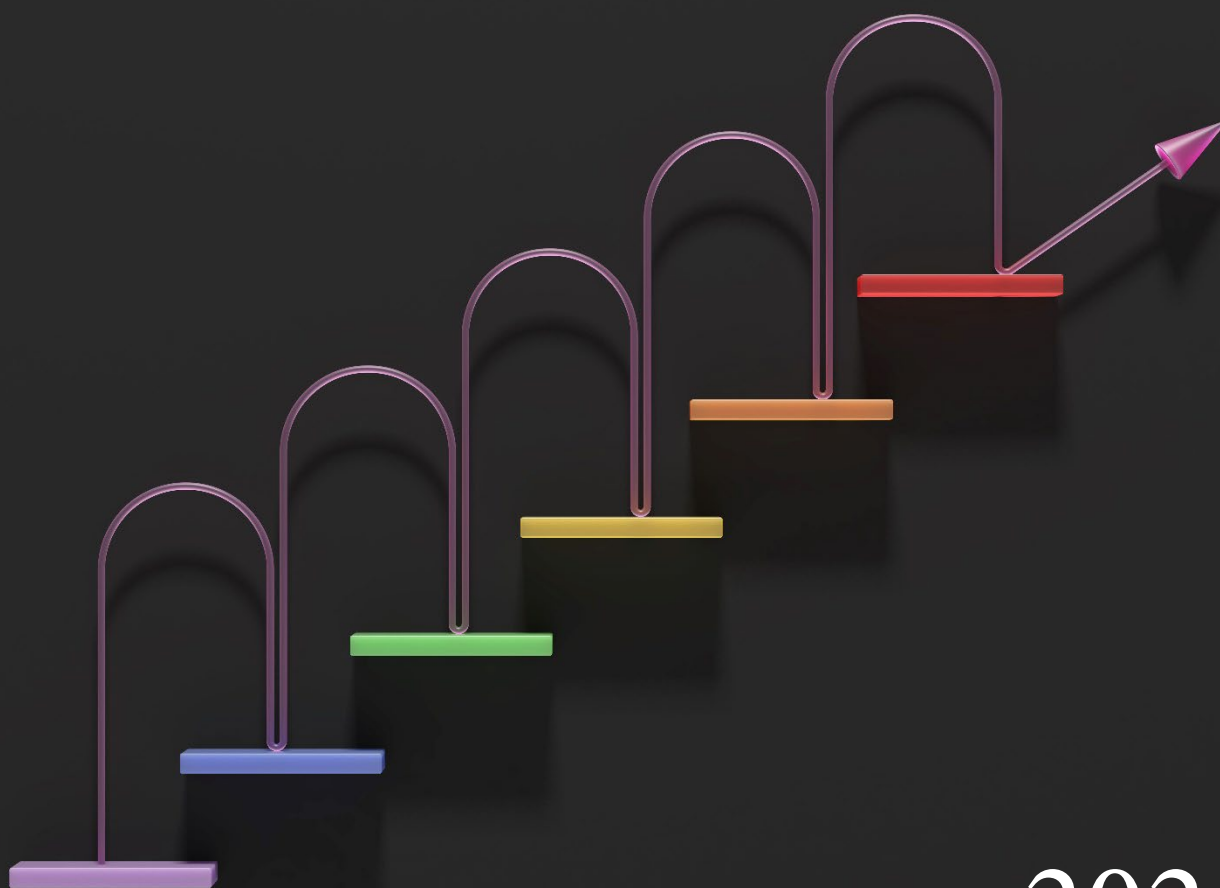


BOARD MEETING DATE: 9/16/2025

ITEM NO: XII-a

RECOMMEND THAT the Board review the 2025 Strategic Plan Review as an informational item only.



2025

Annual Strategic Plan Review

Prepared by Dani Mays, Executive Director

Office of Institutional Research and Effectiveness



NORTH FLORIDA
COLLEGE

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

In 2022, NFC surveyed its stakeholders via NFC's social media, the NFC website, and Career Source North Florida also assisted with broadcasting the survey to its constituents. 221 Stakeholders responded to the survey and answered, "Very Satisfied" to the question, "How satisfied are you with NFC?" 67.8% of the time. NFC uses this data to set a baseline for future result comparisons.

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

Results - NFC intentionally decided to wait until 2024 to resurvey stakeholders while continuing strategies. During the 2024 academic year, NFC administered the survey again to the same group of stakeholders surveyed in 2022 and expected an increase in satisfaction above the previous 67.8%. The 2024 survey resulted in a 5.6% increase, from 67.8% to 73.4%, in stakeholders responding "Very Satisfied" with NFC.

Changes Made Since 2020 - The list below displays changes made or processes implemented to increase the perception of NFC since the 2022 baseline survey was conducted.

- An employee survey was conducted in the 2024 academic year. The survey contained questions designed to refresh and reinforce the NFC Mission and Vision. NFC employees being well-versed in the College's mission is important because of the size of the communities NFC serves. Empowering NFC employees to advocate for or recruit on behalf of the College becomes extremely important in small rural towns.
- NFC hosted a campus service project for NFC employees to volunteer on a team of their choice. These teams were tasked with projects like freshening flower beds, organizing storage closets, or removing debris from a walking trail on campus.
- Monitor social media and web data analytics to inform paid advertising efforts.
- Highlight exceptional student success rates on NFC's website homepage.
- Update signage, increase marketing, and increase press releases to build awareness and celebrate successes.
- NFC was awarded a 4 million dollar grant to build a community center on the main campus.
- Continued partnership with Second Harvest to make food available to NFC service communities.
- Expand Kids in College summer camps
- Upgrade website

Goal Status - Goal #1 is ongoing as NFC continually seeks to enhance its branding and improve the perception of the communities it serves.

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 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 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 – The job placement rate increased from the previous year’s rate of 83.3% to 84.7%.

Changes Made Since 2020 and Future Changes to Make in 2025 - The chart below describes the progression of changes planned and implemented each year. NFC will continue to implement new strategies to help positively impact the job placement rate.

Acad Year	Expected Results	Results	Changes Made	Changes to Make
2021	75.0%	81.4%		Develop or purchase a new tool to capture data consistently for all applicable programs and departments.
2022	85.0%	82.5%	The Job placement application was developed locally and implemented.	Research how to integrate Florida Educational & Training Placement Information Program (FETPIP) data into Job Placement application. Research, plan, and develop a Career & Transfer Center for main campus.
2023	85.0%	83.2%	Office of Institutional Research began sending FETPIP data to program directors to help supplement the student job placement efforts.	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.
2024	85.0%	83.3	The Focus2 software was purchased and installed to facilitate student assessments that identify interests and potential careers. Multiple workshops were held, including Career Exploration, Resume 101, Mock Interviews, Headshots, Soft Skills, and LinkedIn.	Continue developing an internal application to track student progress. Integrate a Career & Transfer module into the SLS1103 course. Research ways to integrate real-life job duties into program courses.
2025	85.0%	84.7%	The Job Placement Application has become part of the graduation process. All program participants receive follow-up contact to determine their employment status, and the results are recorded in the application.	Job placement rates will be monitored annually during program reviews.

Goal Status – NFC will continually strive to enhance the job placement rates of its students.

AA Completer Transfer Rate

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.

An additional reporting note is that NFC allows one year for students to complete the transfer and another year for reporting to matriculate henceforth. Therefore, when the data below displays 2024, the results reflect students completing an AA degree during the 2022 academic year.

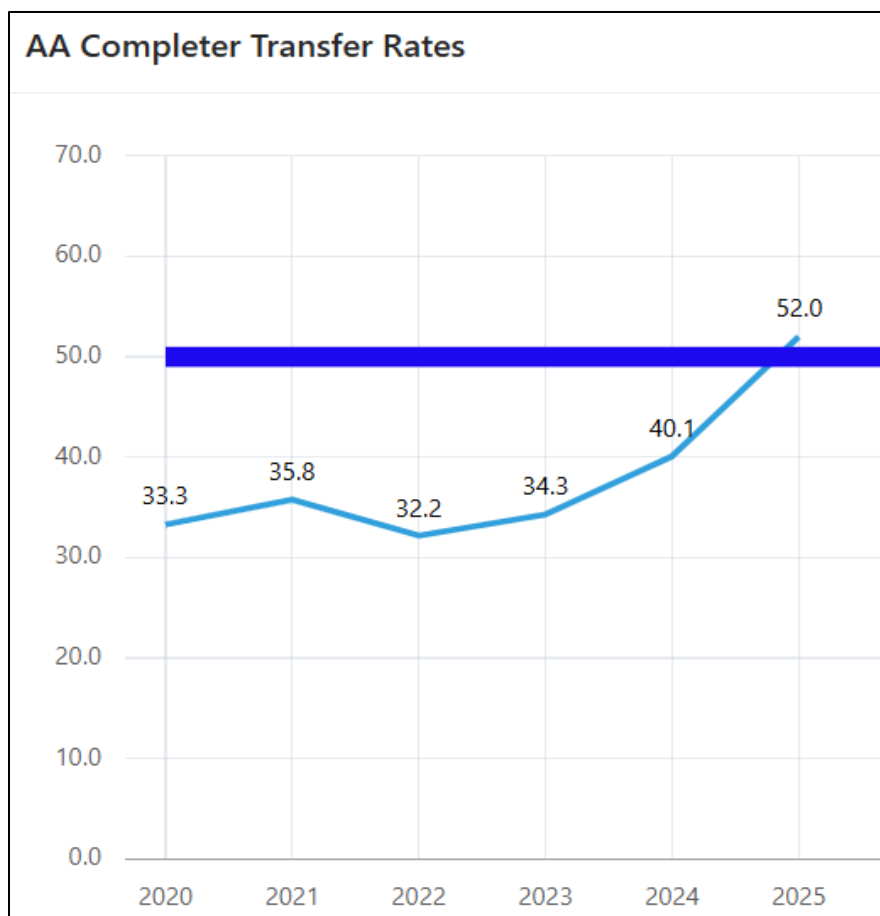
Method of Assessment – AA completer transfer rate.

Expected Results - 50% of AA Completers transferring to an upper-level institution.

Results - The AA completer transfer rate increased from 40.1% in 2024 to 52.0% in 2025.

Changes Made Since 2020 - The positive outcome may be attributed to the deliberate focus on providing students with the tools and resources needed to plan and accomplish their transfer goals. As seen in the chart below, during the 2024 academic year, the Career & Transfer Center purchased the Focus2 software which allows students to explore and record their interests. With this information, NFC was able to develop and tailor workshops for subgroups of applicable students. Furthermore, during the 2024 academic year, professional development, in the form of a Career Service Provider and Global Career certification was procured for the Coordinator of Career.

Academic Year	Expected Results	Results	Changes Made	Changes to Make
2020	50.0%	33.3%		Develop a more efficient way to track transfer students.
2021	50.0%	35.8%	An internal tool was developed to request, retrieve, and store student data from the National Student Clearinghouse.	Begin running the transfer tracking process at least twice a year.
2022	50.0%	32.2%	The student tracking job is now being processed a minimum of 2 times per year.	Research, plan, and develop a Career & Transfer Center for the NFC main campus.
2023	50.0%	34.3%	NFC opened the Career & Transfer Center in 2023.	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 the Career & Transfer Center to the end goal.
2024	50.0%	40.1%	Focus2 software was purchased and installed to facilitate student assessments. Multiple workshops were held, including Career Exploration, Resume 101, Mock Interviews, Headshots, Soft Skills, and LinkedIn. Santa Fe's Career & Transfer Center was toured. Professional Development was completed for the coordinator.	Continue the development of an internal application to track student progression from the Career & Transfer Center to the student's end goal. Integrate a Career & Transfer Center module into the SLS1103 course. Research and develop podcasts.
2025	50.0%	52.0%	The Career and Transfer Center and career exploration modules were successfully integrated into the onboarding process. Internal reporting was also improved.	The recently implemented Quality Enhancement Plan will ensure proper focus remains on improving AA graduate transfer rates.



Goal Status - NFC will continually strive to enhance the transfer rate of AA graduates.

Notes

Additionally, NFC is launching its newest Quality Enhancement Plan to further support the student population by incorporating intentional educational planning into the onboarding experience for new students. A portion of this educational planning will include the Career & Transfer Center's Focus2 assessment to ensure students are setting their initial completion goals appropriately. The need for this was directly informed by the extremely low transfer rates for AA completers. NFC anticipates an increase in AA completion transfer rates by providing resources for students at the beginning of their educational journey, making students less likely to complete an AA degree without an intention to transfer.

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.

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.

Results – Intentional adjustments to program inventory exist for 2025.

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.

Program Code	Program Desc	Ay 2020	Ay 2021	Ay 2022	Ay 2023	Ay 2024	Ay 2025	Ay 2026	Notes
1114	AA-Early Childhood Education					2024	2025		New Program
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	2024	2025		New Program
4033	Human Services Generalist					2024	2025		New Program
4034	Business Management					2024	2025		New Program
5052	Adv Manufacturing/Prod Tech	2020	2021	2022					Internally Inactivated
5053	Commercial Class "B" Driving				2023	2024	2025		New Program
5054	Certified Production Tech				2023	2024	2025		New Program
5055	Emergency Medical Responder					2024	2025		New Program
5056	Industrial Machinery Maint I					2024	2025		New Program
5057	Industrial Machinery Maint II					2024	2025		New Program
5058	Heating, Vent, Air-Cond/Refrig					2024	2025		New Program
5059	Certified Nursing Assistant (CNA)						2025		New Program
5060	Fundamental Food Services Skills						2025		New Program
5061	Welding							2026	New Program
5062	Welding - Advanced							2026	New Program
8201	BAS Operational Management							2026	New Program

Details on the program inventory changes during the 2026 academic year are listed below.

- Welding
- Welding - Advanced
- Bachelor of Applied Science in Organizational Management

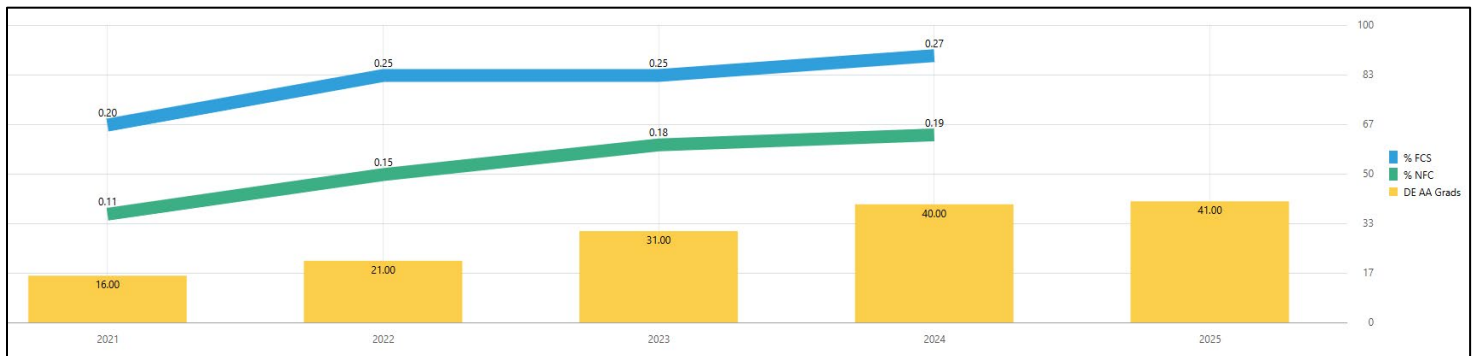
In addition to the program inventory changes above and as mentioned in Goal 2, NFC has secured two additional articulation agreements with upper-level institutions. These agreements, Florida A&M University, and Flagler College, guarantee expanded access for guaranteed admission for NFC Associate of Arts (AA) graduates and selected Associate of Science (AS) graduates to agreed-upon upper-level baccalaureate programs.

Goal Status – NFC will continue to monitor program inventory and adjust as the needs of the community change.

HS Graduates Enrolling at NFC 1-Year after Graduation

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.

As shown by the blue and green lines in the chart, NFC enrolls a smaller percentage of recent high school graduates within one year of graduation compared to the Florida College System (FCS) average. The chart also highlights the number of dual-enrolled students who complete an AA degree while still in high school, a group that should be considered when interpreting these results. The sharp fluctuations in 2021 and 2022 reflect the impact of the Covid-19 pandemic, which disproportionately affected NFC. Enrollment dropped to 11% during this period, but NFC has since rebounded to pre-pandemic levels more quickly than expected.



Results - The most recent 2024 data, reported by FCS in 2025, shows NFC continuing to trail the system average in the percentage of high school graduates enrolling within one year. However, NFC's rate of 19% is the highest recorded since the beginning of the strategic plan.

At the same time, the number of high school students completing an AA degree through dual enrollment at NFC continues to rise, with 40 students in 2024 and 41 in 2025. This growth is significant, as it reduces the pool of high school graduates immediately available to enroll as first-time college students. Dual enrollment not only strengthens connections between NFC and district high schools but also provides ongoing opportunities for exposure and engagement. By building these relationships early, the College is better positioned to encourage students to continue their education at NFC after graduation.

Changes Made Since 2020

2021

- Developed and distributed dual enrollment marketing materials
- Created dual enrollment school report cards
- Implemented the Collegiate Academy in Suwannee County public schools

2022

- Expanded Collegiate Academy to Taylor County
- Expanded dual enrollment advising to high schools

2024

- Offered SLS1103 to all eligible high school students by removing the testing requirement
- Celebrated the first Collegiate Academy graduates

2025

- Developed targeted communication campaigns highlighting NFC's affordability, transfer pathways, and workforce programs
- Continued scholarship opportunities and incentives for local high school graduates enrolling immediately after graduation

Goal Status – NFC will continue to strive to meet and ultimately exceed the Florida College System average for enrolling high school graduates within one year of graduation.

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 two methods:

1. Enrollment headcount
2. Number of graduates

Headcount

Methods of assessment - NFC evaluates progress by monitoring increases or decreases in enrollment headcount.

Expected Results - A 4% increase each year, reaching a 20% increase in enrollment by the end of the 2025 academic year.

Results - As of the end of the 2025 academic year, NFC's headcount increased to 1,848, reflecting a 2% annual increase from 2024 (1,806) and a 6.9% increase since 2020 (1,729).

Changes Made Since 2020

Year	Goal (Headcount)	Results (Headcount)	% Annual Change	Changes Made
2020	1,729	–	–	<ul style="list-style-type: none"> Planned development of a new center in the county of the service district (other than Madison) serving the largest number of students
2021	1,798	1,820	+5%	<ul style="list-style-type: none"> Opened Live Oak Center in Suwannee County and began accepting students Developed Recruitment Committee Developed Retention Committee
2022	1,867	1,724	–6%	<ul style="list-style-type: none"> Recruitment Committee formed Retention Committee formed Developed improved solution to identify, collect, and access prospective student data
2023	1,936	1,740	+1%	<ul style="list-style-type: none"> Acquired space for Perry Center and began renovations Developed and implemented NFC Inquiry App in Recruitment Planned new center location in another service-district county
2024	2,005	1,806	+4%	<ul style="list-style-type: none"> Expanded NFC Inquiry App to CWE and Allied Health Opened Perry Center in Taylor County and began accepting students Initiated development of Honors Program Added BAS in Organizational Management to program inventory Began exploration of additional bachelor's programs
2025	2,085	1,848	+2%	<ul style="list-style-type: none"> Officially launched BAS in Organizational Management Continued exploration and development of additional bachelor's programs

Graduates

Method of Assessment - NFC measures the success of Goal 4 – *Graduates* by tracking increases or decreases in the number of graduates.

Expected Results - A 4% increase each year, with a 20% increase in the number of graduates by the end of the 2025 academic year.

Results – By the end of the 2025 academic year, NFC reported **413 graduates**, a **12% increase** from 2024 (365) and an overall increase of **2.5% from 2020 (403)**. While the long-term growth goal of 20% was not met, the 2025 result represents the highest number of completions recorded since the start of the Strategic Plan and demonstrates strong recovery following the enrollment and completion declines of 2022.

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	Expected Results	Results	Changes Made
2020	403	403	<ul style="list-style-type: none"> Increased student support activities
2021	419	403	<ul style="list-style-type: none"> Added transfer college and employment data to commencement Created iCARE Mentoring Program Launched “Pop in for Pop-Tarts” student support activity
2022	435	353	<ul style="list-style-type: none"> Expanded mentoring and support programs Refined graduate celebration activities
2023	451	380	<ul style="list-style-type: none"> Extended DE Grad Offer to 2022 dual-enrolled high school graduates Expanded Collegiate Academy Opened new center
2024	467	365	<ul style="list-style-type: none"> Expanded DE Grad Offer to 2023 dual-enrolled high school graduates Began Grad Walk to celebrate graduates
2025	486	413	<ul style="list-style-type: none"> Expanded graduation celebration events Strengthened advising and completion pathways for dual-enrolled students transitioning to degree programs Increased targeted retention efforts in academic programs with low completion rates

Goal Status – NFC did not achieve the full 20% growth target established in 2020; however, the College demonstrated resilience by recovering from the 2022 decline and reaching the highest completion count of the plan cycle in 2025. Continued expansion of dual enrollment pathways, retention initiatives, and student support programs positions NFC to sustain growth in future strategic plan cycles.