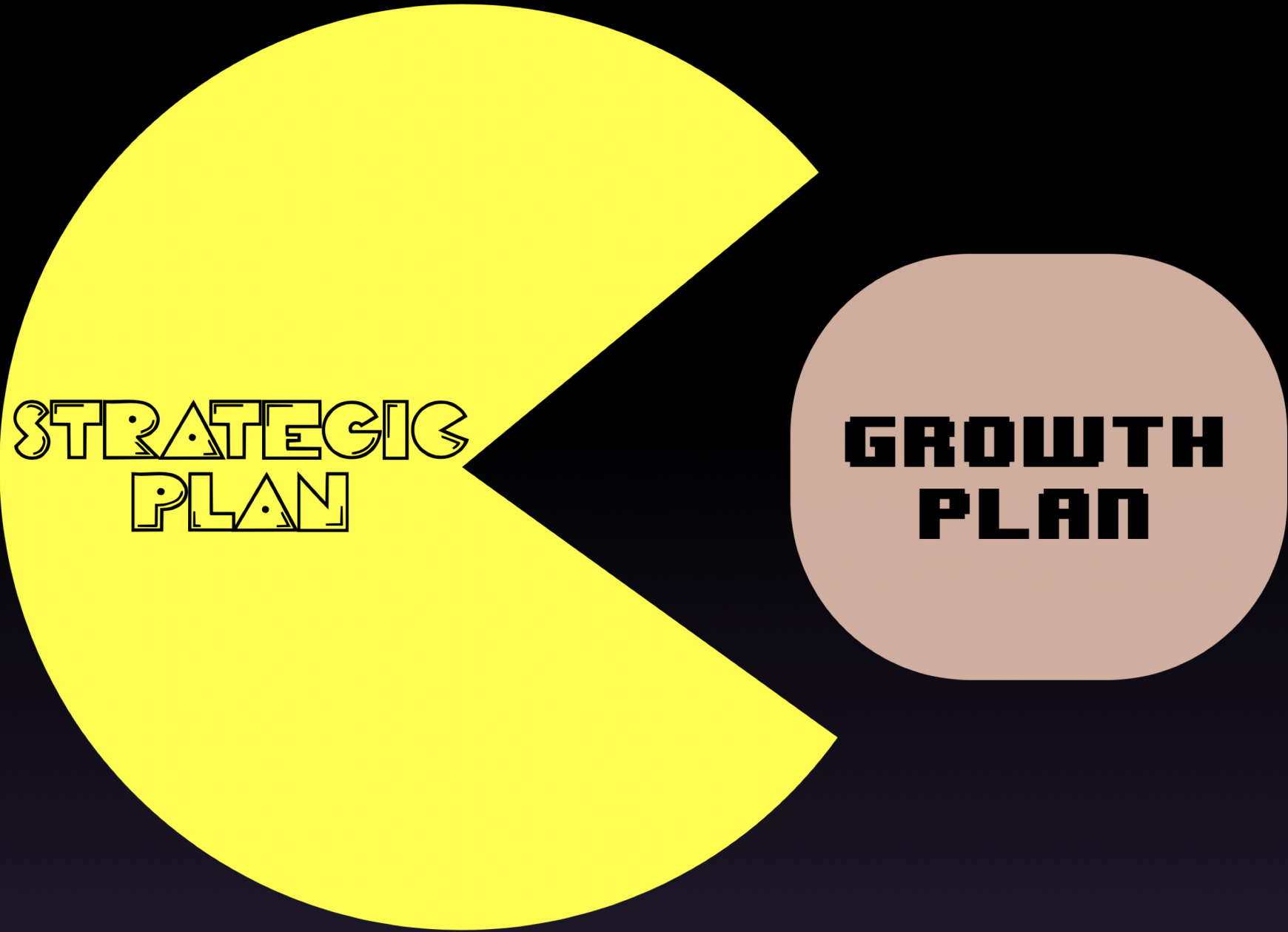


New College of Florida

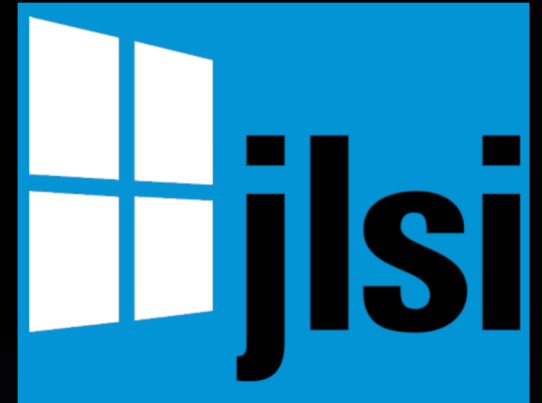


November 2018 Board of Governors Meeting



**STRATEGIC
PLAN**

**GROWTH
PLAN**



New College
THE HONORS COLLEGE of Florida

Five Questions | One Page

Planning For Success™

1. **Why** does the organization really exist?

- The organization's emotional ethos – the real reason people come to work.

2. **Where** is the organization headed long term?

- A compelling, aspirational view of the organization's long-term future.

3. **What** will the organization achieve over the next 1-3 years?

- A fact-driven definition of what has to be accomplished now

4. **How** will success be achieved?

- Choices about the work needed to deliver the “what,” who will be responsible for delivering it, and when.

5. **Which** work will the organization **not** do?

- The “Won’t Do List” – a list of the work the organization agrees to not do so it can focus completely on achieving the “what”

CULTIVATING CURIOSITY. UNLEASHING POTENTIAL.

The Strategic Plan for New College of Florida
(2018-2028)



New College
THE HONORS COLLEGE of Florida

Approved by the New College of Florida Board of Trustees on October 20, 2018

5 Key Questions





Why?

NCF prepares
intellectually curious students
for lives of **great achievement**



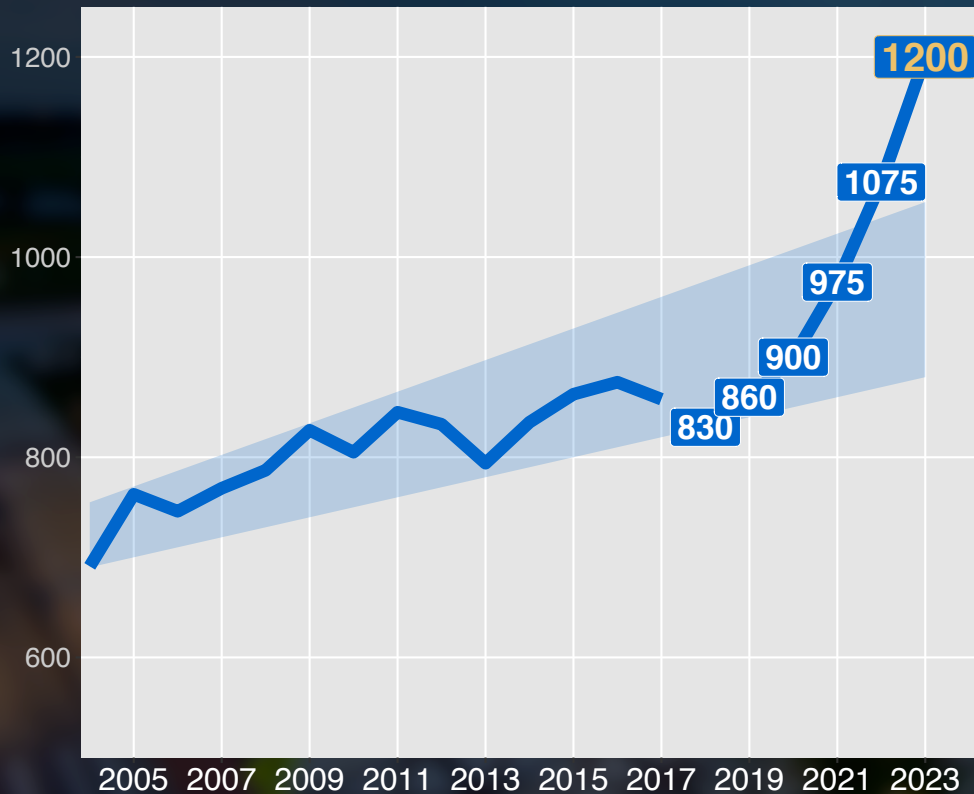
Where?

Top 20

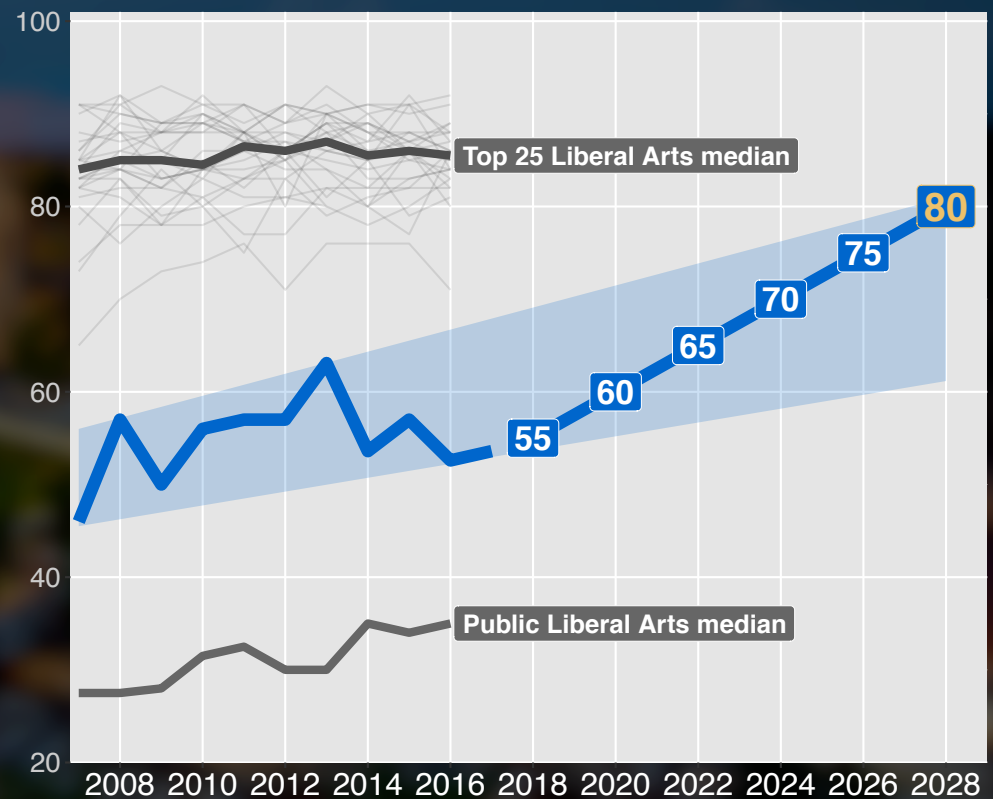
Liberal Arts College in the U.S.
public or private

What?

1200
enrollment



80%
4-year grad rate



How?

Recruit more students who will thrive at NCF

Keep them here four years

Make their degree more valuable

1. Recruit more students who will thrive at New College

Success: Enrolling an additional 30 new, intellectually curious students each year to reach 1200 students by 2023-24. These students will reflect the diversity of Florida and will be prepared for the rigor of a New College education.

	Annual Targets					
	'18-19	19-20	20-21	21-22	22-23	'23-24
(7) University access rate (% Pell recipients)	30%	31%	32%	33%	34%	35%
(8b) % of first-year students in top 10% of high school class	37%	40%	43%	46%	49%	50%
Total headcount enrollment	830	860	900	975	1075	1200
Number of FTIC and new transfer students enrolled each Fall	230	260	290	320	335	335
% incoming class: Latino/Latina,	20%	21%	22%	23%	24%	25%
African American,	5%	7%	9%	11%	13%	15%
Asian,	3%	3%	4%	4%	5%	5%
Out-of-state and international	15%	16%	17%	18%	19%	20%

2. Keep them here four years

Success: Engaging students in high-impact academic and co-curricular experiences with talented faculty and dedicated staff in a safe, welcoming environment. Top-notch academic programs and modern facilities will create a campus where students want to be, increasing retention and persistence for first-, second-, and third-year students beyond 90% by 2024 and the four-year graduation rate to 80% by 2028.

	Annual Targets					
	'18-19	19-20	20-21	21-22	22-23	'23-24
(4) Four-year graduation rate	55.0%	57.5%	60.0%	62.5%	65.0%	67.5%
(5) Academic progress (retention) rate (2nd-3rd, 3rd-4th persistence)	80%	82%	84%	86%	89%	92%
(6) % of UG / graduate degrees in programs of strategic emphasis	50/100%	52/100%	54/100%	56/100%	58/100%	60/100%
(10) % of FTIC graduates completing 3+ high-impact practices	55%	59%	63%	67%	71%	75%
Percent satisfied with (a) academic experience, (b) non-academic experience, (c) each New College service (Baccalaureate Student Survey) Percent who, if they could start over, would probably or definitely choose NCF again (National Survey of Student Engagement)	90%	91%	92%	93%	94%	95%

3. Make their degree more valuable

Success: Providing an effective, affordable education with clear pathways to gainful employment and continuing education. By 2023, more than two-thirds of graduates will be employed full-time or enrolled in continuing education within one year of graduation. This will set students on the path for lives of great achievement.

	Annual Targets					
	'18-19	19-20	20-21	21-22	22-23	'23-24
(1) % enrolled or employed (earning \$25k) within one year*	55%	58%	61%	64%	67%	70%
(2) Median salary of graduates one year following graduation	\$27.4k	\$28k	\$31k	\$34k	\$38k	\$42k
(3) Cost-to-student (net tuition and fees for undergraduate degree)	<\$7k	<\$7k	<\$7k	<\$7k	<\$7k	<\$7k
(9) % of students graduating without excess hours	83%	84%	85%	86%	88%	90%
PhD yield rate (# earning PhDs / # of UG degrees 9 years prior)	15%	15%	16%	16%	17%	17%

* These targets apply to the current WRIS2 employment data (which does not include AL, CA, CO, HI, MA, NY)

Which?

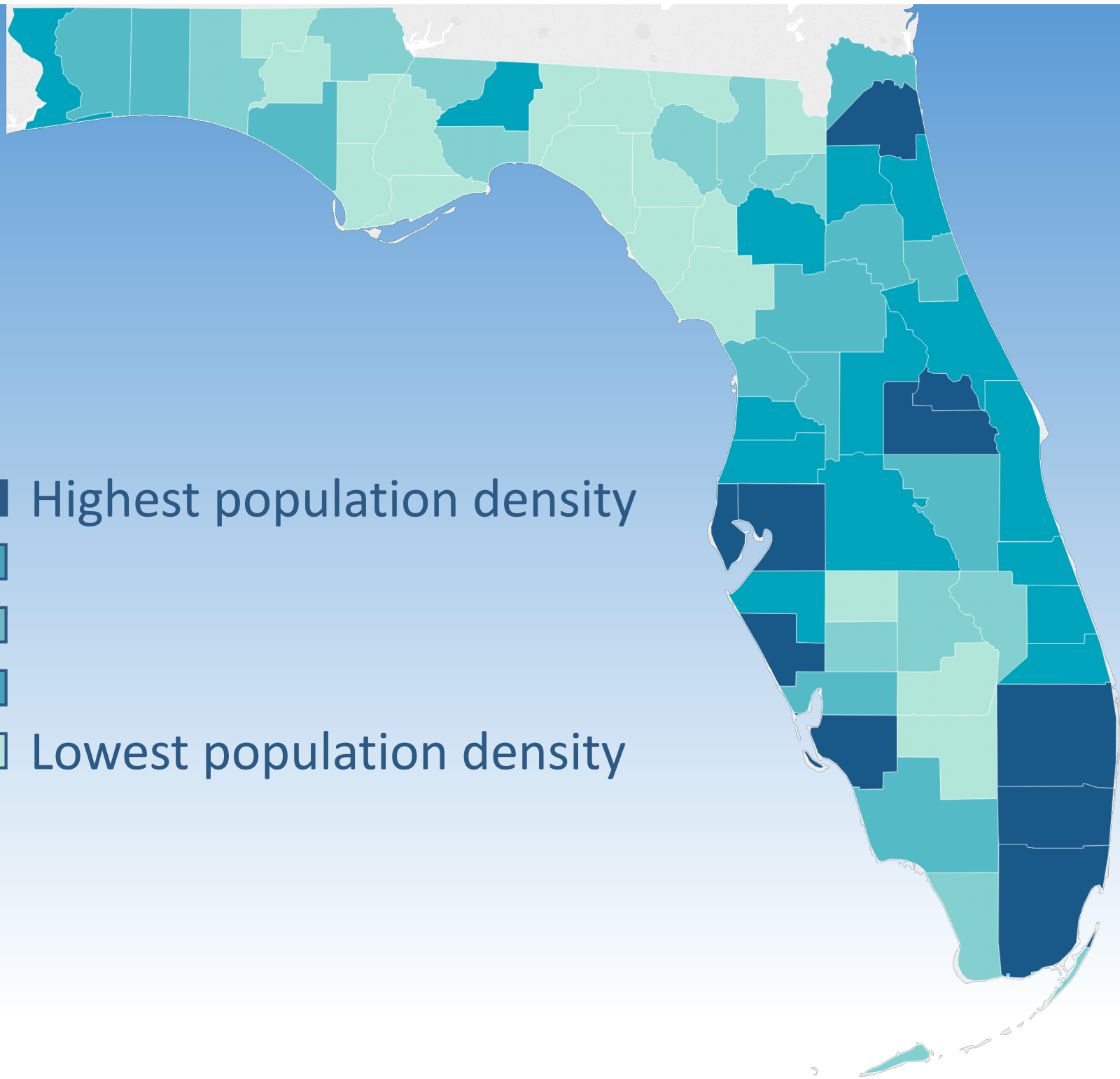
We will **NOT**

- Promote silos
- Duplicate when we can collaborate

■ Highest population density



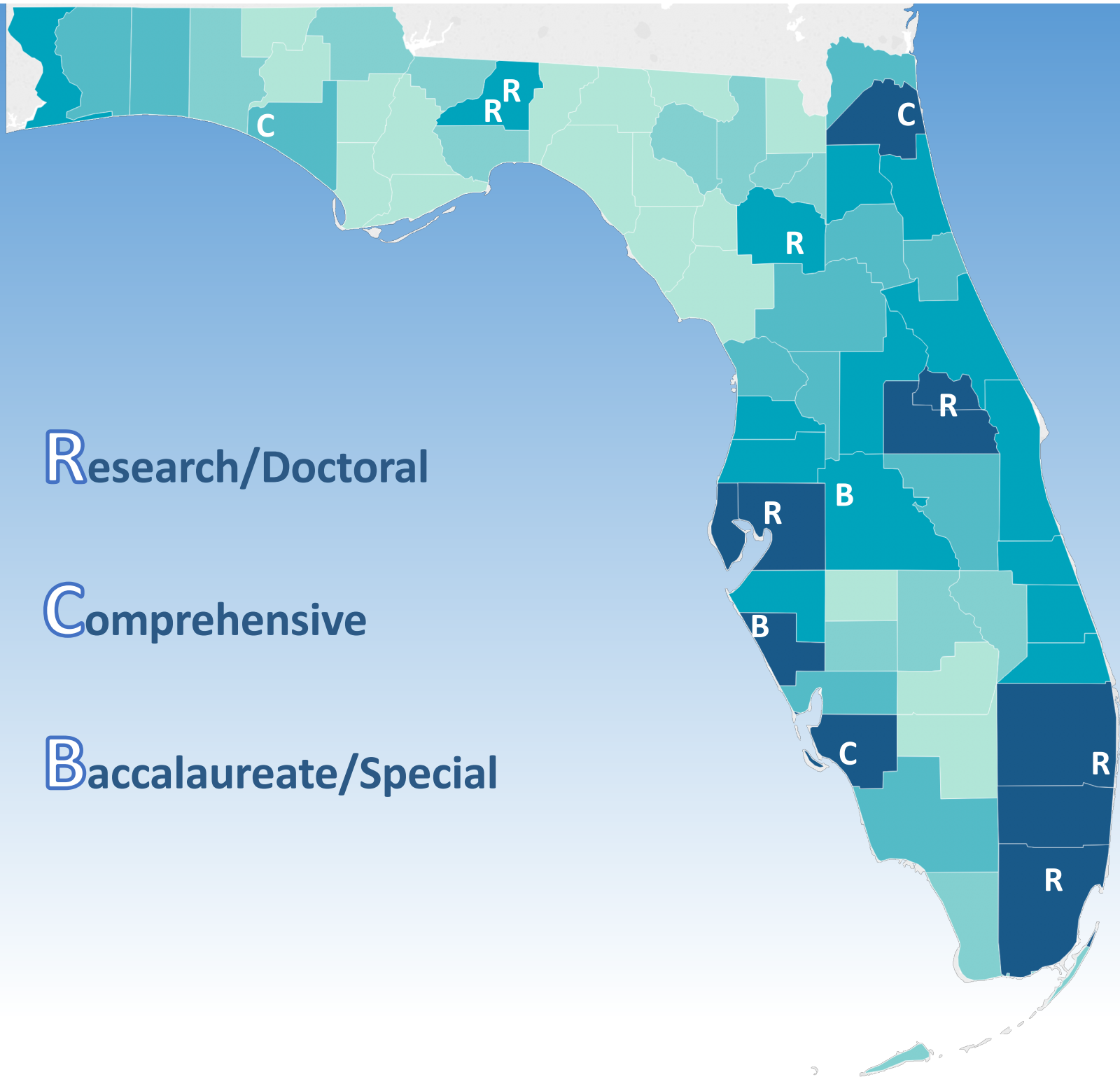
■ Lowest population density

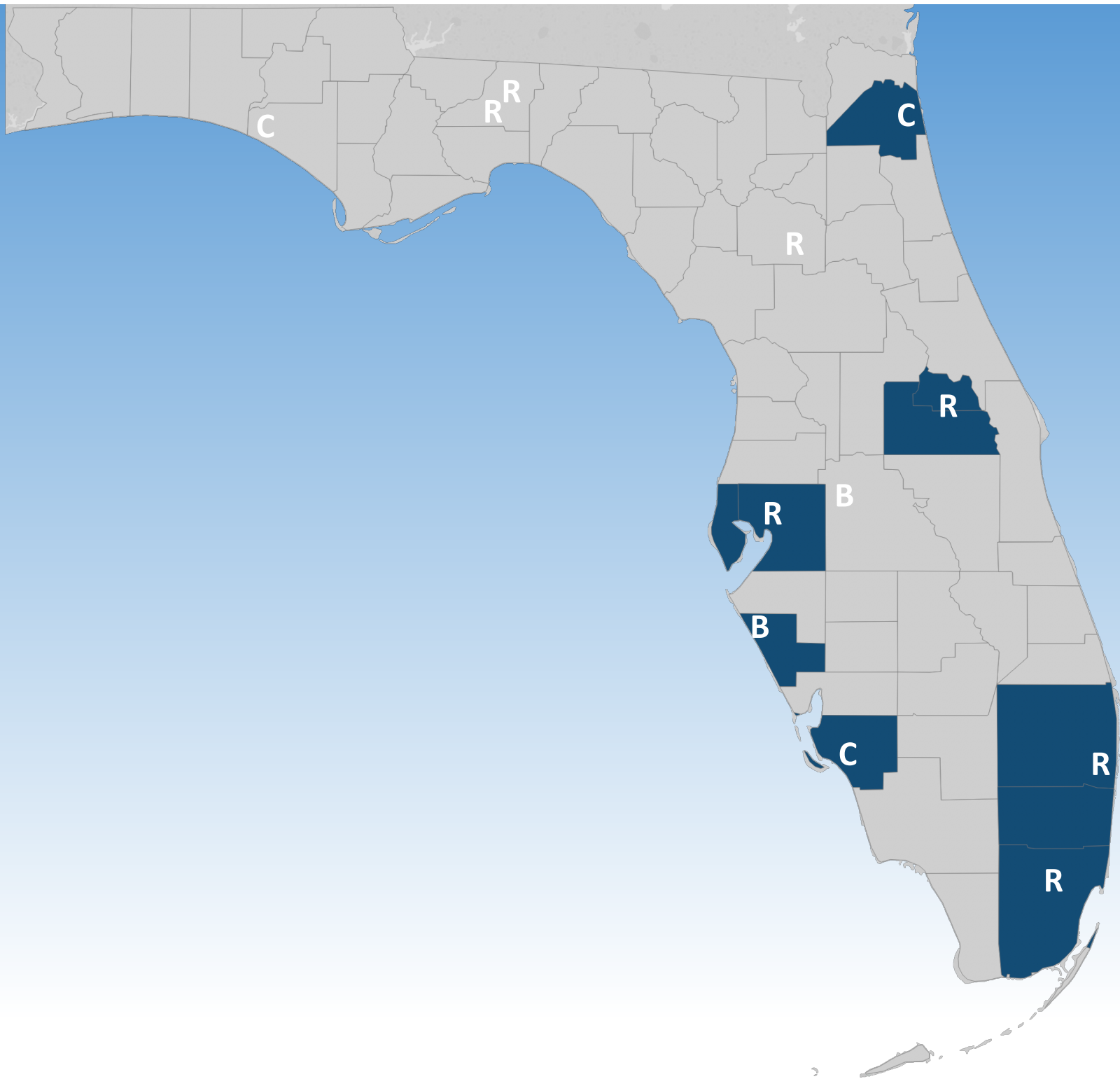


R Research/Doctoral

C Comprehensive

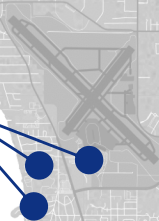
B Baccalaureate/Special





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SCF

USF

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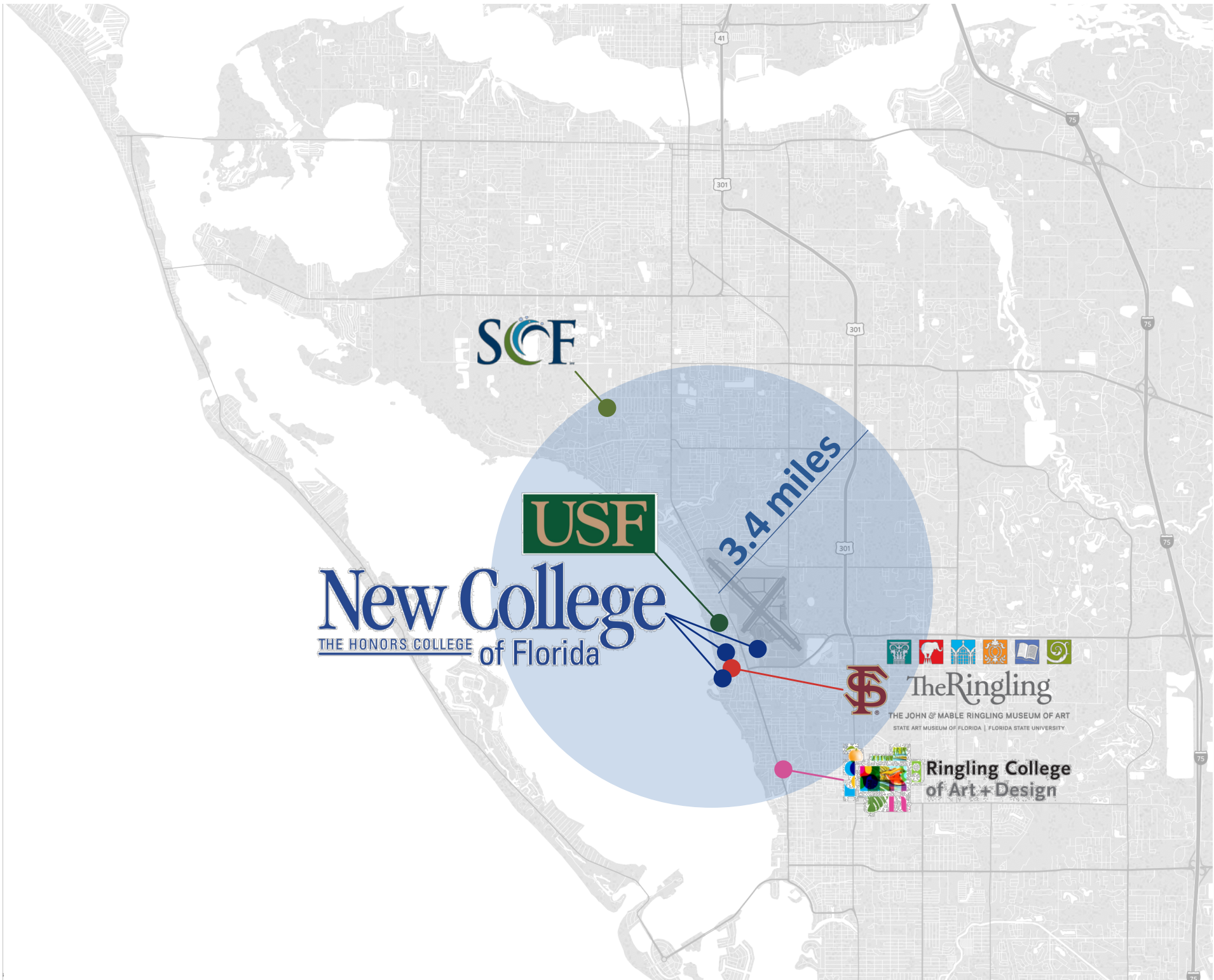


The Ringling

THE JOHN & MABLE RINGLING MUSEUM OF ART
STATE ART MUSEUM OF FLORIDA | FLORIDA STATE UNIVERSITY



Ringling College
of Art + Design



SCF

USF

New College
THE HONORS COLLEGE of Florida

3.4 miles



The Ringling

THE JOHN & MABLE RINGLING MUSEUM OF ART
STATE ART MUSEUM OF FLORIDA | FLORIDA STATE UNIVERSITY



Ringling College
of Art + Design



THANKS!

Teaching and Learning	2025 BOG GOALS REVISED 2014	NCF BOT GOALS
EXCELLENCE		
1) National Rankings for Universities PBF: NCF	1 in Top 10 Liberal Arts 1 in Top 10 Nation 1 in Top 11-25 Nation 1 in Top 25-50 Nation	Top 5 Public Liberal Arts Top 20 Liberal Arts
2) Freshmen in Top 10% of Graduating High School Class PBF: NCF	50%	50% by 2023-24
3) Professional Licensure & Certification Exam Pass Rates Above Benchmarks	All Exam Pass Rates Above Benchmarks	N/A
4) Percent of SUS courses bearing a “high-quality” rating in the Florida Virtual Campus online catalog	90%	N/A
5) Average Time to Degree (for FTIC in 120hr programs)	4.0	3.8 by 2021 (Accountability Plan)
6) Four-Year Graduation Rates (for Full- and Part-time FTIC) PBF: ALL	50%	67.5% by 2024 80.0% by 2028
7) Six-Year Graduation Rates (for Full- and Part-time FTIC)	70%	67% 2015-2021 (Accountability Plan)
8) Percent of Bachelor’s Degrees Without Excess Hours PBF: ALL	80%	90% by 2024
9) Bachelor’s Degrees Awarded Annually PBF: UCF	90,000	200 by 2020-21 (Accountability Plan)
10) Graduate Degrees Awarded Annually	35,000 ¹	20 by 2020-21 (Accountability Plan)

Teaching and Learning (continued)	2025 BOG GOALS REVISED 2014	NCF BOT GOALS
EXCELLENCE		
11) Bachelor's Degrees Awarded to African-American & Hispanic Students PBF: FAU, FGCU, FIU	36,000 (40%)	56 (28%) by 2020-21 (Accountability Plan)
12) Number of Adult (Aged 25+) Undergraduates Enrolled PBF: UWF	75,000 (21%)	12 (1%) by 2023-24 (Accountability Plan)
13) Percent of Undergraduate FTE in Online Courses	40%	5% 2020-21 (Accountability Plan)
14) Number of Institutions with at least 30% of Fall Undergraduates Receiving a Pell Grant (Related to University Access Rate) PBF: ALL	All Institutions Above 30%	35% by 2023-24
15) Academic Progress Rate (2nd Fall Retention with GPA>=2) PBF: ALL	90%	92% by 2023-24
16) Bachelor's Degrees in Programs of Strategic Emphasis (Categories Include: STEM, Health, Education, Global, Gap Analysis) PBF: ALL	45,000 (50%) (after 2012-13 revision)	60% by 2024
17) Bachelor's Degrees in STEM & Health (Percent of Bachelor's Total)	30,000 (35%) (after 2012-13 revision)	44% by 2021 (Accountability Plan)
18) Graduate Degrees in Programs of Strategic Emphasis (Categories Include: STEM, Health, Education, Global, Gap Analysis) PBF: ALL (except NCF)	18,200 (60%) (after 2012-13 revision)	100% by 2024
19) Graduate Degrees in STEM & Health (Percent of Graduate Total)	15,200 (50%) (after 2012-13 revision)	100% by 2024

Scholarship, Research and Innovation	2025 BOG GOALS REVISED 2014	NCF BOT GOALS
EXCELLENCE		
20) Faculty Membership in National Academies	75 (based on 2011)	0 (Accountability Plan)
21) Faculty Awards PBF: FSU, UF	75 (based on 2011)	0 (Accountability Plan)
22) Percent of Undergraduate Seniors Assisting in Faculty Research --- or --- Percent of Undergraduates Engaged in Research PBF: NCF	TBD Board staff will work to develop a standard definition for this metric across the System	100% (Accountability Plan)
23) Total R&D Expenditures PBF: UF	\$2.29B (based on 2012-13)	\$1.7M by 2021 (Accountability Plan)
24) % of R&D Expenditures funded from External Sources PBF: FAMU	71% (based on 2011-12)	72% by 2021 (Accountability Plan)
STRATEGIC PRIORITIES		
25) Number of Patents Awarded Annually	410 (based on 2013)	0 (Accountability Plan)
26) Number of Licenses and Options Executed Annually	270 (based on 2011-12)	0 (Accountability Plan)
27) Number of Start-Up Companies Created	40	0 (Accountability Plan)

Community and Business Engagement	2025 BOG GOALS REVISED 2014	NCF BOT GOALS
EXCELLENCE		
28) Number of Universities with the Carnegie Foundation's Community Engagement Classification	All	By 2020 or 2025
STRATEGIC PRIORITIES		
29) Percentage of Baccalaureate Graduates Continuing Education or Employed PBF: ALL	90%	70% (2024 with \$25k filter applied & WRIS2 data limitations)

SUS GOALS	Excellence	Productivity	Strategic Priorities
TEACHING & LEARNING	1. Strengthen Quality & Reputation of Academic Programs and Universities	2. Increase Degree Productivity and Program Efficiency	3. Increase Number of Degrees Awarded within Programs of Strategic Emphasis
SCHOLARSHIP, RESEARCH, & INNOVATION	4. Strengthen Quality & Reputation of Scholarship, Research, and Innovation	5. Increase Research Activity and Attract More External Funding	6. Increase Commercialization Activity
COMMUNITY & BUSINESS ENGAGEMENT	7. Strengthen Quality & Recognition of Commitment to Community and Business Engagement	8. Increase Community and Business Engagement	9. Increase Community and Business Workforce

NCF Tactics	Excellence	Productivity	Strategic Priorities
TEACHING & LEARNING	1a Tell the New College story iii) Enhance academic reputation	1b Target intellectually curious, high-ability students ii-iii) Target high-ability prospects	1b Target intellectually curious, high-ability students ii-iii) Target high-ability prospects
	2b Immerse students in curricula ii) Employ cutting-edge pedagogical practices iii) Engage students in high-impact practices iv) Attract and retain top faculty	2a Make campus a place where students want to be ii) Support student health, wellness, and safety iii) Ensure a welcoming social environment	1c Enroll students who reflect Florida's diversity ii) Increase access
	2c Superlative education ii) Maximize effectiveness of distinctive NCF features	2c Superlative education i) Enhance academic and co-curricular support services ii) Maximize effectiveness of distinctive NCF features	2b Immerse students in curricula i) Develop attractive academic programs that are important to Florida
	3a Build pathways for academic and career success i) Enhance effectiveness of academic program iv) Minimize student debt	3a Build pathways for academic and career success i) Enhance effectiveness of academic program ii) Develop pathways to immediate employment and continuing education iii) Reduce time to degree and excess hours	
SCHOLARSHIP, RESEARCH, & INNOVATION		3b Sarasota = educational destination i) Leverage the CCA ii) Share when possible	
	1a Tell the New College story iii) Enhance academic reputation	1a Tell the New College story ii) Enhance visibility and name recognition	3b Sarasota = education destination iii) Cultivate faculty networks with professional and scientific organizations
	2b Immerse students in curricula iii) Engage students in high-impact practices	2b Immerse students in curricula iii) Engage students in high-impact practices iv) Attract and retain top faculty	
COMMUNITY & BUSINESS ENGAGEMENT	3b Sarasota = education destination iii) Cultivate faculty networks with professional and scientific organization	3b Sarasota = education destination iii) Cultivate faculty networks with professional and scientific organizations	
	3a Build pathways for academic and career success ii) Develop pathways to immediate employment and continuing education	1a Tell the New College story ii) Enhance visibility and name recognition	3a Build pathways for academic and career success ii) Develop pathways to immediate employment and continuing education
	3c Intensify links with alumni and communities ii) Engage the community	3c Intensify links with alumni and communities ii) Engage the community	3c Intensify links with alumni and communities i) Build alumni affinity

4-year graduation rate by US News ranking

