

Florida State College at Jacksonville
District Board of Trustees
Minutes of the November 13, 2018, Deep Dive Workshop/Meeting
Administrative Offices, Board Room 405, Noon

PRESENT:

Karen E. Bowling, Chair
Candace T. Holloway, Vice Chair, Nassau County
Thomas R. McGehee, Jr., Vice Chair, Duval County
Michael M. Bell
Laura M. DiBella
D. Hunt Hawkins
Thomas J. Majdanics
O. Wayne Young

ABSENT:

J. Palmer Clarkson

CALL TO ORDER:

Chair Bowling called the meeting to order at 12:30 p.m. and welcomed those in attendance. She provided a special welcome to Florida College System (FCS) Chancellor Ms. Madeline Pumariega, and on behalf of the Board, thanked her for traveling from Tallahassee to attend today's meeting.

PLEDGE:

Chair Bowling led the Pledge of Allegiance.

Prior to beginning the workshop conversation, Chair Bowling shared her appreciation with one of FSCJ's very own culinary instructors Chef Dennis Chan, who also is a local Jacksonville restaurant owner of the Blue Bamboo. Chef Chan recently won the General Mills' Neighborhood to Nation Recipe Contest grand prize for his Sunshine State Orange Crunch Cake, which he so graciously brought with him for Trustees to enjoy. Chair Bowling congratulated Chef Chan on his award winning recipe, noting that everyone in attendance looks forward to tasting the cake.

INTRODUCTIONS:

Interim College President Mr. Kevin Hyde introduced FCS Chancellor Pumariega, noting she would provide Trustees with a presentation on enrollment data comparable to other FCS institutions later in the workshop.

President Hyde introduced newly hired Vice President of Student Services Dr. Linda Herlocker, who joins FSCJ from Valencia College. He shared that many of the outstanding student service programs at Valencia were implemented by Dr. Herlocker, noting the vast experience and expertise she brings to the College.

REPORT OF THE COLLEGE
 PRESIDENT:

President Hyde apprised the Board on the following subject matters:

- FSCJ Employer Tuition Program
- FSCJ Awarded \$15,000 Florida College System Foundation Grant
- FSCJ STEM Building Ranked #9 of 56 Florida College System Capital Outlay Projects
- Pathway to Work
- Wastewater Treatment Operators

COMMENTS BY THE
 PUBLIC:

Chair Bowling opened the public comments segment of the meeting wherein members of the public were invited to make comments on matters before the Board's consideration.

Chair Bowling advised the Board that no member of the public had requested to speak. She asked if there were any comments by the Board, and there were none.

INFORMATION/
 DISCUSSION:

A. Enrollment – FSCJ
 DBOT Ad Hoc
 Committee Final
 Report:
 (Leadership Team
 Response)

Chair Bowling provided a special thank you to the following individuals for taking time out of their busy schedule to attend the various FSCJ DBOT Ad Hoc Committee meetings throughout the summer, noting their contribution to the conversations were appreciated and beneficial.

Ms. Shamika Wright, Director of Community Outreach, JAX Chamber
 Mr. Ron Summers, FSCJ Alumnus
 Dr. Jason Gibson, FSCJ Professor of Humanities
 Dr. Harvey Slentz, FSCJ Professor of Business & Employment Law

Chair Bowling turned the workshop over to Ad Hoc Committee Chair Trustee Majdanics, and asked that he refresh the Board on the Committee's work.

Committee Chair Majdanics provided Trustees with an executive summary of the previous Ad Hoc Committee meetings. The summary included information pertaining to the following:

- Introductory Planning Session
- Five Sessions with College VPs, AVPs, Directors – Pertaining to Data and Process Descriptions
- Q&A Session with Faculty and Dean Representation

- Session to Scope/Draft Main Ideas and Conclusions for Final Report
- Session for Trustees to Provide Feedback on Draft Final Report

Committee Chair Majdanics advised that he met with each of the employee group leaders to discuss and receive feedback on the Ad Hoc Report.

Additionally, Committee Chair Majdanics shared with Trustees graphs, which he prepared, relating to the institution's enrollment decline, growth and trends – 2012-current. Chair Bowling thanked Committee Chair Majdanics for his in-depth summary and comparison graphs, noting the request for administration to provide regular enrollment updates with consistent formats and similar graphs.

Chair Bowling asked President Hyde to present the leadership's team response to the FSCJ DBOT Ad Hoc Committee on Enrollment – Final Report. (Appendix A)

President Hyde provided the Board with a detailed memorandum in response to the Final Report. (Appendix B) First, he expressed his appreciation to those who attended the meetings, spent time diving into the data and drafting the findings/recommendations over the summer. Secondly, he shared that his leadership team, along with the institution as a whole, is moving forward with an increased focus on enrollment, noting the weekly enrollment roundtable discussions, creation and review of a Strategic Enrollment Plan, enrollment ownership via Vice President Herlocker and equal attention being paid to retention, completion, student access, student success and employment. Thirdly, he is working with Executive Director of Academic Operations Dr. Rich Turner to provide Trustees with enhanced enrollment charts, to include raw numbers along with subsets of programs. Lastly, President Hyde noted a future conversation for a Deep Dive Workshop is "Improve/Grow Enrollment with Limited Resources." He noted that in order to fulfil the College's mission to properly serve/be responsive to the community with limited resources there would need to a discussion regarding: 1) What should be the main areas of focus?; 2) Where do we see the overall picture of the organization going?; and 3) How do we get there?

There was discussion by the Board regarding connecting/serving the business community, identifying industry sectors, trends of workforce needs, tailoring courses, marketing resources and course scheduling. Additionally, Trustee Holloway shared her appreciation for the enrollment charts provided by Executive Director Turner.

Committee Chair Majdanics led Trustees through President Hyde's memorandum in response to the Final Report, beginning with *Finding 1 – Enrollment is presently not included in the FSCJ Strategic Plan – and needs to be*. Chancellor Pumariega responded that she had the opportunity to take a deep dive at FSCJ's Strategic Plan, not only the current plan but the last two along with the data snapshots. She suggested that the Board not rush for an enrollment goal to be placed on the Strategic Plan at this point in time. From a Board's perspective, as FSCJ brings in a new leader, the focus at that time may need to be realigned with what FSCJ aspires to be, and is that reflected within the Strategic Plan. The enrollment number is one of the many characteristics the College wants, noting it is just an action hitting a piece of paper verses a strategy that's thoughtful about what enrollment looks like for FSCJ. Chancellor Pumariega shared that after her presentation, her hope is that she leaves the Board and administration with thoughts about what is missing from FSCJ's Strategic Plan and if the College is striving to be an exceptional institution – to be an Aspen winner. If so, then FSCJ's Strategic Plan should reflect that and enrollment strategy should be incorporated into the plan.

Committee Chair Majdanics presented *Finding 2, No one within FSCJ specifically "owns" student enrollment – the enrollment process is divided across multiple departments and fragments, resulting in no clear accountability*. President Hyde responded that respectfully it is the president's responsibility to manage his/her team and then to hold the president accountable for reaching his/her goals. Likewise, the same goes for the Vice President of Student Services, who will have ownership of enrollment, and any other vice president. Vice Presidents are accountable for their goals within their respective areas, just as the president is accountable for the overall organizational goals. With many respects, this is an internal administrative function operating within the overall goals in which administration will work with the Board to set.

Chancellor Pumariega shared that FSCJ's newly hired Vice President of Student Services comes from one of FCS's very best institutions. Once Dr. Herlocker performs a departmental deep dive, she will determine a strategy for enrollment.

There was additional discussion regarding daily dashboards, reclaiming students, marketing efforts, aligning resources, student completion, navigating the Enterprise Resource Planning (ERP) System, strategic enrollment management plan and enrollment roundtable discussions.

Trustee McGehee stated he was honored to have Chancellor Pumariega attend today's meeting. At this point, he suggested moving forward with her presentation as it had been noted prior that the presentation would provide understanding on the matters being discussed. Also, he wished to hear her insight from a strategic overall collegiate plan for the state and how FSCJ is involved within the plan.

B. Enrollment Data –
Florida College System

Chancellor Pumariega began her presentation by providing Trustees with information pertaining to the Five Characteristics of the Aspen Institute. The five characteristics of a successful college are:

- Strong Leadership
- Guided Pathways
- Teaching and Learning
- Partnerships
- Data Use

Chancellor Pumariega provided the Board with a comprehensive overview on enrollment data comparable to other FCS institutions. The overview included information pertaining to the following:

- FSCJ's Strategic Plan: 2017-2020 (All Students Served)
- 2017-18 Headcount Indexed to 2014-15 Headcount
- 2017-18 Full-Time Enrollment (FTE) to 2014-15 FTE
- FTE Enrollment Compared to Duval and Nassau County Unemployment Rates
- Full-/Part-Time Enrollment (Credit Load)
- Annual High School Graduates for Duval and Nassau County
- Population Projections by Age for Duval and Nassau County
- Retention Rate by Intensity
- 150% IPEDS Graduation Rate by Race/Ethnicity
- Performance-Funding Incentive Program

There was discussion by the Board related to enrollment declines, systemic enrollment patterns, honors program, technical pathways, stackable credentials, hybrid course success rates, marketing efforts, course scheduling, dual enrollment, retention efforts and policy vision strategy.

NEXT MEETING:

Chair Bowling announced the next meeting of the Board is scheduled for Wednesday, November 28, 2018, at the College's Administrative Offices for a Presidential Search Information Gathering Session. The session will convene at 1 p.m. in Room 403A.

ADJOURN FOR
EXECUTIVE SESSION:

Chair Bowling asked President Hyde to present the Board with information pertaining to the Executive Session.

President Hyde shared with the Board that a closed Executive Session, which is allowed by Florida Statute 286.011, had been publicly noticed and was on today's agenda to discuss faculty collective bargaining. The Executive Session would convene immediately following the adjournment of the workshop, Room 403A.


ADJOURNMENT:

There being no further business, Chair Bowling declared the meeting adjourned at 1:45 p.m.

APPROVAL OF MINUTES:



Chair, District Board of Trustees



Executive Secretary, District Board of Trustees

Submitted by: Ms. Kimberli Sodek, Secretary to the Board

FSCJ AD HOC COMMITTEE ON ENROLLMENT – FINAL REPORT

Executive Summary

The FSCJ Ad Hoc Committee on Enrollment (“the Committee”) was formed by the FSCJ District Board of Trustees in June 2018 to investigate the causes of FSCJ’s substantial student enrollment declines over recent years (-26% from the 2012-13 year to 2017-18, versus -7% for the rest of the Florida College System (FCS) over the same period), and to recommend courses of action to consistently reverse this trend. Ultimately, the hard work of college staff and FSCJ’s impact on the community it serves are both maximized with growing enrollment.

After ~18 hours of publicly noticed, open meetings and through solicited input from a wide range of college stakeholders, the Committee submits this report and the following key findings, preliminary findings and concluding insight for action by college leadership. These items, listed below in this executive summary, are discussed in detail in the main body of the report. The Committee hopes that the findings and recommendations within shall aid FSCJ in better reaching its full potential as an institution.

Key Findings

- Enrollment is presently not included in the FSCJ strategic plan – and needs to be.
- No one within FSCJ specifically “owns” student enrollment – the enrollment process is divided across multiple departments and fragments, resulting in no clear accountability.
- Metrics and measurements for the core components of the enrollment process are neither clear nor visible to stakeholders, making it difficult to assess progress.
- It does not appear that FSCJ regularly and proactively benchmarks enrollment processes and indicators to FCS peers, resulting in missed opportunities for learning and best practice sharing.
- There is no central clearinghouse for student enrollment concerns, resulting in inconsistent trouble-shooting, tracking and problem resolution.
- The college’s marketing strategy, positioning and plan needs significant improvement to foster enrollment growth.

Preliminary Findings

- It appears that current financial aid processes are too quick to terminate aid-dependent students, who are navigating a process that is complex for both the student and the college.
- It appears that college scheduling is prioritizing the maximization of efficiency instead of maximizing enrollment.
- It appears that college advisers are not adequately prepared and linked to academic programs, yielding inconsistent guidance and new student orientation.

Concluding Insight

- There are broader concerns about the FSCJ leadership culture, due to faulty communication channels within the college. College stakeholders do not have the channels or “safety” to provide feedback on the quality and integrity of enrollment processes, resulting in missed improvement opportunities. When joined with unclear accountability and a general lack of transparency regarding enrollment outcomes and processes, the college’s capacity to process inquiries, accept feedback – and adapt/learn – appears to be dysfunctional.

Introduction

The FSCJ Ad Hoc Committee on Enrollment (“the Committee”) was formed by the FSCJ District Board of Trustees in June 2018 to investigate the causes of FSCJ’s substantial student enrollment declines across recent years, and to recommend courses of action to consistently reverse this trend. Ultimately, the hard work of college staff and the impact on the community FSCJ serves is maximized with growing enrollment.

Over the past five school years (since the 2012-13 year), FSCJ’s full-time equivalent (FTE) student enrollment has declined by 26%. Meanwhile, the remaining 27 institutions of the Florida College System (FCS) experienced enrollment declines of 7%. In *each* of the past five years - 2014, 2015, 2016, 2017, and 2018 - FSCJ enrollment has declined faster than the remaining FCS. (See the report’s Appendix for enrollment data detail, sourced by the State of Florida).

Framed another way, FSCJ’s final enrollment in 2017-18 was 11% smaller than the 2001-02 school year – 16 years ago – despite substantial population growth within FSCJ’s Duval and Nassau county service area. While some of FSCJ’s enrollment decline is attributable to the strong economy (when unemployment rates are low, fewer potential students elect to engage in college studies – and vice versa), this does not explain the 19% gap between FSCJ’s enrollment decline and that of the broader FCS.

FSCJ’s enrollment in 2017-18 experienced a particularly sharp 11% decline, while the rest of the FCS posted a slight enrollment increase of 0.4%. The 11% enrollment decline was the largest one-year percentage drop experienced by FSCJ in decades. A substantial reason for the severity of the decline was the flawed implementation and execution of a new ERP (Enterprise Resource Planning) software system, which created numerous disruptions to students and the college.

As a result of enrollment declines, the college’s impact on Duval and Nassau counties has declined in parallel. In addition, personnel reductions, layoffs and allocations from college financial reserves were increasingly needed to balance annual budgets as a result of tuition revenue declines (tied to enrollment).

While the college anticipates an enrollment bump in 2018-19 as a result of FSCJ’s ERP challenges being largely remedied, many questions still remain:

- After ERP issues are fully resolved, will FSCJ’s enrollment resume the “pre-ERP” patterns of 2014 through 2017, where FSCJ enrollment consistently lagged that of the broader FCS?
- What structures and systems are needed for FSCJ to consistently *grow* student enrollment, outside of a regional economic downturn (which boosts enrollment)?
- What are the processes by which new potential FSCJ students are enrolled - including marketing, the application process, advising, registration, orientation and financial aid, to the start of classes? Are there any barriers that presently exist which deter student enrollment, and is there opportunity for existing strategies or processes to be optimized?
- Are there gaps between what students or local employers are demanding from FSCJ and what the college is offering, in terms of programs and scheduling convenience across campuses and times of day? How nimble is FSCJ to make changes in response to student and community needs?

Starting in late June 2018, the Committee has met for over 18 hours to explore the questions noted above. State and FSCJ-internal data was requested and analyzed. Through publicly noticed and open meetings, numerous questions were asked of college Vice Presidents, Associate Vice Presidents, senior administrators, Deans, and Faculty regarding FSCJ’s enrollment practices and opportunities for

improvement. Every FSCJ Trustee has participated in at least two committee sessions. The Trustees are grateful for the time of FSCJ employees and those who have been tapped for their data and insight, as well as community leaders who have served on the Committee in a volunteer capacity.

The Committee's work has followed the principles of the Association of Governing Boards of Universities and Colleges, with respect to its organization and operation. These principles include:

- Serving as a model of good governance, where issues are debated and recommendations are framed openly, inclusively and with full transparency.
- All constituents whose voices have legitimate bearing on the topic of FSCJ enrollment were deliberately included.
- The Committee engaged in a dialogue that demanded facts and explored issues within appropriate boundaries. Jointly and based on mutual trust, questions were asked that honor governance prerogatives and advanced FSCJ's strategic direction.
- As a final output, the Committee shall present conclusions and recommendations that summarize relevant data and findings, including constituent voices and diverse perspectives.

Below are the Committee's key findings, preliminary findings, recommendations, and insights, based on the quantitative and qualitative information that has been received and assessed by the Committee.

KEY FINDINGS & RECOMMENDATIONS**Finding: Enrollment is presently not included in the FSCJ strategic plan – and needs to be.**

The present iteration of the FSCJ strategic plan includes key performance metrics such as student retention (continuation) rates, degree completion, and job placement. However, enrollment goals and strategies are not included in the strategic plan. This is a gap which must be remedied in the plan's next iteration, via an amendment in the first half of 2019. Congruent with larger FSCJ enrollment is an increased impact within the community and economy of Duval and Nassau counties. A new plan will need aggregate enrollment targets and also targets for key student sub-demographics to make sure that all members of the community are accessing FSCJ – and succeeding. Further, specific objectives and strategies related to growing enrollment should be detailed in the plan.

Finding: No one within FSCJ specifically “owns” student enrollment – the enrollment process is divided across multiple departments and fragments, resulting in no clear accountability.

To complete the enrollment process, a student must first be recruited and/or receive FSCJ marketing messages; complete a college application and be admitted; be advised on their degree program; apply for and receive financial aid (in many cases); and finally, enroll in courses. At present, these key functions are managed/overseen by three separate college Vice Presidents. Since no one person is ultimately accountable for the totality of student enrollment, it appears that certain college decisions are being made based on what's optimal for the specific department, not for enrollment as a holistic process and end goal.

It is recommended that College Leadership structure the organization to discretely prioritize enrollment, hold leader(s) clearly accountable for enrollment goals, and give leader(s) the discretion over personnel and resources to holistically optimize the enrollment experience for students. This could come in the form of declaring a sole “owner” of enrollment or through other organizational shifts. After multiple years of enrollment declines that exceed FSCJ's 27 FCS peers, the status quo is in need of change.

Finding: Metrics and measurements for the core components of the enrollment process are neither clear nor visible to stakeholders, making it difficult to assess progress.**Finding: It does not appear that FSCJ regularly and proactively benchmarks enrollment processes and indicators to FCS peers, resulting in missed opportunities for learning and best practice sharing.****Finding: There is no central clearinghouse for student enrollment concerns, resulting in inconsistent trouble-shooting, tracking and problem resolution.**

These three findings share common themes related to clear accountability and transparency of results.

There are many facets to the enrollment process, including but not limited to: marketing and prospective student outreach, applications, new student advising, financial aid, new student orientation, course enrollment, and the start of classes. Factors contiguous to the enrollment process, including introductory student life-skills classes and the college's student retention/completion strategies, also impact enrollment. The overall enrollment process and these key sub-processes must be continually honed and optimized for the benefit of the student and to drive student enrollment increases. However, the Committee found it difficult to view discrete goals, metrics, and measures of quality for these sub-processes.

Further, the Committee did not find evidence that the College systematically and proactively benchmarks key enrollment indicators to FCS peers. There were occasional anecdotes or general ranges offered as to how FSCJ performance compares to peers, but no formal systems for tabulation and transparent comparison of results.

Last, individual Trustees – as part of their role as community ambassadors for FSCJ – have heard numerous anecdotes of student enrollment challenges. On occasion, Trustees may receive phone calls directly from students/families to help resolve a problem, or read of issues via social media. Some students are able to get their personal issue resolved as a result of a family connection to an FSCJ administrator or employee, but this is neither scalable nor equitable. All FSCJ students need a clear venue to articulate enrollment challenges and have their problems solved - a venue that is visible to the entire college community.

It is recommended that the college lay out clear goals and metrics for overall enrollment, as well as sub-processes on which enrollment depends. These goals should not only be based off of prior FSCJ results, but also benchmarked to best practices from FCS peers. Student complaints and concerns need a central clearinghouse where not only such concerns can be quickly resolved, but also analyzed for trends that may yield improvements to overall FSCJ processes. By crafting such systems, FSCJ can more clearly hold personnel accountable to results and make better allocations of finite college resources. In addition, such systems will allow for the college community to transparently assess the student experience and to more swiftly make improvements to college processes and practices.

Finding: The college's marketing strategy, positioning and plan needs significant improvement to foster enrollment growth.

At present, there is no formal strategic plan that guides the college's marketing efforts, advertising budget, and deployment of FSCJ personnel dedicated to marketing the college. While FSCJ does advertise across various media channels (billboard, digital, social media, etc.), the return on investment and enrollment yield of such spending is unclear. Also unclear is whether current levels of advertising are sufficient to drive needed enrollment increases. Current marketing efforts generically promote the FSCJ brand, when there may be opportunities to specifically promote particular programs within the college to drive enrollment gains.

It is recommended that a comprehensive marketing plan be crafted which benchmarks FSCJ marketing efforts vis-à-vis FCS peers, articulates a clear strategy and rationale for marketing tactics and resulting budget allocations, and denote objective criteria to determine the success of marketing efforts in fostering enrollment growth.

PRELIMINARY FINDINGS

The below “preliminary findings” were noted to the Committee during its sessions as being areas of the enrollment process in need of improvement. Given the Committee’s limited bandwidth and its primary governance role, it could not make conclusive findings on these aspects of the enrollment process.

These preliminary findings are listed below. More fact-finding is needed to better understand each topic. Overall, it is recommended that FSCJ leadership research these areas expediently, share the rationale for current strategies and processes, compare current college practices to that of leading FCS peers, and report findings to Trustees via scheduled workshops and Board of Trustee meetings.

Preliminary Finding: It appears that current financial aid processes are too quick to terminate aid-dependent students, who are navigating a process that is complex for both the student and the college.

The Committee has heard of numerous anecdotes where prospective students were dropped from registered classes as a result of delayed financial aid processing or possessing a minor balance due to the college. Various work-around processes involving faculty and student services aim to reinstate students while aid is completed and balances closed, resulting in student uncertainty and the possibility of unnecessary and duplicative staff efforts. In addition, FSCJ policies regarding how satisfactory academic progress of students with prior academic records is calculated for purposes of determining financial aid availability was viewed by some college stakeholders as being too restrictive.

Preliminary Finding: It appears that college scheduling is prioritizing the maximization of efficiency instead of maximizing enrollment.

The scheduling of courses across various times of day and across FSCJ’s campuses is part art, part science. While the college must have a certain number of revenue-generating students in a given class section to cover the direct and indirect costs of the section, the specifics of how the college makes scheduling decisions regarding section offerings is unclear to stakeholders. There is a balance between maximizing the efficiency of section offerings and deploying additional section offerings to grow enrollment. More analysis and visibility is needed to determine if current practices are optimized to meet the needs of students within the college’s Duval and Nassau county service area.

Preliminary Finding: It appears that college advisers are not adequately prepared and linked to academic programs, yielding inconsistent guidance and new student orientation.

FSCJ’s student advising functions have experienced great change in recent years. With dozens of program offerings across the college, student advisers must be competent at the core activity of counseling students on their academic path while also having specific knowledge of FSCJ degree programs and its respective requirements. Sub-optimal preparation in either competency would result in inconsistent student guidance, the potential for student frustration, and decreased enrollment. Greater clarity is needed on FSCJ’s advising requirements, strategies, and practices.

CONCLUDING INSIGHT

There are broader concerns about the FSCJ leadership culture, due to faulty communication channels within the college. College stakeholders do not have the channels or “safety” to provide feedback on the quality and integrity of enrollment processes, resulting in missed improvement opportunities. When joined with unclear accountability and a general lack of transparency regarding enrollment outcomes and processes, the college’s capacity to process inquiries, accept feedback – and adapt/learn – appears to be dysfunctional.

Through interactions with college faculty and stakeholders, it appeared to the Committee that insights on enrollment from front-line personnel were not fully heeded. In some cases, it appeared that personnel were hesitant to offer constructive feedback for fear of reprisal. In others, it was unclear if feedback was processed and acted upon by college decision-makers. There appear to be cracks in the college’s shared governance structures and significant trust issues, formed over multiple years. These need to be repaired if FSCJ is to make consistent, future strides.

It should also be noted in this report that early indications of major enrollment challenges in the 2017-18 school year (11% decline) were apparent to college leadership during the summer of 2017. As significant difficulties in the implementation of FSCJ’s new ERP system was being experienced by the college community, enrollment shortfalls were readily apparent but kept closely held. Resulting shortfalls in tuition revenues versus budgeted expectations were not shared with Trustees in real-time. The subsequent deployment of college financial reserves to cover intra-year deficits was not shared with Trustees until after the fact. Operating a public institution such as FSCJ in such an opaque manner, simply put, is unacceptable. For Trustees to exercise their fiduciary responsibilities to FSCJ and its stakeholders, full transparency on the critical indicators of FSCJ’s operational and fiscal health is non-negotiable.

While there has been incremental improvements in the levels of accountability, transparency and intra-college communication within FSCJ in recent months, much more is needed.

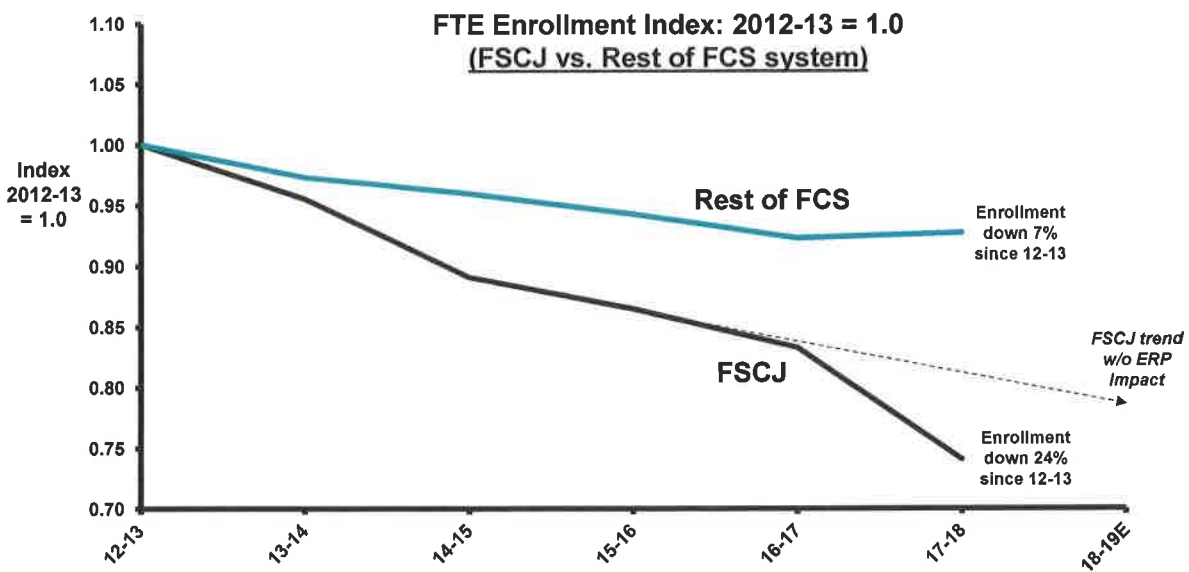
As noted in the introduction, the Committee offers the feedback of this report with the hopes that these findings and recommendations will aid FSCJ in better reaching its full potential as an institution, for the benefit of its students and the communities of Duval and Nassau counties.

APPENDIX

FTE (FULL-TIME EQUIVALENT) ENROLLMENT FSCJ VS FLORIDA COLLEGE SYSTEM

Year	Total FCS	FSCJ	Annual Growth	Rest of FCS	Annual Growth
17-18	320,043	16,808	-11.1%	303,235	0.4%
16-17	320,900	18,908	-3.7%	301,992	-2.1%
15-16	327,992	19,631	-2.9%	308,361	-1.8%
14-15	334,178	20,218	-6.7%	313,960	-1.4%
13-14	340,056	21,676	-4.5%	318,380	-2.7%
12-13	350,019	22,695	-9.9%	327,324	-5.6%
11-12	372,050	25,182	-1.3%	346,868	-0.8%
10-11	375,292	25,524	-2.4%	349,768	4.0%
09-10	362,630	26,161	14.7%	336,469	9.3%
08-09	330,556	22,805	9.2%	307,751	7.8%
07-08	306,238	20,880	2.5%	285,358	6.6%
06-07	288,079	20,374	3.8%	267,705	-0.6%
05-06	288,983	19,619	-1.6%	269,364	-2.3%
04-05	295,740	19,939	-3.3%	275,801	-0.7%
03-04	298,390	20,613	2.4%	277,777	4.7%
02-03	285,388	20,139	6.4%	265,249	6.8%
01-02	267,344	18,923		248,421	

Source: State of Florida Estimating Conference, August 2018



Source: FCS Enrollment Estimating Conference, August 2018



Memorandum

TO: FSCJ District Board of Trustees

FROM: Kevin E. Hyde
President

DATE: November 9, 2018

SUBJECT: Response to Ad Hoc Committee Final Report

At the request of Trustee Majdanics the Administration is responding to the "FSCJ Ad Hoc Committee on Enrollment - Final Report." Below are some initial observations, as well as a narrative response to the Key Findings & Recommendations, Preliminary Findings and Concluding Insights.

Initial Observations

In the Summer of 2018 Chair Bowling expressed strong interest in the status of enrollment which, at the time, was declining compared to the 2017 Summer Term. She recommended, and I concurred, that a trustee-led committee could "highlight" the enrollment issues faced by the College. As I stated from the beginning of my work, enrollment was one of the three issues - in addition to ERP and the budget - which deserved intense focus. I have consistently called on all at the institution to make this work a priority. Although enrollment results can be summarized with a few simple numbers, I can attest that the work that has gone into producing these results is complex, cooperative, and has required committed effort at every level.

The Administration agrees that the data presented is accurate. However, we are concerned that the Final Report draws only from areas of concern to create what purports to be a complete picture of the College's enrollment environment. It heavily emphasizes the 2017-18 enrollment short fall, with only minimal recognition of the large increase experienced in the current Fall, 2018 Term, not just in terms of numbers, but also in terms of the improvements made and obstacles overcome to date. There is more work to do, but we are hopeful, indeed confident, that this increase is the beginning of a continuing trend. To that end, we request that the Board work with the Administration to define clear and measurable goals to achieve in future enrollments. As a matter of Board governance, we request that the Board allow the Administration to determine the methods by which we will achieve this growth. We believe this is required by the standards of SACSCOC, and it is recommended by the Association of Governing Boards and the Association of Community College Trustees. Respectfully, we believe this line may have been approached, if not crossed, in some aspects of the Committee's work.

Much of the body of the report reviews actions occurring in prior administrations, and more particularly occurring in the 2017-2018 academic year. Numerically, enrollment has improved, with Fall enrollment recouping much of the loss experienced in Fall, 2017. Our conversations with the broader campus community, not just those who appeared before the committee, suggest that the feeling of "dysfunction" may not exist to the degree suggested, or does not apply to our current situation. The Administration recognizes the numerous dysfunctions in both the computer and manual processes set up during the

Summer/Fall of 2017 in Student Services, and as a result, the poor services provided to students during that time. While much progress has been made since then, we are mindful of the comments in the Final Report, and will take affirmative steps to ensure that lines of communication are widely open for all comments and suggestions. Toward that end, I met with the Faculty Senate on November 1, 2018 to discuss their concerns and the Final Report. More broadly, in my role as Interim President I have led these efforts with a tone and expectation of transparency, and found that approach welcomed and embraced throughout the College. We will continue to look for these opportunities and request that all College personnel reach out to the Administration at various levels to voice any concerns in a constructive manner. This will assist in effective shared governance.

Key Findings & Recommendations

- 1. Enrollment is presently not included in the FSCJ Strategic Plan – and needs to be.** FSCJ student enrollment and the student's success is core to our mission for the community. Although enrollment is not specifically stated in the Strategic Plan, it is implied in every aspect including our goals for retention and completion. College activities around enrollment include widely distributed bi-weekly reports, weekly enrollment calls involving numerous departments, weekly enrollment roundtable discussions, creation and review of a Strategic Enrollment Plan, and enrollment metrics included in our work with Achieving the Dream. Given the critical importance of enrollment, we agree that it should be specifically referenced in the Strategic Plan. We request the Board work with us to determine appropriate enrollment goals and targets, taking into consideration the primary factors of population growth, change in number of high school graduates, the economy, the job market, new academic programs, and new facilities.
- 2. No one within FSCJ specifically "owns" student enrollment – the enrollment process is divided across multiple departments and fragments, resulting in no clear accountability.** I have specifically tasked our incoming Vice President of Student Services Linda Herlocker to "own" student enrollment, coordinating closely with the Academic and Workforce areas. While she will take primary responsibility, the task will not fall on her shoulders alone. I anticipate she will delegate a significant number of tasks to a soon to be determined AVP for Student Enrollment. In doing this, we think it is important to recognize that enrollment alone is insufficient. Equal attention must be paid to retention, completion, student access, student success and employment. These issues are not only measured by the Performance Metrics, but are critical to moving our students from initial admission to employment.
- 3. Metrics and measurements for the core components of the enrollment process are neither clear nor visible to stakeholders, making it difficult to assess progress.** I am working with Jerrett Dumouchel and Rich Turner to provide a simple dashboard - similar to what is already being provided to the DBOT on other issues - dealing with enrollment figures. I have shared our enrollment figures with the broader College community throughout the Summer and Fall. The enhanced enrollment charts will be useful in keeping everyone apprised of where enrollment stands and the work to be done.
- 4. It does not appear that FSCJ regularly and proactively benchmarks enrollment processes and indicators to FCS peers, resulting in missed opportunities for learning and best practice sharing.** FSCJ is one of 28 colleges in the FCS. We have identified the following five schools as a useful peer group by which FSCJ can benchmark: Broward College, St. Petersburg College, Hillsborough Community College, Palm Beach State College, and Indian River State College. Although Miami Dade College and Valencia College may be useful referents for some questions, we omit as ideal benchmark institutions because of Miami Dade College's immense size and because Valencia College's enrollments are based overwhelmingly in their Associate in Arts program, making it a much less comprehensive institution than FSCJ. We will work with this peer group for sharing best practices and comparing against their efforts and results.

5. **There is no central clearinghouse for student enrollment concerns, resulting in inconsistent trouble-shooting, tracking and problem resolution.** We agree with the idea of a clearinghouse, though it may be too simplistic to assign all responsibility to a single area. In the Fall, 2017 semester, Student Services initiated a "ticket system", and instructed all student issues to be handled through the system. The result was staff spending exorbitant time entering tickets, assigning tickets, managing tickets, and reporting the number of tickets rather than truly helping the student. Outstanding tickets piled up in the thousands, while students kept submitting more tickets because their previous ticket was not answered. A ticket system can be an effective tool for a clearinghouse, but should not take the place of first helping students with the basic questions. The "clearinghouse" will be a point of contact in Student Services who can answer questions, and who will monitor issues and complaints for similarities and trends. When a recurring issue is identified, this individual will work with the area in question to address the student pain point or bottleneck.

6. **The College's marketing strategy, positioning and plan needs significant improvement to foster enrollment growth.** FSCJ currently spends \$739,429 in marketing efforts. FSCJ also serves a very broad community; as a community/state college, our students and potential students are incredibly diverse in age, race, socio-economic status, work experience, family and support systems, college readiness, and educational goals. Likewise, FSCJ offers a tremendous variety of programs, spanning from high school completion to baccalaureate degrees and crossing every industry sector in our region. This finding suggests that the marketing effort (and therefore dollars) must be more specifically targeted. As we analyze labor market information matched to available program offerings for future marketing plans, we welcome feedback from the Board on areas of emphasis. We believe that a targeted effort to more concentrated areas will improve results, though we cannot market "all things to all people" with our limited resources.

Preliminary Findings

It appears that current financial aid processes are too quick to terminate aid-dependent students, who are navigating a process that is complex for both the student and the College. The Financial Aid department experienced major problems in the 2017-18 year due to both system problems and poor leadership in key roles. As a result, more students than usual experienced delays in the awarding of aid, which in turn caused a significant increase in students who were in an unpaid status and subject to the drop for non-payment. Responsibility for Financial Aid was moved to the VP for Business Services in April, and the department has transformed under a new Director and Associate Directors. As a result, fewer students should face award delays in future terms and the drop for non-payment should be less traumatic.

As we approach the drop for non-payment date each semester, there are always many students who have not paid with many reasons why. Pending financial aid is one of those reasons. The College places an indicator on the student file to not drop due to pending financial aid when possible, though our ability to do this is restricted by statute to only certain instances. We understand many students still want to be in their classes, and in some cases ask advisors and other staff to help them get re-enrolled. The improvements in Financial Aid noted above should allow for a smoother process and fewer affected students in the future, though there will always be students whose financial aid is not finalized, and whose situation does not allow the College to place a Financial Aid hold. Administrative Rule 6A-14.054 requires all students to have paid tuition and fees by the end of the drop/add period unless the student is eligible for one of only three deferments: financial aid awaiting federal government approval, VA students, and those whose tuition is being paid by a third party. We are not authorized to allow students to otherwise remain in class after the drop/add date if they have not paid for their classes.

Students do roll up small balances from time-to-time, most of which are not related to current tuition and fees. We do not drop those students if they have paid their class fees. Our Student Financials department runs queries to identify those students, and where possible removes them from the pending drop list. Due to the extreme system problems in Fall, 2017 we extended our payment deadlines (within legal limits) several times. Where there was a choice, the College chose on the side of the students.

It appears that College scheduling is prioritizing the maximization of efficiency instead of maximizing enrollment. The balance between course availability and efficiency is an important dimension of course scheduling and schedule management. We welcome the opportunity to discuss with the Board the historical data, processes, and tradeoffs employed to strike that balance.

Four years ago the College moved to take its first systematic, collegewide look at scheduling. In the absence of a holistic approach, the schedule suffered from a phenomenon in which moderate inefficiencies at each site combined to add up to significant inefficiencies at the institutional level. The recent changes in our Class Schedule were made to promote student success. The College does continue to offer key classes on multiple campuses, but we do not have a sufficient number of students on every campus to offer every course. We are aware of gaps that have been identified, and believe improvements are possible. To this end, the Deans will continue to work with the Faculty on effective and efficient scheduling, designed to put student needs first. We will offer as many courses as is feasibly possible while maintaining reasonable efficiency standards. Discussion with the Board, perhaps in a future Workshop, would allow us to better understand the Board's views on the tradeoff between course availability and efficiency.

It appears that College advisers are not adequately prepared and linked to academic programs, yielding inconsistent guidance and new student orientation. The DBOT is aware that student advising was substantially reorganized this Summer. While it is our plan that the reorganization largely remain intact, I will ask Linda Herlocker to review its structure and make recommendations for further improvement.

Concluding Insight

Since the Final Report was issued the senior administrative team has visited every campus and center for one-on-one conversations and interactions. The conversations were constructive and open. Rather than re-litigate what occurred during the 2017-2018 academic year, we are committed to continued transparency with the Board and open communication with all of the College community. To support that commitment, we offer a friendly recommendation of our own: That the Board ensures the College's new president continue to set a tone of transparency and open dialogue that provides timely, realistic information about the College. At every Board meeting occurring during this interim administration we have provided you a dashboard of financial and operational issues as well as the status of initiatives being undertaken. We are committed to continue this practice and respond to your requests for information. As stated in the report, the fledgling Student System was the cause of many problems. We identified the issues, brought in knowledgeable consultants, assigned appropriate staff, and we are absolutely on target to finish the project by Spring, 2019. The work of this group is already evident with the smooth registration process this past August and September. We are committed to continuing the road forward, and look forward to working with you to address your concerns.