

BOARD MEETING DATE: 11/18/2025

ITEM NO: XII-b

RECOMMEND THAT the Board review the 2026-2030 North Florida College
Strategic Plan detailed report. INFORMATIONAL ITEM ONLY

STRATEGIC PLAN

2026–2030



NORTH FLORIDA
COLLEGE

The **2026–2030 NFC Strategic Plan** is anchored in the College’s mission:

*“ An exceptional college dedicated to an individualized
and supportive academic atmosphere, accessible
education, lifelong learning opportunities, and professional
growth for our students and communities. ”*

Each goal, initiative, and measurable outcome in this plan has been intentionally developed to support this mission and to position North Florida College for growth. By enhancing the student and employee experience, expanding educational access, strengthening community and industry partnerships, modernizing infrastructure, and advancing operational excellence, NFC will ensure that our offerings remain relevant, our services are exceptional, and our presence is strong across the service district.

The **central focus** of the plan is on **increasing enrollment**. Each strategic priority directly contributes to attracting, enrolling, and retaining students.

OUR STRATEGIC PRIORITIES

NFC's strategic priorities guide our efforts and ensure we are aligned in our mission. These priorities serve as the foundation for the goals and objectives outlined in this plan.

- **Enhanced Experiences and Engagement** ensure that once students connect with NFC, they feel welcomed, supported, and motivated to persist.
- **Expanded Educational Access and Pathways** open doors for more students through flexible options, targeted outreach, and programs that align with workforce needs.

- **Strengthened Community and Industry Partnerships** to create pipelines from local high schools, adult education programs, and workforce training into NFC’s academic offerings.
- **Advance Operational Excellence and Modernize Infrastructure** to allow the College to operate efficiently, maximizing resources to invest in recruitment, marketing, and student success initiatives while providing a safe, innovative, and accessible environment that meets the expectations of today’s learners.

By aligning all efforts with the mission and focusing on measurable results, this plan ensures that NFC will not only grow enrollment but also maintain its reputation for quality, accessibility, and community impact. The 2026–2030 strategic period is an opportunity to solidify NFC’s role as a hub for education, workforce development, and lifelong learning in our region.

OUR STRATEGIC GOALS

The following goals and objectives provide a roadmap for achieving our strategic priorities. Each goal includes specific, measurable, achievable, relevant, and time-bound (SMART) objectives, targets, milestones, and supporting actions.

Goal 1 – Enhance Experiences and Engagement

Strengthen the individual and employee experience through improved services, programming, professional growth, and a culture of belonging.

Objective 1.1: Meet or exceed 80% application-to-registration yield

5-Year Target: Meet or exceed 80% application-to-registration yield by 2030.

Milestone (EOY 2026): Improve application-to-registration yield to 72%.

Measurements:

- Admissions funnel analysis reported each July to the Board of Trustees

Reported July 2026 – End of Academic Year 2026

➤ Supporting Actions:

1. IT – Research online application options
2. Student Activities – Host collaborative welcome activities, expanded wellness programming that integrates advising and mental health resources, and initiatives that encourage student engagement through campus organizations, events, and support services during the first month of the term.
3. Enrollment Services/Registrar – Use student feedback to develop a list of admission to graduation processes that they believe would improve the student experience.
4. Foundation – Collaborate with Admissions and Financial Aid to identify accepted but unregistered students and connect them with available Foundation scholarships.

Objective 1.2: Increase employee professional growth and participation

5-Year Target: Achieve 90% employee participation in annual professional development by 2030.

Milestone (EOY 2026): 70% of employees complete at least one professional development activity.

Measurements:

- Professional development participation reports are reviewed annually.
- PD participation records collected and reported July 2026.

Reported July 2026 – End of Academic Year 2026

➤ Supporting Actions:

1. Employee Services – Help to promote professional development and make opportunities available to more employees.
 2. Academic Affairs – Develop and promote professional development initiatives for all Academic Affairs and Career & Workforce Education personnel
 3. Learning Resources – Offer on-demand professional development opportunities through a Tech Talk subscription, promote upcoming webinars on the Events Calendar, and highlight opportunities in a monthly campus email.
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Goal 2 – Expand Educational Access and Pathways

Grow and refine academic pathways, including dual enrollment, early college, adult education, and career/technical programs. Develop innovative workforce programs aligned with regional, and state needs to create pipelines from local high schools, adult education programs, and workforce training into NFC academic offerings.

Objective 2.1: Increase CWE program participation

5-Year Target: Increase CWE enrollment by 25% by 2030.

Milestone (EOY 2026): Increase CWE enrollment by 5%.

Measurements:

- Enrollment data by county and program are reported annually.
- Fall/Spring enrollment tracking and annual reporting to BOT.

Reported July 2026 – End of Academic Year 2026

➤ Supporting Actions:

1. Communications – Assist with promotion of CWE programs in recruiting students to apply and register
2. Student Activities – Hold Workforce Wednesdays, Student Life/Dual Enrollment popups at our high schools.
3. Perry Location – Support Career & Workforce Education initiatives by providing accessible program opportunities, promoting career readiness, and engaging prospective students through targeted outreach and personalized communication efforts.

Objective 2.2: Expand program offerings

5-Year Target: Launch 4 new high-demand programs by 2030, at least 2 in CWE fields.

Milestone (EOY 2026): Develop curriculum outline for at least one new CWE program.

Measurements:

- Program approvals and enrollment data.
- Curriculum documents and Academic Affairs progress report.

Reported July 2026 – End of Academic Year 2026

➤ Supporting Actions:

1. Live Oak Location - Find and secure a new location in Live Oak that would provide space for new CWE programs.
2. Academic Affairs – Develop new curriculum for new programmatic offerings.

Objective 2.3: Expand affordability and accessibility initiatives, targeted student support, and resources

5-Year Target: Engage faculty to develop an Open Education Resources program in at least 50% of courses.

Milestone (EOY 2026): Faculty develop and approve an OER program and build a supportive OER ecosystem.

Measurements:

- Program approval and textbook data
- Faculty Senate minutes and support resources.

Reported July 2026 – End of Academic Year 2026

➤ Supporting Actions:

1. Academic Affairs – Provide affordable textbook options for students and develop an OER program with clear policies and infrastructure.
2. Learning Resources – Curate OER/ZTC resources for faculty and students.

Goal 3 – Strengthen Community & Industry Partnerships

Build sustainable relationships with industry, K–12 schools, higher education partners, and civic organizations to support program growth and student success. NFC will actively engage with local organizations, schools, and industry leaders to build pipelines that connect learners to meaningful pathways. By fostering collaboration, aligning workforce needs with educational programming, and cultivating mutual trust, NFC will strengthen its role as the region’s premier partner in education, workforce development, and community advancement.

Objective 3.1: Increase community engagement

5-Year Target: Hold one “Think Tank” in each service county annually.

Milestone (EOY 2026): Successfully hold 5 county based “Think Tanks.”

Measurements:

- Attendance logs and feedback surveys compiled each year.
- Attendance reports and event summaries.

Reported July 2026 – End of Academic Year 2026

➤ **Supporting Actions:**

1. Communications – Assist with the promotion of 5 county-based community events to increase community engagement.
2. Live Oak Location – Develop an adult education program to assist individuals in preparing for and passing the GED and providing an achievable path to a degree or certificate program at NFC.
3. Live Oak Location – Develop an adult education program teaching English to non-English speaking students.
4. Student Activities – Collaborate with the Foundation, Alumni Office, and community partners to create events that foster engagement between students, alumni, and the public.
5. Financial Aid – Work with our service district high schools to host a financial aid night at least one school in our service district.

Objective 3.2: Expand industry and school partnerships

5-Year Target: Increase industry partner advisory board participation by 30% by 2030.

Milestone (EOY 2026): Establish at least one new industry advisory committee.

Measurements:

- Advisory board rosters and meeting minutes.
- Committee creation documentation and first meeting minutes.

Reported July 2026 – End of Academic Year 2026

➤ **Supporting Actions:**

1. Academic Affairs – Identify potential new industry partners in established Career and Workforce Education programs.

2. Academic Affairs – Update Advisory Committee Members list with new industry contacts for 2026 committee meeting invitations.
3. Academic Affairs – Create new Advisory Committee comprised of regional industry partners for new Agribusiness and Electrician programs.

Goal 4 – Advance Operational Excellence and Modernize Infrastructure

Optimize funding strategies and operational processes while modernizing facilities and technology to enhance teaching, learning, operations, and safety.

Objective 4.1: Increase external funding and financial sustainability

5-Year Target: Increase external funding by 20% through grants and diversified revenue sources by 2030.

Milestone (EOY 2026): Hire/assign grant-writing staff and submit at least 3 major grant applications.

Measurements:

- Grant acquisition reports and revenue tracking.
- HR records and grant submission logs.

Reported July 2026 – End of Academic Year 2026

➤ Supporting Actions:

1. Foundation – Secure donor funds by establishing and implementing a Naming Opportunities Policy and Valuation Schedule to identify and promote nameable spaces across campus with defined giving levels.
2. Foundation – Submit a grant application to the Homer N. Allen Charitable Trust in April 2026 to secure up to \$25,000 in funding for the iCARE Mentoring Program.

Objective 4.2: Improve efficiency of operations

5-Year Target: Transition 80% of paper-based processes to electronic workflows by 2030.

Milestone (EOY 2026): Transition 2 key workflows (e.g., admissions/financial aid) to electronic systems.

Measurements:

- Annual efficiency and IT audit reports.
- Implementation logs and process audits.

Reported July 2026 – End of Academic Year 2026

➤ Supporting Actions:

1. Student Life – Student Life portal/app-Modern Campus-Involve, digitize event check in.
2. Enrollment Services/Registrar – Modernize NFC’s FERPA Release Form by developing an electronic solution.
3. Enrollment Services/Registrar – Modernize the residency declaration process of student admission applications.
4. Employee Services – Streamline and enhance employee onboarding and support processes, including improving access to reference materials and ensuring resources like the employee handbook are clear, efficient, and user-friendly.
5. Financial Aid – Collaborate with the Office of Communications to enhance student outreach and engagement through targeted digital communication tools (Good Kind/Emma), improving the efficiency and clarity of financial aid and refund-related messaging.
6. Learning Resources (OAS) – Create an online portal to improve office workflow and record-keeping.

Objective 4.3: Modernize facilities and technology

5-Year Target: Complete 100% of identified deferred maintenance projects by 2030 and maintain classroom technology on a 5-year refresh cycle.

Milestone (EOY 2026): Complete top 5 deferred maintenance projects and refresh classroom technology in one high-use building.

Measurements:

- Facilities Master Plan progress reports and IT refresh logs.
- Facilities reports and IT project documentation.

Reported July 2026 – End of Academic Year 2026

➤ Supporting Actions:

1. Computer Services – Telephone system refresh campus wide.
2. Maintenance – Identify maintenance projects needed.

Objective 4.4: Enhance Institutional Effectiveness with data-driven assessment and continuous improvement

5-Year Target: Achieve a continuous improvement culture where 100% of major operational, academic, and student success processes are regularly assessed, & improvements are implemented based on data.

Milestone (EOY 2026): Complete baseline assessment of key operational and academic processes and implement at least 3 high-impact improvement initiatives.

Measurements:

- Annual institutional effectiveness report tracking assessment completion, recommendations implemented, and outcomes improved.
- Documentation of assessments completed, action plans created, and outcomes monitored.

Reported July 2026 – End of Academic Year 2026

- **Supporting Actions:**
 1. IR/IE – Program Assessment overhaul
 2. IR/IE – Course Evaluation survey process improvements
 3. IR/IE – myNFC Landing Page/Intranet Refresh

This strategic plan serves as a living document that will be regularly reviewed and updated to ensure its continued relevance and effectiveness. We invite all members of the NFC community to engage in the implementation of this plan and contribute to the future success of our college.