



**New College of Florida Board of Trustees
Wednesday, August 10, 2022, at 4:00 pm**

Virtual Meeting Only

Zoom Link:

<https://ncf.zoom.us/j/93508770286?pwd=WjdTNGpOdEFGY1J1SINDM3hGbJkZz09>

BOT Meeting Agenda

1. Call to Order

- Roll call, Establish Quorum, Confirm Public Notice of Meeting, call for Public Comment.

2. Announcements

3. Consent Agenda

ACTION ITEMS

- Approve Minutes of the June 22, 2022, BOT Meeting
- Approve Revised Versions of the New College of Florida 2022-2023 and 2023-2024 Undergraduate Academic Calendars – Suzanne Sherman, Provost

INFORMATIONAL ITEM

- Enrollment Management Report – *David Boisvert, Interim Vice President of Enrollment Management*

BOARD MOTION: APPROVAL OF CONSENT AGENDA ACTION ITEMS AND ACCEPTANCE OF CONSENT INFORMATION ITEM

4. ACTION ITEM: Approve 2022 Equity Report – *Brad Thiessen, Chief of Staff*

5. ACTION ITEM: Approve New College of Florida's 2022-23 Student Success Plan for Submission to the Florida Board of Governors – *Brad Thiessen, Chief of Staff*

6. Other Business

- **Board of Trustees Workshop and Working Lunch:** After the Board of Trustees Meeting on August 27, 2022, from 10:00 am to 1:30 pm. The agenda includes The Big Challenge. More information to follow.
- **Trustee Summit:** November 9, 2022, from 9:00 am – 5:00 pm, at USF Health – Morsani College of Medicine, downtown Tampa. More details and registration information will be sent out in the next few months.

7. Adjournment

NEW COLLEGE OF FLORIDA BOARD OF TRUSTEES

Meeting Date: August 10, 2022

SUBJECT: New College of Florida's 2022-23 Student Success Plan

PROPOSED BOARD ACTION

Consider approval of New College of Florida's 2022-23 Student Success Plan for submission to the Florida Board of Governors.

BACKGROUND

What is this?

This Student Success Plan (SSP) outlines action we will take — and targets we will hit — by March 2023 in order to improve our Performance-Based Funding (PBF) score.

Why did we develop this Student Success Plan?

Any school failing to earn at least 70 PBF points is required to submit a Student Success Plan (SSP) to the Board of Governors for consideration at its September meeting in order to be eligible for 50% of their proportional amount of the state's PBF investment.

New College of Florida earned a normalized PBF score of 66.

How do we earn 50% of the state's PBF investment?

If this SSP is approved by the Board of Governors in September, we will receive 25% of the state's investment (\$907k).

In March, we will submit a monitoring report to the Board of Governors to demonstrate that we've implemented the strategies and activities specified in our SSP. If the Board of Governors determines we are making satisfactory progress on implementing our SSP, we will receive up to the remaining 25% (\$907k).

In total, \$1,814,987 is on the line for New College.

What guidelines did we need to follow in developing this SSP?

Guidelines	Our SSP...
The institution should select specific PBF metrics to focus on improving. Metrics should be chosen based on those with low scores and/or those that have shown a decrease in score.	identifies 6 metrics based on the number of excellence and improvement points we earned in 2022.
The institution should also identify and set measurable goals that support the chosen metrics. Examples of appropriate goals may include, but are not limited to: hiring academic advisors, purchasing new software, and/or launching new programs focused on student success. Each chosen metric should have at least one supporting goal to address improving the metric score.	identifies at least one goal/target that support the chosen metrics. Each goal/target is measurable, so we can demonstrate accomplishment by March 2023.
The plan should be no more than 7 pages in length	is 7 pages long.

Supporting Documentation Included: 2022 Florida Equity Report for Data Year '20-22
Other Support Documents Available: N/A

August 3, 2022

Metrics of Focus

Based on excellence and improvement points New College earned in 2022, this Plan will focus on six metrics:

	2022	points earned		points not earned	
		excellence	improvement		
3 Net cost of four-year degree	-\$4,310	10	10	0	
10 Percent completing 3+ HIPs	93.1%	10	10	0	
9b Pell 6-year graduation rate	65.2%	0	4	6 ^(a)	
9a 2-year FCS AA Transfer grad rate	12.5%	0	3 ^(b)	7 ^(a)	
7 Access rate (% with Pell grants)	30.4%	7	4	9	
6 UG pgms of Strategic Emphasis	46.2%	8	0	12	Metrics of focus for this Student Success Plan
4 4-year graduation rate	55.3%	6	2	12	
1 % enrolled or employed (\$30k)	52.5%	0	8	12	
2 Median salary in one year	\$32,400	6	0	14	
5 Academic progress rate	78.8%	1	0	19	
8b Top 10% freshmen	21.4%	0	0	20	

(a) Metrics 9a and 9b are scored on 5-point scales (5 excellence + 5 improvement = 10 points possible)

(b) NCF improved 3.4% in 2022 (equivalent to 3 improvement points if a rolling 3-year average had not been used).

Because we projected this lower-than-desired performance in our 2021 Accountability Plan, we worked throughout 2021-22 to begin implementing targeted strategies to improve our performance. Many of these strategies are already paying-off, as we project a significant increase in our PBF score for 2023.

This Plan builds upon this work by summarizing our recent performance on each targeted metric, explaining our strategy for improvement, and articulating additional actions, goals, and targets we will meet by March 2023. Accomplishing these goals and meeting these targets will improve student success and increase New College of Florida's Performance-Based Funding score.

Metric 8b: Freshmen in the Top 10% of High School Class

Recent and Projected Performance

Over the past three years, 23% of our incoming first-year students graduated in the top 10% of their high school class. This does not include the 36% of our incoming students who graduated from high schools that do not provide ranks (including many honors or International Baccalaureate schools).

Based on our currently deposited students, we project a 10% increase on this metric for Fall 2022.

	Fall 2019	Fall 2020	Fall 2021	2022 projection
FTIC students	147	157	160	201 deposits
% with HS rank on transcript	88 (60%)	106 (68%)	103 (64%)	127 (63%) deposits
FTICs in top 10%	19	26	22	39 deposits
% in Top 10% of high school class	22%	25%	21%	31% (+10%)

Strategy for improvement with actions, goals, and targets

We attribute our projected Fall 2022 increase to improved student recruitment processes. We've refined marketing materials to target entrepreneurial, change-makers who thrive at New College. We've increased outreach to Sarasota and Manatee high schools to retain talented students within the local region. We've expanded and enhanced our campus tours, more than doubling the number of tours given to prospective students. Finally, we've streamlined processes to speed-up admissions and financial aid decisions.

While we will continue with these efforts, our data suggest we could increase top 10% student recruitment by optimizing our financial aid packaging. To do this, we have partnered with Ruffalo Noel Levitz (RNL) to develop a data-informed financial aid packaging and awarding protocol targeted to our enrollment expectations. RNL will provide a financial aid awarding strategy and annual plan to give us a deeper understanding of enrollment behavior as it relates to financial need, academic credentials, and financial aid offers. Through predictive modeling, RNL will help us leverage institutional aid to shape our Fall 2023 incoming cohort – identifying students more likely to enroll and adapting to market shifts – in order to increase the proportion of our students from the top 10% of their high school classes.

Then, to improve the communication of our financial aid offers and market the advantages of a New College education, we will deliver personalized financial aid videos to our Fall 2023 applicants. Providing these personalized videos earlier in the admissions cycle will better inform prospective students and their families about the net cost and value proposition of a New College education.

Planned Action	Goal/Target for March 2023
Optimize financial aid packaging	(a) We will have applied the predictive model to score every Fall 2023 application completed by January (b) We will have sent personalized financial aid videos to every new student who was accepted by January

Metric 5: Academic Progress Rate (first-to-second year retention rate)

Recent and Projected Performance

New College's academic progress rate has been stuck near 80% for two decades. Due to a slight drop in Fall-to-Spring retention and indicators from our early alert system, we project a slight drop in retention for '21-22.

	2018-19	2019-20	2020-21	2021-22 projection
FTIC students	192	147	156	160
Retained into second semester	177 (92%)	133 (90%)	140 (90%)	143 (89%)
Retained into second year	165 (86%)	118 (80%)	123 (79%)	122 (76%)

Strategy for improvement with actions, goals, and targets

In Fall 2021, President Okker charged a team of faculty, staff, and students with identifying obstacles to student retention. Through an analysis of student persistence data and input from the campus, this team identified the three most important issues to address: (1) academic challenges, (2) administrative barriers, and (3) financial hardships. To improve our academic progress rate, we will focus on these three areas.

To address academic challenges, we will expand and enhance our first-year experience. Our SET SAIL first-semester seminars are showing early signs of success, so we will increase capacity to enroll more first-year students in these seminars. Then, instead of expecting most first-year students to work independently on projects during their first January term, we will create immersive group educational experiences for FTICs to develop a stronger sense of community and connectedness. We will place students who *do* want to work on independent projects into mentored, interactive groups to improve student success and connectedness.

We will also expand enhanced first-year advising. While 97% of our graduating seniors are satisfied with the advising they receive in their final year, only 65% of our first-year students are satisfied with the interactions they have with their academic advisors. To fix this, we will train our faculty in best practices in FTIC advising.

To remove administrative barriers and resolve student issues more quickly, we will open a one-stop shop with staff from the Registrar's Office, Financial Aid, and Finance & Accounting. This will mean students no longer need to visit multiple offices in multiple buildings to resolve issues. Finally, to address short-term financial hardships before they become barriers to retention, we will set aside \$200,000 in persistence scholarships. We anticipate awarding \$100k to FTICs and \$100k to resolve hardships faced by students nearing graduation.

Planned Action	Goal/Target for March 2023
1. Expand & enhance our first-year programming: <ul style="list-style-type: none"> (a) increase the percentage of FTICs enrolled in our SET SAIL first-semester seminar (b) engage FTICs in immersive January-term experiences designed for groups of first-year students (c) provide faculty with enhanced training in FTIC advising 	<ul style="list-style-type: none"> (a) Increase SET SAIL enrollment by 25% from Fall 2021 to Fall 2022. (b) At least 50% of FTICs in immersive first-year-specific group experiences in January 2023 (compared to 31% in non-first-year-specific group ISPs in 2022) (c) At least 30% of New College faculty will complete enhanced FTIC advising training
2. Open one-stop shop to quickly resolve student financial and registration issues.	One-Stop Shop will be open and fully operational by October 31, 2022
3. Offer retention grants to resolve short-term financial issues before they impact retention	Award at least \$160k of the \$200k set aside for retention and completion scholarships (compared to \$136k of \$172k awarded by March in 2021-22).

Metric 1: % of Bachelor’s Graduates Enrolled or Employed (\$30,000+) One Year After Graduation

Metric 2: Median Wages of Bachelor’s Graduates Employed Full-time One Year After Graduation

Recent and Projected Performance

While New College increased post-graduation enrollment/employment by 4.4% last year (and increased median starting salaries 52% over the past 8 years), we still lag behind the rest of the SUS on both of these metrics. Having tracked the outcomes of 95% of our 2020-21 graduates, we project at least 5% increases in both enrollment/employment and median salaries for our 2020-21 graduates:

	2018-19	2019-20	2020-21 projection
% enrolled or employed (at any wage)	86.3%	88.4%	89%
% enrolled or employed (\$30k)	48.1%	52.5%	57.5% (+5%)
Median salary	\$36,500	\$32,400	\$36,000 (+10%)

Strategy for improvement with actions, goals, and targets

New College graduates achieve outstanding long-term success – our median mid-career salary of \$106,300 ranks second-best in the SUS – but we need to improve *immediate* post-graduation outcomes. To do this, we are further integrating career readiness into our curriculum, developing post-baccalaureate workforce and education pipelines, and advancing toward our goal for 100% of students to complete an academic internship prior to graduation. We have great confidence in this plan, as completing an internship doubles a New College graduate’s chances of being enrolled or employed (\$30k+) within one year of graduation.

In fact, when we took a close look at the outcomes of our graduates over the past three years, we found:

- 37% of graduates who did not complete an internship were enrolled/employed (\$30k+) within one year
- 72% of graduates who completed an internship were enrolled/employed (\$30k+) within one year
- 85% of graduates who completed a paid internship were enrolled/employed (\$30k+) within one year

To expand our capacity to place students in academic internships, we will hire an Assistant Director for Internship Programs and an Associate Director of Employer Relations & Work-Based Learning within our Center for Career Engagement and Opportunity.

Planned action	Goal/Target for March 2023
Increase capacity to place students in academic internships by hiring additional staff.	Hire Assistant Director for Internship Programs and Associate Director of Employer Relations & Work-Based Learning to increase from 0.5 FTE to 2.0 FTE in internship-focused positions within our career center.

Metric 4: Four Year FTIC Graduation Rate

Recent and Projected Performance

While New College's four-year graduation rate has stabilized around 55% for the past decade, we project a 2-4% increase for our 2018-22 cohort:

	2015-19	2016-20	2017-21	2018-22 projection
Incoming FTIC cohort	261	230	199	192
Retained into second year	220 (84%)	182 (79%)	151 (76%)	165 (86%)
Graduating within four years	151 (58%)	124 (54%)	110 (55%)	111 (58%)
Graduating within six years	173 (66%)	144 (63%)	–	–

Strategy for improvement with actions, goals, and targets

Increasing our four-year graduation rate means increasing student retention/persistence and decreasing the percentage of students who take longer than four years to earn their degrees. Page 3 of this plan outlines our strategy to retain a higher percentage of students at New College. This page outlines our strategy to increase the proportion of these students who earn their degrees on-time.

New College has traditionally conferred degrees in May each year. Students who complete their degree requirements during the Fall semester – or students who narrowly miss the Spring deadline to complete their degree requirements – must wait until the following May to earn their degrees (and may then not be counted as having graduated within four years). Awarding degrees three times each year – January, May, and August – will incentivize students to graduate in fewer than four years. Furthermore, the August degree conferral date will give students one final opportunity to finish their degrees within four years.

We anticipate this will have an immediate and noticeable impact on four-year graduation rates. Based on data from our Registrar's Office, we typically have 20-40 students each year who would be eligible to earn their degrees in January or August. If we had conferred degrees in August over the past three years, our four-year graduation rate would have been 2-4% higher each year.

Finally, as noted in our plan to improve our Academic Progress Rate, we will set aside \$200,000 in retention and completion scholarships to address short-term financial issues before they become barriers to a student's ability to graduate on-time. We anticipate using half of these funds to resolve financial hardships faced by first-year students, with the rest awarded to keep students on-track for timely graduation.

Planned Action	Goal/Target for March 2023
Confer degrees in January and August (in addition to our traditional May conferral date)	Approve policy to confer degrees regularly in January and August
Offer retention and completion grants to resolve short-term financial issues before they impact a student's ability to graduate.	Award at least \$160k of the \$200k set aside for retention and completion scholarships (compared to \$136k of \$172k awarded by March in 2021-22).

Metric 6: Bachelor's Degrees within Programs of Strategic Emphasis (PSEs)

Recent and Projected Performance

New College of Florida dropped 12% on this metric in 2020-21, but we project a 4-5% increase for 2021-22:

	2018-19	2019-20	2020-21	2021-22 projection
Bachelor's degrees awarded	213	183	158	163
STEM and Environmental Studies	82 (38%)	85 (46%)	60 (38%)	68 (42%)
Intl. Studies & Foreign Languages	30 (14%)	21 (11%)	13 (8%)	14 (9%)
Programs of Strategic Emphasis	112 (53%)	106 (58%)	73 (46%)	82 (50%)

The 12% drop in 2020-21 was caused, in part, by shifting student interests to programs that do not count as PSEs for New College. For example, even though we awarded fewer degrees in 2021 than in 2020, the number of degrees awarded to Economics and Econometrics majors more than doubled. Because New College has not yet secured the appropriate CIP code for Econometrics, those majors did not count as earning degrees in PSEs.

Strategy for improvement with actions, goals, and targets

Our strategy to improve on this metric is to more closely align our academic programs with BOG goals and areas with critical staffing shortages within Florida.

As indicated in our 2022 Accountability Plan, we will propose two "new" Programs of Strategic Emphasis: *Research & Experimental Psychology* and *Econometrics & Quantitative Economics*. These programs won't be completely new, as our faculty have expressed an interest in shifting our long-existing Psychology and Economics majors into Programs of Strategic Emphasis that address critical staffing shortages within Florida.

Based on recent student demand in these fields, we anticipate offering these two new PSEs will increase our performance on this metric by nearly 10% each year.

In addition to an immediate increase in the degrees we offer in Programs of Strategic Emphasis, offering these programs will improve the employment outcomes of our students. Occupations directly linked to the Research & Experimental Psychology (CIP 42.2799) include psychologists (27% growth in Florida from 2018-28 with median wages of \$105k), postsecondary psychology teachers (12% growth, \$78k median salary), and managers (11%, \$116k). Occupations linked to Econometrics & Quantitative Economics show similar strong growth, with titles such as statisticians (35%, \$92k), data scientists (31%, \$98k), economists (13%, \$108k), and postsecondary economics teachers (9%, \$107k).

Beyond this, we will begin working to propose additional undergraduate programs and a small number of targeted master's degree programs that will be classified as Programs of Strategic Emphasis.

Planned Action	Goal/Target for March 2023
Offer programs in: <ul style="list-style-type: none"> - Research & Experimental Psychology, and - Econometrics & Quantitative Economics 	By March, the New College of Florida Board of Trustees will have approved proposals for both programs.

Summary of Student Success Plan

New College of Florida earned 60 points on the Performance-Based Funding metrics for 2022. Our 2022 Accountability Plan established goals that would result in a score of 71 points for 2023 (assuming no changes to the metrics or benchmarks). We're confident we will achieve those goals.

Our performance beyond 2023 depends on our ability to make significant, lasting operational improvements to enhance student success. We must increase student retention and we must improve immediate post-graduation outcomes for all New College students. We're confident we can achieve these goals, too.

This Student Success Plan outlines some of the steps we will take to improve student success this year and meet performance expectations going forward.

Summary of Actions, Goals, and Targets to Achieve by March 2023		
Metric	Planned Action	Goal/Target
Top 10% freshmen	1. Optimize financial aid packaging	(a) Apply the predictive model to score every Fall 2023 application completed by January (b) Send personalized financial aid videos to every new student accepted by January
Academic Progress Rate	2. Expand & enhance first-year programming: (a) increase the percentage of FTICs enrolled in our SET SAIL first-semester seminar (b) enroll FTICs in immersive January-term courses (ISPs) designed for groups of first-year students (c) provide faculty with enhanced training in FTIC advising 3. Open one-stop shop to quickly resolve student financial and registration issues. 4. Offer retention grants to resolve short-term financial issues before they impact retention	(a) Increase SET SAIL enrollment by 25% from Fall 2021 to Fall 2022. (b) At least 50% of FTICs in immersive first-year-specific group experiences in January 2023 (vs. 31% in 2022 non-first-year-specific group ISPs) (c) At least 30% of New College faculty will complete enhanced FTIC advising training One-Stop Shop will be open and fully operational by October 31, 2022 Award at least \$160k of the \$200k set aside for retention and completion scholarships (compared to \$136k of \$172k awarded by March in 2021-22).
% enrolled / employed; Median Salary	5. Increase capacity to place students in academic internships by hiring additional staff.	Hire Assistant Director for Internship Programs and Associate Director of Employer Relations & Work-Based Learning to increase from 0.5 FTE to 2.0 FTE in internship-focused positions within our career center.
Four-year graduation rates	6. Confer degrees in January and August (in addition to our traditional May conferral date) 7. Offer retention and completion grants to resolve short-term financial issues before they impact a student's ability to graduate.	Approve policy to confer degrees regularly in January and August. Award at least \$160k of \$200k in retention and completion scholarships (compared to \$172k awarded throughout all of 2021-22).
Programs of Strategic Emphasis	8. Offer programs in: - Research & Experimental Psychology, and - Econometrics & Quantitative Economics	By March, the New College of Florida Board of Trustees will have approved proposals for both programs.