of the ABA's General Banking Diploma.*

Banking Specialist &
General Banking Curriculum

Banking Specialist
(12 credits)

- BAN 1004: Principles of Banking
- BAN 2511: Marketing for Financial Services
- BAN 1800: Law and Banking
- OST 2335: Business Writing

General Banking
(21 credits)
Industry Certification

- BAN 1004: Principles of Banking
- BAN 2511: Marketing for Financial Services
- BAN 1800: Law and Banking
- OST 2335: Business Writing
- ACG 2021: Financial Accounting
- ECO 2013: Macro Economics
- BAN 1990: Ethics for Bankers

As with the depository segment, research and curriculum design took place with collaboration from industry and economic development experts from South Florida (West Palm, Miami, Ft. Lauderdale), Tampa, and Orlando. Input came from the South Florida, Tampa and Orlando markets. The focus of these was to project for five years the non-depository industry skill sets, as well as skill set gaps and the associated education and training implications.

Commonalities across the first two markets researched. Each has provided program enhancements. Research participants confirmed that entry-level occupations in financial services are high skill and therefore require not only initial occupational training but also on-going retraining and continuing education. Understanding operations, products, compliance, and technology are a key to the success of professionals at all levels. The proposed curriculum (below) is based on input from the South Florida, Tampa and Orlando markets. Dr. Al Jenzarli (UT Business School) agreed to submit a draft of course descriptions and topics to be covered. This has yet to occur. Further, the proposed management course will be reviewed further.

Financial Services Specialist Certificate – 12 credits

FIN 2000 Principles of Finance

FIN 2010 Invest-Stocks/Bonds

FIN 2100 Personal Finance

FIN xxxx Introduction to Financial Institutions & Markets

Financial Services Operations Certificate – (proposed) - 18 credits

FIN 2000 Principles of Finance

FIN 2010 Invest-Stocks/Bonds

FIN 2100 Personal Finance

FIN xxxx Introduction to Financial Institutions & Markets

RMI xxxx Principles of Insurance/Licensing(2-15)

XXX xxxx Delivery of Financial Services

Financial Services Management Certificate (proposed) – 27 credits

FIN 2000 Principles of Finance

FIN 2010 Invest-Stocks/Bonds

FIN 2100 Personal Finance

FIN xxxx Introduction to Financial Institutions & Markets

RMI xxxx Principles of Insurance/Licensing(2-15)

XXX xxxx Delivery of Financial Services

MAR xxxx Marketing for Financial Services

XXX xxxx Securities Licensing (Series 7, 66)

MAN xxxx a management course (title TBD)

Partnering with community colleges and a special relationship with the University of Tampa

A collaborative effort between Financial Florida and University of Tampa has been established. Together they have been a key partner for the Tampa area regarding focus group research and curriculum development. The focus group in Tampa was an in-kind donation provided to the center by a collaborative effort between University of Tampa and Financial Florida. Across the markets of highest density of financial services employers Valencia, Miami Dade, and FCCJ (Personal Financial Advising) are the only community colleges that have strengths in the non-depository sector.

Lake Sumter CC has extensive offerings in the depository banking segment. It has collaborated with the Southeastern Regional CFT and is currently working internally to update its banking courses. Lake Sumter's involvement will improve the access of banking education to the tertiary market in Hernando and Pasco counties. On the depository side, of all community colleges located in areas with high density of employers in financial services, only SPC and Miami Dade have strengths.

There has been strong development and collaboration of relationships with industry. IRCC, PBCC, and BCC have been significant. The results of the strategic plan will help guide which existing relationships need to broadened and the development of new ones. A comprehensive list of current partners appears in Appendix B.

The start of a pipeline study that will be completed by June 30, 2007

A pipeline study articulating the future needs of employers and the availability of jobs is mandated under the contract. It is being prepared by Dr. Morris Knapp, an MDC economist and statistician, and will be available on June 30, 2007.

Beta Test of three courses for the Banking Specialist Curriculum and Certificate

A beta-test is being conducted at the Continental National and Ocean Banks for the Banking Specialist curriculum during the "Summer 2007 semester," which started May 15 and is scheduled for completion on June 22, 2007. An online survey instrument has been developed which will be distributed at the end of the program.

Eighty students enrolled in the program of which 82.5% are skills upgrade and 17.5% entry level. Of the 80 students are now enrolled in at least one Banking Specialist class:

- 63 are in BAN 1004, Principles of Banking
- 11 are in BAN 1800, Law and Banking
- 9 are in BAN 2511, Marketing for Financial Services

The students represent 19 organizations, large and small, that serve markets across Florida. The only two colleges that are located in the areas of highest density of employers that offer a program in Banking are SPC and MDC. Only MDC is a lower division program, since SPC's program is Bachelor of Applied Science in Banking with all bank offerings at the upper division level. For this reason enrollment was focused in Miami.

Enrollment & Completers

Given the compressed timeframe under which the BANNER - Financial Services is working, only 6 students of the 80 enrolled were candidates for completion. Given that two of the Banking Specialist courses had pre-requisites, (Business Writing is preceded by Business English and Marketing for Bankers is preceded by Fundamentals of Selling), this is substantive

progress given that BANNER - Financial Services, with a June 30 deadline, had only had one semester in which to deploy a program.

An online survey instrument has been developed which will be distributed at the end of the program. The program ends on June 22 and at that time, MDC will be able to provide more distilled data.

Industry Involvement

A key tenet of the BANNER – Financial Services has been industry involvement. To date, the impact of industry players has been significant. Further, all existing partners are committed to continuing the relationship. Industry involvement has been evidenced in the Advisory Council, industry partnerships, and focus groups.

There has been strong development and collaboration of relationships with industry. The results of the strategic plan will help guide which existing relationships need to broadened and the development of new ones. Forty one industry partners have helped shape the effort to date.

All industry partners are committed to continuing their relationship with MDC and the BANNER - Financial Services. A comprehensive list of *industry* partners follows.

Agency for Workforce Innovation
American Express International
The Beacon Council (Miami Dade County)
Banco Santander
Banco Popular
BankUnited
BankUnited Financial Services
South Florida CFT
Southeast Regional CFT
Gunn Allen
CitiGroup
City National Bank
Coconut Grove Bank
Colonial Bank
Commercebank
Commercial Bank of Florida
Continental National Bank
The Depository and Trust Clearinghouse (DTCC)
Enterprise Florida
Espirito Santo Bank
The Federal Reserve Bank
Orlando Economic Development Commission
Hemisphere National Bank
HSBC
Republic Bank
Jacksonville Regional CoC
JP Morgan Chase
Korn-Ferry International
Mellon United
Northern Trust
Ocean Bank
Regions Bank
Royal Bank of Canada
State Farm Insurance
The International Bank
Transatlantic Bank
Wachovia Securities LLC ISG
Wachovia
Workforce Florida, Inc.
South Florida Workforce, Inc.
Franklin Templeton Investments
Financial Florida
Tampa Chamber of Commerce

Partnerships

Academic partnerships have been forged at three levels: high school, community college, and university/upper-level institution

At the high school level, articulations are concluded with Miami Edison and Miami Jackson Senior High Schools, in order to deploy both the depository and non-depository curriculums.

Strong ties with the Finance Academies between the South Florida CFT, the Academies, and industry have led to several initiatives including a Bankers Camp for future-tellers, a high demand occupation. This promises to be an effective outreach and education effort to attract talent towards careers in Financial Services.

At the community college level, excellent relationships have been built with

- Lake Sumter CC
- Palm Beach CC
- Indian River CC
- Broward CC

At the upper level, the unique relationship with the University of Tampa has been noted.

Plan of Record (including Course Offering Expansion)

The BANNER – Financial Services has an aggressive plan for the next 12 months:

- See approval of the General Banking ethics coursework at the Florida state level
- Develop two more non-depository certificates to complement the first created this year;
- Implement a financial services career path for high school students;
- Craft a non-depository specialization as part of an AS in Financial Services
- Develop and offer more on-line courses;
- Identify at least one university (preferably more) willing to integrate the depository and non-depository curriculum into its offerings;
- Find at least one community college in South, Central and North Florida and subcontract training in their region to them.

See approval of the General Banking ethics coursework at the Florida state level

As mentioned previously, the only gap in one of the two depository segment programs is the finalization --- at the state level --- of the BAN 1990 “Ethics for Bankers” course.

Develop two new non-depository certificates to complement the one created this year

During 2007, to meet the needs of entry level personnel in the non-depository segment, a “Financial Services Specialist” Certificate was completed. To address the needs of advanced

workers and the desire for skills upgrades among non-depository segment workers, two more certificates have been crafted, but must be finalized. These are the:

- Financial Services Operations Certificate; and
- Financial Services Management Certificate.

The industry – driven feedback has provided the appropriate content for both of these certificates. Now, the task is to work through the Florida state educational process to deliver the six new courses desired by our industry partners.

The courses that must be worked through the state-mandated process for college credit courses are:

- FIN xxxx – Introduction to Financial Institutions and Markets
- RMI xxxx – Principles of Insurance Licensing (2-15)
- XXX xxxx – Delivery of Financial Services
- MAR xxxx – Marketing for Financial Services
- XXX xxxx – Securities Licensing (Series 7, 66)
- MAN xxxx – a management course focused on the non-depository segment.

The precise sequencing of deployment will be a function of the projected "take rate" for specific courses. Working this sequencing will be an ongoing task for the Advisory Council and focus groups.

Implement a financial services career path for high school students

Both depository and non-depository segment members are excited about using trained and knowledgeable high-school aged youth as interns/employees for entry level positions. Banks and insurance firms see discrete career paths as a tool to get the interest of potential employees. A key facet of a successful deployment of these programs is an industry champion at the local level, (a potential or several potential employers).

As a result, there is a three pronged attack on developing these discrete depository and non-depository segment career paths:

- Use Miami Dade College's high school articulation agreements (with Miami Jackson and Miami Edison Senior High Schools) as a model to promote other HS/CC articulation agreements in key target markets that have *the necessary local industry level support.* Again, a role for the Advisory Council will be to determine which markets have the industry support.
- Deploy the certificate programs --- again with industry support --- in markets with the desire to support this initiative.
- Deploy a model for dual enrollment scenarios – which becomes a win-win –win, for high school, community college and industry partners.

- Working with Miami Edison and Miami Jackson to determine "best practices" for an industry involved AP/dual enrollment scenario, including how best to deploy internships for the participating high-school students.

Craft a non-depository specialization as part of an AS in Financial Services

Again, both depository and non-depository segment stakeholders endorse integrating the existing courses and certificates into an Associate in Science in Financial Services. Providing this opportunity at the state level can only help to widen deployment of the program.

Develop and offer additional on-line courses

Currently, the following courses are provided on-line

- OST 2335 – Business Writing
- BAN 2511 – Marketing for Bankers
- ACG 2021 – Financial Accounting
- ECO 2013 – Principles of Economics

Over the next year, the following will be put on-line:

- FIN 2000 – Principles of Finance
- FIN 2010 – Investments – Stocks and Bonds
- FIN 2100 – Personal Finance

The Advisory Council and focus group activity will be the fulcrum to determine both *the pace and sequence* of additional on-line courses.

Identify at least one university (preferably more) willing to integrate the depository and non-depository curriculum into its offerings

As mentioned earlier, the vision for this effort is that of a seamless transition lower and level courses and institutions, all within the framework of an industry-vetted curriculum, one that supports entry level, advanced and ongoing educational needs.

At the upper level, an obvious candidate is the University of Tampa (UT). However, the program must be part of the strategic plan of the upper level institution: determining whether such an agreement truly fits the strategic plans and emphases of the institution is a concrete and necessary task. If it is determined that this does not fit a specific institution, BANNER - Financial Services, again under the aegis of the Advisory Council, will find a viable upper level partner.

Find at least one community college in South, Central and North Florida, and subcontract training in their region to them.

At the community college level, substantive relationships exist between the BANNER – Financial Services and Lake Sumter CC (depository emphasis), Broward CC, Palm Beach CC, and Indian River CC. The task is to subcontract a substantive deployment of the existing program.

Projected Outcomes

Goal 1:

Provide workforce educational programs that meet the needs of entry and advanced level high growth occupations in the depository and non-depository sector of financial services, embracing the challenges posed by globalization and technology.

Strategy	Outcome
See the General Banking ethics coursework approved at the Florida state level.	BAN 1990 will be a statewide Florida course, but must be approved by state authorities for college credit.
Develop two more non-depository certificates to complement the first created this year.	Six courses added to the state-wide curriculum and two industry-relevant and industry driven certificates.
Implement a financial services career path for high school students.	Deploy one new depository and one non-depository HS/CC articulation agreement within and outside of Miami Dade County.
Craft a non-depository specialization as part of an AS in Financial Services.	Build an AS with the Banking (depository) and Financial Services (non-depository) course work and certificates as part of an AS in Financial Services.

Goal 2

Improve student and employer access to educational programs in financial services.

Strategy	**Outcomes**
Develop and offer more on-line courses.	FIN 2000, FIN 2010, FIN 2100 and others as desired and prioritized by the Advisory Council.
Identify at least one university (preferably more) willing to integrate the depository and non-depository curriculum into its offerings.	One university agrees to integrate the curriculum.
Find at least one community college in South, Central & North Florida and subcontract training to them.	A contract with the CCs for training delivery within their area, one South, one Central, and one North.
Enroll 250 individuals: 100 complete	Enroll 250: 150 complete, 50% in South, 25% in Central, and 25% in North.

Implementation Plan

TASK	***START***	***FINISH***
Recruit & hire new program manager	7/1/07	8/30/07
See approval of the General Banking ethics coursework at the Florida state level	9/1/07	11/30/07
Develop two more non-depository certificates	9/1/07	12/31/07
Implement a financial services career path for high school students	9/1/07	6/30/08
Craft a non-depository specialization as part of an AS in Financial Services	9/1/07	6/30/08
Develop and offer more on-line courses	8/1/07	6/30/08
Identify at least one university willing to integrate the depository and non-depository curriculum into its offerings	12/1/07	6/30/08
Find at least one community college in South, Central and North Florida and subcontract training in their region to them	12/1/07	6/30/08
Enroll 250 individuals: 100 complete	9/1/07	6/30/08

Budget for 2007 – 2008

Budget	
Personnel (Manager and Clerical)	$97,840
Focus Group & Advisory Council Travel	$10,325
Curriculum Development	$60,000
Instructional materials	$25,000
Consultants /Consulting Services	$20,000
Marketing items & services (incl. web)	$30,000
Training expense (direct & subcontract)	$162,500
Funding Requested From Workforce	**$ 405,665**

Matching Funds			
Source	**Total Amount**	**Cash Amount**	**In-kind Amount**
Miami Dade College	$95,420	$19,636	$75,784
Center for Financial Training	$50,000	$30,000	$20,000
Banks and Financial Services Industry Members	$193,000	$102,000	$91,000
Subcontracted Training	$48,000	$10,000	$38,000
TOTAL	**$386,420**	**$161,636**	**$224,784**

MDC Request for Funds

- Personnel = $77,040 for program manager and clerical aide, + 27% fringe benefits
- Travel = $200 per month locally, plus an average of $345 pp X 3 people X 7 trips (advisory council and focus group)

MDC Cash and In-Kind Contributions

- Cash contributions - $19,636
  - 3% of both Wolfson Campus Chair and School Director, ($7135), + 27% fringe benefits ($1926)
  - 7% of Dr. Molly DeHart, ($8327) + 27% fringe benefits ($2248)
- In-Kind - $76,185
  - Training facilities - $3700, AV – $12,264 (conference bridge), LMS - $10,000
  - G&A – postage - $400, Copying - $1200, telephone - $1600, loaded office space $46,620

CFT

- $20,000 in-kind curriculum development and implementation of tracking systems
- Cash = CFT Director's salary and benefits - $30,000

Industry Members

- $102,000 in Cash contributions to training by industry members (Federal Reserve, Commercial Bank, Continental National Bank, Bank United, Wachovia, Ocean Bank, and Commerce Bank)
- $91,000 in In-Kind contributions (Beacon Council, Federal Reserve, Banco Poular, Continental National Bank of Miami, Bank United, City National Bank, Wachovia, Ocean Bank, and Commercebank)

Tables

Table 1
Financial Services Market Segments
Estimated number of organizations by counties with high density of Financial Services Employers

Existing Market Segment	Hillsborough	Pinellas	Broward	Miami-Dade	Orange	Palm Beach	Duval	Total
Investment Advice	314	327	466	515	283	544	165	2614
Securities Brokerage	38	45	70	108	41	147	20	469
Investment Banking and Securities Dealing	42	48	72	64	46	91	31	394
Commodity Contract Brokerage	6	5	6	28	5	27	4	81
Commodity Contract Dealing	1	2		15	4			22
Misc. Financial Investments	13	9	35	67	6	25	3	158
Financial Transactions, Processing, Clearing	144	76	230	424	156	138	97	1265
Claims Adjusting	30	18	83	104	31	33	26	325
Misc. Intermediation	78	47	164	241	86	131	40	787
Insurance Agency/ Broker	899	708	1480	1686	797	1031	626	7227
All Other Insurance Related	46	31	37	54	26	33	14	241
Consumer Lending	134	117	271	272	175	162	113	1244
Commercial Banks	340	361	540	703	320	564	211	3039
Direct Property and Casualty Insurers	78	44	102	186	77	61	59	607
Real Estate Credit	814	520	1321	1658	780	845	419	6357
Trust, fiduciary and custody	5	4	9	6	8	12	7	51
Other Financial vehicles	2	4	7	5	1	12	5	36
Percent of total organizations	8	6	12	15	7	10	5	63
Percent of total employment	9	8	13	16	7	10	8	71

Table 2: High Growth Occupations by Segment

Fastest Growing Occupation (ranked)	**County**	**Growth Segment**
• Claims Adjuster • Teller • Financial Analyst • Personal Financial Advisor • Loan Officer	Hillsborough	Insurance Carriers and Related Activities* _____ Credit Intermediation and Related Activities **
• Teller • Personal Financial Advisor • Claims Adjuster • Loan Officer • Financial Analyst	Pinellas	Insurance Carriers and Related Activities * _____ Funds Trusts and Other Financial Vehicles: • Trusts, Fiduciary • Other Financial Vehicles _____ Credit Intermediation and Related Activities **
• Claims Adjuster • Financial Analyst	Broward	Insurance Carriers and Related Activities *
• Personal Financial Advisor • Financial Analyst	Miami-Dade	Securities, Commodity Contracts, and Other Investments

Table 2: High Growth Occupations by Segment (cont'd)

Fastest Growing Occupation (ranked)	County	Growth Segment
• Loan Counselor • Personal Financial Advisor • Securities and Financial Services Sales Agent • Teller • Financial Analyst	Orange	Securities, Commodity Contracts, and Other Investments _____ Credit Intermediation and Related Activities **
• Claims Adjuster • Insurance Underwriter • Insurance Claims and Policy Processing Clerks	Palm Beach	Insurance Carriers and Related Activities *
• Loan Counselor • Personal Financial Advisor • Financial Analyst • Teller • Loan Officer • Banking Related	Duval	Credit Intermediation and Related Activities ** _____ Securities, Commodity Contracts, and Other Investments _____ Funds, Trust, and Other Financial Investments: • Trusts, Fiduciary • Other Financial Vehicles

Table 3: Financial Services Industry Employment Growth Rates

Data presented below has year end employment in the financial services industry for the period 1995-2005. The statistics are presented for Financial Services excluding Insurance and Insurance Activities, then Financial Services Employment including insurance, and then the sum of the first two columns. They are based on a 1995 annual NAICS-based series as of December derived from Florida Current Employment Statistics (www.labormarketinfo.com).

Year (NAICS-based series)	Employment Ex Insurance (in 000's)	Employment Insurance (in 000's)	Total (in 000's)
1995	159.3	109.0	268.3
1996	166.7	114.0	280.7
1997	169.3	118.7	288.0
1998	189.5	123.2	312.7
1999	191.0	127.7	318.7
2000	195.6	128.3	323.9
2001	199.2	125.9	325.1
2002	202.7	126.7	329.4
2003	211.0	126.7	337.7
2004	219.7	130.1	349.8
2005	224.8	132.6	357.4
Growth	**Avg. Ann. Gr.**		
Ex Insurance			
3 years	22.1	7.4	3.5%
10 years	65.5	6.6	3.5%
Insurance			
3 years	5.9	1.97	1.5%
10 years	23.6	2.36	2.0%
Total			
3 years	28.0	9.3	2.8%
10 years	89.1	8.9	2.9%

Table 4: Environmental Scan Implications Table

Sector	Environmental Scan
Banking	• There remain many underserved large banking markets o Only 4 colleges (out of 28) offer degrees with Banking specialties: Pensacola Junior College (PJC), Gulf Coast Community College (GCCC), Miami Dade College (MDC) and St. Petersburg College (SPC) who offers a BAS of Applied Science in Banking o Three colleges without degrees do have "for credit" courses: Indian River Community College (IRCC) (12), Palm Beach Community College (PBCC) (15), Lake Sumter (18). o Orange, Hillsborough, Broward & Duval Several have no access to college-level banking programs. o Many other medium sized markets remain underserved as well. o There are no advanced educational programs in any of the markets except Miami-Dade who has FIU certificates in banking. • There are few international banking programs in the public education institutions. • Growth in banking occupations are among the fastest growing tellers, loan officers, and loan counselors.
Insurance	• All insurance markets remain underserved for entry-level training and for advanced training in most markets. o There are no insurance programs/degrees at the community colleges (Polk and BCC list a program, but no classes) ▪ Community colleges offerings are extensive in community education but limited to pre-licensing, pass/prep, and continuing education courses (classroom and online) • Life & health • General lines • Accredited Claims Adjuster • Registered customer service rep o Only 2 public universities offer degrees in Insurance: Florida State University (FSU) and University of Florida (UF) (95% of such degrees are awarded by FSU) o Only one college, Florida Community College at Jacksonville (FCCJ) offers a substantial number of credit courses in insurance. o FSU has the strongest insurance program and faculty • Growth in insurance occupations is expected in claims adjuster occupation

Sector	Environmental Scan
Securities	o All securities markets remain underserved for entry-level training, and served for advanced training but lack specific program offerings targeting high growth jobs o Only six (out of 28) community colleges have degrees in Finance o Several key markets lack college degrees in finance ▪ Hillsborough ▪ Pinellas ▪ Broward ▪ Duval's existing program is strictly focused on Certified Financial Planner o Certified Financial Planner programs thoroughly cover the areas with highest density of financial services employers (either by the college or the university) o Stockbroker preparation is rarely taught o PBCC has offerings in community education o Programs in 4-year teaching institutions cover the areas with highest density of employers but are not targeted to specific high growth occupations (more details in section 1.2.2.2) o The programs are extensive at the undergraduate and graduate level but unfocused o Few universities offer Master in Finance, such as, ▪ UF, FIU, USF and UT o All advanced degrees in Finance awarded by state schools are generated by two schools: FIU and UF o Few programs offer International Finance degrees, but many offer International Business often combined with Marketing. o Majority of advanced-level jobs in this segment require 4-year degrees or more. o Financial Analyst and Personal Financial Advisors are expected among the occupations of highest growth.

Table 5: Educational Program Inventory

Financial Services Sector- Educational Programs Public Institutions					
Banking		**Insurance**		**Securities**	
Degree	**Courses Only**	**Degree**	**Courses Only**	**Degree**	**Courses only**
MDC-AAS **SPC-BAS** **PJC-AAS-BA Mgt Fin Institutions** **GCCC-AAS—BA Banking Specialty Option**	**IRCC 12** **PBCC 15** **Lake Sumter 18**		**FCCJ-Financial Planning**	**MDC-AS Fin Services** **VCC-AAS Fin Spec** **FCCJ-AS, AAS: Financial Planning,** **CPF ®, CCC Paraplanner** **FKCC-AAS-Financial Management** **IRCC-AS Fin Services** **SJR-AS Fin Services, CCC Paraplanner**	**All other colleges except Chipola, GCCC and Pasco-Hernando offer 1-3 courses**
	FIU-Certificate	**FSU** **UF**		**Undergraduate** **All state universities** **Graduate** **FIU** **UF** **USF**	**n/a**

Appendices

Appendix A

MISSION STATEMENT

"Developing and attracting talent to the financial services industry through innovative, flexible and leading-edge financial services education."

We aim to fulfill our mission by,

- **Awareness, collaboration & partnership**
  - ***Engaging*** **educational institutions, financial services businesses and workforce and economic development partners across the state**

- **Communication & Leadership**
  - **Serving as statewide *clearinghouse* for companies needing training**

- **Research & Development**
  - **Creating relevant and rigorous *new curricula* for entry-level and advanced workers**
  - **Ensuring training and education offered in Florida meets industry *standards***

Appendix B
Miami Dade College

List of Partners:

Broward Community College
Indian River Community College
Lake Sumter Community College
Palm Beach Community College
University of Tampa/John H. Sykes College of Business & Graduate Studies

Agency for Workforce Innovation
American Express International
Beacon Council
Banco Santander
Banco Popular
Bank of Florida
BankUnited
BankUnited Financial Services
Citigroup
City National Bank
Coconut Grove Bank
Colonial Bank
Commercebank
Commercial Bank of Florida
Continental National Bank
The Depository Trust & Clearing Corporation
Enterprise Florida
Espirito Santo Bank
Federal Reserve Bank
Financial Florida
Franklin Templeton Investments
Hemisphere National Bank
HSBC Republic
Jacksonville Regional Chamber of Commerce
JPMorgan Chase
Korn-Ferry International
Mellon United
Northern Trust
Ocean Bank
Orlando Economic Development Council
Regions Bank
Royal Bank of Canada
State Farm Insurance
South Florida Center For Financial Services
Southeast Regional Center For Financial Training
The International Bank
Transatlantic Bank
Wachovia Securities, LLC ISG
Wachovia
South Workforce Florida, Inc.

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Appendix C
Employment by county:
Top employers and sectors

County	Number of Organizations	Total Employment	Mean	Large Employers -excluding Real Estate *largest of each NIC code listed, largest sectors lised in parenthesis()	Percent of No. of Organizations	Percent of Total Employment
Alachua	440	5110	11.7	1. Nationwide Mutual Insurance - 1200 people (direct property and casual Insurers) 2. Bank of America - 94 people (Financial Transactions Process/Clearing 3. Capital City Bank - 35 people (Investment Banking and Securities Dealing	**1**	1
Baker	31	654	21.1	1. Insurance Department - 500 people (direct life insurance carriers)	**0**	0
Bay	379	3861	10.2	1. loan Servicing Center - 1500 (investment advice) 2. Tyndall Credit Union - 100 (insurance agencies and brokerages 3. Vision Bank SFB - 51 (Direct property and casualty insurer	**1**	1

Brevard	1099	7144	6.5	1. Environmental Insurance - 300 (financial transaction processing / clearing 2. Primerica - 200 (insurance agencies and brokerages) 3. Rods-Roper-Love insurance - 90 (investment advice)	**3**	2
Broward	5166	49543	9.6	1. World Omni Financial Corporation 2500 (commercial banking) 2. Broadspire Insurance services - 1500 (insurance agencies and brokerages) 3. Bank Atlantic - 400 (direct property and casualty insurers	**12**	13
Charlotte	286	1450	5.1	1. Merrill Lynch - 35 (commercial banking) 2. Sun Trust - 9 (investment banking and securities) 3. Wachovia - 9 (commercial banking)	**1**	0
Clay	312	1424	4.6	1. Primerica Financial Services - 40 (financial transactions and processing) 2. All State - 18 (insurance agency and brokerage) 3. Wachovia - 12 (direct property and casualty insurer)	**1**	0
Collier	1020	6136	6	1. Professional Services - 100 (financial transaction processing/ clearing 2. Collier Insurance - 90 (insurance agency and brokerage) 3. Fifth Third Bank - 90 (commodity contracts brokerage	**2**	2

Duval	2041	28,596	14	1. City Cards - 3000 (commercial banking; Fidelity 1800, Washington mutual 1200) 2. Bank of America Mortgage - 400 (insurance agency and brokerage) 3. Bank of America Investment Services - 100 (direct property and casualty insurer)	**5**	8
Escambia	619	5363	8.7	1. CHCS Service - 450 (consumer lending) 2. Battaglia and Howard Bail Bonds - 100 (investment advice) 3. Fisher Brown, Inc. - 85 (financial transaction processing and clearing)	**1**	1
Gadsden	48	779	16.2	1. Gargiulo, Inc. - 600 (credit union) 2. Pat Thomas and Associates Insurance - 12 (consumer lending) 2. Capital City Bank - 9 (investment advice)	**0**	0
Gilchrist	10	69	6.9	1. Capital City Bank - 19 (credit)	**0**	0
Hernando	281	2024	7.2	1. SunTrust - 500 (insurance agency and brokerage; 70 employees in consumer lending, which is the 3rd largest institution) 2. Killingsworth Agency - 30 (other financial vehicles)	**1**	1

Hillsborough	3221	32,234	10	1. Capital One Auto Finance - 2570 (all other non-deposit credit intermediation) 2. Metlife - 1000 (consumer lending) 3. AAA Auto Club - 500 (insurance agency and brokerage) (Bank of America has 900 employees in real estate credit)	**8**	9
Indian River County	672	4512	6.7	1. American First Mortgage - 684 (investment advice) 2. Wachovia - 78 (commercial banking) 3. Florida Insurance Service - 60 (insurance agency and brokerage) 4. Hilb, Rogal and Hobbs - 100 (investment advice)	**2**	1
Jefferson	17	63	3.7	1. Chancy-Stoutamire Insurance - 11 (insurance agency and brokerage)	**0**	0
Lake	619	3506	5.7	1. Colonial Bank - 180 (insurance agency and broker) 2. United Southern Bank - 30 (all other insurance related activity) 3. Lassiter Ware Insurance - 25 (investment advice)	**1**	1

Lee	1522	9246	6.1	1. Oswald Trippe and Co. - 90 (financial transaction and processing) 2. Colonial Bank - 65 (insurance agency and brokerage) 3. Wachovia Bank - 65 (investment advice) (SunTrust Bank is the largest employer with 325 employees in real estate credit)	**4**	2
Leon	616	5067	8.2	1. State Board of Administration - 200 (consumer lending) 2. Premium Assignment Corporation - 75 (investment banking and securities dealing) 3. Sunshine State Credit Union - 60 (direct property and casualty insurance) (fringe benefits management corporation is the largest employer in the county with 275 employees in real estate credit)	**1**	1
Manatee	571	3634	6.4	1. Coast Bank of Florida - 100 (miscellaneous intermediation) 2. Coast Financial Partner - 100 (insurance agency and brokerage) 3. John Eastern Surveillance Company - 85 (commercial banking)	**1**	1

Marion	454	2772	6.1	1. Taylor Bean and Whitaker - 250 (insurance agency and brokers) (TBW Mortgage employs an additional 80 in investment advice) 2. SunTrust Bank - 175 (insurance agency and brokerage) 3. Primerica Financial Service - 50 (investment advice) (The largest employer is American Reverse Mortgage, with 70 employees in real estate credit)	**1**	1
Miami-Dade	6477	59,246	9	1. Assurant Solutions - 2000 (insurance agency and brokers) 2. John Alden Insurance - 1500 (investment advice) 3. Washington Mutual - 1312 (miscellaneous intermediation)	**15**	16
Nassau	117	557	4.8	Top 3 employers are in real estate credit (First Coast Community Bank - 50)	**0**	0
Okaloosa	479	3227	6.7	1. Eglin Federal Credit Union - 140 (insurance agency and broker) 2. Access Bank and Mortgage - 75 (investment advice) (ABI employs 40 in investment banking and securities dealing) 3. Global Etelcom, Inc. - 50 (investment banking and securities dealing)	**1**	1

Orange	3032	26,936	8.9	1. Bank of America - 1018 (insurance agency and broker) 2. SunTrust Bank 400 (securities brokerage) 3.Fairwinds Federal Credit Union - 120 (direct property and casualty insurers) 4. Wachovia Bank - 110 (miscellaneous intermediation) (Hewitt Associates is the largest employer, with 1400 employees in real estate credit)	**7**	7
Osceola	484	2444	5	1. Lupfer Frakes Insurance - 45 (insurance agency and brokerage) 2. Amerifactors Financial Group - 30 (direct property and casualty insurance) 3. Amerilife and Health - 15 (investment banking and securities dealing)	**1**	1
Palm Beach	4027	37,128	9	1. National Workers Compensation - 3000 (commercial banking) 2. NCCI Holdings, Inc. - 850 (investment advice) 3. Virtual Bank - 400 (investment advice) 4. Fidelity Federal Bank and Trust - 230 (insurance agency and brokerage)	**10**	10
Pasco	677	3685	5.4	1. All County Bail Bonds - 65 (investment advice) 2. Vision Insight Benefits - 50 (insurance agency and brokerage) 3. Pelican Capital Investment - 25 (commercial banking)	**2**	1

Pinellas	2563	28,772	11.2	1. Western Reserve Life Insurance - 1500 (insurance agency and brokerage) 2. Franklin Templeton Investments - 1300 (investment advice) 3. FACS Group, Inc. - 1000 (commercial banking) (Barnette Recovery Systems is the largest employer, with 3000 in real state credit)	**6**	8
Polk	909	10,404	11.4	1. Claims Center - 900 (insurance agency and broker) 2. First Service Administrators - 100 (commercial banking) 3. SunTrust Bank - 75 (investment advice) (number 1 employer is State Farm Insurance , with 2000 employees in real estate credit)	**2**	3
Santa Rosa	243	1168	4.8	1. First National Bank of Florida - 65 (insurance agencies and brokerages) 2. People's First Community Bank - 50 (insurance agency and brokerage 3. SunTrust Bank - 10 (investment advice)	**1**	0
Sarasota	1284	9840	7.7	1. FCCI Insurance Group - 600 (insurance agency and broker) 2. Smith Barney - 250 (investment advice) 3. Northern Trust Bank - 100 (miscellaneous intermediation) 4. Merrill Lynch - 60 (consumer lending)	**3**	3

Seminole	1514	14,823	9.8	1. Pennsylvania Life Insurance - 800 (insurance agency and brokerage) 2. Protegrity Services - 800 (insurance agency and brokerage) 3. Hendrick Insurance - 400 (consumer lending)	**4**	4
St. Johns	359	2140	5.9	1. Life Management Advisors - 120 (commercial banking) 2. Merrill Lynch - 50 (investment advice) 3. Taylor, Bean and Whitaker - 42 (pension funds)	**1**	1
St. Lucie	402	2264	5.7	1. Riverside Bank - 110 (insurance agency and broker 2. Harbor Federal Savings Bank - 50 (investment advice) 3. Florida Land Investments - 25 (financial transactions process clearing) (State Farm - 23 (consumer lending))	**1**	1
Volusia	966	5893	6.1	1. Wachovia Mortgage - 300 (all other non-deposit credit intermediation) 2. State Farm Insurance - 60 (claims adjusting) 3. Regions Bank - 42 (insurance agency and brokerage) 4. First Community Bank - 35 (investment banking and securities dealing)	**2**	2
Wakulla	33	185	5.6	1. Wakulla Bank - 50 (commercial banking) 2. Ameris - 30 (securities brokerage) 3. Capital City Bank - 8 (insurance agency and brokerage)	**0**	0
TOTALS	**41991**	**375821**	**8.95**			

Appendix D

Environmental Scan of 28 Community Colleges in Florida
Banking, Insurance and Securities

COLLEGE	BANKING	INSURANCE	SECURITIES
Brevard Community College (BRE) Cocoa, FL www.brevardcc.edu Brevard County		Institute for Business Training & Community Education Pre-licensing (online and in class): • 2-15 Life, Health & Annuities (2-15)-40hr state approved • General Lines, • Property & Casualty • Accredited Claims Adjuster • Registered Customer Service Rep.-40 hr • Ethics – 3hour	FIN 3 credit courses • Personal • Principles
Broward Community College (BRO) Ft. Lauderdale, FL www.broward.edu Broward County AA Finance (60cr) AA Insurance & Risk Management (60cr) (shell only)	BAN 1004-state only	Workforce Education: • 2-15 Life, Health & Annuities (Cram & License)-40hr • Gen Lines (220)online • ACA Accredited Claims Adj Agent • Agents Ethics (all licenses) • ARM 55 Risk Control • Workman Compensation Plus others	FIN 3 credit courses • Personal • International Trade
Central Florida Community College (CFCC) Ocala, FL www.cfcc.cc.fl.us Marion County AS Bus Adm CCC Fin Mgt (24 cr)			FIN 3 credit course • Personal
Chipola College (CC) *		Chipola College at OnLine Training	

Marianna, FL www.chipola.edu Jackson County * Four Baccalaureate offerings degrees:Secondary & Middle School Science & Math. Business Management BAS coming in the Fall		• 2-15 Life, Health & Annuities Prelicensing-36hr online, 4hr classroom • 2-15 Life, Health & Annuities PassPrep online • Registered Customer Svc Rep -40hr • Registered Customer Svc Rep PassPrep online • 2-20 Property & Casualty online	
Daytona Beach Community College (DBCC) * Daytona, FL www.dbcc.edu Volusia County * Baccalaureate of Applied Science degree in Supervision & Management	BAN 1004-state only	Center for Business & Industry: Online Insurance Florida Courses • Prelicensing o 2-15 Life, Health & Annuity-40hr • PassPrep and Review o 2-15 Life, Health & Annuity o 2-15 Life, Health & Annuity practice exam o 4-40 Customer Service-40hr & 100hr o 2-20 Property & Casualty • CE o 14 hr Elements of Life Insurance	FIN 3 credit courses • Principles • Personal Financial Planning
Edison College (EC) * Ft. Myers, FL www.edison.edu Lee County * Edison University Center – alliances with 9 universities for Edison graduates to earn Bachelor's degrees.	BAN 1004, Commercial & Consumer Lending, Intl Bank & Finance Marketing Fin Institutions (PSVL)	Prin of Risk Mgt (3cr) CE • Prelicensing & Cram for 2-15 Life, Health and Annuity (online cram) • Accredited Claims Adjuster (online) • Property & Casualty & cram (cram online) • Registered Customer Service (online)	FIN 3 credit courses • Personal • Principles 50+ CE courses in FIN (20% online)
Florida Community College at Jacksonville (FCCJ)		Principles of Insurance/INS21* (3cr) Insurance Customer Service Rep (3cr)	FIN 3 credit courses

Jacksonville, FL www.fccj.edu Duval County AS & AAS in Financial Planning CCC Financial Para-planner Certified Financial Planner Certification Education Program * • Program certified by the Certified Financial Planner Board. (only 2 community colleges • certified n the state)		Personal Insurance /INS22(3cr) Commercial Insurance/INS23 (3cr) Risk Management /ARM54(3cr) Property & Casualty Part I (3cr) Property & Casualty Part II (3cr) Principles of Casualty and Surety Bond (3cr) Principles of Property Insurance (3cr) Insurance Claims Adjuster(3cr) Life Insurance Marketing (3cr) CE Personal, commercial, casualty, property, risk (5 contact hrs) 17 courses in personal enrichment (3-7hrs each) *Insurance Institute of America INS xx exam	• Fundamentals of Planning, • Investment/retirement/employee benefits planning • Estate Planning • Internship • Principles (also online) • Personal (also online) FIN 1 credit courses • Employee Benefits & Retirement Planning • Financial Planning & Debt Management • Investment & Investment Strategies • Mathematics of Personal Finance
Florida Keys Community College (FKCC) Key West, FL www.fkcc.edu Monroe County AAS Business Administration Financial Management Focus (19 cr)	BAN 1004		FIN 3 cr Courses • Principles • Personal 1 CE course

Gulf Coast Community College (GCCC) Panama City, FL www.gulfcoast.edu Bay County AAS in Business Administration & Management Banking Specialty Option (21 cr)	21 Banking Courses Including, BAN 1004 BAN 1800 BAN 1500 BAN 2511	CE ONLY General lines, property, auto	
Hillsboro Community College (HCC) Tampa, FL www.hccfl.edu Hillsboro County	Introd to Credit Unions Principles of Credit & Collections		FIN 3 cr courses • Principles • Personal • Intl. Fin Mgt
Indian River Community College (IRCC) Ft. Pierce, FL www.ircc.edu St. Lucie County AS Financial Services	BAN 1004, BAN 1800, BAN 2511 Plus 9 other banking courses incl coop	Corporate & Community Training Insurance Pre-License • Registered Customer Service Representative • Accredited Claims Adjuster • Property & Casualty • Indv Life & Health Insurance CE • Estate Planning • Ethics • Property & Casualty III • Rules and Regulations I & III • Wills, trusts and Estate planning Plus 46 courses approved by the Florida Dpt	FIN 3 cr Courses • Planning (I & II) • Personal • Introduction • Work Experience 4 CE courses

		of Insurance (ranging from 2-30 hours) • Example, 70 hours of Property & Casualty in 5 parts of 14 hours each	
Lake City (LCCC) Lake City, FL www.lakecitycc.edu Columbia County			FIN 3cr Courses • Principles • Investments
Lake Sumter Community College (LSCC) Leesburg, FL www.lscc.edu Lake County	18 Banking Courses including BAN 1004 BAN 1800 BAN 1500-		FIN 3 cr Course • Personal
Manatee Community College (MCC) Bradenton, FL www.mccfl.edu Manatee County		Continuing Education • 2-15 Life, Health & Variable (36/40 hr online), • Accredited Claims adjuster 6-20, • Property & Casualty • Registered Customer Service	FIN 3 cr Course • Fin Mgbt.
Miami Dade Community College (MDC) Miami, FL www.mdc.edu Dade County AS in Financial Services College Credit Cerficates Banking Spec Banking Ops Banking Mgt	BAN 1004 BAN 1800 BAN 2511 Plus 7 more BAN and 10 BRC	Principles of Insurance (2.5 cr) Introduction to Financial Planning (1cr)	FIN 3 cr courses • Principles • Personal • Investments stocks & bonds

Mortgage Fin			
North Florida Community College (NFCC) Madison, FL www.nfcc.edu Madison County	None Except ECO 2220 Money & Banking		FIN 3 cr Courses • Principles • Personal
Okaloosa-Walton Community College (OWC) Niceville, FL www.owcc.cc.fl.us Okaloosa County (Formerly offered (1998) : AS Business Administration & Management • Insurance Management Option Insurance Office Mgt certificate • Banking Option 24 credit certificate) * Four Baccalaureate degrees:: BAS Project & Acquisition Mgt, two in Educations & one in Nursing.	Intrude to Banking (BRC) *Plus 86 discontinued Banking* credit courses (per state)	General Lines (9cr state, 12cr catalog) Lab (3cr) Life & Health (life agent qualification course, prep for license) (3cr)	Upper • Finance • Econ Mgt
Palm Beach Community College (PBCC) Lake Worth, FL www.pbcc.edu Palm Beach County	15 Banking credit courses (no principles or law)	Corporate & Continuing Education: Insurance • Certificates o Life, Health & Annuity (2-15)-40hrs PSAV o Property & Casualty Gen Lines-200 hrs PSAV • Insurance CE: health, life & ethics • Insurance Pre-Licensing o 2-15 review	FIN 3 cry course • Principles Corporate & Continuing Education: Financial Management • Banking • Financial Planning • Personal Finance Stock Broker

		○ 2-20 pass/prep ○ Accra claim adjuster ○ Property & casualty general lines ○ Limited customer service rep 4.42 ○ Registered customer service rep 4-40 ○ Agent qualification • Insurance Prof Development ○ Prospecting, selling & closing ○ Negotiations-reading people	• Securities exam/prep course work (series7, 6, 24, 63)-online • Understanding rules of NASD
Pasco-Hernando (PHCC) New Port Ritchey, FL Pasco County www.pasco-hernando.edu			
Pensacola Junior College (PJC) Pensacola, FL www.pjc.edu Escambia County AAS Business Administration Management of Financial Institutions Emphasis * (BANK-AAS) *also called Financial Services	BAN 1004 ECO2220-Money & Banking	PJC Institute of Corporate & Professional Training • Accredited claims adjuster (40 hrs) • Accredited claims adjuster Pre-licensing (40hrs)-online • Registered Customer service rep-online • Life, Health, and Variable Annuities pass/prep course (40hrs)-online • Life, Health, and Variable Annuities tutorial (200hrs)-online • Life, Health, and Variable Annuities practice exam (8hrs)-online • Life, Health, and Variable Annuities Pre-licensing (40hrs)-online • Ethics in the Insurance Industry (3hrs)-online • Property & Casualty/General Lines	FIN 3 cr course • Personal Finance & Money Management

		Pre-Licensing (200hrs)-online, also Pass/prep (200hrs)-online • CE: Elements of Life Insurance, also Elements of Health Insurance	
Polk Community College (PCC) Winter Haven, FL www.polk.edu Polk County AAS Business Administration & Management- Insurance specialization (shell only) AA Finance General AA Insurance & Risk Management (shell only) AA Financial Services	BAN 1004 Commercial & Consumer Lending	RMI 3 cr Courses • Principles of Property Insurance-Registered Customer Service Rep • Principles of Liability and Claim Adjusting-Accredited Claims Adjuster • Principles of Property Insurance-General Lines Agent PCC Corporate College • ACA Accredited Claims Adjuster • RCCR Registered Customer Service Rep (4-40) • CI: General Liability, Insurance & Ethics	FIN 3cr course • Principles
Santa Fe (SFCC) Gainsville, FL Alachua County www.sfcc.edu		Corporate Training:CE • Registered customer service rep • ACA Claims Adjuster • 2-15 (pass & prep, tutorial & practice exam) • 2-20	1 FIN course • Principles

Seminole Community College (SCC) Sanford, FL www.scc-fl.edu Seminole County	Savings & Time Deposit Banking (BAN 1411)	Catalog lists 100+ ISR's except 2-15 (claims, gen lines, contract/rules/regulations, planning, claims adj, bus disab, property & casualty, home owners) RMI 0222 (PSAV)-Casualty Agents II	FIN 3 cr Courses • Business • Personal
South Florida Community College Avon Park, FL www.sfcc.cc.fl.us.com Highlands County AA Fin General AA Fin Services	Marketing for Bankers		FIN 3 cr courses • FIN 1100 Personal • FIN 2000 Principles • Plus two coop's
St. John's River Palatka, FL www.sjrcc.edu Putnam County AS Financial Services CCC Technical Certificate : Financial Paraplanner (12hr)	BAN 1004* BAN 2501* (Money & Banking) (state only)		FIN 3 cr courses • Principles of Financial Planning • Personal • Investm, retirement planning & empl benefits (catalog only-FIN2123 online)
St. Petersburg College (SPC) St. Petersburg, FL www.spjc.edu Pinellas County Bacculaureate Program in College of Technology & Management Bachelor of Applied Science in Banking	BRC Courses only Principles of Financial Services (2001)* Banking regulations & Compliance Coop work experience (pending per state)	SPC Corporate Training • 2-15 Life, Health & Annuities: review & qualification exam-online 40hrs • 2-15 Life, Health & Annuities cram course online • 2-20 Property & casualty cram course • SPC Insurance CE Center Insurance license CE-online classes	FIN 3 cr courses Lower division • Principles • Personal Upper division • Prin Commercial Bank Mgbt • Credit Analyses & Loan Structure • Money, Bank, & Financial Mkts (4244) • Investments

	* Introduction to financial institutions & the services offered within those institutions	• Life & Health • Property & Casualty • Ethics • Adjuster Plus many others	• International Banking & Finance • Coop Work Experience
Tallahassee Community College (TCC) Tallahassee, FL www.tcc.fl.edu Leon County Continuing Education & training/Professional Development Certified Financial Planner Certification Education Program * • Program certified by the Certified Financial Planner Board. (only 2 community colleges		Introduction to Risk & Insurance (3cr)	2 FIN courses • Personal • Money & Banking (ECO) • Investments

Valencia Community College (VCC) Orlando, FL www.valencia.cc.fl.us Orange County AAS Finance Specialization		Valencia Enterprises (14 ONLINE courses) Insurance Agent Prelicensing & Cram Courses • Ethics • 2-15 Life Heath& Var Annuities Prelicensing course • 2-15 Life Heath& Var Annuities pass/prep review • 2-15 Life Health & Var Annuities practice exam • Registered Customer Service Rep • Property, Casualty & Gen Lines	FIN 3 cr courses • Principles • Personal • Investments • Intl Fin Mkt

Sources: Online catalog, online links and state course listings. Not all sources were concordant **** 2-15: Life, Health and Annuities.

APPENDIX E

Review of 4-year educational institutions

Key universities	**BA 05-06**	**CFP ® ***	**Bachelors**	**MS**	**MBA Fin Track**	**PhD Bus Adm**
UF	436	No	BSBA Fin	Yes	Yes	Finance, RMI
UCF	411	Yes	BABA Fin	No	Yes	Finance
FSU	380	Yes	BSBA RMI**	No	Yes	Finance, RMI
FIU	371	Yes	BBA Fin	Yes	Yes	Finance
USF	331	Yes	BSBA Fin	Yes	Yes	Finance
FAU	175	Yes	BS Fin BBA Fin	Yes	Yes	Finance
UNF	107 Finance 20 Financial Services	Yes	BBA • Finance • Financial Services	No	yes	no
UWF	53	No	BSBA Fin	No	yes	no
FGCU	24	Yes	BBA Fin	No	yes	no
Private Universities	**Bachelors in Finance 05-06**	**CPF®**	**Bachelor**	**MS**	**MBA**	
University of Miami	Yes	Yes	BBA in Finance BBA in International Finance and Marketing (IFM)	No	yes	No
Barry University	Yes	Yes	BS	No	yes	No
St. Thomas University	Yes	No	BBA	No	no	No
Nova Southeastern University	Yes	Yes	BS	No	yes	Dba
University of	Yes	No	BS in Financial	Yes	yes	No

Tampa			Services BS in Finance			
Jacksonville University	Yes	No	BBA	No	yes	No
Stetson University	Yes	No	BBA	No	No	No
Rollins College	No	No	No	No	No	No

***CFP-Certified Financial Planner**

***Out of 11 state universities and 28 community colleges in Florida nine offer Certified Financial Planner certification program, 2 of which are community colleges. These institutions are: FAU, FCCJ, FGCU, FIU, FSU, TCC, UCF, UNF, and USF.**

**** RMI- Risk Management and Insurance**

APPENDIX E

Review of 4-year educational institutions

- **University of Florida**
  - **The university is located in a geographical area of <u>medium density</u> of financial services employers. They offer a BS in Business Administration (BSBA) with a Finance major and also offer an MS in Finance, MA in Business Administration with an insurance track and an MS in Business Administration with an insurance track. At the PhD in Business Administration they offer Finance and Insurance. Due to their spectrum in advanced degrees they are uniquely poised to deliver talent for <u>advanced positions</u> in Financial Services organizations. They are the largest in the state in terms of degrees awarded in Finance, 19% of all the state's finance degrees in the 05-06 academic year. They have decreased in number of degrees awarded in Finance from 446 in the 01-02 year to 436 in the 05-06 year. They are one of the two state universities that awarded MS degrees in Finance, awarding 22 degrees (26% of the total) during 05-06. Although two degrees were awarded in Risk Management and Insurance during the 05-06 year, which was the same number of degrees awarded in 01-02, this is not a highly publicized program.**
- **University of Central Florida**
  - **The university is located in a geographical area of <u>high density</u> of financial services employers. They offer a BS in Business Administration (BSBA) with a Finance major and also offer an MBA and PhD in Business Administration with Finance tracks. Through their continuing education they offer a Financial Planning certificate program which is certified by the Financial Planning board. Due to their advanced degrees they are a key player to deliver talent for advanced positions in Financial Services organizations. They are the second largest in the state in terms of degrees awarded in Finance, 18% of all the state's finance degrees in the 05-06 academic year. They have increased in number of degrees awarded from 330 in 01-02 year to 411 in 05-06 year. They do not offer a degree in Insurance.**
- **Florida State University**

- **The university is located in a geographical area of <u>medium density</u> of financial services employers. They offer a BS in Business Administration (BSBA) with a Finance major or with a Risk Management & Insurance major. They also offer an MBA and PhD with a concentration in Finance. Their insurance graduate program is comprised of: Master of Science in Management (MSM) with a major in Risk Management & Insurance (RMI) offered online and a PhD with a concentration in Risk Management & Insurance. Their center for professional development offers a certified financial planning program. They are the third largest in the state in terms of degrees awarded in Finance, 17% of all the state's finance degrees in the 05-06 academic year. They have increased in number of degrees awarded in Finance from 345 in the 01-02 year to 380 in the 05-06 year. The number of awarded degrees in Insurance & Risk Management grew from 28 in the 01-02 year to 42 in the 05-06 year. Due to their advanced degrees they are a key player to deliver talent for advanced positions in Financial Services organizations both in securities and in insurance. They have the most comprehensive educational program in Insurance of all state Universities.**
- **Florida International University**
  - **The university is located in a geographical area of high density of financial services employers. They offer a Bachelor in Business Administration with a Finance major, an MS in Finance, and a PhD in Business Administration with a concentration in Finance. They offer a Banking Certificate that has four courses in Finance and is designed for practicing Bank Managers. They also offer a certificate in International Bank Management whose core has four classes geared for practicing Bank Managers. The executive & professional education program offers a Certified Financial Planning program. They are the fourth in the state in terms of degrees awarded in Finance, 16% of all the state's finance degrees in the 05-06 academic year. They have increased in number of degrees awarded from 300 in 01-02 year to 371 in 05-06 year. They are one of the two state universities that awarded MS degrees in Finance, awarding 62 degrees during 05-06. Due to their advanced degree and their bank management certificates offered they are a potential player for the delivery of talent for advanced occupations particularly in Banking. More importantly, the majority of the graduate level degrees are being awarded by FIU, 74%.**

- **University of South Florida**
  - **The university is located in a geographical area of high density of financial services employers. They offer a BA and a BS with Finance major, an MS in Finance, and a PhD in Business Administration with a major in Finance. Their continuing education program offers a Financial Planner Certificate/CFP exam prep designed to qualify and prepare students for the CFP certification examination. They are the fifth largest in the state in terms of degrees awarded in Finance, 14% of all the state's finance degrees in the 05-06 academic year. They have significantly increased in number of degrees awarded from 221 in the 01-02 year to 331 in the 05-06 year. Due to their advanced degree and proximity to the third largest financial services market, they should be a key developmental partner.**
- **Florida Atlantic University**
  - **The university is located in a geographical area of high density of financial services employers. They offer a BBA, BS, MBA and a PhD with concentration in Finance. Through the college of business executive continuing education, they offer a Certified Financial Planner Certification education program. In addition they offer a certificate in Investment Management. They are the sixth in the state in terms of degrees awarded in Finance, 7% of all the state's finance degrees in the 05-06 academic year. They have decreased in number of degrees awarded from 197 in the 01-02 year to 175 in the 05-06 year. Due to the nature of their advanced degree delivery of talent for advanced occupations in General Management in financial securities organizations.**
- **Three smaller players: UNF, University of West Florida (UWF) and Florida Gulf Coast University (FGCU) located in Duval, Pensacola, and Bay County respectively, offer fewer degrees in Finance but may be of strategic significance due to their geographic location in areas that have a medium/high concentration of financial services organizations. These areas are less accessible (brick and mortar wise) to other universities. All of these universities need to broaden their graduate offerings in Finance to compete in the delivery of talent for higher level occupations in Financial Services.**
  - **University of North Florida**

- **This university has three unique features. First, they offer two types of programs Finance and Financial Services. Second, their school of continuing education offers a Certified Financial Planner certification education program. Third, their BBA in Financial Services with a track in Financial Planning prepares students for the CFP board exam.**
- **Since the 01-2 academic year the number of degrees in finance has increased to 107, 5% of the total offered by the state. Additionally, they have awarded 20 degrees in Financial Services during 05-06, as compared to 13 in 01-02.**