Worst Enemy in Higher Education: Complacent Mindset

Presenters

About Florida Gateway College

The Trend 2008-2015

Complacency

Reversing the Trend 2015-Today

Future
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About Florida Gateway College

Located in Lake City, Florida, centrally between Jacksonville and Tallahassee

Serves 5 counties in North Central Florida

Unique, rural service region composed of 2700 square miles

1 of 28 State Colleges in Florida

60+ Programs: Bachelor, AA, AS, AAS, Certificates, ATD
Complacency

A feeling of contentment or self-satisfaction, often combined with a lack of awareness of pending trouble or controversy.

A feeling of quiet pleasure or security, often while unaware of some potential danger, defect, or the like.
Indicators

- Difficult conversations are avoided
- Risk taking and innovation is met with cautious tones
- The status quo is celebrated
- Learning is no longer a priority
- Management and day to day tasks are the focus
- Past accomplishments create a sense of guaranteed future success
- Areas of potential growth are ignored
- The creative spirit, energy, joy, and passion no longer exist as the norm
- External influences are utilized as excuses
INSTEAD OF RISKING ANYTHING NEW, LET'S PLAY IT SAFE BY CONTINUING OUR SLOW DECLINE INTO OBSOLESCENCE.
The Trend
2008-2015
Status Quo Complacency flags

- Endured multiple years of declining enrollment from 2008 – 2016, with operating expenses increasing
- Business as usual operation
- The downward trend was blamed on external factors
- Lacked a culture of innovation and new ideas
- Lacked formal plans, clear enrollment goals and tracking of data
- Lack of community engagement
Status Quo Continued

- Perception that we had little influence over enrollment
- Culture of enforcing statutes and rules over student support and engagement
- Made decisions based on limits of software and staff resources
- Lack of communication and engagement by administration
- Lack of focus on prospective student programming and marketing
Results

Enrollment Landscape
- From 2008-2015 FGC experienced decline in enrollment
  - 26% in Headcount
  - 15% in FTE

- State College appropriations significantly decreased

- College eliminated all athletic programs and residence life on campus

- Eliminated academic programs, including our flagship, Nationally recognized Golf Course Turf Management program.
Reversing the Trend
Different Administrative Approach

**Forums and Planning**
Presidential forums were held with faculty, staff, students and community members where SWOT analysis were carried out in preparation for creation of a new college strategic plan. 117 individuals were involved in the process.

**Transparency**
“My desire – and goal – is to have an inclusive, transparent process toward having a new Strategic Plan, supported by the campus community”

**Communication and Updates**
All campus emails 1-2 times a month
Multiple forums

**Asked Questions!**
Example: In-State Tuition Residency Requirement
Focus on Planning and Goals

New 5 year College Strategic Plan

Conducted process mapping events

Developed a 5 year Strategic Enrollment Management Plan

Developed a 5 year Retention Plan

Tracking of enrollment and drill down data (student type, program, etc)
Where we are today...

- 4 Athletic Teams
- Waiting List for Residence Life
- Re-organized division focused on enrollment management and student success
- FGC has experienced largest enrollment increase of all Florida colleges
Reorganization

Previous
Student Services
  Admissions
  Register/Registration
  Financial Aid
  Dual Enrollment
  Career Pathways
  Academic Advising and Disability
  Student Activities
  Student Success

Current
Enrollment Management and Student Affairs
Recruitment and Communications
  • Enrollment Marketing
Enrollment Services
Financial Aid
Student Success
Student Life
  • Activities, Athletics, Res Life
Student Engagement
  • DE, Advising, Disability Services

Recruitment and Communication
Recruitment and Communication

- Implemented CRM Software
- Created annual communication plan for prospective and current students
- One Stop Enrollment Days (4 events a year)
- FGC Experience Days (One day each year for each public high school in service district)
- Re-branded: New logo, tagline, New Website, all new recruitment brochures
New Culture

Customer Service
- Call Center Surveys

Student Engagement
- Faculty/Staff Games

Communication
- Changed when and how we communicated to students

Removed Obstacles
- Residency collected after admission

Innovation
- New Ideas Celebrated
New Initiatives

Board Of Trustees Scholarship

Second Chance Pell Program

Committed to Finish

New Programs of Study

Automotive

6
Transfer Partnerships
2nd Chance Pell Prison Program

"SECOND CHANCE PELL"
Future
Financial Incentives
- Earn 30+ and a $1000 is on us
- Considering 45+ and the rest is on us

Questions??