

Minutes
 Board of Trustees Retreat
 August 9, 2016, 8:00 a.m. – 4:00 p.m.
 Room 302, Building 400, Niceville Campus

Present:

Brian S. Pennington, Chairman
 Jeff Floyd, Vice Chairman
 Shane Abbott
 Craig Barker
 Robert Chedister
 Michael M. Flynt, Sr.
 Sasha L. Jarrell, Interim President

Absent: Marijo Strauss

Others present: Randy White, VP, Administrative Services; Cristie Kedroski, VP, College Advancement; Anne Southard, Acting VP for Academic Affairs; Dennis Sherwood, Dean, Career and Technical Education; Aimee Watts, Dean of Students; Anthony Boyer, Principal, CHS; Deb Fontaine, Acting Dean, General Education and Grants; Jeanette Shires, Director, Mattie Kelly Arts Center; Stephanie Pettis, Director, Marketing and Public Relations; Ramsey Ross, Athletic Director; Ross Hamilton, Director, FWB Campus and College Centers; Janice Henderson, Director, Learning Resource Center; Robert Krilia, Citizen; Reynolds Henderson, SeaCoast Board Member; Bill Williams, Walton County EDA; and Carlyne Laux, Executive Assistant to the President.

Chairman Pennington called the meeting to order and introduced Dr. David L. Goetsch, facilitator of the SWOT portion of the Board's Retreat.

Dr. Goetsch opened by explaining that the purpose of a SWOT analysis is to define the college's strengths, weaknesses, opportunities, and threats. Dr. Goetsch offered that on the heels of the SWOT analysis, the college should consider updating the vision statement and strategic plan. The college's Executive Council completed an internal SWOT exercise prior to the Board Meeting and Dr. Goetsch reviewed the results with the Trustees at this meeting.

As the Trustees reviewed the SWOT list, provided by the college, the following comments were made:

Strengths

- **National Recognition for Academic Excellence (Aspen Institute)**
 Aspen, a national entity that recognizes colleges for excellence, named NWF State College as one of the top 150 colleges in the nation. This

recognition occurs every other year, and NWFSC has been named since the program's inception. Given that no more than 50% of the colleges in any given state are recognized each year, the ranking places NWF State College among the top 50% of the 28 Colleges in the Florida College System by Aspen standards.

- **Associate of Arts Transfer Program and State 2+2 Articulation**
- **The College's Foundation and Community Support**
- **Highly Qualified Faculty**
Internally, the College has highly qualified faculty, 39% of whom have obtained terminal degrees in their respective field.
- **Mattie Kelly Arts Center**
The Mattie Kelly Arts Center provides students with the opportunity to learn skills in an array of Arts specialties, which may lead to an AS degree at NWF State College. The Mattie Kelly Arts Center also offers a unique cultural experience to the community.
- **Nationally Recognized Athletics Programs**
The Athletic Program has enjoyed multiple nationally recognized teams, two of which have won the national championships in recent years; baseball and men's basketball. The Arena is one of the top facilities in the State, and coupled with the softball and baseball fields, the spaces provide opportunities to host youth-focused summer camps, instilling a connection to the college. The college has also hosted national basketball tournaments in the Arena bringing in individuals from across the nation to our local area. In 2014-15 the athletics program recently boasted a 90% graduation rate.
- **Collegiate High School**
The Collegiate High School has maintained an A+ rating for several years, and affords students the opportunity to complete their high school and Associate degree simultaneously. The Collegiate High School is a nationally recognized school (national blue ribbon designation), and routinely achieves a 90% (or higher) completion rate. CHS students are not currently included in first time in college (FTIC) count/reporting, which could impact performance rates positively with inclusion.
- **Tutoring Services (Academic Success Center and Math Labs)**
The college offers free tutoring services, an Academic Success Center; as well as math, English, and general-use, labs. NWF has the ability to examine student use data in order to correlate use with student success.
- **Location (programs tied to local demographics: Choctawhatchee Basin Alliance, Mattie Kelly Environmental Institute, etc.)**
- **Robust Course Offerings (multiple and varied course options: online, hybrid, face-to-face, 6 locations)**
- **Excellent Facilities built to university standards (the Arena, Mattie Kelly Arts Center, Science Building, Library, etc.)**
- **Small class sizes, affordable cost point, full student experience**
- **Student Leadership: SGA Ambassadors, PTK, Skills, USA etc.**
- **Strong Renovation and Grounds Maintenance Teams**

Weaknesses

- **Reduced enrollment**
- **New operating system implementation**
- **Meager data analysis capabilities for trends**
 NWFSC is currently implementing a new data analytics software package (blackboard) to assist with data extraction for informed decision making. The implementation of the new ERP (Banner) has stalled some progress in this area.
- **Intensive admissions process – longer than before**
- **Lengthy advising process – new mandates and software**
- **Manual graduation screening – The College is implementing new functionality within Degree Works software to automate this process.**
- **Lacking holistic approach to onboarding students, opportunity to improve student experiences**
- **Lack of a college-wide retention strategy**
- **Operational silos**
- **Insufficient employee training on new software systems (Banner)**
- **Insufficient new employee training (decentralized)**
- **Limited professional development opportunities for faculty and staff (first expense to cut)**
- **Summer Flex hours – decreased productivity**
- **Opportunity to refresh allocation and distribution of financial aid funds / scholarships**
- **Inability to recruit for late start mini-mesters – financial aid processes**
- **Insufficient number of direct connect programs (Like NWF2UWF)**
- **Limited number and diversity of evening course offerings**
- **Meager start-up funds for new Career and Technical Education programs**
- **Full services are offered at all centers – cost analysis opportunity**
 The Board and staff discussed the operation of multiple sites, the possibility of consolidating the NWFSC Centers/services, and the opportunity to anchor specific programs at centers. (Currently, general education courses are predominately offered at each campus/center with Career and Technical Education (CTE) and Bachelors programs offered predominately on the Niceville Campus.)
 - Fort Walton Beach Joint Campus with UWF: 15.9% enrollment
 Note: Through a Memorandum of Understanding, NWFSC offers lower- level classes and UWF offers upper-level classes on the joint campus.
 - Hurlburt Field: 1.6% enrollment
 Note: While NWFSC offers some courses on Base, students may enroll for courses taught at alternate locations through the Hurlburt Field office. As Hurlburt

Field provides the facilities, there are no associated maintenance costs.

- DeFuniak Springs: 2.6% enrollment

Note: This campus provides adult basic education (ABE) for adults returning to school.

- Niceville: 72% enrollment

Note: The main campus offers the total array of classes and programs.

- South Walton Center: 2.7% enrollment

Note: The center leases classrooms to the Seaside School during the day, and conducts college classes at night. Additionally, CBA and AmeriCorps are housed on this campus.

- **IT infrastructure – unable to adequately support the college's growing needs (personnel and programmatic)**

The college's technology infrastructure requires upgrading to accommodate various devices, and the replacement of computers on campus (for both students and staff). Wireless connectivity is a major area of concern, as the current demand for student and instructional access is not being met.

- **College website needs to be redesigned**
- **Too many computer labs – cannot maintain large footprint**
- **No technical assistance after hours (need 24 hour help-desk)**
- **Lack of orientation for online learners**
- **Lack of consistent leadership in online learning-turn over among leadership**
- **Inefficient job placement assistance for students**
- **Limited number of internship opportunities**
- **Students dislike the parking fee**
- **Name changes have resulted in confusion (community college vs. 4-year college)**

Opportunities

- **Increasing use of technology to conduct advising and other services remotely**
- **Increased use of mini-mesters (better completion and success rates)**
- **Increased use of block scheduling (cohort programs have greater success and completion rates)**
- **Improvements to admissions coding**
- **Use of faculty for advising**
Best practices in advising recommend that one advisor should be responsible for no more than 300 students. The current advisor to student ratio at NWFSC is 1:640. In addition to needing 12 new advisors, NWFSC hopes to alleviate some of this burden by implementing a faculty advising model.

As a retention tool the college is asking faculty to observe students in both academics and attendance, and to relay any concerning information to a student's designated advisor as a "completion coach" early in the semester, rather than later.

- **Opportunity for growth in Career and Technical Education Programs**
- **Possible addition of short-term programs (better completion and success rates)**
- **Opportunity for growth in Continuing workforce education (non-credit) / Costa Leadership Institute**
- **Targeted marketing for online programs (state membership in SARA needed)**

Recently began a focus on the development of online programs. Training for faculty is in place. Differential fee for out-of-state-online learners is in place. Reciprocal agreements (SREB and SARA) are in development. Marketing campaign is the next step for expansion.

- **Capitalize on local demographics with program offerings such as Hospitality/Tourism and Manufacturing**
We have an opportunity to create Centers of Excellence in a potential Hospitality Program in Destin, and in an Okaloosa Gas project.
- **Program delivery modernization – competency-based programs, open entry programs**
- **Mini-mester programs, weekend programs, late-night programs, paperless programs, etc.**
- **Financial Aid Modernization – multiple freeze points for mini-mester offerings, federal application multiple entry points for students (competency-based programs)**
- **Support for reemergence of federal programs: Year-round Pell and Super Pell**
- **Increased enrollments at Crestview Center**
- **Opportunity to "seed" new programs in Continuing Education**
- **Opportunity to showcase alumni**
- **Implementation of a new student orientation and first year experience program**
- **Increased use of Alert Software and Completion Coaches**

Threats

- **Improving economy drives enrollments down at state colleges**
- **Trend toward moving more and more of our funding into the "performance" category**

NWFSC currently occupies the Bronze level in the Performance Funding model. The College contends with some specific challenges such as geographic location. We are positioned in close proximity to Eglin AFB, Hurlburt Field, Duke Field, and the 7th Special Forces Group. We also service the area borders of Alabama, a non-reporting state, in some job placement databases. Military and their dependents are highly transient

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- Airframe and PowerPlant Mechanic Program-Crestview Project
- Okaloosa Gas Project / Simulation City / Utilities Center of Excellence

CAPITAL IMPROVEMENT PLAN:

Sam Jones provided an overview of some of the maintenance issues on all campuses and centers. The State requests that the college preform a 5-year Educational Plant Survey.

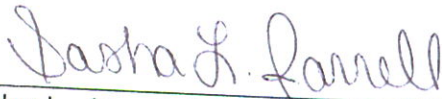
After reviewing the CIP, the Board asked that the document be carefully reviewed prior to submission to the State. Mr. Floyd offered his assistance and encouragement to review some of the arguments included.

The Board suggested that the Facilities Committee meet, at some point, to discuss the pros and cons of consolidation, or the re-visioning of the college's sites.

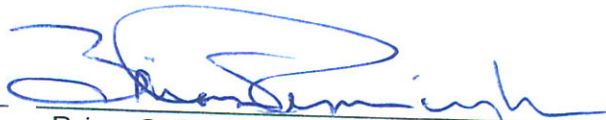
SEACOAST PRESENTATION:

Reynolds Henderson, Board Member of SeaCoast Collegiate High School and Bill Williams of Walton County EDA gave a presentation on the potential expansion of SeaCoast. SeaCoast currently leases space at the South Walton Center from the College.

Adjournment: The meeting adjourned at 4:00 p.m.



Sasha L. Jarrell, Interim President
Northwest Florida State College
and Corporate Secretary



Brian S. Pennington, Chairman
Board of Trustees
Northwest Florida State College