Academic Excellence and Accolades

- NCF produced its largest ever graduating classes this year: 213 students earned the Bachelor of Arts degree and 16 students earned the Master of Science in Data Science.

- New College of Florida led the SUS in top national rankings in 2018-19:

    - **#2 Public Liberal Arts College** *(Washington Monthly)*
      Based on factors related to social mobility, research, and public service.

    - **#5 Public Liberal Arts College** (*U.S. News & World Report*)
      Based on factors related to social mobility, graduation rates, faculty resources, and student GPAs and SAT scores.

    - **#16 Best Value in Public Education** (*Kiplinger's Personal Finance*)
      Based on admission rate, graduation rate, cost-per-year, student debt, and starting salary.

    - **#18 Public School on the College Risk Reward Indicator** (*LendEDU*)
      Based on average early career pay divided by average student debt.

    - **Top 20 Best Value College** (*Fiske Guide to College)*
      Determined by academic quality in relation to the net cost of attendance.

    - **#47 Best Value Public College** (*Forbes*)
      Based on net price, net debt, alumni earnings, timely graduation, school quality, and access.

- NCF earned accolades for its production in areas of strategic emphasis (STEM and Global Competitiveness):

    - **#1 among ALL public colleges and universities in the percent of undergraduates who go on to earn PhDs**
      (#1 overall and #1 in doctoral degrees in science and engineering according to the National Science Foundation)

    - **74 Fulbright Scholarships awarded to New College students in the past 15 years**

    - **1 of 2 Florida SUS schools ranked a Top Fulbright Producer in the past 5 years (2013-18)**

    - **25 Gilman International Scholarships awarded to New College students since 2004**

    - **16 New College students received NSF research grants for summer 2018 projects**

    - **Over the past five years, NCF has awarded more than 40% of its baccalaureate degrees in STEM fields**

    - Since the Master of Science in Data Science program started, **93% of its graduates have found immediate employment with a median starting salary of more than $85,000.** The remaining graduates have gone on to doctoral programs in STEM fields.

- These achievements make us confident that New College of Florida will reach an enrollment of 1200, a four-year graduation rate of 80%, and recognition as one of the top 20 liberal arts colleges in the nation.

- Our 2018-28 Strategic Plan outlines strategies we're implementing to overcome three fundamental challenges we face in meeting our goals: Recruitment, Retention, and Reputation (through performance on the metrics).

Recruitment and Enrollment
- To reach our enrollment target of 1200 students by 2023-24, New College of Florida must recruit larger classes of intellectually curious students who represent the diversity of Florida.

- Challenges faced:
    - Our Fall 2019 target is to recruit an incoming class of 275 students (up from 227 enrolled in Fall 2018).

    - Fall 2019 applications are down 10% and deposits are down 20% from this point last year. Deposits are down 37% for out-of-state students and 50% for transfer students from this point last year.

    - We currently project enrolling 200 new students (which will not replace the 213 students who graduated this year). Our total enrollment is projected to be 725 (compared to 837 in Fall 2018).

- Reasons to be optimistic:
    - New marketing and promotional materials are working, as Fall 2019 inquiries are up 35% from last year.

    - To convert inquiries into enrollment, New College has hired the Art & Science consulting firm to research the perceptions of potential students and model the effects of changes we could make to the College. We will act quickly and decisively once the results of this research are available in September 2019.

    - We have hired a Transfer Student Recruiter, signed articulation agreements with State College of Florida, and developed pathways to ensure transfer students can graduate in two years.

    - To increase transfer student enrollment, we have hired a Transfer Student Recruiter and have signed articulation agreements with State College of Florida.

Retention and Graduation Rates
- Improving our retention rate to 90% will increase enrollment and allow New College to hit its target of an 80% four-year graduation rate by 2027-28.

- Challenges faced:
    - Our retention rate has dropped for two consecutive years to 75.9% for the Fall 2017 entering cohort.

    - We have identified academic factors, social issues, and some institutional policies that have harmed student retention. Fixing these ingrained institutional processes takes time.

- Reasons to be optimistic:
    - 90.6% of the Fall 2018 entering cohort were retained through the end of the Spring term (slightly higher than at this point in each of the past three years). We typically lose 10-12% of our returning first-year students during the summer. Preliminary academic plans and improved communication with students throughout the summer should increase our 2018-19 retention rate to 80%.

    - Our 2015-19 four-year graduation rate of 57.9% is the highest it's been in five years. Students we retain into the second year go on to graduate on-time with few excess hours and very little debt.

    - We have invested heavily in student support through increased Student Affairs staffing, counseling and wellness services, student safety, co-curricular activities (clubs and sports), and community engagement. We also successfully piloted an early alert system to identify and intervene with at-risk students.

    - We have increased funding for student scholarships and are working to address deferred maintenance to improve the appearance and functionality of aging buildings.

Reputation: Performance Metrics

- Being labeled a "bottom three" performer in four of the past five years has hurt New College's reputation and has made student recruitment much more difficult.

- Challenges faced:
    - Our total score dropped to 67 (our lowest in three years and, likely, the lowest score in the SUS for 2019)

    - Our performance continues to improve on metrics in which we already earn 10 points (graduation rates, net cost to students, graduates without excess hours)

    - Incomplete data hurt our performance on three key metrics: 1 (% enrolled/employed), 2 (median salary), and 8 (freshmen in the top 10%).

- Reasons to be optimistic:
    - If we were measured by the same 9 metrics common to the other SUS institutions, New College would have been "in the money" in each of the past two years. If complete datasets were available and used, it's very likely that New College would have been "in the money" in each of the past two years.

Challenge: Incomplete data (non-WRIS2 states)

- WRIS2 states for metrics 1-2 (employment and median wages)
    - While the WRIS2 dataset now includes 45 states, DC, and Puerto Rico, a significant percentage of New College graduates have found employment in those five non-participating states. The following table shows that by including graduates employed in California, New York, Massachusetts, and Alabama, New College's performance on this metric would have increased by 5-8% each year (earning NCF an additional 3-4 excellence points).

Funding Year:	2017-18	2018-19	2019-20	2020-21
Graduating Class:	2015	2016	2017	2018
% enrolled or employed (earning $25k+):	41.8%	54.2%	53.1%	?
% employed (earning $25k+) **in non-WRIS2 states**[a]:	4.9 – 6.9%	5.1 – 6.8%	7.1 – 8.2%	7.3 – 8.5%
Increase in excellence points earned if non-WRIS2 states were included:	+0	+3	+3-4	+3-4

(a) Source: *The Outcomes Survey*. The lower value in the range represents students employed in non-WRIS2 states with confirmed wages above an annualized $25k. The higher value represents all students employed in non-WRIS2 states with unknown wages.

- Missing data from non-WRIS2 participating states also hurts New College on metric 2 (median wages). For example, due to the connections of our faculty, many of our highest-earning computer science graduates receive offers of employment from California companies.

- The $25,900 median salary of our 2017 graduating class is calculated from 56 records found of full-time employed students in WRIS2 states. We know another 12 NCF graduates were employed within one year at non-WRIS2 states earning, on average, $56,250. While it's impossible to determine precisely how the median would change, it is extremely likely that New College would have earned an additional 3 excellence points by including data from non-WRIS2 states.

	Funding Year:	2018-19	2019-20
	Graduating Class:	2016	2017
	Median wages:	$26,700	$25,900
Number of student records found (employed full-time in WRIS2 participating states):			56
Number of students employed in non-WRIS2 states:			12
Number of these students employed in non-WRIS2 states who earned above the median reported salary:			10
Average salary of students employed in non-WRIS2 states:		$69,188	$56,250

Challenge: Incomplete data (high school transcripts)
- More than one-third of our data is missing for metric 8 (% of freshmen in top 10% of high school class)
    - Since 2014, 34% of our incoming freshmen have <u>no</u> ranks listed on their high school transcripts. Contacting high school counselors, we've been able to learn the class ranks of some of these students, but we're unable to include that data for this metric.

    - Some transcripts include <u>district</u> ranks, which do not count toward this metric. Other students come from honors, gifted, or IB high schools that do not provide ranks (even though the students almost assuredly perform at the top 10% of the district). We want to be encouraged to recruit these students.

    - If the intention of this metric is to measure the academic ability of students NCF recruits, it should include data from <u>all</u> our incoming students. Measuring "top 10%" through a variety of sources (e.g., high school transcripts with class ranks, transcripts with district ranks, graduating from an honors high school, top 10% performance on the ACT/SAT) would give a more accurate depiction of the quality of students we attract.

- We continue to be stuck using old data
    - As an example, we know (and report in our 2019 Accountability Plan) that 37.3% of our Fall 2018 freshmen graduated in the top 10% of their high school class. Even so, the Performance Based Funding allocation for next year will be based on data from the <u>Fall 2017</u> entering class.

    - Changing to the most recent data <u>will not</u> impact our total score for 2019-20 funding, but it will allow us to better coordinate our admissions efforts.

Challenge: Uncommon metrics
- While the other SUS institutions compete on the same 9 common metrics, only 8 of those metrics apply to New College of Florida. With a level playing field, New College would outcompete more of our peers.
    - For all other SUS institutions, metric #8 is the percent of graduate degrees awarded in programs of strategic emphasis. If our performance were also measured on this metric, we would have earned 5-6 additional excellence points in each of the past two years:

Funding Year:	2018-19	2019-20
Excellence Points on metric #8 (freshmen in top 10% of high school class):	4	5
Excellence points on common metric #8 (grad degrees in programs of strategic emphasis):	10	10

What we're doing to improve performance
- While these issues mean the metrics don't accurately measure New College's performance – and explain how NCF can be ranked among the top schools in the nation yet among the bottom three in the SUS – we are working to improve our performance:
    - We have hired a Dean of Outreach, Engagement, and Inclusion to oversee the Center for Career Engagement and Opportunity and build bridges with local/regional/national business community to help our students find internships and immediate employment upon graduation. This position also serves as New College's Chief Diversity Officer with a mission to improve the percentage of students, faculty, and staff from underrepresented groups.

    - We have found success in offering a career success seminar to recent New College graduates and are working to expand participation in the seminar to current students and alumni.

    - We are engaging the power of alumni networks for fundraising, mentoring, and student internships.