# Strategic Analysis for New Program Development (April 2017)

## BACKGROUND

St. Johns River State College (SJR State or the College) is proud to serve as an open-access public institution of higher education in Northeast Florida and to offer certificate, associate, and baccalaureate degrees. SJR State is dedicated to its mission to promote teaching and learning to enrich the lives of our students and communities. SJR State's service district includes the counties of Clay, Putnam and St. Johns in Northeast Florida. Due to the College's proximity to Jacksonville, SJR State also serves students and businesses from Duval County. The College is accredited by the Southern Association of College and Schools Commission on Colleges (SACSCOC) and is nationally recognized by the Aspen Institute as one of the top 150 community colleges in the nation.



SJR State launched its Workforce Development Division in 1997 after the Florida Senate authorized all community colleges to offer workforce development programs, including Adult and Post-Secondary Vocational Programs. To meet the needs of its students and local industry, the College has developed workforce programs in criminal justice, emergency medical services, allied health, nursing, computer education, business and visual arts. In addition, the College offers baccalaureate programs in early childhood education, organizational management and nursing. In spring 2017, 2,595 students are enrolled in these programs.

## PURPOSE

SJR State's workforce programs are aligned with state and national priorities and practices as well as the College's mission, the educational and career goals of its constituents, and the area's workforce needs. To ensure that SJR State workforce programs consistently meet these criteria, the College conducts periodic, strategic reviews of its offerings, including analyses of the need for new programs. In 2016-2017, SJR State conducted a new programs analysis across twelve (12) Career Clusters.

| Career Clusters in the New Programs Analysis | |
|---|---|
| Agriculture, Food, Natural Resources | Hospitality & Tourism |
| Architecture & Construction | Human Services |
| Arts, A/V Technology & Communication | Information Technology |
| Business, Management & Administration | Law, Public Safety & Security |
| Finance | Manufacturing |
| Health Sciences | Transport, Distribution, Logistics |

## METHOD

The analysis included: 1) a Community Survey on New Programs to gather community feedback and assess the ongoing need and demands for educational and workforce programming in our local areas and 2) an examination of labor market demand data and alignment with K-12 curricula for high-interest programs. Using these data, informed recommendations were developed within the context of local needs as well as the state and national workforce development landscape.

# FINDINGS AND RECOMMENDATIONS

- The data identified a demonstrated need for growth and/or new programs in all career clusters and opportunities to develop vocational and/or credit programming for a variety of fields.
- Programs selected from each cluster are organized in a matrix (see right) of labor market need (emerging to existing demand) and resource capacity, including programmatic expertise, infrastructure and stakeholder partnerships (limited to existing).
- SJR State has robust workforce programs in Business, Health Sciences, and IT. Programs in the upper right quadrant offer opportunities to build on these strengths in the near- to medium term.
- SJR State has limited existing capacity in several program areas in clusters, such as Hospitality & Tourism, Construction, and Advanced Manufacturing, which have current market demand and anticipated growth (upper left quadrant). Addressing these programming needs is a priority; however, program development in these areas is highly dependent on resource development and will require a medium- to long-term timeline.



**EXISTING DEMAND**

**LIMITED RESOURCES**

Building Construction Tech.
Digital Media Tech.
Dental Hygiene
Surgical Tech.
Culinary Arts
Hospitality & Tourism
Social & Human Services
Engineering & Manufacturing Tech.
Welding

Human Resources
Banking, Financial Services
Insurance Claims
Physical Therapist Asst.
Practical Nursing
IT Security
Networking Infrastructure

**EXISTING RESOURCES**

Cardiovascular Tech.
Environmental Science
Water Treatment

Paralegal Studies
Database Tech.

**EMERGING DEMAND**

- New innovations and industries point to emerging market demand and suggest longer-term needs for new career and technical programming (lower left and lower right quadrants). Development in these areas will depend on whether market growth is realized; these opportunities should be monitored.
- The matrix will be used to 1) determine next steps to meet near-term needs, 2) plan for emerging needs in the medium- to long-term, and 3) take advantage of unexpected opportunities as they arise.
- Decisions on program development and the development timeline depend on available resources, including stakeholder partnerships and funding.
  - In the next 6 months, stakeholders in each career cluster should be convened to discuss and refine program development plans. Stakeholders should include business and industry leaders, K-12 and/or university partners, economic development leaders, chamber members, and policy leaders, among others.
  - A comprehensive funding plan should be developed. Multiple funding strategies should be pursued, including use of existing College fund balance, lobbying for new state funding, and exploration of state, federal and private grant funding, as well as stakeholder funding.
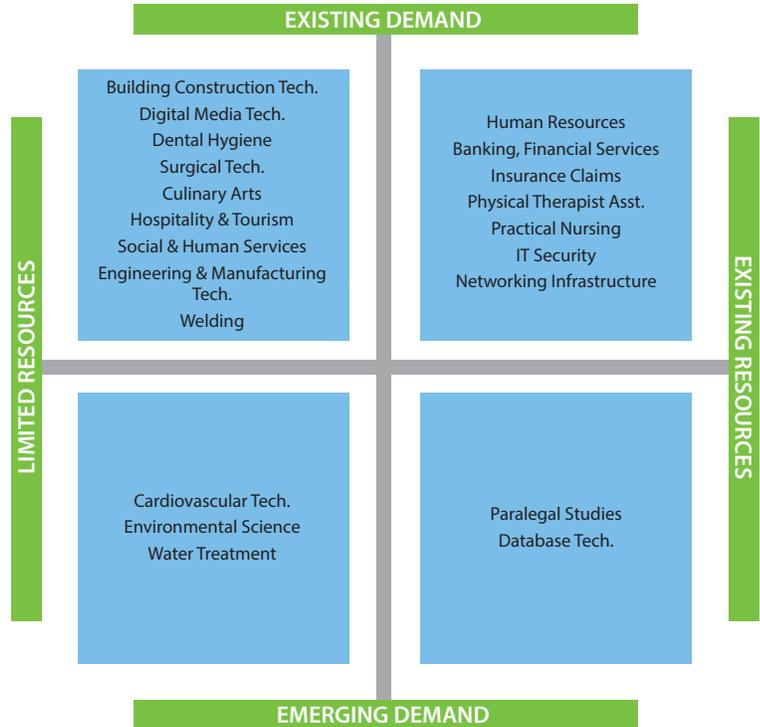
**SJR State is committed to meeting the career and technical needs of the local region within finite resources by working with stakeholders to maximize the return on investment in new program development.**

*Detailed information is available in the full report http://www.sjrstate.edu/pdfs/program_analysis.pdf.*
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