



**2023-24
Student Success Plan**

July 26, 2023

Metrics of Focus

Based on the points New College failed to earn in 2023 – and based on our consistent underperformance in career outcomes and student persistence – this Plan will focus on the two highlighted metrics:

	2023 performance	points earned		points not earned
		excellence	improvement	
1 % enrolled or employed (\$40k)	50.4%	0	0	10
2 Median salary in one year	\$34,900	7	10	0
3 Net cost of four-year degree	(\$14,510)	10	10	0
4 4-year graduation rate	58.3%	7	6	3
5 Academic progress rate	75.0%	0	0	10
6 UG pgms of Strategic Emphasis	50.6%	10	8	0
7 Access rate (% with Pell grants)	30.0%	7	0	3
8b % of new FTICs with HSGPA ≥ 4.00	55.1%	7	10	0
9a 3-year FCS AA Transfer grad rate	62.5% ^(a)	2	5	0
9b Pell 6-year graduation rate	57.4%	0	0	5 ^(b)
10 Percent completing 3+ HIPs	93.0%	10	0	0

(a) NCF scored 62.5% in 2022 (equal to 5 improvement points if the rolling 3-year avg. of 58.1% had not been used).

(b) Of the 321 Pell FTICs who entered NCF between Fall 2012 and Fall 2016, only 3 (<1%) graduated in more than six years. This demonstrates that our Pell graduation rate will only increase if we improve student retention. The plan to improve performance on Metric 5 will improve NCF’s performance on metric 9b.

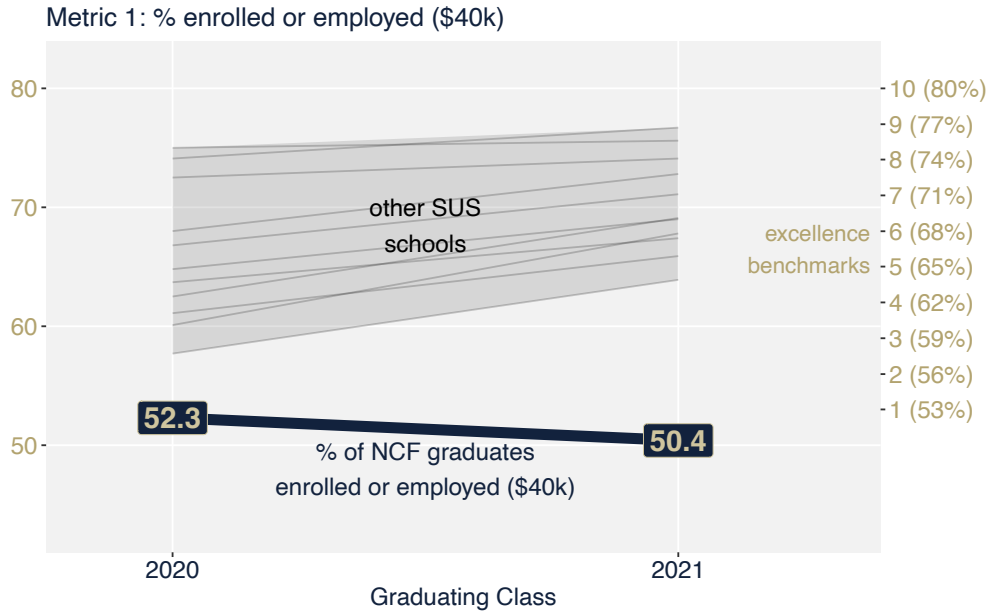
This Student Success Plan outlines our strategy for improving the post-graduation outcomes and persistence of New College students. For each metric, this Plan will articulate tasks to accomplish and targets to hit by March 2024.

Achieving the goals of this Plan will improve our performance on the two highlighted metrics, increase our scores on related graduation rate metrics (4, 9a, 9b), and raise the profile of New College as the leading public liberal arts college in the nation.

Metric 1: Percent of Bachelor's graduates enrolled or employed (\$40,000) within one year of graduating

Recent Performance

At just over 50% of graduates enrolled or employed (earning \$40,000) within one year of graduation, New College falls short of the performance of the rest of the SUS:

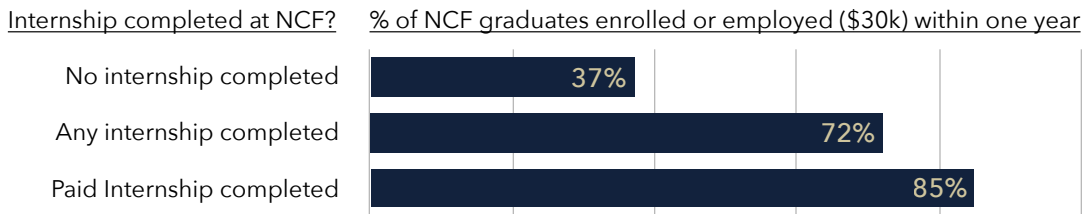


Strategy for improvement with actions, goals, and targets

New College graduates continue to achieve outstanding long-term success:

- Our median mid-career salary of \$97,500 ranks second-best in the SUS
- NCF ranks #1 among public schools in producing students who go on to earn doctoral degrees

Our data suggest that to improve the *immediate* post-graduation outcomes of our students, we should focus on internships. NCF graduates who participated in internships were more than twice as likely to enroll or find employment within one year:



With this in mind, our goal is for 100% of students to complete an academic internship prior to graduation. To advance toward this goal, we will award \$2,000 internship scholarships to 2023-24 incoming FTIC and transfer students. Students receiving these scholarships will be required to complete an internship prior to graduation.

By March 2024, we will award at least 200 internship scholarships (totaling \$400,000) to 2023-24 incoming FTIC and transfer students.

Data on recent graduates also suggest that while many go on to enroll in graduate programs, they delay in continuing their education. To better serve our students and the State of Florida, we are considering new master’s programs in Educational Leadership, Environmental Economics, and Marine Mammals Science. These are areas in which our students have expressed interest, and they are areas which will serve the needs of Florida and its employers.

By March 2024, we will have vetted pre-proposals with the CAVP Academic Coordinating Group for at least two of these master’s programs for consideration.

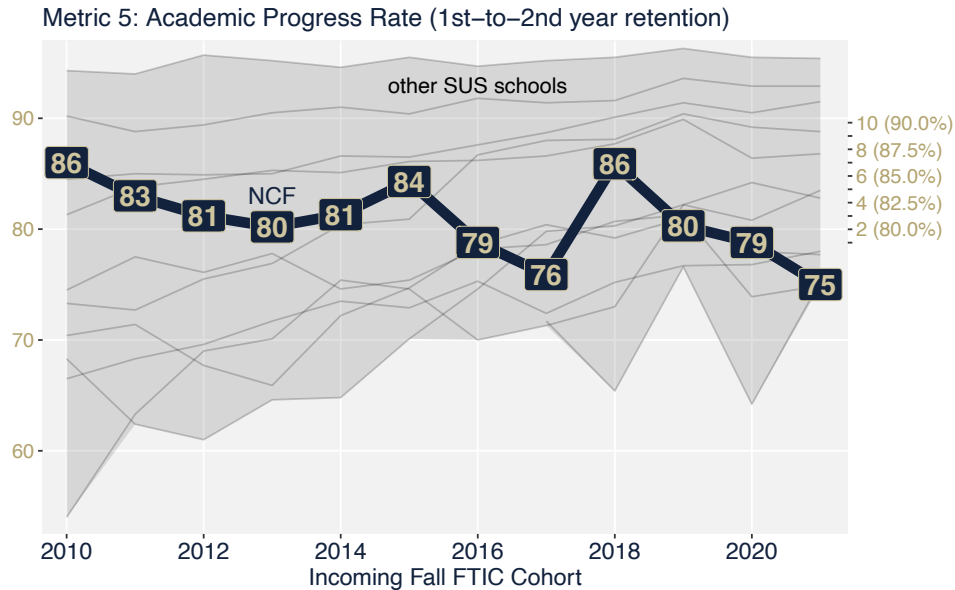
Summary for Metric 1

Planned action	Goal/Target for March 2024
Award internship scholarships to incoming students.	Award at least \$400,000 in internship scholarships to at least 200 students.
Develop targeted master’s programs: Educational Leadership, Environmental Economics, and Marine Mammal Science	Submit at least two program pre-proposals to the CAVP Academic Coordinating Group

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

Recent Performance

New College's academic progress rate, hovering around 80% for two decades, dropped to 75% for the 2021 incoming cohort. In just over a decade, New College's retention rate has dropped from 86% (third-best in the SUS) to 75% (tied for the lowest in the SUS).



Data on students who leave New College suggest that students primarily leave due to lackluster student life, dissatisfaction with the campus environment, poor housing quality, and academic struggles. To improve student retention, we must address these issues.

Strategy for improvement with actions, goals, and targets

To better understand the issues our students are facing – and to give us an opportunity to intervene with solutions – we will partner with a vendor to implement an Adaptive Artificial Intelligence (AAI) chatbot and text messaging service. This service will regularly check-in with students to identify those at-risk of leaving, point students to on-campus support resources, and alert New College staff of any intervention opportunities. Furthermore, this service will also allow student support staff to prioritize and track individual interventions with students.

We will fully implement this AAI chatbot and text messaging service prior to March 2024.

With timely information on the needs of our students, we need to improve the coordination of student support interventions. Last year, we developed the START Center, a one-stop-shop that provided registration, finance, and financial aid services to students. Based on the success of the START Center, we will develop a one-stop shop for academic support services. Located within the Library, this one-stop shop will house Student Success, New Student Programming, the Writing Resource Center, Quantitative Resource Center, Educational Technology Services, and the IT Help Desk. Students needing tutors, writing/quantitative/study skill development, and technology support will be able to find support in a single location.

The Academic Support one-stop shop will be operational prior to March 2024.

Supplementing our academic support services, New College of Florida will partner with a vendor to provide students access to a 24/7 on-demand professional tutoring network. These professional tutors will be available to provide synchronous and asynchronous academic support to students.

Students will have no-cost access to on-demand professional tutors prior to March 2024.

Even further supporting our students academically, we will hire and train at least four Academic Coaches to provide comprehensive support for first-year students. These Academic Coaches will help students understand the academic program, work effectively with their faculty advisors, register for courses, and reach their academic goals.

We will hire and train four Academic Coaches prior to March 2024

New College will also improve student retention by closing the digital divide. Ensuring students have access to standard tools to complete their coursework, New College will provide laptops to incoming students who attend Orientation.

By March 2024, we will provide at least 300 laptops to incoming students

Finally, to improve student retention, we must address campus life and on-campus housing. If NCF students agree on anything, it's that we need to increase the number and variety of on-campus co- and extra-curricular activities; improve food quality, accessibility, and service; and improve the condition of our residence halls. We will invest significantly in these efforts, build-out an intercollegiate athletics program, and report the improvements we've made by March.

By March 2024, we will invest at least \$5.5M to improve campus life (student activities, including Athletics), food accessibility/quality, and capital improvements to residence halls.

Summary for Metric 5

Planned Action	Goal/Target for March 2024
Gain insight into student retention/persistence issues and provide timely intervention.	Fully implement AAI chatbot and text messaging service.
Provide a one-stop shop for Academic Support services (tutors, writing/quantitative/study skill development, technology support)	The Academic Support one-stop shop will be fully operational.
Provide 24/7 on-demand access to tutors	Students will have no-cost access to on-demand professional tutors.
Hire Academic Coaches to support first-year students	Hire and train four Academic Coaches
Close the digital divide by providing laptops to incoming students	We will provide at least 300 laptops to incoming students
Invest in Campus Life	We will invest at least \$5.5M to improve campus life (student activities, including Athletics), food accessibility/quality, and capital improvements to residence halls.

Summary of Student Success Plan

This Student Success Plan summarizes eight quick, high-impact actions we will take – and targets we will hit – to improve student retention and post-graduation outcomes.

These immediate strategies, bolstered by the longer-term strategy and improvements outlined in our Business Plan, will propel New College of Florida to be the best liberal arts college in America.

Summary of Actions and Targets to Achieve by March 2024		
Metric	Planned Action	Target
1. % enrolled or employed (\$40k)	Increase the number of students who complete internships by providing internship scholarships.	Award at least \$400,000 in internship scholarships to at least 200 students entering NCF in 2023-24.
	Develop targeted master's programs to create additional post-graduation pathways for students	Submit pre-proposals to the CAVP Academic Coordinating Group for at least two of the following programs for consideration: Educational Leadership, Environmental Economics, and Marine Mammal Science
5. Academic progress rate	Gain insight into student retention issues and provide timely intervention	Fully implement AAI chatbot and text messaging service.
	Provide a one-stop shop for Academic Support services (tutors, writing/quantitative/study skill development, technology support)	The Academic Support one-stop shop will be fully operational.
	Provide 24/7 on-demand access to tutors	Students will have no-cost access to on-demand professional tutors.
	Hire Academic Coaches to support first-year students	Hire and train four Academic Coaches
	Close the digital divide by providing laptops to incoming students	We will provide at least 300 laptops to incoming students
	Improve campus life and on-campus housing	Invest at least \$5.5 M to improve campus life (student activities, including Athletics), food accessibility/quality, and capital improvements to residence halls