

2023

Annual Strategic Plan Review

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NORTH FLORIDA
COLLEGE

Annual Strategic Plan Review – 2023

Goal 1 – NFC will be known for high-quality academic programs, workforce preparation, and community service. (Branding)

Method of assessment - NFC chose to measure this goal using a survey to evaluate the satisfaction of its stakeholders. As goal #1 of the NFC Strategic Plan directly influences enrollment numbers within Goal 4, NFC's objective is to improve its brand and subsequently increase enrollment.

Expected Results – With the baseline of 67.8% set in 2022, NFC considers an increase to 75% a success for Goal 1.

Results – NFC chose to wait and survey stakeholders again in 2024 instead of 2023.

Changes Made Since 2020 - The list below displays changes made or processes implemented to increase the perception of NFC since 2020.

- 2021
 - NFC employees participated in the CleanUp Madison community service
- 2022
 - A stakeholder survey was conducted
 - Began hosting Second Harvest food distributions
 - Employee Celebration Event
- 2023
 - NFC hosted a campus service project for NFC employees to volunteer on a team of their choice in March 2023. These teams were tasked with projects like freshening flower beds, organizing storage closets, or removing debris from a walking trail on campus.
 - Began monitoring social media and web data analytics to inform paid advertising efforts. Presented information at the BOT Workshop.
 - Began highlighting exceptional student success rates on NFC's website homepage.
 - Kids in College camps held during summer.

Future Changes Planned for 2024 - Goal 1 is ongoing and NFC continues to seek improvement to its branding and the perception of its stakeholders within the communities it serves. Ongoing efforts include:

- Continue partnership with Second Harvest to make food available to NFC service communities.
- Update and improve campus signage
- Increase marketing
- Publish press releases to increase awareness about NFC, increase NFC exposure, and celebrate NFC successes.
- Survey stakeholders and compare results from the 2022 survey

Goal Status - Ongoing

Goal 2 – NFC students who complete their program will be prepared for successful entry into either the workforce or into an upper-level institution.

NFC measures the success of Goal 2 using two different indicators, 1) job placement rates for completers in non-AA programs and 2) students transferring to an upper-level institution within one year of their AA completion at NFC.

Job Placement Rate

Job placement is a delayed metric and NFC waits one full year to allow for student follow-up and job selection before recording results. It is also important to note that NFC has multiple pathways that lead to higher level degrees and therefore considers a student continuing their education a positive outcome for this metric.

Methods of assessment - Job placement rates for completers in non-AA programs.

Expected Results - NFC considers an increase to 85% a success for Goal 2 – Job Placement.

Results - 2023 measures the 2022 graduating cohort - The results of 83.2% for the 2022 graduating class increase by 1.1% over the previous year's rate of 81.4%. However, the 82.5% rate falls short of the goal by 2.5%.

Changes Made Since 2020 and Future Changes to Make in 2024 - The chart below briefly describes the progression of changes planned and implemented each year since 2020. For example, the increase in results from 2022 to 2023 was positive, however, it fell short of the 85% goal. Therefore, during the 2024 academic year, NFC will continue implementing strategies to positively impact the job placement rate and meet the goal of 85% for this metric. A brief description of the future planned strategies for 2025 are highlighted in the chart below.

Year	Expected Results	Results	Changes Made	Changes to Make
2020	75.0%	81.4%		<ul style="list-style-type: none"> Develop or purchase a new tool to capture data consistently for all applicable programs and departments.
2021	85.0%	82.5%	<ul style="list-style-type: none"> The Job placement application was developed locally and implemented. Began acknowledging employment and transfer intentions during commencement. 	<ul style="list-style-type: none"> Research how to integrate Florida Educational & Training Placement Information Program (FETPIP) data into the Job Placement application. Research, plan, and develop a Career & Transfer Center for the main campus.
2022	85.0%	83.2%	<ul style="list-style-type: none"> The Office of Institutional Research began sending FETPIP data to program directors to help supplement the student job placement efforts. 	<ul style="list-style-type: none"> Add workshops for students seeking careers. Build a relationship with local CareerSource offices. Build a tool to track student progression from Career & Transfer Center to job placement.

As seen in the trending chart of job placement rates below, the strategies implemented within each year of the 2020-2025 NFC Strategic have increased job placement rates.

Goal Status - Ongoing

AA Completer Transfer Rate

Since the onset of the NFC Strategic Plan, NFC has implemented multiple strategies to increase the rate at which its AA graduates transfer to upper-level institutions. Historically, the average transfer rate for students completing an AA degree and transferring to an upper-level institution within one year of completing the AA degree at NFC was 32% between 2013 and 2019. NFC realizes this as an area needing improvement and the 2020-2025 NFC Strategic Plan sets successful completion of this goal at a 50% transfer rate for students completing their AA degree at NFC and transferring to an upper-level institution. An additional reporting note is NFC allows one year for students to complete the transfer and another year for reporting to matriculate henceforth, when the data below displays 2023, the results reflect students completing an AA degree during the 2021 academic year.

Expected Results - 50% of students completing their AA degree at NFC will transfer to an upper-level institution.

Results - 2023 measures the 2021 AA graduating cohort - The most recent result for the 2021 AA graduation cohort transferring to an upper-level institution is 34.3%. This rate is slightly higher than the previous year's rate of 32.2% but falls very short of the 50% goal.

Changes Made Since 2020 and Future Changes to Make in 2024 - The Associate in Arts program serves the majority of NFC students, and the College is committed to improving this measure. This dedication is evidenced by the allocation of resources and human capital needed to open the Career and Transfer Center in 2023. In addition to this major initiative, a summary of past and future strategies to increase the transfer rate may be found below, with 2024 plans highlighted.

Academic Year	Expected Results	Results	Changes Made	Changes to Make
2020	50.0%	33.3%		<ul style="list-style-type: none"> Develop a more efficient way to track transfer students.
2021	50.0%	35.8%	<ul style="list-style-type: none"> An internal tool was developed to request, retrieve, and store student data from the National Student Clearinghouse. 	<ul style="list-style-type: none"> Begin running the transfer tracking process a minimum of 2 times per year. Develop new articulation agreements with upper-level institutions.
2022	50.0%	32.2%	<ul style="list-style-type: none"> The student tracking job is now being processed a minimum of 2 times per year. Began acknowledging employment and transfer intentions during commencement. 	<ul style="list-style-type: none"> Research, plan, and develop a Career & Transfer Center for the NFC main campus. Develop new articulation agreements with upper-level institutions.
2023	50.0%	34.3%	<ul style="list-style-type: none"> NFC opened the Career & Transfer Center in 2023 and began planning workshops. 	<ul style="list-style-type: none"> Add workshops for students seeking careers or transfer. Build a relationship with local CareerSource and other institutions to learn best practices. Develop a tool to track student progression from Career & Transfer Center to end goal.

Goal Status - Ongoing

Goal 3 – NFC will provide high-quality (academic/CWE) programs, including dual enrollment, that meet the current and projected needs of the community we serve.

Methods of assessment - NFC measures the success of Goal 3 using two different methods, 1) program inventory and 2) percent of high school graduates enrolling at NFC within one year of high school graduation.

Program Inventory

Expected Results - NFC defines the success of this goal as making intentional adjustments to its program inventory based on information gained internally (e.g. enrollment data, instructional support, etc.) or externally (e.g. external survey, appropriate information acquired, etc.).

North Florida College (NFC) strives to produce pathways to meet the educational goals of its service communities. Part of this responsibility is to ensure the catalog of programs it offers aligns with the community's needs. Historically, most students enroll at NFC and declare an associate in arts degree, which is primarily considered a degree that prepares a student to transfer as a junior to an upper-level institution. However, as detailed earlier in this document, over the last 10 years, less than 40% of NFC AA graduates use the AA degree to transfer. This data informs NFC of the importance of aligning program offerings with the needs of the College's stakeholders.

To gain the knowledge needed to ensure alignment, NFC developed and launched a survey to capture the needs of its constituents. The survey was broadcast on the social media pages of NFC and CareerSource North Florida and distributed by the local Chamber of Commerce to gain feedback from NFC stakeholders during 2022. Some examples of these stakeholders include students, parents of students, local industry partners, economic development organizations, and public school districts. This data helped inform the Associate Dean of Career and Workforce Programs (DCWE) of any program inventory changes needed and offered opportunities for the DCWE to follow up with respondents to learn more about their specific needs.

Program inventory adjustments may also come as recommendations from program directors. For example, the AS Business Admin Transfer Track and AS Accounting Technology Track will be internally inactivated beginning in 2024 due to a lack of enrollment. However, the courses within both tracks are still available to students via the AS Business Admin and AS Accounting Technology programs.

Results - Intentional adjustments to its program inventory exist for 2023.

Changes Made Since 2020 - The chart below is a summary of the NFC program offering changes since the inception of the 2020-2025 NFC Strategic Plan by academic year. Programs only appear in this chart if they are added or subtracted from the applicable year's catalog.

3 Program Inventory Changes

Program Code	Program Desc	2020	2021	2022	2023	Notes
2021	AS-Business Admin Transfer Tr	2020	2021	2022	2023	Internally Inactivated
2023	AS-Accounting Tech Transfer Tr	2020	2021	2022	2023	Internally Inactivated
4031	Medical Coder/Biller	2020	2021	2022		Internally Inactivated
4032	Medical Info Coder/Biller			2022	2023	New Program
5052	Adv Manufacturing/Prod Tech	2020	2021	2022		Internally Inactivated
5053	Commercial Class "B" Driving				2023	New Program
5054	Certified Production Tech				2023	New Program

Details on the program inventory changes during the 2023 academic year are listed below.

- The program director recommended removing the AS-Bus Admin Transfer Track and AS-Accounting Tech Transfer Track from the catalog because of low enrollment beginning in 2024. Students continue to have access to the courses within these programs using the AS-Bus Admin and AS-Accounting Technology programs.
- The Medical Coder/Biller program had a change in CIP numbers causing an internal adjustment to the program number.
- Advanced Manufacturing/Production Technology was discontinued and replaced with Certified Production Technology. Additionally, the Certified Production Technology program accommodates dual-enrolled students.

Future Changes to Make in 2024 - As this is an ongoing goal for NFC, program inventory will continue to change as the needs of the community change.

- Continue working to negotiate articulation agreements for NFC graduates.
- Continue to work with existing industry partners to produce the needed workforce.
- Continue to increase industry partner contacts.

Goal Status - Ongoing

HS Graduates Enrolling at NFC 1-Year after Graduation

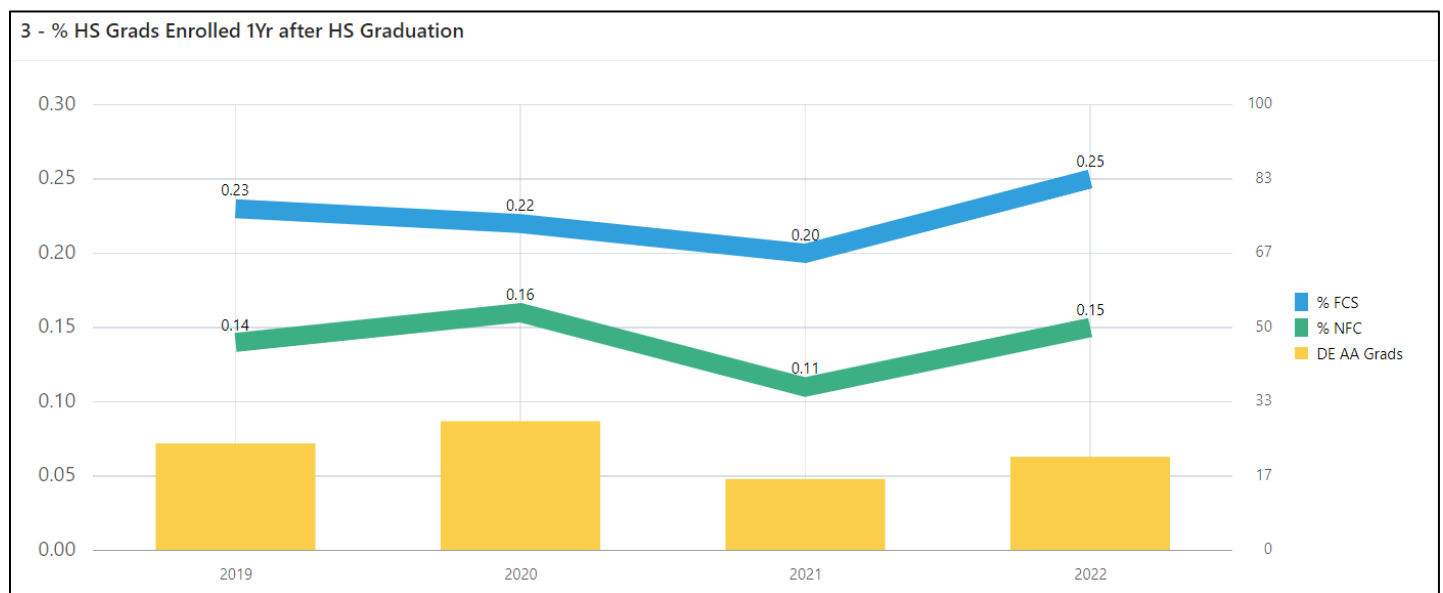
The percentage of high school graduates enrolling at NFC within one year of their high school graduation was among the metrics that informed the main focus of increasing enrollment for the 2020-2025 NFC Strategic Plan. This section of the review monitors the impact of the 2020-2025 NFC Strategic Plan on this individual performance indicator.

Expected Results - NFC defines the success of this goal as meeting or exceeding the Florida College System average for the percentage of high school graduates enrolling at NFC within one year.

Results - As indicated by the blue and green lines in the chart below, NFC underperforms in the percentage of high school graduates enrolling in NFC within one year of high school graduation compared to the Florida College System (FCS) average. The chart also includes the number of dual-enrolled students completing an AA degree while still in high school, as this is a population of students to be considered when analyzing this data set. It should also be noted, the drastic decrease in the 2021-year data is attributed to the Covid-19 national pandemic impacting enrollment.

As a part of this analysis, the number of high school students completing an NFC AA degree before high school completion is also included. This is important to note because an increase in this number decreases the pool of traditionally college-ready high school graduates.

Dual enrollment requires a direct connection between district high schools and the College and provides an opportunity for NFC representation and exposure on high school campuses. The more frequently high school students are exposed to the great things happening at our college, the more NFC becomes the natural choice for higher education following high school graduation. Additionally, once enrolled via dual enrollment and a relationship is established, the College can seek other ways to retain the students upon high school graduation.



Changes Made Since 2020 - The strategies implemented since the inception of the 2020_2025 NFC Strategic Plan to positively impact the goal of matching the FCS average are listed below.

- 2021
 - Dual enrollment marketing was developed and distributed
 - Dual enrollment school report cards were developed
- 2021
 - Collegiate Academy implemented in Suwannee County public schools
- 2022

- Expanded Collegiate Academy to Taylor County
- Dual enrollment advising expanded to high schools
- 2023
 - SLS1103 course offered to any eligible high school student and will exclude the testing requirement
 - Piloted the Dual Enrollment portal for a select group of high school guidance counselors
 - Included dual enrolled students earning an AA degree while in high school to the chart above.
 - High school report card developed as a visual aid for discussions with high school leaders

Future Changes to Make in 2024 - NFC will continue to meet the goal of meeting or exceeding the Florida College System rate of enrolling high school graduates within a year of high school graduation. Continuing some of the strategies above while adding the new strategies below to increase the chances of obtaining the goal.

- 2024
 - Research and develop an Honors Program
 - Celebrate and advertise the first Collegiate Academy graduates
 - Explore and develop new bachelor's degree

Goal Status – Ongoing

Goal 4 – NFC will enroll, retain, and graduate a larger and more diverse student body engaged in classroom and technology enhanced education in a thriving learning community that meets students’ educational goals.

NFC measures the success of Goal 4 using three methods, 1) enrollment headcount, 2) number of graduates, and 3) at-risk headcount. The College defines the minority group as any group representing the smallest subpopulation of students when disaggregated by ethnicity.

Headcount

Methods of assessment - NFC measures the success of Goal 4 – Headcount by measuring increases or decreases in enrollment headcount.

Expected Results - NFC defines the success of goal 4 – Headcount as a 4% increase each year with a 20% increase in enrollment by the end of the 2025 academic year.

Results - As of the end of the 2023 academic year, the NFC headcount has increased less than 1% from 1729 in 2020 to 1740 in 2023. A comparison of 2022 and 2022 also results in an annual increase of less than 1%. While these results appear far from successful, NFC recognizes the goal initially planned to reverse the decline in enrollment over the last decade but evolved into NFC recovering from the impacts left behind by COVID-19 and continues to seek improvement.

Changes Made Since 2020 - Since the first year of the 2020-2025 NFC Strategic Plan, NFC has implemented numerous activities and best practices to increase enrollment. Furthermore, the strategies implemented in Goals 1 through 3 above are all targeted to positively impact Goal 4. Therefore, the list of changes made below includes all of the strategies mentioned in previous sections and the additional strategies developed to increase NFC student enrollment.

Year	Goal	Expected Results	Results	Changes Made	Changes to Make
2020	Headcount		1729		<ul style="list-style-type: none"> Develop and plan a new center in the county of the service district (other than Madison) serving the largest number of students
2021	Headcount	1798	1820	<ul style="list-style-type: none"> Live Oak Center was opened in Suwannee County Live Oak Center began accepting students. 	<ul style="list-style-type: none"> Develop Recruitment Committee Develop Retention Committee
2022	Headcount	1867	1725	<ul style="list-style-type: none"> Recruitment Committee formed Retention Committee formed 	<ul style="list-style-type: none"> Develop a solution to identify, collect, and access prospective student data.
2023	Headcount	1936	1740	<ul style="list-style-type: none"> Space for Perry Center was acquired, and renovations began. NFC Inquiry App was developed and implemented in the Office of Recruitment. 	<ul style="list-style-type: none"> Develop and plan a new center location in the county within the service district serving the next largest number of students.

Future Changes to Make in 2024 – Open the Perry Center in Taylor County.

Goal Status – Ongoing

Graduates

Method of Assessment - NFC measures the success of Goal 4 - # Graduates by measuring increases or decreases in the number of graduates.

Expected Results - NFC defines the success of goal 4 – # Graduates as a 4% increase each year with a 20% increase in the number of graduates by the end of the 2025 academic year.

Results – The number of graduates increased 7.7% from 2022 to 2023 meeting the annual goal of 4%. However, the 2020 to 2023 comparison resulted in a 5.5% decrease and does not meet the cumulative goal of a 12% increase by 2023.

Changes Made Since 2020 - The table below outlines the additional strategies developed to increase NFC student completions, measured below by the number of students graduating.

Academic Year	Goal	Expected Results	Results	Changes Made	Changes to Make
2020	# Graduates		403		
2021	# Graduates	419	403		<ul style="list-style-type: none">• Increase student support activities.
2022	# Graduates	435	353	<ul style="list-style-type: none">• Transfer college and employment were added to the commencement ceremony.• iCARE Mentoring Program created• Pop in for Pop Tarts student support activity.	<ul style="list-style-type: none">• Develop graduate celebration.
2023	# Graduates	451	380	<ul style="list-style-type: none">• The DE Grad Offer was extended to previously dual-enrolled 2022 HS graduates.	<ul style="list-style-type: none">• Expand Collegiate Academy.• Open a new center

Future Changes to Make in 2024 – Research the expansion of Collegiate Academies in other public schools.

Goal Status – Ongoing

Minority Headcount

Method of Assessment - NFC measures the success of Goal 4 – Minority Headcount by measuring increases or decreases in the number of minority headcount enrolled.

Expected Results - NFC defines the success of Goal 4 – Minority Headcount as a 4% increase each year with a 20% increase in the number of minority headcount enrolled by the end of the 2025 academic year.

Results – The 12% increase in minority enrollment from 2020 to 2023 meets the cumulative goal of 12% for the 2023 year.

Changes Made Since 2020 - The table below outlines the additional strategies developed to increase NFC student minority enrollment, measured below by minority headcount. For this portion of Goal 4, NFC chose to disaggregate headcount into two groups, 1) the majority group, which represents the ethnic group with the largest headcount of students, and 2) the minority group, which represents students from all other ethnic groups combined.

Year	Goal	Expected Results	Results	Changes Made	Changes to Make
2020	Minority Headcount		576		
2021	Minority Headcount	599	616	<ul style="list-style-type: none">• Live Oak Center was opened and began accepting students.	<ul style="list-style-type: none">• Develop Recruitment Committee• Develop Retention Committee
2022	Minority Headcount	622	621	<ul style="list-style-type: none">• Recruitment Committee was formed• A Retention Committee was formed.• iCARE Mentoring Program created	<ul style="list-style-type: none">• Continue to increase student support activities to increase retention of at-risk student populations.
2023	Minority Headcount	645	642	<ul style="list-style-type: none">• The space for the new Perry Center was acquired and renovations began.• Bagels in the Breezeway student activity was added to the start of term events as an activity for student support and Career & Transfer Center exposure.• NFC Inquiry App was developed and implemented in the Office of Recruitment.	<ul style="list-style-type: none">• Finish renovations and open the new Perry Center.

Future Changes to Make in 2024 – Open the Perry Center in Taylor County expanding access to minority students.

Goal Status - Ongoing