

MINUTES: July 30, 2024

MEETING: NORTH FLORIDA COLLEGE, SUMMER WORKSHOP
LIVE OAK, FLORIDA

TRUSTEES PRESENT: Mr. Ricky Lyons
Mr. Billy Washington
Mr. Al Williams
Mrs. Sandra Haas

TRUSTEES ABSENT: Mr. Travis Coker
Mr. David Howell
Mr. Gary Wright

STAFF PRESENT: Tyler Coody
David Dunkle
Allison Finley
Dani Mays
Traci McClung
Jennifer Page
Micah Rodgers
Kristin Summers
Michelle Wheeler, Recording Secretary
Lynn Wyche

Mr. Mitchell Herring, Board Attorney

The summer workshop was called to order at 9:00am by Chair Lyons.

Jennifer Page opened the discussion with an overview of the agenda and the addition of a SWOT analysis in place of the President's Highlights.

The following items were discussed by each department head:

ACADEMIC AFFAIRS

Vice President Page gave an overview of structural reorganization:

Organizational Structure

The college has reorganized its departments to better integrate student services with academic and career-focused areas by combining Student Services, Academic Affairs, and CWE. This reorganization aims to improve student engagement and success by aligning academic outcomes with student services, fostering a more holistic approach to student support.

Quality Enhancement Plan (QEP)

Associate Dean Summers introduced a deep dive into the new QEP:

Review of the college's Vision and Mission Statements and Strategic Plan Goals that relate to the QEP. (See PowerPoint presentation for goal description details)

Dani Mays reviewed how the topic of the QEP was chosen:

In preparation for an upcoming reaffirmation from its accrediting body, SACSCOC, the college's QEP focuses on improving completion rates among first-generation PELL recipients. This involves intentional educational planning and career exploration activities, with a special focus on underperforming student groups identified through disaggregated data.

Vice President Page added that the goal of a QEP is to apply the practices that come out of this project to our entire student population.

Student Advising and Career Planning

Enhancements to the advising process aim to ensure students have clear career goals and educational plans. Career assessments and personalized advising sessions are designed to help students align their academic choices with their future career aspirations.

Dual Enrollment and Transfer Rates

The college discussed challenges related to dual enrollment students and the low transfer rates of AA degree completers. Strategies are being developed to help students understand the benefits of completing their AA degrees before transferring to other institutions, ensuring better preparation for their academic and career goals.

QEP Objectives:

1. 90% of target group to complete a career exploration activity. Wants students to make intentional decisions about why they are at NFC.
2. 90% of target group to develop and follow individualized education plan with their academic advisor that identifies a goal
3. 90% of target group to explore a career within a course
4. 95% of faculty and 95% of student-facing staff to complete QEP Career Compass professional development each year.

Budget Overview for the QEP 5-year project \$1.2M

Ongoing QEP Evaluation Process

CAREER AND WORKFORCE EDUCATION

Associate Dean Dunkle presented the following:

Overview of their department's vision and mission. He stated that we want every student to be trained for a job they love. Not sacrificing quality for affordability. Using grants to cover lab and supply fees. CDL program costs about \$2100, no other program in the state is that affordable. Truck drivers can truly drive when they complete, not just pass a test.

The college offers a variety of programs, from short-term certificates to bachelor's degrees, to meet regional workforce needs. New programs include CDL training, industrial machinery maintenance, agribusiness, welding, and food service skills. However, the college faces challenges in maintaining industrial program enrollments, which were impacted by the COVID-19 pandemic. Additionally, competition from other institutions receiving significant funding for similar programs poses a threat. He stated the goal of having a 4-year option for all 2-year programs including College Credit Certificates and Career Certificates.

Workforce Region and Service Area Issues

The college's designated workforce region has been expanded to include additional counties, leading to overlap with other institutions. This has created challenges in maintaining the college's influence and resources in its original service area, as the college now competes with other institutions for students and resources.

Lyons asked about Elementary Education Bachelor's: JP letter has been submitted with notice of intent, first phase. Once that is complete, will move into the application phase.

Mr. Dunkle stated that they are hoping to have bachelor's in org management available by end of 2025, spring of 2026 at the latest.

- Snapshots of programs offered
- Overview of AS Degrees
- College Credit Certificates, and highlighted new ones offered since 2023
- Career and Technical Certificates, and new ones offered since 2023
- Public Safety Academy

New programs coming soon:

- Agribusiness management (grants-minimal money from general fund to start it)
- Welding and Advanced Welding
- Fundamental Foodservice Skills (Will give good help in the kitchen, plus a training opportunity for students)
- Certified Nursing Assistant

Vice President Page also shared that Nursing Department is fully staffed, and she is very thankful for finding great talent to welcome in students. She also mentioned that the new Foodservice program is great example of how student affairs and academic affairs are working together.

STUDENT LIFE

Lynn Wyche presented the following:

The college is emphasizing student wellness through initiatives such as creating a Wellness Center with yoga and a massage chair. Events like an eclipse viewing party and increased student engagement activities are helping our campus community. The college also acknowledges the significant challenges faced by some students, particularly first-generation college attendees, in terms of food and housing insecurity, and lack of family support. Efforts are underway to build a supportive community for vulnerable students, including engaging their families and providing essential resources. This includes addressing issues of food and housing insecurity, which are particularly prevalent among first-generation college students.

Highlighted Events:

- Solar Eclipse Viewing Party
- First to Stand
- Grad Fest
- Tutor Appreciation Week

Student Engagement and Mentorship

The college is expanding its reach through field trips and increasing student organization visibility, including strengthening the Student Government Association (SGA). Successful initiatives like the new Garden Club, mentoring program, "Pop-In for Pop Tarts" have been recognized for their positive impact on student engagement.

Academic Support Innovations

The college has introduced new tools like Niche Academy for integrating tutorials into its systems, significantly enhancing student learning. Additionally, grants have allowed the college to provide necessary resources like calculators to students, directly supporting their academic success. Special Thanks to Jamen Brock for his work to secure grants for these innovations.

Community Partnerships

The college continues to cultivate partnerships, such as with Second Harvest, which has positively impacted over 2,474 households. Other partnerships, like the one with "Incubate Debate," are helping to engage high school students and may contribute to future recruitment efforts. She also mentioned our summer camps, and upcoming leadership conferences.

There was a comfort break at 10:22am

The workshop resumed at 10:32am

EMPLOYEE SERVICES

Tyler Coody presented the following:

- For the 9th consecutive year, NFC has been named a Great College to Work For. A press release is upcoming.
- Hurricane Idalia restoration is near completion with new roofs on Buildings 7 and 8. He mentioned that a heavy storm season is predicted but we are hoping for the best.
- The college has been successful in recruiting and retaining staff by offering competitive salaries and a strong benefits package. However, the recent transition to the State health insurance plan has introduced challenges, particularly with increased costs for family coverage. The college is working to mitigate these impacts through careful planning and adjustments.
- Fully staffed nursing department
- In-house employment application through APEX to streamline process and cost.
- New employee swag bags to create sense of belonging at NFC.
- Current job opportunities at NFC
 - Faculty position filled
 - Associate Director of Financial Aid
 - Director of the Perry Location
 - Executive Assistant to the President (Michelle Wheeler promoted to faculty)
- Retention
 - Ongoing review of Org Structure – open culture of communication
 - Goal Setting and Emp. Development
 - Moved to Fiscal Year for evaluations
 - Tracking goals in performance evals
 - Job Descriptions
 - All have been updated for readability, uniformity, and consistency
 - Annual reviews to keep updated with needs of college
 - Ongoing position evals using scorecard method
 - Reclassified a few positions i.e. ASC Coordinator
- Benefits
 - Health Insurance current benefits and retirement and overview of new through State
 - Moving to State health Insurance. State vetoed funding.
 - PPO \$50 for single and \$180 for family coverage

- HDHP with HAS \$15 for single, and \$64.30 for family coverage
 - Ancillary Insurances cannot be paid by the college but offered with the state (more options) \$25,000 life insurance included with plan, affordable options to increase it. Flexible spending account more user friendly with a debit card, add funds pre-tax.
 - Supplemental Insurance plans, great options offered.
 - Side by side comparison (see PowerPoint presentation) CVS coming back as a provider in Madison.
- What's Next
- Training and Development
Professional Development, Open Enrollment Info Sessions, educating faculty and staff on insurance plans to minimize errors. Director level training and development.
 - Productivity and Efficiency
Modernize workflow for Emp. Services
Review and analyze svc. Contracts for vendors and new RFP's
Increase accessibility for employees
Create a new interview room and collab. Space.
 - Retirement
FRS training and education
Smooth transition to retirement

ADMINISTRATIVE SERVICES

Micah Rodgers presented the following:

Financial Challenges and Strategic Planning

The college is exploring ways to address space limitations for program expansion, including the possibility of utilizing empty commercial buildings in the community. However, infrastructure concerns and costs pose significant challenges. The college is also considering a phased, piecemeal approach to construction projects, leveraging internal resources where possible.

The veto of key funding, including \$80 million intended to subsidize the transition to the state health insurance plan, has created significant financial challenges for the college. The projected

additional cost is approximately \$900,000 per year, which may necessitate operational adjustments. The college is re-evaluating its plans for workforce education expansion and exploring ways to move forward with limited resources.

DEVELOPMENT AND EXTERNAL AFFAIRS

Director Traci McClung gave an overview of the following:

Scholarship Report: 35 Endowed (min \$25,000), 58 un-endowed (min \$1000)

- Must work within criteria established by the donor.
- CWE Scholarships helps with non-PELL eligible costs – foundation board works hard to create pathways to scholarships for costs that they need help with. Created a separate application to receive up to \$500
- Lobbying: Funding for our lobbyist comes from operational funds, cannot come from college
- 99% of funds that come into foundation goes back out to students.

Overview of college programs supported by Foundation

- Specific Funds and Program Support
- 80% of staff and faculty donate to foundation through payroll deduction
- Foundation board approves \$2500 annually to fund innovation grants for new programs or events
- Benevolence Fund funded solely by NFC Employees for NFC Employees to help a coworker in need.

Events: Open House (AKA Super Saturday) in Spring, Sentinel Fest in Fall, First Gen in Fall and Spring, Grad Fest – builds Alumni support through Spirit Cord sales and database for participation in future fundraising, yard signs to take home and place in their yards.

Expressed gratitude for Trustee's support of the Foundation.

Break for Lunch at 12:07pm

Resume at 12:44pm

INSTITUTIONAL RESEARCH AND EFFECTIVENESS/IT DEPARTMENT

Executive Director Dani Mays provided updates on the following:

Accountability Reporting 3 main indicators: Enrollment, Retention, Completion

Wants to benchmark enrollment against other institutions. Shared metrics (delayed) AA & AS Graduates from 19-20 and 3 years to complete...we are 2nd highest in the state! 4th highest in state on retention, way above state average.

2024 Strategic Plan Review

- Shared a list of things/activities (not comprehensive) put in place to improve community perception and branding
- Completions and employed from 75% up to 83.6% from 2020 to 2023
- AA Completer transfer rate increased from 33.3% to 40.1% - regrouping to improve with QEP
- Attracting students via programs offered.
- Enrollment – headcount not at goal but have seen increase. FTE is highest it has been in 6-7 years. Means that each student is taking more classes.
- Student Successes
 - 150% Completion rate – Chart showing NFC performance compared to FCS and State. NFC set the bar for highest performance since 2017
 - Live Oak and Perry have contributed almost 40 FTE
 - 29% increase in DE FTE
 - Allowed students to take orientation class without testing. To see if college was right for them.
 - 29% up from 24% of Dual Enrollment are FT
 - Increase in fundable certifications. Industry certs pay \$1000 each
- Summary of Completions
- Upcoming Projects
 - ACV CAN Program
 - Food service skills
 - Bachelor's in Org Mgt
 - Bachelor's in Elementary Education
 - Welding
 - Community Bldg. Construction
 - QEP showcasing Career and Transfer Center
 - Accreditation Reaffirmation in October
 - New Accreditor in January
- Information Technology/Computer Services Achievements from 2024
 - Hardware updates
 - GLBA Elements implemented
 - Generator installed to cover Bldg. 5
 - Generator coverage expanded

- Multi-Factor Authentication (MFA) Integration Expanded
- Spam filter to control phishing
- Technology retention schedule

OFFICE OF COMMUNICATIONS

Director Allison Finley presented the following updates on the department:

- QEP Focus on First Gen
- Shared some stories and swag bags
- Strategic Plan Goal 1
- Social Media Expansion
 - Revised advertisement purchasing process
 - Stats on traffic increases across platforms
 - Niche.com ineffective, reallocating resources
- Campus Branding

CTC Large Sign, DRC Window Clings (needed to advertise without stigma), Fitness center and wellness suite, Building 2 Administrative Services, Student Center, moving away from paper bulletin boards and installing digital displays.
- Mascot
 - Reminder of approved official mascot
 - Names upcoming for Rider and Horse to be unveiled at Sentinel Fest Nov 6
 - Mascot on Basketball court
- Upcoming
 - Website unveiled on October 17
 - External Branding – Goodkind Video Messaging
 - Revision to Social Marketing Leads
 - Closing Niche.com (not enough leads from our service district)
 - Truer leads coming from Facebook
- Recruitment
 - Goal 4 Recruitment plan
 - Recruitment process
 - Trying to engage 13 times
 - Outreach in H.S., Community Festivals, Comm. Leadership group
 - Email reporting
 - Inquiry App

Break at 1:53pm

Resumed at 1:59pm

STRATEGIC PLANNING AND SWOT ANALYSIS

Vice President Jennifer Page lead a group SWOT Analysis, sharing her observations and asking for the group's input on their perceptions of Strengths, Weaknesses, Opportunities, and Threats.

Strengths

- Healthy Fund Balance + Good stewards of the funds we have
- High performing programs #2 in state
- Broad campus culture of commitment to student achievement.
- Innovative and successful curriculum deployment strategies
 - Quality technological solutions
 - Variety of delivery modalities
- Dual Enrollment growth
- Strong and unified leadership
- Service Centers functioning at key district locations.
- Great College to Work For – again. Employees are happy to be at NFC.
- Access to data and analysis practices – making decisions based on data.
- Going the extra mile to actually help and care about the students.

Weaknesses

- Alternatives to CWE Building – need to move forward with space for new programs

Opportunities

- Charter school
- Dual Enrollment demand increasing
 - Vocational dual enrollment – changing program structure to meet the needs of high school students in clock-hour programs
- Celebrating and building upon legislative relationships with Tant and Simon
- New strategies for institutional messaging with key stakeholders
- WCTV coverage more advertising
- Live Oak Center

Threats

- Programming expansion and competitive posture of in-district tech colleges
- Growth of statewide post-sec education initiatives with single source providers, especially private sector companies receiving state funds
 - Fleetforce, private charter school conglomerates
- Decreasing HS enrollments and decreasing choice to go straight to college.
- Poverty and lack of resources

- Scarcity of committed legislative champions for NFC
- More centralized oversight coming from Tallahassee on programs – Dunkle has reports saying we don't need certain programs that we are proposing. Dept of Commerce and CTE Audit. Lower enrollment programs may become targets. i.e. Correctional Officers not being trained, sending people straight to the floor to fill spaces.
- REACH Act – Footprint of workforce region was same as our district, Jefferson excluded but still in our service district.
- State gives over 80% of our funding – any change in funding will hit us drastically. Do not have the ability to overcome an economic downturn due to our reliance on state funding. Increased enrollment plus decreased funding is a clear and present threat.

Vice President Page charges faculty and staff to be observant in perceiving what the SWOTs are. She asked management and trustees to continue to champion NFC at high levels.

Using this analysis for next strategic plan as we are wrapping up our last one.

ATTORNEY TIME

Board Evaluations and Future Planning

The board members were reminded to submit their evaluations by the end of the following week. The meeting concluded with a brief discussion on next steps, including setting the date for the next meeting.

Chair Lyons stated that the next meeting of the North Florida College District Board of Trustees will be held on August 20, 2024, at 5:30p.m. in Madison, Florida.

The workshop was adjourned at 2:40pm.

Respectfully submitted,

Dr. John Grosskopf
President
/mmw

Ricky Lyons
Chair