2024

Annual Strategic Plan Review

Prepared by Dani Mays, Executive Director

Office of Institutional Research and Effectiveness

NFC

NORTH FLORIDA COLLEGE

Annual Strategic Plan Review – 2024

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, NFCs objective is to improve its brand and subsequently increase enrollment.

Expected Results – With the 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.

- 2021
    - NFC employees participated in the CleanUp Madison community service project
- 2022
    - A stakeholder survey was conducted
    - Began hosting Second Harvest food distributions
    - Employee Celebration Event
- 2023
    - NFC hosted a campus service project for NFC employees to volunteer on a team of their choice in March 2023. These teams were tasked with projects like freshening flower beds, organizing storage closets, or removing debris from a walking trail on campus.
    - Began monitoring social media and web data analytics to inform paid advertising efforts. Presented information at the BOT Workshop.
    - Began highlighting exceptional student success rates on NFC's website homepage.
- 2024
    - An employee survey was conducted in the 2024 academic year. The survey contained questions 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.
    - The stakeholder survey was conducted again.
    - Began the project of updating signage, increasing marketing, and celebrating more student successes via press releases.
    - NFC was awarded a 4 million dollar grant to build a community center on the main campus.
    - Multiple food distributions were hosted by NFC in partnership with Second Harvest.
    - NFC opened a food pantry.

Future Changes Planned for 2025 - Goal #1 is ongoing and NFC continues to seek improvement to its branding and the perception of the communities it serves. Ongoing efforts include:

- Continued partnership with Second Harvest to make food available to NFC service communities.
- Expand Kids in College summer camps
- Upgrade website

Goal Status - Ongoing

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 Rate

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 therefore 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 slightly from the previous year's rate of 83.2% to 83.3%.

Changes Made Since 2020 and Future Changes to Make in 2025 - The chart below describes the progression of changes planned and implemented each year. During the 2025 academic year, NFC will continue to implement new strategies to help positively impact the job placement rate. A brief description of the strategies planned for execution during the 2025 year may be found in the chart below.

Year	Expected Results	Results	Changes Made	Changes to Make
2020	75.0%	81.4%		• Develop or purchase a new tool to capture data consistently for all applicable programs and departments.
2021	85.0%	82.5%	• The Job placement application was developed locally and implemented. • Began acknowledging employment and transfer intentions during commencement.	• 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.
2022	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%	• Focus2 software was purchased and installed to facilitate student assessments to identify interests and possible careers. • Multiple workshops were held including Career Exploration, Resume 101, Mock Interviews, Headshots, Soft Skills, and LinkedIn.	• Continue development of an internal application to track student progression. • Integrate a Career & Transfer module into the SLS1103 course. • Research ways to integrate real-life job duties into program courses.

As seen in the trending chart of job placement rates below, the strategies implemented within each year of the 2020-2025 NFC Strategic have steadily increased job placement rates.

2 Job Placement

Reporting Year	Cohort Completion Year	Completers	Employed Or Cont Ed	% Employed or Cont. Education
2020	2019	233	175	75.1
2021	2020	242	197	81.4
2022	2021	269	222	82.5
2023	2022	238	198	83.2
2024	2023	216	180	83.3

Data excludes AA programs.

Future Changes Planned for 2025 - NFC will continue to implement strategies to accomplish the goal of 85% of students completing non-AA programs obtaining a job in a related field. In addition to continuing the successful practices implemented thus far, applicable departments will be tasked with the following:

- Continue development of an application to track student Focus2 assessment completion and the student's progress towards completion with a milestone checklist.
- Integration of Career & Transfer Focus2 assessment into SLS1103 and other program courses, where appropriate.
- Develop ways to integrate assignments into program curriculum that reflect real-life job tasks.

Goal Status – Ongoing

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.

**Method of Assessment –** AA completer transfer rate.

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

Results - 2024 measures the 2022 AA graduating cohort - The most recent 2024 reporting year has yielded the most positive movement in the AA completer transfer rate, increasing 5.8% from 34.3% in 2023 to 40.1% in 2024.

Changes Made Since 2020 - The chart below describes the progression of changes planned and implemented each year. During the 2025 academic year, NFC will continue to implement new strategies to help positively impact the transfer rate for AA completers.

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 a minimum of 2 times per year. • Develop new articulation agreements with upper-level institutions.
2022	50.0%	32.2%	• The student tracking job is now being processed a minimum of 2 times per year. Began acknowledging employment and transfer intentions during commencement.	• Research, plan, and develop a Career & Transfer Center for the NFC main campus. • Develop new articulation agreements with upper-level institutions.
2023	50.0%	34.3%	• NFC opened the Career & Transfer Center in 2023 and began planning workshops.	• 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 Career & Transfer Center to 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 Linked In. • Santa Fe's Career & Transfer Center was toured. Professional Development was completed for the coordinator. • Flager University and FAMU articulation agreements. • Professional development for Career & Transfer Center 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.

2 AA Completer Transfer Rates
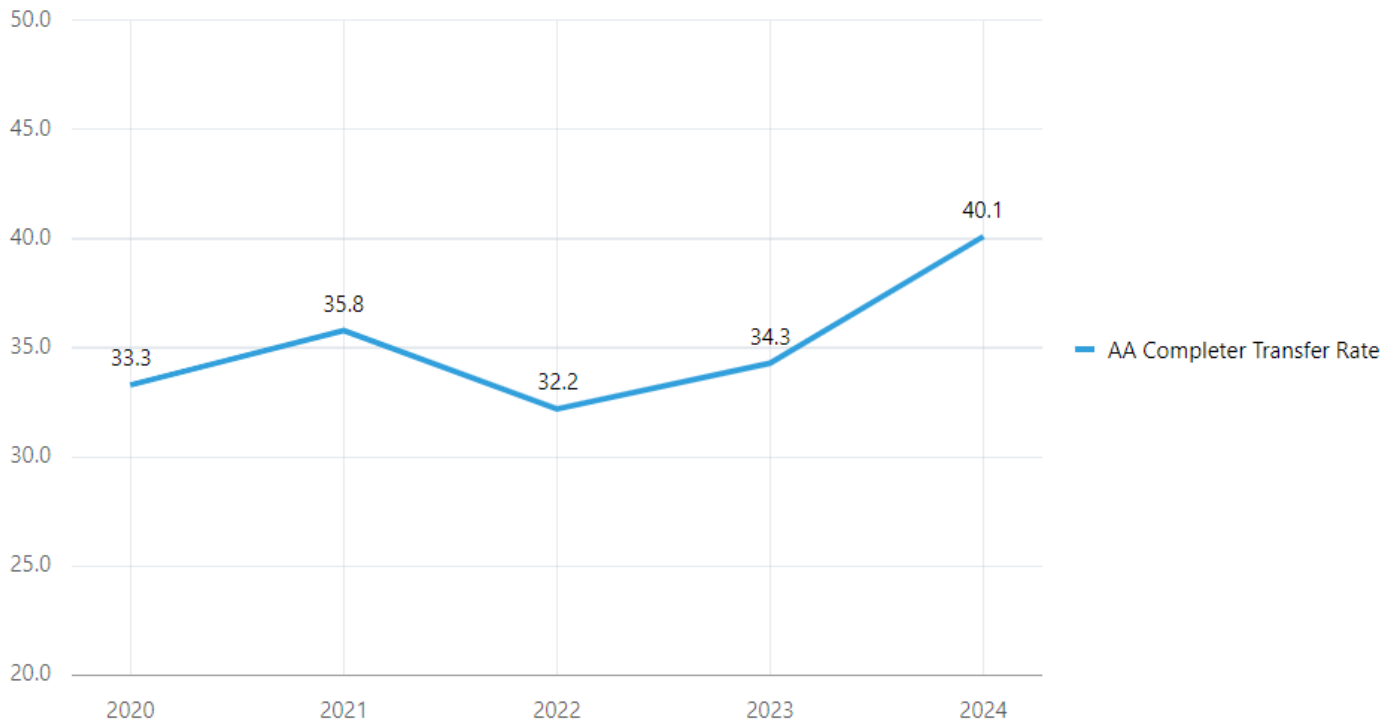
Year displayed is reporting year. Cohorts are graduates from 2 years prior.

Future Changes Planned for 2025 - Goal #2 – AA completers transferring to an upper-level institution is an ongoing goal for NFC. Ongoing efforts include:

- Continue the development of an internal tool to incorporate Focus2 data with internal NFC data to track the success and progression of students intending to transfer to an upper-level institution.
- Integrate the Career & Transfer Center Focus2 assessment into curriculum cross-campus.
- Research and develop a Transfer Talk podcast.
- Market new articulation agreements from Florida A&M University, and Flagler University.

Goal Status - Ongoing

Additional 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 completion rates for AA completers, as seen below. 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.

To gain the knowledge needed to ensure alignment, NFC developed and launched a survey to capture the needs of its constituents. The survey was broadcast on the social media pages of NFC and CareerSource North Florida and distributed by the local Chamber of Commerce to gain feedback from NFC stakeholders. Some examples of these stakeholders include students, parents of students, local industry partners, economic development organizations, and public school districts. To date, these surveys have been administered during 2022 and 2024 and the data helped inform the Associate Dean of Career and Workforce Programs (DCWE) of any program inventory changes needed and offered opportunities for the DCWE to follow up with respondents to learn more about their specific needs.

Program inventory adjustments may also come as recommendations from program directors. For example, the AS Business Admin Transfer Track and AS Accounting Technology Track were removed from the catalog beginning in 2024 due to a lack of enrollment. However, the courses within both tracks are still available to students via the AS Business Admin and AS Accounting Technology programs.

Results – Intentional adjustments to its program inventory exist for 2024.

Changes Made Since 2020 - The chart below summarizes the NFC program offering changes since the inception of the 2020-2025 NFC Strategic Plan by academic year. Programs only appear in this chart if they are added or subtracted from the applicable year's catalog which both remained in the catalog.

3 Program Inventory Changes

Program Code	Program Desc	2020	2021	2022	2023	2024	Notes
1114	AA-Early Childhood Education					2024	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	New Program
4033	Human Services Generalist					2024	New Progam
4034	Business Management					2024	New Program
5052	Adv Manufacturing/Prod Tech	2020	2021	2022			Internally Inactivated
5053	Commercial Class "B" Driving				2023	2024	New Program
5054	Certified Production Tech				2023	2024	New Program
5055	Emergency Medical Responder					2024	New Program
5056	Industrial Machinery Maint I					2024	New Program
5057	Industrial Machinery Maint II					2024	New Program
5058	Heating, Vent, Air-Cond/Refrig					2024	New Program

Details on the program inventory changes, made during the 2024 academic year are listed below.

(Note: The * indicates the program is eligible for dual enrollment students.)

- The program director recommended inactivating the AS-Bus Admin Transfer Track and AS-Accounting Tech Transfer Track because of low enrollment. Students continue to have access to the courses within these programs using the AS-Bus Admin and AS-Accounting Technology programs.
- The Medical Coder/Biller program had a change in CIP numbers causing an internal adjustment to the program number.
- * Advanced Manufacturing/Production Technology was discontinued and replaced with Certified Production Technology. Additionally, the Certified Production Technology program accommodates dual-enrolled students.
- * Human Services Generalist was added to the program inventory based on a national job outlook expected to grow 12% nationally during the time period of 2021-2031 due to an aging population that depends on more social services as well as an increase in people with substance abuse issues. The employment outlook for the College's six-county service district is also high. According to the Director of the Local Workforce Board, there are more than adequate employment listings for graduates with this degree, and she also needs people with these skills on her staff. The primary audiences for this certificate program are high school dual enrollment students and adult post-secondary students.
- * Emergency Medical Responders was added to the program inventory based on a need to provide high school students throughout the service district with more opportunities for dual enrollment. While dual enrollment has been allowed in the current EMT program, it can be challenging for high school students to participate in the required clinical activities as they typically occur at night and travel may be required. The time commitment for EMT is also much greater as it is a College Credit Certificate that consists of 12 credit hours, versus the 190-clock-hour EMR certificate program. The EMR program will provide students with the knowledge needed to be the first to arrive at the scene of an injury but not have the primary responsibility for treating and transporting the injured person(s). Emergency Medical Responders may include law enforcement, lifeguards, fire services or basic life support non-licensed personnel. The primary audience for the EMR certificate program is dual-enrolled students who reside and live in NFC's six-county service district.
- Business Management was added to the program inventory based on
- * Industrial Machinery Maintenance I and II were added to the program inventory based on a strong need in the College's six-county service district for training in the manufacturing sector. According to a recent Local Workforce Board's Workforce Innovation and Opportunity Act (WIOA) plan, manufacturing is the second highest employment sector in the service district. According to The Florida Scorecard, put out by the Florida Chamber of Commerce, there are currently 427,600 manufacturing jobs in the State of Florida (410,000 at the time of program approval request), Economic Development professionals site the importance of having both a skilled workforce, as well as manufacturing training in place when trying to secure and entice new businesses into the region (Florida Chamber of Commerce FLORIDA 2030: The Blueprint to Secure Florida's Future). It is vital to the region's economic growth to continue to expand training in this field at NFC. The primary audiences for this certificate program are high school dual enrollment students and adult post-secondary students.
- * Heating, Vent, Air-Cond/Refrig was added based on a strong need in the College's six-county service district for training in the manufacturing and industrial sectors. According to a recent Local Workforce Board's Workforce Innovation and Opportunity Act (WIOA) plan, manufacturing is the second highest employment sector in the service district. According to The Florida Scorecard, put out by the Florida Chamber of Commerce, there are currently 427,600 manufacturing jobs in the State of Florida (410,000 at the time of program approval request), Economic Development professionals site the importance of having both a skilled workforce, as well as manufacturing training in place when trying to secure and entice new businesses into the region (Florida Chamber of Commerce FLORIDA 2030: The Blueprint to Secure

Florida's Future). Florida's Department of Economic Opportunity publishes a Regional and Statewide Occupational Demand list, the list references HVAC/R as an occupation with positive growth. The primary audiences for this certificate program are high school dual enrollment students and adult post-secondary students.

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 University, 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.

Future Changes to Make in 2025 - As this is an ongoing goal for NFC, program inventory will continue to change as the needs of the community change. Upcoming changes predicted for the 2025 academic year are Certified Nursing Assistant and Fundamental Food Service Skills.

Goal Status - Ongoing

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.

The percentage of high school graduates enrolling at NFC within one year of their high school graduation was among the metrics that informed the main focus of increasing enrollment for the 2020-2025 NFC Strategic Plan. This section monitors the impact of the 2020-2025 NFC Strategic Plan on this individual performance indicator.

As indicated by the blue and green lines in the chart below, NFC underperforms in the percentage of high school graduates enrolling in NFC within one year of high school graduation compared to the Florida College System (FCS) average. The chart also includes the number of dual-enrolled students completing an AA degree while still in high school, as this is a population of students to be considered when analyzing this data set. It should also be noted, the volatility in the 2021- and 2022-year data is attributed to the Covid-19 national pandemic impacting enrollment. While NFC was more negatively affected than the Florida College System during these years, as seen by the dip to 11%, NFC has rebounded quickly to pre-Covid averages.
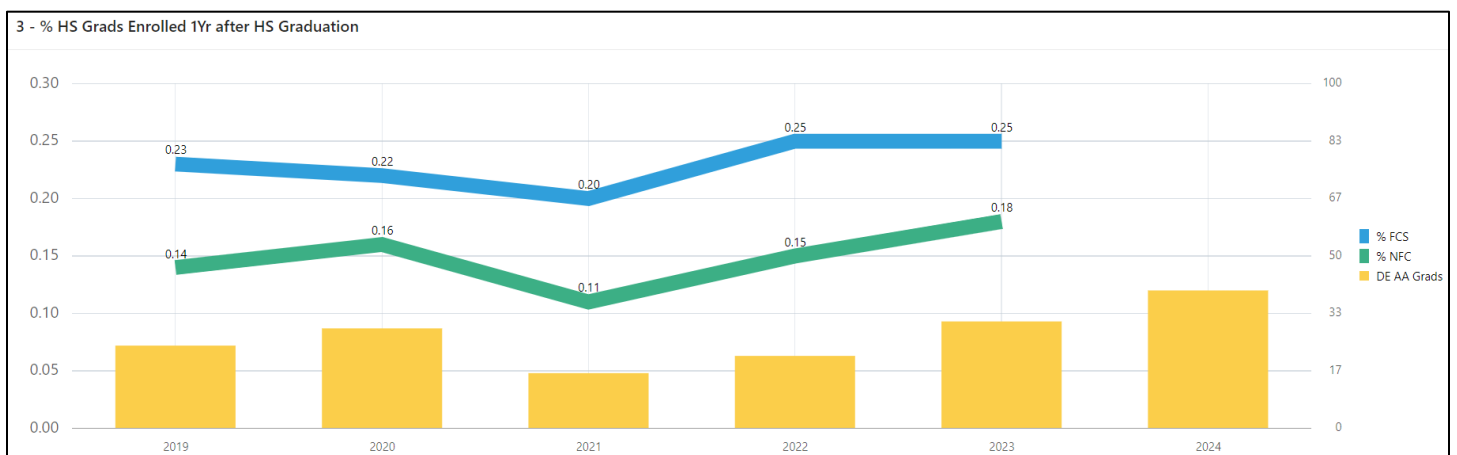
Results - The most recent 2023 data reported by FCS in 2024, finds NFC continuing to lag in this measure. However, the NFC rate of 18% is the highest rate reported since the inception of the strategic plan and closes the gap between NFC and the system average to 7%. Comparing results from 2023 (reported in 2024) to 2022 (reported in 2023), NFC has continued closing the gap from 10% to 7%.

Additionally, the number of high school students completing an NFC AA degree before high school completion is also increasing. This is important to note because an increase in this number decreases the pool of traditionally college-ready high school graduates.

Dual enrollment requires a direct connection between district high schools and the College and provides an opportunity for NFC representation and exposure on high school campuses. The more frequently high school students are exposed to the great things happening at our college, the more NFC becomes the natural choice for higher education following high school graduation. Additionally, once enrolled via dual enrollment and a relationship is established, the College can seek other ways to retain the students upon high school graduation.

Changes Made Since 2020 - The strategies implemented since the inception of the 2020_2025 NFC Strategic Plan to positively impact the goal of matching the FCS average are listed below.

- 2021
    - Dual enrollment marketing was developed and distributed
    - Dual enrollment school report cards were developed
- 2021
    - Collegiate Academy implemented in Suwannee County public schools

- 2022
  - Expanded Collegiate Academy to Taylor County
  - Dual enrollment advising expanded to high schools
- 2023
  - SLS1103 course offered to any eligible high school student and will exclude the testing requirement
  - Piloted the Dual Enrollment portal for a select group of high school guidance counselors
  - Included dual enrolled students earning an AA degree while in high school to the chart above.
  - High school report card developed as a visual aid for discussions with high school leaders
- 2024
  - Celebrated first Collegiate Academy graduates
  - Notice of Intent for new bachelor's degree

Future Changes to Make in 2025 - NFC will continue to meet the goal of meeting or exceeding the Florida College System rate of enrolling high school graduates within a year of high school graduation. Continuing some of the strategies above while adding new strategies to increase the chances of obtaining the goal.

- 2025
  - Research and develop an Honors Program
  - Develop Collegiate Academy in every public school within the NFC service district

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 three methods, 1) enrollment headcount, 2) number of graduates, and 3) underperforming headcount. The College defines the minority group as any group representing the smallest subpopulation of students when disaggregated by ethnicity.

Headcount

Methods of assessment - NFC measures the success of Goal 4 – Headcount by measuring increases or decreases in enrollment headcount.

Expected Results - NFC defines the success of goal 4 – Headcount as a 4% increase each year with a 20% increase in enrollment by the end of the 2025 academic year.

Results - As of the end of the 2024 academic year, the NFC headcount has increased 4.3% from 1729 in 2020 to 1803 in 2024. A comparison of 2023 and 2024 results in an annual increase of 3.5%. While these results appear far from successful, NFC recognizes the goal initially planned to reverse the decline in enrollment over the last decade but evolved into NFC recovering from the impacts left behind by COVID-19.

Changes Made Since 2020 - Since the first year of the 2020-2025 NFC Strategic Plan, NFC has implemented numerous activities and best practices to increase enrollment. Furthermore, the strategies implemented in Goals 1 through 3 above are all targeted to positively impact Goal 4. Therefore, the list of changes made below includes all of the strategies mentioned in previous sections and the additional strategies developed to increase NFC student enrollment, measured below by headcount.

Year	Goal	Expected Results	Results	Changes Made	Changes to Make
2020	Headcount		1729		• Develop and plan a new center in the county of the service district (other than Madison) serving the largest number of students
2021	Headcount	1798	1820	• Live Oak Center was opened in Suwannee County • Live Oak Center began accepting students.	• Develop Recruitment Committee • Develop Retention Committee
2022	Headcount	1867	1725	• Recruitment Committee formed • Retention Committee formed	• Develop a better solution to identify, collect, and access prospective student data.
2023	Headcount	1936	1740	• Space for Perry Center was acquired, and renovations began. • NFC Inquiry App was developed and implemented in the Office of Recruitment.	• Develop and plan a new center location in the county within the service district serving the next largest number of students.
2024	Headcount	2005	1803	• NFC Inquiry Application was expanded to include CWE and Allied Health departments. • Perry Center was opened in Taylor County and began accepting students.	• Develop Honors Program • Add BAS Organizational Management to the program inventory • Explore and develop new bachelor's degree

Future Changes to Make in 2025 –

- Develop Honors Program
- Add BAS Organizational Management to the program inventory
- Explore and develop a new bachelor's degree

Goal Status - Ongoing

Graduates

Method of Assessment - NFC measures the success of Goal 4 - # Graduates by measuring increases or decreases in the number of graduates.

Expected Results - NFC defines the success of goal 4 – # Graduates as a 4% increase each year with a 20% increase in the number of graduates by the end of the 2025 academic year.

Results – add 2024 results

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. Summer 2024 data is not final as of the printing of this document.

Academic Year	Goal	Expected Results	Results	Changes Made	Changes to Make
2020	# Graduates		403		
2021	# Graduates	419	403		• Increase student support activities.
2022	# Graduates	435	353	• Transfer college and employment were added to the commencement ceremony. • iCARE Mentoring Program created • Pop in for Pop Tarts student support activity.	• Develop graduate celebration.
2023	# Graduates	451	380	• The DE Grad Offer was extended to previously dual-enrolled 2022 HS graduates.	• Expand Collegiate Academy. • Open a new center.
2024	# Graduates	467		• DE Grad Offer was expanded to include 2023 previously dual-enrolled high school graduates. • Began Grad Walk to celebrate graduates.	

Future Changes to Make in 2025 – pending based on final Summer 2024 data.

Goal Status – Ongoing

Minority Headcount

For this portion of Goal 4, NFC chose to disaggregate headcount into two groups, 1) the majority group, which represents the ethnic group with the largest headcount of students, and 2) the minority group, which represents students from all other ethnic groups combined.

Method of Assessment - NFC measures the success of Goal 4 – Minority Headcount by measuring increases or decreases in the number of minority headcount enrolled.

Expected Results - NFC defines the success of Goal 4 – Minority Headcount as a 4% increase each year with a 20% increase in the number of minority headcount enrolled by the end of the 2025 academic year.

Results - Since 2020, the minority headcount has increased by 21% from 576 in 2020 to 699 in 2024. The latest annual review compared the 2023 minority enrollment of 642 to the 2024 minority headcount of 699 for an annual increase of 8.9%.

Changes Made Since 2020 - The table below outlines the additional strategies developed to increase NFC student minority enrollment, measured below by minority headcount.

Year	Goal	Expected Results	Results	Changes Made	Changes to Make
2020	Minority Headcount		576		
2021	Minority Headcount	599	616	• Live Oak Center was opened and began accepting students.	
2022	Minority Headcount	622	621	• Recruitment Committee was formed • A Retention Committee was formed. • iCARE Mentoring Program created	• Continue to increase student support activities to increase retention of underperforming student populations.
2023	Minority Headcount	645	642	• The space for the new Perry Center was acquired and renovations began. • NFC Inquiry App was developed and implemented in the Office of Recruitment.	• Finish renovations and open the new Perry Center. • Expand beginning of term activities, create a Bagels in the Breezeway student activity as an activity for student support and Career & Transfer Center exposure.
2024	Minority Headcount	668	699	• Perry Center was opened in Taylor County and began accepting students.	• QEP to kickoff and focus on intentional educational planning for an underperforming student population.

Increasing minority headcount in Goal 4 is an ongoing goal for NFC. Finding success with this subpopulation, moving forward into the 2025 academic year, NFC has decided to redirect the focus of this portion of goal 4 to a different underperforming subgroup. Research will begin immediately to determine which subpopulation of students will become the focus for this portion of Goal 4 in 2025. Examples of disaggregation may include one or more of the following NFC subpopulations: gender, age, or socioeconomic status.

Goal Status – The ethnic minority headcount is MET and NFC will continue to monitor the enrollment trends for this subpopulation.

Goal Status – TBD minority headcount is Ongoing.