

Appendix

Supplemental Data for 2022-2027 Strategic Plan

2023-2024 Update

Supplemental Data

The following tables provide supplemental data for each of the College Goals and Objectives adopted for the 2022-2027 Strategic Plan.

1. Strengthen the Student Experience in Intake and Onboarding

Strengthen functional units and create streamlined, student-friendly policies and procedures to facilitate intake and onboarding for new and returning students

Objectives:

- **1-1** Increase the quality of intake and onboarding processes, services and systems
- **1-2** Increase enrollment of all students with attention to key sub-populations

1. Strengthen the Student Experience in Intake and Onboarding	Performance Measures						Target
	Baseline Data 2021 22	2022 23	2023 24	2024 25	2025 26	2026 27	
1-1 Supplemental data for quality of intake and onboarding:							
S-1.1.1 Student satisfaction with intake and onboarding as measured by the SJR State New Student Survey/and or other surveys will be at least 4.0 on a 5.0 scale	Admissions Processes: 4.32	4.11	4.21				Mean scores will be at least 4.0 on a 5.0 scale
	Orientation to the College: 4.31	4.07	4.12				
	Initial Academic Advising: 4.41	4.39	4.55				
	Financial Aid Services: 4.17	3.94	4.22				
Baseline Data from Fall 2021 New Student Survey	Fall 2021 data	Fall 2022	Fall 2023				

1. Strengthen the Student Experience in Intake and Onboarding	Performance Measures						
	Baseline Data 2021 22	2022 23	2023 24	2024 25	2025 26	2026 27	Target
1-2 Supplemental data for enrollment:							
<p>S-1.2.1 Annual FTE by categories of instruction for credit/vocational level students will reflect constituent needs</p> <p>A&P = Advanced and Professional (subcategorized by lower division and upper division courses) Dev Ed. = Developmental Education PSV = Post Secondary Vocational (credit workforce) PSAV = Post Secondary Adult Vocational (clock hour workforce) EPI = Educator Preparation Institute (institutional credit)</p> <p>Baseline data from Florida College Student System 2022 3E FTECOLF Report</p>	<p>Total FTE: 4040.3</p> <p>A&P Upper: 241.9 A&P Lower: 2826.4 Dev Ed.: 40.5 PSV: 795.4 PSAV: 88.0 EPI: 30.7</p> <p>2021-22 reporting year</p>	<p>3932.5</p> <p>216.6 2816.5 36.0 737.8 84.2 20.3</p> <p>2022-23 RY</p>	<p>4303.4</p> <p>200.3 3168.7 35.7 768.4 119.1 11.2</p> <p>2023-24 RY</p>				Increase total annual FTE by 10%
<p>S-1.2.2 Twelve-month unduplicated headcount for credit/vocational level students will reflect constituent needs</p> <p>Baseline Data from 2021-22 IPEDS 12 month Enrollment Report</p>	<p>Total: 8889</p> <p>% Male: 35.62 % Female: 64.38</p> <p>% Asian: 2.46 % Hispanic: 11.87 % Black: 9.89 % White: 67.05 % Two or More: 4.53 % Other/Unknown: 4.20</p> <p>2020-21 Reporting Year</p>	<p>8311</p> <p>35.74 64.26</p> <p>2.78 13.19 10.07 65.49 4.25 4.22</p> <p>2021-22 RY</p>	<p>8433</p> <p>36.59 63.41</p> <p>3.17 13.66 9.64 63.83 4.61 5.09</p> <p>2022-23 RY</p>				Increase total annual headcount by 5%
<p>S-1.2.3 Fall unduplicated headcount as measured by primary credential will reflect constituent needs</p> <p>AA = Associate in Arts AS/AAS = Associate in Science/Associate in Applied Science CCC = College Credit Certificate CC = Career Certificate (clock hours) EPI = Educator Preparation Institute</p> <p>Baseline data from Fall 2022 College Fact Book</p>	<p>Total: 6725</p> <p>Baccalaureate: 411 AA: 5247 AS/AAS: 883 CCC: 53 CC: 77 EPI: 54</p> <p>Fall 2021 data</p>	<p>6586</p> <p>375 5259 788 55 70 39</p> <p>Fall 2022</p>	<p>7115</p> <p>367 5771 830 35 94 18</p> <p>Fall 2023</p>				Increase total fall headcount by 5%

1. Strengthen the Student Experience in Intake and Onboarding	Performance Measures						
	Baseline Data 2021 22	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-1.2.4 Minority enrollments will match service district minority populations as measured by percentage and minority participation rates. Breakdowns are given for the major race/ethnicity populations in the service district. A minority participation rate of ≥ 1.0 is when the college minority enrollment percentages are greater than or equal to the service district minority population.</p> <p>Baseline enrollment data from 2021-22 IPEDS Fall Enrollment Report; district population data from Demographic Overview Reports from EMSI based upon 2021 population estimates</p>	<p>Minority Enrollment: 32.21% [District = 24.40%] Participation Rate: 1.32</p> <p>Black Enrollment: 9.77% [District = 9.25%] Participation Rate: 1.06</p> <p>Hispanic Enrollment: 14.07% [District = 9.51%] Participation Rate: 1.48</p> <p>Fall 2021 enrollment data</p>	<p>32.35% [25.72%] 1.26</p> <p>9.11% [9.35%] 0.97</p> <p>14.19% [10.29%] 1.38</p> <p>Fall 2022</p>	<p>35.03% [26.26%] 1.33</p> <p>9.95% [9.34%] 1.07</p> <p>14.95% [10.66%] 1.40</p> <p>Fall 2023</p>				<p>Match district population</p> <p>≥ 1.0 minority participation rate</p>
<p>S-1.2.5 Enrollment of First-time-in-College (FTIC) students as a percentage of fall credit degree-seeking enrollment as defined by IPEDS (excludes current dual enrollment students) will increase.</p> <p>Baseline data from 2021-22 IPEDS Fall Enrollment Report and SJR State Internal Database</p>	<p>FTIC as % of Fall Enrollment: 21.9%</p> <p>FTIC from our service district as a % of FTIC: 91.3%</p> <p>Fall 2021</p>	<p>23.84%</p> <p>90.0%</p> <p>Fall 2022</p>	<p>25.38%</p> <p>90.9%</p> <p>Fall 2023</p>				<p>Increase fall FTIC enrollment by 2%</p>
<p>S-1.2.6 Enrollment of Pell students as a percentage of fall credit degree-seeking enrollment as defined by IPEDS (excludes current dual enrollment students) will increase.</p> <p>Baseline data from 2021-22 IPEDS Fall Enrollment Report</p>	<p>Pell Grant Recipients: 34%</p> <p>Fall 2021</p>	<p>33%</p> <p>Fall 2022</p>	<p>34%</p> <p>Fall 2023</p>				<p>Increase % by 2%</p>
<p>S-1.2.7 The percentage enrollment of high school graduates from service district who enroll in the College during the first year after high school graduation as measured by State Accountability Report will increase</p> <p>Baseline Data from 2021 State Accountability Report Measure M1P1</p>	<p>10.4% [FCS 20.2%]</p> <p>2019 HS Grads (2021 Report)</p>	<p>11.7% [FCS 25.0%]</p> <p>22 Report</p>	<p>11.5% [FCS 24.5%]</p> <p>23 Report</p>				<p>Increase % by 3%</p>

1. Strengthen the Student Experience in Intake and Onboarding	Performance Measures						
	Baseline Data 2021 22	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-1.2.8 The number and percentage of prior year high school graduates who enroll at SJR State during the first fall term after graduation – overall and by county will increase</p> <p>Baseline Data from 2021 Florida Public High School Graduates (Single-Year Completers Report) and Internal High School Graduate Reports</p>	<p>Service District: 622 (9.6% of HS grads)</p> <p>Clay: 324 (11.9%)</p> <p>Putnam: 54 (9.4%)</p> <p>St. Johns: 244 (7.7%)</p> <p>2021 HS Grads</p>	<p>620 (9.4%)</p> <p>314 (11.8%)</p> <p>64 (11.6%)</p> <p>242 (7.2%)</p> <p>22 HS Grad</p>	<p>682 (9.8%)</p> <p>335 (12.4%)</p> <p>72 (11.7%)</p> <p>275 (7.6%)</p> <p>23 HS Grad</p>				<p>Increase service district % by 3%</p>
<p>S-1.2.9 The number of former dual enrollment students by county who attend SJR State the fall term after High School Graduation will increase</p> <p>Baseline data from fall 2021 SJR State Internal Database</p>	<p>Service District Total: 257</p> <p>Clay: 142</p> <p>Putnam: 37</p> <p>St. Johns: 78</p> <p>2021 HS Grads</p>	<p>229</p> <p>137</p> <p>28</p> <p>64</p> <p>22 HS Grad</p>	<p>241</p> <p>135</p> <p>30</p> <p>76</p> <p>23 HS Grad</p>				<p>Increase service district total to 300</p>

2. Increase Student Achievement and Success

Implement high-quality academic and career educational programs and student services to enable students to meet their educational and career goals and the area’s workforce needs

Objectives:

- **2-1** Increase course success rates, retention/persistence and completion rates with attention to key sub-populations
- **2-2** Sustain transfer performance to the State University System and job placement rates above the means for the Florida College System
- **2-3** Continuously improve academic programs and student services

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
2-1 Supplemental data for course success, retention/persistence and completion rates:							
S-2.1.1 Enrollee success rates* by major course category will be above 70%. Course withdrawal rates will be below 10%. Course category rates exclude dual enrollment students taking courses on a high school site.	<u>Course Success</u> Upper Division: 91.14% Arts & Sciences: 75.83% FloArts: 85.16% Dev Ed: 66.98% PSV: 86.54%	89.15%	90.92%				Above 70% success
* defined as number of A, B, C grades divided by the total students enrolled which includes those who receive F and W grades							
°College-wide data do not include any dual enrolled students	[College-Wide° = 77.29%]	[78.42%]	[78.83%]				
	<u>Course withdrawal</u> Upper Division: 4.62% Arts & Sciences: 12.00% FloArts: 5.94% Dev Ed: 9.26% PSV: 6.07%	5.28%	4.93%				Below 10% withdrawal
	[College-Wide° = 10.99%]	[10.43%]	[10.01%]				
Baseline data from Internal Reports (Course Success Studies Report)	2020-21 AY	2021-22 AY	2022-23 AY				

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-2.1.2 Enrollee success rates* by major course delivery mode will be above 70%. Course withdrawal rates will be below 10%. Face-to-face delivery mode does not include data from high school sites.</p> <p>* defined as number of A, B, C grades divided by the total students enrolled which includes those who receive F and W grades</p> <p>°College-wide data do not include any data from high school sites</p> <p>Baseline data from Internal Reports (Course Success Studies Report)</p>	<p><u>Course Success</u></p> <p>Face-to-Face: 86.83%</p> <p>Online: 78.08%</p> <p>Hybrid: 88.28%</p> <p>[College-Wide° = 79.15%]</p> <p><u>Course withdrawal</u></p> <p>Face-to-Face: 6.35%</p> <p>Online: 10.74%</p> <p>Hybrid: 4.73%</p> <p>[College-Wide° = 10.16%]</p> <p>2020-21 AY</p>	<p>82.14%</p> <p>79.35%</p> <p>85.31%</p> <p>[80.56%]</p> <p>8.00%</p> <p>10.43%</p> <p>6.95%</p> <p>[9.45%]</p> <p>2021-22 AY</p>	<p>82.86%</p> <p>79.98%</p> <p>86.93%</p> <p>[81.34%]</p> <p>7.11%</p> <p>10.11%</p> <p>6.30%</p> <p>[8.81%]</p> <p>2022-23 AY</p>				<p>Above 70% success</p> <p>Below 10% withdrawal</p>
<p>S-2.1.3 Enrollee success rates* for credit and developmental education courses will be above 70% and the College will be above the median as measured by the National Community College Benchmark Project (NCCBP). Withdrawal rates will decrease as measured by NCCBP</p> <p>* defined as number of A, B, C grades divided by the total students enrolled which includes those who receive F and W grades</p> <p>Baseline data from the 2021 NCCBP Report</p>	<p>Course Success: 79.35% [NCCBP = 77.18%]</p> <p>Course withdrawal: 9.71% [NCCBP = 8.06%]</p> <p>Fall 2020 data</p>	<p>80.95% [78.06%]</p> <p>8.99% [8.09%]</p> <p>Fall 2021</p>	<p>81.53% [78.73%]</p> <p>8.54% [8.11%]</p> <p>Fall 2022</p>				<p>Above 70%</p> <p>Below 10%</p> <p>Above NCCBP median for course success</p>
<p>S-2.1.4 Enrollee success rates for credit distance learning courses will be above 70% and the College will be above the median as measured by NCCBP. Withdrawal rates will decrease as measured by NCCBP</p> <p>Baseline data from the 2021 NCCBP Report</p>	<p>Course Success: 76.48% [NCCBP = 73.37%]</p> <p>Course Withdrawal: 11.06% [NCCBP = 9.65%]</p> <p>Fall 2020 data</p>	<p>77.34% [72.28%]</p> <p>11.31% [9.89%]</p> <p>Fall 2021</p>	<p>77.78% [73.40%]</p> <p>10.86% [10.40%]</p> <p>Fall 2022</p>				<p>Above 70% success</p> <p>Below NCCBP median for course withdrawal</p>

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-2.1.5 Enrollee success rates for developmental education courses will be above 70% and the College will be above the median as measured by National Community College Benchmark Project (NCCBP)</p> <p>Baseline data from the 2021 NCCBP Report</p>	<p>Math: 73.63% [NCCBP = 60.03%]</p> <p>Reading/Writing: 66.67% [NCCBP = 60.00%]</p> <p>Fall 2020 data</p>	<p>66.67% [58.95%]</p> <p>74.36% [60.54%]</p> <p>Fall 2021</p>	<p>55.05% [61.31%]</p> <p>64.18% [61.02%]</p> <p>Fall 2022</p>				<p>Above 70% success</p> <p>Above median for NCCBP cohort</p>
<p>S-2.1.6 Enrollee success rates of former developmental education students in first college-level courses will be above 70% and the College will be above the median as measured by NCCBP</p> <p>Baseline data from 2021 NCCBP Report. A fall developmental education cohort is followed for one academic year</p>	<p>Math: 75.95% [NCCBP = 72.02%]</p> <p>Writing: 72.50% [NCCBP = 70.15%]</p> <p>Fall 2019 Dev. Ed. cohort</p>	<p>78.00% [69.10%]</p> <p>79.07% [76.75%]</p> <p>Fall 20 cht</p>	<p>73.85% [68.97%]</p> <p>82.00% [78.67%]</p> <p>Fall 21 cht</p>				<p>Above 70% success</p> <p>Above median for NCCBP cohort</p>
<p>S-2.1.7 The percentile rank for success in core academic skills will increase as measured by NCCBP</p> <p>Baseline data from the 2021 NCCBP Report</p>	<p>English Comp I: 81.71% [NCCBP = 73.24%]</p> <p>English Comp II: 73.32% [NCCBP = 70.63%]</p> <p>College Algebra: 77.10% [NCCBP = 68.71%]</p> <p>Gateway Math: 69.05% [NCCBP = 63.89%]</p> <p>Fall 2020 data</p>	<p>83.04% [74.91%]</p> <p>75.24% [71.88%]</p> <p>76.88% [69.97%]</p> <p>71.91% [63.85%]</p> <p>Fall 2021</p>	<p>87.81% [76.59%]</p> <p>82.85% [71.84%]</p> <p>79.44% [68.20%]</p> <p>69.69% [67.77%]</p> <p>Fall 2022</p>				<p>Above median for NCCBP cohort</p>

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-2.1.8 The retention* and graduation^o rate of Fall term First-Time-In-College (FTIC) students in associate degree programs will increase as measured by State Accountability Reports</p> <p>*Retention = [number of students who have graduated + number of students who are still enrolled (both in good and in not good academic standing)] divided by the number of students in the cohort.</p> <p>^oGraduation = [number of students who have graduated] divided by the number of students in the cohort.</p> <p>Baseline data from 2021 State Accountability Report. Associate degree students are tracked for 4 years.</p>	<p>AA Students:</p> <p>Retention: 55.99%</p> <p>Graduation: 42.30%</p> <p>[FCS = 62.54; 45.70]</p> <p>AS/AAS Students:</p> <p>Retention: 74.29%</p> <p>Graduation: 58.57%</p> <p>[FCS = 54.28; 27.96]</p> <p>Fall 17 cohort tracked through Spring 2021</p>	<p>60.38%</p> <p>45.60%</p> <p>[62.94; 45.96]</p> <p>18 cohort to Spring 2022</p>	<p>56.22%</p> <p>44.29%</p> <p>[65.15; 46.00]</p> <p>19 cohort to Spring 2023</p>				Above the mean for the Florida College System (FCS)
<p>S- 2.1.9 The retention and graduation of fall cohort baccalaureate-seeking students will increase as measured by State Accountability Reports</p> <p>Definitions of retention and graduation are as above</p> <p>Baseline data from the 2021 State Accountability Report. Baccalaureate degree students are tracked for 4 years</p>	<p>Baccalaureate Students:</p> <p>Retention: 52.34%</p> <p>Graduation: 35.94%</p> <p>[FCS =63.66; 47.09]</p> <p>Fall 17 cohort tracked through Spring 2021</p>	<p>66.67%</p> <p>49.61%</p> <p>[63.89; 47.88]</p> <p>18 cohort to Spring 2022</p>	<p>67.38%</p> <p>48.23%</p> <p>[64.78; 49.60]</p> <p>19 cohort to Spring 2023</p>				Above the mean for the Florida College System (FCS)
<p>S-2.1.10 The number of graduates/completers in all programs of study at the College will increase</p> <p>Baseline data from Florida College System Student 2022-3E AA1A Report</p>	<p>Baccalaureate: 136</p> <p>Associate in Arts: 769</p> <p>Associate in Science: 206</p> <p>College Credit Cert: 134</p> <p>Career Certificate: 116</p> <p>EPI: 38</p> <p>Total: 1399</p> <p>2021-22</p>	<p>122</p> <p>657</p> <p>212</p> <p>151</p> <p>93</p> <p>28</p> <p>1263</p> <p>2022-23</p>	<p>144</p> <p>692</p> <p>188</p> <p>89</p> <p>116</p> <p>10</p> <p>1239</p> <p>2023-24</p>				Increase by 5%
<p>S-2.1.11 Completion rates of full-time first-time-in-college (FTIC) students in credit programs will increase and the College will be above the median as measured by the National Community College Benchmark Project (NCCBP)</p> <p>Baseline data from 2021 NCCBP Report (GRS 2 file)</p>	<p>Completed in 3 years:</p> <p>45.61%</p> <p>[NCCBP = 33.81%]</p> <p>Fall 2018 cohort</p>	<p>42.97%</p> <p>[36.21%]</p> <p>Fall 19 cht</p>	<p>45.74%</p> <p>[35.54%]</p> <p>Fall 20 cht</p>				Above median for NCCBP Cohort

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
<p>S-2.1.12 Minority completions* for degrees and certificates[†] will match minority enrollments</p> <p>*expressed as a % of total completions [†]college credit and career</p> <p>Baseline data from Florida College Student System 2022 3E AA1A Report</p>	<p>Black Completions: 7.9%</p> <p>AA degrees: 50 (6.9%)</p> <p>AS degrees: 17 (8.5%)</p> <p>Certificates: 28 (12.2%)</p> <p>BS/BAS degrees: 7 (5.3%)</p> <p>[SJR State Pop: 9.8%]</p> <p>Hispanic Completions: 11.4%</p> <p>AA degrees: 87 (12.0%)</p> <p>AS degrees: 27 (13.6%)</p> <p>Certificates: 25 (10.9%)</p> <p>BS/BAS degrees: 8 (6.1%)</p> <p>[SJR State Pop: 14.1%]</p> <p>2021-22 Report Year</p>	<p>7.4%</p> <p>33 (5.0%)</p> <p>21 (9.9%)</p> <p>22 (9.0%)</p> <p>15 (12.3%)</p> <p>[9.1%]</p> <p>13.9%</p> <p>106 (16.1%)</p> <p>24 (11.3%)</p> <p>32 (13.1%)</p> <p>10 (8.2%)</p> <p>[14.2%]</p> <p>2022-23 RY</p>	<p>7.3%</p> <p>46 (6.6%)</p> <p>20 (10.6%)</p> <p>18 (8.8%)</p> <p>6 (4.2%)</p> <p>[9.9%]</p> <p>11.6%</p> <p>84 (12.1%)</p> <p>21 (11.2%)</p> <p>23 (11.2%)</p> <p>14 (9.7%)</p> <p>[14.9%]</p> <p>2023-24 RY</p>				<p>Minority completion % will match minority enrollment %</p>
<p>S-2.1.13 The fall-to-fall persistence rates* of credit students will increase and the College will be above the median as measured by National Community College Benchmark Project (NCCBP)</p> <p>*fall to fall persistence = [number of students still enrolled next fall] divided by [number of students in the cohort – number who graduated before next fall]</p> <p>Baseline data from the 2021 NCCBP Report</p>	<p>Fall 2020 to Fall 2021</p> <p>Full-time 56.8%</p> <p>Part-time 47.8%</p> <p>Overall 50.8%</p> <p>[NCCBP % = 55.6; 41.6; 46.5]</p> <p>Fall 2020 Cohort</p>	<p>F 21 to F 22</p> <p>58.3%</p> <p>46.6%</p> <p>50.5%</p> <p>[55.8; 41.4; 47.3]</p> <p>Fall 2021</p>	<p>F 22 to F 23</p> <p>63.9%</p> <p>49.2%</p> <p>54.0%</p> <p>[58.2; 45.4; 50.5]</p> <p>Fall 2022</p>				<p>Above median for NCCBP Cohort</p>
<p>S-2.1.14 The fall-to-fall persistence rates* of credit students will increase by 10% for first-time-in-college (FTIC) fall cohorts.</p> <p>*fall to fall persistence = [number of students still enrolled in next fall] divided by [number of students in the cohort – number who graduated before next fall]</p> <p>Baseline data from Internal Reports (Persistence Studies for EMT)</p>	<p>Fall 2020 to Fall 2021</p> <p>Full-time 61.4%</p> <p>Part-time 45.8%</p> <p>Overall 55.5%</p> <p>Fall 2020 FTIC Cohort</p>	<p>F 21 to F22</p> <p>60.9%</p> <p>50.0%</p> <p>56.7%</p> <p>Fall 2021</p>	<p>F 22 to F23</p> <p>67.6%</p> <p>54.9%</p> <p>62.4%</p> <p>Fall 2022</p>				<p>Increase by 10%</p>

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
2-2 Supplemental data for transfer performance and job placement rates:							
S-2.2.1 The transfer performance in the SUS system of SJR State graduates who complete their whole Associate in Arts degree at SJR State will increase as measured by mean GPA and the % who have a GPA ≥ 2.5 Baseline data from 2021 State Accountability Report	SUS mean GPA: 3.11 [FCS = 3.10] GPA ≥2.5: 84.16% [FCS = 82.42%] College 18/19 SUS 19/20	3.18 [3.19] 89.27% [86.73%] 19/20 20/21	3.15 [3.15] 86.05% [84.81%] 20/21 21/22				Above the mean for the Florida College System
S-2.2.2 The vocational* program placement rate for completers and leavers will increase as measured by State Accountability Reports *Includes A.S., certificate, PSAV, and apprenticeship students Baseline data from 2021 State Accountability Report.	Completers: 93.53% [FCS = 93.35%] Leavers: 85.12% [FCS = 75.30%] Completers or leavers in 2018-19	92.76% [92.82%] 84.45% [79.32%] 2019-20	91.44% [92.01%] 85.59% [80.60%] 2020-21				Above mean for Florida College system
2-3 Supplemental data for academic programs and student services:							
S-2.3.1 General education achievement of SJR State associate and baccalaureate students as measured by mean score(s) on the E-Proficiency Profile (EPP) Test is (are) equal to EPP test scores for the “all student” cohort. Baseline data from ETS® Proficiency Profile Results for 2021-22	Critical Thinking: 110.89 [Cohort = 110.0] Reading: 116.95 [Cohort = 115.6] Writing: 113.60 [Cohort = 112.7] Mathematics: 112.43 [Cohort = 111.9] Humanities: 115.45 [Cohort = 114.2] Social Science: 112.45 [Cohort = 112.1] Natural Sciences: 114.88 [Cohort = 113.6] Total Score: 440.40 [Cohort = 437.0] 2021-22 Academic Year	110.78 [110.0] 117.14 [115.6] 112.88 [112.7] 112.51 [111.9] 115.09 [114.2] 113.18 [112.1] 114.73 [113.6] 439.82 [437.0] 22-23 AY	110.52 [109.6] 115.85 [115.2] 112.55 [112.5] 112.41 [111.6] 114.57 [113.8] 112.44 [111.8] 114.05 [113.4] 437.91 [435.8] 23-24 AY				≥ ETS/EPP cohort

2. Increase Student Achievement and Success	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
S-2.3.2 Student satisfaction with available student services/academic support services as measured by the SJR State Spring Student Survey/and or other surveys will be at least 4.0 on a 5.0 scale	Academic advising:						Mean scores will be at least 4.0 on a 5.0 scale
	Quality 4.17	4.19	4.17				
	Access 4.25	4.28	4.24				
	Career planning services:						
	Access 4.04	3.95	4.07				
	Financial aid services:						
	Quality 4.09	4.02	4.03				
	Access 4.11	4.02	4.09				
	On Campus Tutoring:						
	Quality 4.39	4.58	4.55				
	Access 4.39	4.66	4.59				
	Online Tutoring:						
	Quality 4.44	4.00	4.34				
	Access 4.22	4.17	4.45				
Library/learning resources:							
Quality 4.36	4.35	4.26					
Access 4.36	4.39	4.35					
Baseline data from 2022 Spring Student Survey	2022 Spring Student Survey	Spring 23	Spring 24				
S-2.3.3 Student satisfaction with selected academic programs as measured by the SJR State Graduate Survey will be at least 4.0 on a 5.0 scale.	Instruction in the academic major:						Mean scores will be at least 4.0 on a 5.0 scale
	A.A. 4.15	4.24	4.25				
	Workforce A.S. 4.10	4.31	4.32				
	Bachelors 4.47	4.68	4.48				
Baseline data from 2021-22 Graduate Survey	2021-22 Graduate Survey	2022-23	2023-24				

3. Contribute to Community Enrichment and Economic Development

Contribute to community enrichment and economic development by providing cultural opportunities and continuing education courses as well as training opportunities to meet the needs of local businesses.

Objectives:

- **3-1** Provide cultural and continuing education activities that contribute to the vitality of our service district
- **3-2** Provide non-credit training opportunities to meet the needs of local businesses.

3. Contribute to Community Enrichment and Economic Development	Performance Measures						Target
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	
3-1 Supplemental data for cultural and continuing education:							
S-3.1.1 Provide access to Adult Basic Education and GED preparation opportunities in Putnam County as measured by students served and FTE where 1 FTE equals 900 contact/clock hours	Students Served: 222 Total FTE: 17.4 Adult Basic: 16.0 GED Prep: 1.4	234 21.1 19.5 1.6	269 21.6 20.2 1.4				The College will offer adult basic education in Putnam County
Baseline data from Florida College Student System 2022 3E FTECOLF Report	2021-22 Reporting Year	2022-23 RY	2023-24 RY				
3-2 Supplemental data for non-credit training opportunities:							
S-3.2.1 Provide non-credit corporate training opportunities to public service agencies and local business	Criminal Justice Training Course offerings: 23 Sections: 33 Enrollment: 481 Other Corporate Training Course offerings: 9 Sections: 22 Enrollment: 140	29 55 836 10 20 113	27 42 592 11 20 133				The College will offer training to meet business needs
Baseline data from SJR State Internal Database	2021-2022 Reporting Year	22-23 RY	23-24 RY				

4. Invest in Effective College-wide Operations

Strengthen operational systems and processes to enhance the student experience and institutional effectiveness

Objectives:

- 4-1 Recruit, retain and develop excellent faculty and staff
- 4-2 Increase effectiveness of instructional and administrative operations

4. Invest in Effective College wide Operations	Performance Measures						Target
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	
4-1 Supplemental data for faculty and staff:							
S-4.1.1 The percent of courses taught by full-time faculty will be above 60% and the College will be above the median as measured by the National Community College Benchmark Project (NCCBP)	Credit hours: 76.6% [NCCBP Cohort = 60.8%] Sections: 77.6% [NCCBP Cohort = 56.9%] Baseline data from the 2021 NCCBP Report	72.95% [60.9%] 75.2% [58.0%] Fall 2021	73.1% [63.3%] 75.5% [61.4%] Fall 2022				Above 60% Above median for NCCBP Cohort
S-4.1.2 The College will maintain a low staff turnover and the College will be below the median departure rate for full-time employees as measured by NCCBP	Retirement Rate: 2.32% [NCCBP = 3.61%] Departure Rate: 5.67% [NCCBP = 8.18%] Baseline data from the 2021 NCCBP Report	4.04% [3.62%] 11.11% [10.81%] 2021-22	2.33% [2.89%] 5.44% [9.62%] 2022-23				Departures below median for NCCBP Cohort
4-2 Supplemental data for instructional and administrative operations:							
S-4.2.1 Percentage of students who would recommend SJR State to a friend of family member as measured by the Spring Student Survey	Recommend SJR State: Spring Survey 96% Baseline data from 2022 Spring Student Survey	95% 2023 Spg	95% 2024 Spg				≥ 93 %

4. Invest in Effective College wide Operations	Performance Measures						
	Baseline Data	2022 23	2023 24	2024 25	2025 26	2026 27	Target
S-4.2.2 Ratings for physical facilities and campus safety as measured by SJR State Employee Survey will be at least 3.0 on a 4.0 scale	Adequacy of facilities for:						Mean scores will be at least 3.0 on a 4.0 scale
	Educational programs 3.23	3.17	3.15				
	Support services 3.19	3.17	3.12				
	Maintenance of facilities:						
	3.30	3.33	3.36				
	Safe, secure environment:						
	3.48	3.43	3.39				
Baseline data from 2022 Employee Survey	2022 Employee Survey	2023	2024				