The Board of Trustees of St. Petersburg College met on Tuesday, May 17, 2016 at the St. Petersburg College Tarpon Springs Campus, FA 132, 600 Klosterman Rd, Tarpon Springs, FL. The following Board members were present: Chairman Dale Oliver, Vice Chair Lauralee Westine, Bill Foster, Deveron Gibbons, and Nathan Stonecipher. Also present were William D. Law, Jr., President of St. Petersburg College and Secretary to the Board of Trustees, and Joseph H. Lang, Board Attorney. Proof of public notice of this meeting is included as part of these minutes. Notices were duly posted.

NOTICE OF MEETING BOARD OF TRUSTEES, ST. PETERSBURG COLLEGE

The Board of Trustees of St. Petersburg College will hold a public meeting to which all persons are invited, commencing at 9:00 a.m. on Tuesday, May 17, 2016, at the Tarpon Springs Campus, FA 132, 600 Klosterman Rd, Tarpon Springs, FL. The meeting will be held for the purpose of considering routine business of the College; however, there are no rules being presented for adoption or amendment at this meeting.

A copy of the agenda may be obtained within seven (7) days of the meeting on the <u>SPC Board of Trustees website</u> at <u>www.spcollege.edu</u>, or by calling the Board Clerk at (727) 341-3241.

Members of the public are given the opportunity to provide public comment at meetings of the Board of Trustees concerning matters and propositions on the agenda for discussion and Board action. At the Board meeting, in advance of the time for public comment on the agenda, individuals desiring to speak shall submit a registration card to the Board Clerk, Ms. Rebecca Turner, at the staff table. Policy and procedures regarding public comment can be found on the SPC Board of Trustees website at www.spcollege.edu

If any person wishes to appeal a decision made with respect to any matter considered by the Board, he or she will need a record of the proceedings. It is the obligation of such person to ensure that a verbatim record of the proceedings is made. Section 286.0105, Florida Statutes.

Pursuant to the provisions of the Americans with Disabilities Act, any person requiring special accommodations to participate in this meeting is asked to advise the agency five business days before the meeting by contacting the Board Clerk at 727-341-3241. If you are planning to attend the meeting and are hearing impaired, please contact the agency five business days before the meeting by calling 727-791-2422 (V/TTY) or 727-474-1907 (VP).

16-085. In accordance with the Administrative Procedure Act, the following Agenda was prepared:

AGENDA

ST. PETERSBURG COLLEGE BOARD OF TRUSTEES May 17, 2016

TARPON SPRINGS CAMPUS (FA 132) 600 KLOSTERMAN RD TARPON SPRINGS, FL 34683

SPECIAL MEETING: 9:00 A.M.

I. CALL TO ORDER

- A. Invocation
- B. Pledge of Allegiance

II. PRELIMINARY MATTERS

- A. Presentation of Retirement Resolutions and Motion for Adoption
 - 1. Scott Merry (*Not Attending*)
 - 2. Thomas Lancraft (*Not Attending*)
 - 3. Todd Rickel (*Not Attending*)

B. Recognitions/Announcements

Clearwater Campus Partnership with Helen Gordon Davis Centre for Women

 Dr. Linda Hogans, Executive Director, Special Programs, Ms. Ann Madsen,
 Executive Director, The Helen Gordon Davis Centre for Women, Inc.

III. COMMENTS

- A. Board Chair
- B. Board Members
- C. President
- D. Public Comment pursuant to §286.0105 FS

IV. REVIEW AND APPROVAL OF MINUTES

Board of Trustees' Meeting of April 19, 2016 (Action)

V. MONTHLY REPORTS

- A. Board Attorney
- B. General Counsel New Law Summary Ms. Suzanne Gardner
- C. Faculty Governance Organization (FGO) Dr. Richard Mercadante, Chair
- D. Career Service Employee Council (CSEC) Ms. Mary Jo Golley, Chair

VI. STRATEGIC FOCUS AND PLANNING

A. STUDENT SUCCESS AND ACHIEVEMENT

1. Spring 2016 Student Success Rates - Dr. Jesse Coraggio, Vice President, Institutional Effectiveness and Academic Services, Dr. Patrick Rinard, Associate Vice President, Enrollment Services (*Presentation*)

B. BUDGET AND FINANCE

- 1. Monthly Financial Report Ms. Janette Hunt, Director of Budget and Compliance (*Presentation*)
- 2. FY 16/17 Updates and Funding Priorities Ms. Janette Hunt, Dr. Doug Duncan, Senior Vice President, Administrative/Businesses Services and Information Technology (*Presentation*)
- 3. Performance Based Funding Dr. Jesse Coraggio, Dr. Doug Duncan (*Pending FLDOE Information*)
- 4. Fees (Action)

C. ADMINISTRATIVE MATTERS

- 1. Human Resources
 - a. Personnel Report (Action)
- 2. Construction:
 - a. St. Petersburg Gibbs Student Success Center Delivery Method Mr. Jim Waechter, Associate Vice President, Facilities Planning and Institutional Services, Ms. Jamelle Conner, Provost, St. Petersburg Gibbs (*Presentation/Action*)
- 3. Other
 - a. Re-affirmation of St. Petersburg College, Mission, Vision, and Values Dr. Jesse Coraggio (*Presentation/Action*)

D. ACADEMIC MATTERS

1. Quality Enhancement Plan – Ms. Heather Roberson, Academic Director, Center of Excellence for Teaching and Learning, Dr. Jennifer Haber, Professor, Communications (*Presentation*)

VII. CONSENT AGENDA

A. OLD BUSINESS (items previously considered but not finalized) - NONE

B. NEW BUSINESS

- 1. GRANTS/RESTRICTED FUNDS CONTRACTS
 - a. Truth Initiative Tobacco Free Grant (Action)
 - b. U.S. Department of Education TRIO Educational Opportunity Center Program (*Action*)
- 2. BIDS, EXPENDITURES, CONTRACTS OVER \$325,000 NONE
- 3. CAPITAL OUTLAY, MAINTENANCE, RENOVATION, AND CONSTRUCTION **NONE**

VIII. PRESIDENT'S EVALUATION*

- IX. PUBLIC ACCESS/UNAGENDAED ITEMS
- X. PROPOSED CHANGES TO BOT RULES MANUAL Public Hearing NONE
- XI. PRESIDENT'S REPORT
- XII. NEXT MEETING DATE AND SITE

June 21, 2016, Epi Center

XIII. ADJOURNMENT

If any person wishes to appeal a decision made with respect to any matter considered by the Board at its meeting May 17, 2016, he or she will need a record of the proceedings. It is the obligation of such person to ensure a verbatim record of the proceedings is made, §286.0105, Florida Statutes.

Items summarized on the Agenda may not contain full information regarding the matter being considered. Further information regarding these items may be obtained by calling the Board Clerk at (727) 341-3241.

*No packet enclosure

Date Advertised: May 6, 2016

Confirmation of Publication

Notice of meeting

16-086. Under Item I, Call to Order

The meeting was convened by Chairman Oliver at 9:00 a.m. The invocation was given by Mr. Gibbons and was immediately followed by the Pledge of Allegiance.

16-087. Under Item II-A, Preliminary Matters

Chairman Oliver announced that there would be a tour of the Tarpon Springs campus immediately following the Board meeting. Also, there will be a reception for former Trustee Mr. Bob Fine just prior to the June 21st Board meeting at the EpiCenter at 8:30AM.

16-088. Under Item II-B, Recognitions/Announcements

Dr. Linda Hogans, Executive Director, Special Programs, recognized the Clearwater Campus Partnership with the Helen Gordon Davis Centre for Women. She introduced Ms. Ann Madsen, Executive Director of The Helen Gordon Davis Centre for Women, Inc.

Ms. Madsen shared that the Helen Gordon Davis Centre for Women was founded 40 years ago. She expressed pleasure that the partnership with SPC will strengthen the workforce development programs focused on helping women prepare for and get jobs. The Centre received a \$1.2M grant last year to help displaced homemakers. The partnership with SPC will allow the Centre to expand its reach, help students and introduce the community to the Centre's services.

16-089. Under Item III, Comments

Opportunity was given for comments from the Board Chair, Board Members, the President and the public.

Chairman Oliver announced that the agenda for the meeting would be altered slightly due to his having to depart early and that Vice Chair Westine would be presiding after his departure.

Mr. Gibbons shared that there was high attendance at the recent graduation ceremonies by faculty, staff, and trustees. He commended the staff for their support of the event. He also commented that Ms. Madsen was a very good administrator for this area in her role as a Senator.

Mr. Foster commented on the beauty of the Tarpon Springs campus. He added that he attended graduation for the first time and that he enjoyed watching people, young and old, receive their degrees. He thanked the faculty and staff for their support of this event.

Dr. Law also thanked the staff for their support of the graduation event and thanked the Board members for attending.

16-090. Under Item IV, Review and Approval of Minutes

The minutes of the April 19, 2016 Meeting of the Board of Trustees of St. Petersburg College were presented by the chairman for approval. Mr. Gibbons moved approval of the minutes as submitted. Ms. Westine seconded the motion. The motion passed unanimously

16-091. Under Item V, Monthly Reports

Under Monthly Reports

Ms. Suzanne Gardner, General Counsel, informed the Board that their packet contains a compilation of summaries from the recent Florida State Legislative session of items impacting the Florida College System in general and St. Petersburg College specifically. She described the booklet as a summary of bills that did pass and bills that have not passed, but had a lot of discussion. She noted that the booklet would be posted on the Board's website with links to the specific laws. A cover sheet of highlights is also included with the booklet.

Dr. Richard Mercadante, Chair, Faculty Governance Organization (FGO), reported that there continues to be a good relationship between the College and the FGO. He noted that the FGO is the official voice of the faculty. There are monthly faculty meetings, the 36 members of the FGO Council meet monthly, and the campus FGO chairs meet with the provosts and Dr. Law as well.

Dr. Mercadante noted that two key skills have been of interest recently: 1) the students' ability to work in teams; and 2) mastery of communication skills. The FGO is therefore focusing on increasing the participation of faculty members in student clubs to support the development of these skills.

Dr. Mercadante noted that a future goal is to increase student success through a focus on the mental health needs of students. He commented that for some SPC students, success has more to do with handling life issues than academics. The FGO is looking at ways to support students with the ups and downs of life. A Collaborative Labs is planned for this summer to further visit this issue.

Ms. Mary Jo Golley, Chair, Career Service Employee Council (CSEC), reported recent accomplishments and initiatives currently in progress. Recently, three awards have been delivered during luncheons held this past month. There were 127 nominations for these awards. A recent Retiree Emeritus Luncheon was held where ten retirees were also recognized. The Career Service Employee Growth Plan training for supervisors is complete.

Ms. Golley shared that nominations for the 2016-18 CSEC Steering Committee members are in progress. Those selected will serve a two-year term. In addition, 320 Career Service employees have completed their professional development education hours. The Titan Award process is under review to allow that one award would be given for each represented area of the Career Service Council - Student Services, Administration, and Facilities. Work is also being done on the new CSEC On-Boarding Guides.

(SKIPPED TO ITEM C.2.a)

16-092. Under Item VI, Strategic Focus and Planning

Under Strategic Focus and Planning:

A. STUDENT SUCCESS AND ACHIEVEMENT

1. Spring 2016 Student Success Rates - Dr. Jesse Coraggio, Vice President, Institutional Effectiveness and Academic Services, Dr. Patrick Rinard, Associate Vice President, Enrollment Services (*Presentation*)

Dr. Jesse Coraggio, Vice President, Institutional Effectiveness and Academic Services, and Dr. Patrick Rinard, Associate Vice President, Enrollment Services presented the Spring 2016 Course Success rates.

Dr. Rinard reminded the Board that success rates are determined by the number of A, B and C letter grades divided by the overall number of grades. He shared that overall success rates have continued to improve over the past three years and are currently 76.4%. He anticipates that it will be 77% by the end of the school year.

After sharing success rates for first-time-in-college (FTIC) students, he noted that the biggest changes were in two groups. African American Males saw an increase of 16.5% over last year. Hispanic Males saw a decrease of 9.3% over last year. These trends were even more significant in the developmental education courses: African American Males increased 31% and Hispanic Males decreased 12.1% over last year. The same trends were evident in the Gateway courses: African American Males increased 7.8% and Hispanic Males decreased 6.5% over last year.

Dr. Rinard shared that he looked at first-time-in-college students who participated in SmartStart and those students that followed the College's recommendation that they begin with developmental education courses. He noted that only two out of ten Hispanic students took the college's advice to take developmental courses before attempting Gateway courses.

Dr. Coraggio shared some history on the flexible placement student performance. Using high school grades, a predictive model was developed to help students choose whether to take developmental courses in math, reading and writing. He said this model is shared with students and noted that they perform much better when they take the College's advice. He noted that students are more likely to take Math developmental courses than Reading or Writing, perhaps due to the perceptional stigma attached to being a poor performer in the last two areas. Dr. Coraggio noted that the data has only been considered for a year and strategies are being developed to change the dynamics both inside and outside the classroom.

Mr. Stonecipher asked what data is being used in the predictive model. Dr. Coraggio answered that overall grades in high school as well as high school Algebra grades and others are

considered. He noted that there is a high correlation between foreign language performance and reading and writing performance.

Mr. Gibbons expressed his pleasure that African American students were making gains, but stated his concern for the Hispanic group. He asked that the strategies used to support the African American students be applied to the Hispanic group. He noted that there is a large population of Hispanic students at the Clearwater campus and for many, they are the first generation of English speakers in their families.

Dr. Rinard shared that Dr. Stan Vittetoe, Provost of the Clearwater Campus, is working closely with Ms. Maria Edmonds, Chair of the Hispanic Leadership Council, on this issue.

Ms. Westine asked how many students were affected and Dr. Rinard answered that there are about 50 to 60 Hispanic students. Ms. Westine commented that she would like to see an individualized approach to reaching out to them.

16-093. Under Item VI - B, Budget and Finance

- 1. Monthly Financial Report Ms. Janette Hunt, Director of Budget and Compliance (*Presentation*)
- 2. FY 16/17 Updates and Funding Priorities Ms. Janette Hunt, Dr. Doug Duncan, Senior Vice President, Administrative/Businesses Services and Information Technology (*Presentation*)

Ms. Hunt presented the Monthly Financial Report. She reported that tuition revenues are at 97% of budget and that State appropriations and transfers are coming in as expected. Overall revenues are at 85% of budgeted amount. Expenses are currently at 80% of budgeted amount, 2% lower than expected. She noted that the fund balance will begin to decrease as expected, ending with a balanced budget at fiscal year-end.

Ms. Hunt then reviewed the Student Activities Budget for 2016-17. The \$4.7M is supported by student activity funds. The Student Governance Association participates in managing \$1.2M of the budget. The Athletics Budget is \$1.2M. Campus-based student support services and activities are supported by \$2.1M.

Ms. Hunt reviewed the Scholarship Fund for 2016-17. The total Scholarship Fund of \$65M is funded by financial aid fees. The largest amount of the Fund, \$54M, is for Federal PELL and SEOG Grant awards. Other segments are: \$2.7M for Financial Aid Fee scholarship awards, \$6.9M State of Florida Scholarship Awards (Bright Futures) and \$17M SPC Foundation and other scholarship awards.

Ms. Hunt highlighted an update on student fees. She asked the Board for their consideration and approval to remove the current \$30 graduation application fee and add a \$5 transcript fee. In addition, she submitted a proposal to reduce 12 fees and delete 14 fees. In addition, the Orthotics & Prosthetics Technology AS fee would be decreased by \$132.19.

Ms. Hunt explained that the next step in the 2016-17 Fiscal Year Budget would be a review for final funding priorities and approval at the June Board of Trustees meeting.

Dr. Law added that the graduation fee has been in place for a long time. He explained that Dr. Rinard did an analysis and discovered that there were hundreds of students who qualified to graduate, but did not apply. He noted that under the State's performance funding, it is important to get these applications, but for many, the \$30 fee is burdensome. He informed the Board that the \$5 transcript fee would offset the \$130K raised by the graduation application fee. Dr. Law also noted that the College has removed \$500K or more in student fees.

- 3. Performance Based Funding Dr. Jesse Coraggio, Dr. Doug Duncan (*Pending FLDOE Information*)
- 4. Fees (Action)

The Board considered Item VI-B.4 Mr. Stonecipher moved approval. Ms. Westine seconded the motion. The motion passed unanimously.

DISCUSSION MOVED TO MISSION/VISION/VALUES

16-094. Under Item VI - C, Administrative Matters

- 1. Human Resources
 - a. Personnel Report (Action)

The Board considered Personnel Item VI-C.1a. Mr. Gibbons moved approval. Ms. Westine seconded the motion. The motion passed unanimously.

- 2. Construction:
 - a. St. Petersburg Gibbs Student Success Center Delivery Method Mr. Jim Waechter, Associate Vice President, Facilities Planning and Institutional Services, Ms. Jamelle Conner, Provost, St. Petersburg Gibbs (*Presentation/Action*)

Mr. Jim Waechter, Associate Vice President, Facilities Planning and Institutional Services, and Ms. Jamelle Conner, Provost, St. Petersburg Gibbs presented on the St. Petersburg/Gibbs Student Success Center Delivery Method.

Ms. Conner shared the proposed site plan for the new St. Petersburg/Gibbs Campus Student Success Center. She explained that there would be a three-phased approach to the construction of the new center. First, the east wing of the current building would be demolished beginning in August of 2016. Secondly, the west wing would be demolished beginning in October of 2016. Phase three would be concurrent to the first two phases and involves the selection of design and construction professionals beginning in May. The design of the new facility would begin in August with the start of construction in January 2017. Ms. Conner reported that the choice of location and exact design of the building is in progress.

Mr. Waechter reminded the Board that the money to engage architects was approved earlier and that one of the three architects chosen will manage the demolition phases. While this is under way, the choice of method for the construction will be determined. Mr. Waechter is recommending the combination of the design and build approach be utilized.

Chairman Oliver commented that this project is different from the Mid-town Campus project and that he would support the design/build approach for efficiency and cost savings. Ms. Westine questioned why an architect is required for the demolition phases since they would subcontract to mechanical and civil engineers to do the demolition. Mr. Waechter answered that the preagreement allows the expenditure of up to \$2M, \$1M of which can be used for the demolition, thus allowing a faster start to the project. He noted that there are many tasks involved that require the use of an architect in the demolition phases.

Ms. Westine stated her support for the design/build approach. Mr. Stonecipher asked if there was any risk involved with the demolition and the relocation of utilities before the actual design is complete or if the work would have to be done regardless. Mr. Waechter replied that there is no question that the two older wings require demolition due to their condition. He noted that the center of the building was renovated approximately 16-18 years ago.

Mr. Gibbons commented that he supports the design/build approach, but questioned the use of an architect and spending \$1M before a Request For Proposal (RFP) is submitted for the construction. Mr. Waechter answered that it is a timeliness issue and that the funds, because of their earlier approval, can be encumbered immediately. Ms. Westine commented that deferring demolition until the RFP is approved would take time and would delay the project. Mr. Gibbons stated he preferred not to spend the \$1M to do the first part and then find someone for the third phase.

Chairman Oliver stated that the money would be spent either way and expressed the need to show progress on the project. Ms. Westine also voiced a concern about rushing through the RFP process. Mr. Gibbons agreed that rushing would result in a bad product. Chairman Oliver said that a search for the contractor for the third phase could happen concurrently with the first two phases.

Mr. Gibbons moved to accept the design/build approach as proposed. Ms. Westine seconded the motion. The motion passed unanimously.

Mr. Waechter stated that a review of the plan would be held in a separate meeting with the Board. Chairman Oliver noted that all members have an outline of the process that will be used. He specifically noted that Item 4 in the procedure calls for each Board member to select a member for the screening and selection teams. He asked the Board members to submit their recommendations to him or Mr. Waechter prior to the next Board meeting in June. Mr. Waechter reminded the Board that the RFP must be advertised for three weeks. Ms. Westine asked what criteria would be suggested for the selection of team members. Chairman Oliver answered that individuals with a stake in the community, civic leaders and business leaders would all be appropriate choices.

Mr. Gibbons asked if the minority contractors aspect of the process would be the same as the other projects and Chairman Oliver noted that it is in the process and would continue to be a part of it. Dr. Law volunteered to walk the new members of the Board through the process after the regular Board meeting. Mr. Gibbons added that Palm Beach State asked for a description of the process SPC uses and is starting to use it.

SKIPPED TO THE PRESIDENT'S EVALUATION (Item VIII)

Chairman Oliver stated that it is a requirement of the College to evaluate Dr. Law's performance against the college's criteria. He read the evaluation statement to the Board and audience. May 17, 2016

Statement of Dale Oliver, Chairman, Board of Trustees, for St. Petersburg College, regarding the performance evaluation for Dr. William D. Law, Jr., President of SPC on the completion of his sixth year as President.

During the month of June, Dr. Law will have completed his sixth year as president of St. Petersburg College. As required, it is the responsibility of the Board to perform an annual review and evaluation of his performance over the past year.

Board members have had the opportunity to meet with Dr. Law individually, and to complete a written evaluation assessing his performance. The categories we reviewed included, but were not limited to: Leadership, Diversity Initiatives, Budgeting, Board Relations, and External Relations.

I have had an opportunity to review all of the evaluations, and am pleased to report that they are once again, exemplary.

His charge when hired included strengthening the College's core mission, renewing community and school district relationships, advancing technology enhancements, facilities enhancements, and support and development of our employees.

Dr. Law has provided strong leadership in the fulfillment of these goals. The college continues to be recognized for its focus on student support and student success. National recognition for our student-centered culture gives us great pride in the work we are doing. Increasingly, our students are moving beyond the classroom in engaged learning. All employees now have professional growth plans to strengthen their individual effectiveness. The college and its processes run on an effective and efficient basis.

In view of Dr. Law's superior performance, as chairman, I would like to move that we extend his employment contract an additional year, as we did the last several years. This one-year extension would be added on to his existing 3-year contract, thereby extending his employment agreement with the college to June 30, 2019.

While our review is limited to the performance of the President, I would be remiss if I did not acknowledge the tireless efforts of all the faculty and staff. Dr. Law continues to praise our staff and has even acknowledged, "How wonderful it is to work with this team of professionals." On behalf of this Board, we thank you.

After reading the statement, Chairman Oliver moved that Dr. Law's employment contract be extended one year beyond his current contract, which would make it effective through June 30, 2019. Mr. Gibbons seconded the motion. The motion passed unanimously.

Mr. Gibbons commented that he and Dr. Law always challenge each other to be better. He noted that there is much discussion of diversity, but at the end of the day, the College gets the best person for the job. He noted that since Dr. Law's arrival, there has been a laser focus on student success and making sure graduates are prepared to be effective in the workforce and successfully enter the workforce. He also noted that Dr. Law takes very good counsel from the Board.

Mr. Foster asked if the recommendation has been submitted to the State. Chairman Oliver answered that it had not. Mr. Foster stated that he wanted his scores to be included before submission. He added that when he was newly elected Mayor of St. Petersburg, Dr. Law met with him and very quickly put his mind at ease. Mr. Foster noted that Dr. Law has made sure that there is a thriving downtown and midtown campus and that his focus has been on getting people a quality education in the fields where there are jobs. He thanked Dr. Law for what he has done for Pinellas County.

Mr. Stonecipher commented to Dr. Law that his reputation precedes him and was one of the reasons that he, Mr. Stonecipher, wanted to be part of this institution. He expressed his excitement about learning more. He noted that, as a younger member, he brings a slightly different perspective. He told Dr. Law that he has his finger on the pulse of the College as demonstrated by his ability to answer any questions brought to him and that he has the big picture and the ability to get everybody working in the same direction.

Ms. Westine expressed her excitement over seeing the development plans for the Tarpon Springs Campus.

AT THIS POINT OF THE MEETING, MR. OLIVER DEPARTED AND VICE CHAIR WESTINE PRESIDED OVER THE REST OF THE MEETING. THE MEETING WENT TO AGENDA ITEM VI. A. Strategic focus and planning. (16-092)

3. Other

a. Re-affirmation of St. Petersburg College, Mission, Vision, and Values – Dr. Jesse Coraggio (*Presentation/Action - none*)

Dr. Coraggio presented the Re-affirmation of St. Petersburg College's Mission, Vision, and values. He noted that the process of putting together the Mission, Vision and Values for the College has taken many months and representatives from across the College took part in the process. He noted that the last time they were reviewed was in 2012. It was approved in January 2013 by the Board. Dr. Coraggio said prior to this iteration, there was a mission statement, but no documented vision or value statements. He reviewed the questions that were considered in formulating the statements. He noted that the Southern Association of Colleges and Schools (SACS) requires that the mission statement be reviewed periodically, and the College does it every three years.

Dr. Coraggio read the Mission and Vision statements and shared two of the Value statements around student focus and culture of inquiry. He noted that the next step is for the Board to review the statements in preparation for their approval during the June Board of Trustees meeting. Thereafter, the College would review them each year at the Board's December Strategic workshop.

Ms. Westine asked the Board members if they wanted to approve the statements during the current meeting. Mr. Gibbons stated that he would like another month to look at it. Dr. Coraggio noted that the action before the Board was to take a month to review the statements. The Board members agreed to do so. (There was no vote).

16-095. Under Item VI - D, Academic Matters

1. Quality Enhancement Plan – Ms. Heather Roberson, Academic Director, Center of Excellence for Teaching and Learning, Dr. Jennifer Haber, Professor, Communications (*Presentation*)

Dr. Haber reviewed the process for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) 2018 Accreditation Reaffirmation. The process provides for a ten-year review of an institution's continuous improvement efforts. A report is due in March of 2017 with an on-site review in October 2017. She explained that there are three concurrent timelines: the Compliance Report, the Quality Enhancement Plan (QEP) and the Administrative Unit Assessment. She explained that today's topic is the QEP.

Dr. Haber explained that the QEP is a carefully designed course of action that is a collaborative effort to create a well-defined, focused topic or issue related to enhancing student learning and/or the environment that supports student learning. She explained that the QEP document is submitted to SACSCOC in August of 2017.

Dr. Haber shared that a broad variety of people have had input into the topic selection. The committee has been meeting every other week since September. They have collected stakeholder feedback and wanted to consider a population of students that the QEP topic should serve with evidence to support the objective. Survey results revealed that the area of greatest need was College Readiness for Long-Term Success (35%). This was followed by Strengthening Writing (24%), First Year in College Experience (21%) and Online Engagement for Enhanced Learning (20%).

Ms. Roberson explained that a common theme was the lasting connection between faculty and students. They also worked on identifying target student populations and focused on first-time-in-college, readmitted students and flexible placement students who opt out of taking developmental education courses. She shared that the ultimate goal is to support retention and persistence so students finish what they start.

Ms. Roberson noted that Community College Survey of Student Engagement (CCSSE) data from 2015 revealed that only 10.7% of students felt they were fully engaged with faculty members outside of the classroom. Another measure considered was the percent of students who have had a career discussion with an instructor or advisor. Data from a Survey of Entering Student Engagement (SENSE) survey revealed that St. Petersburg College is behind in providing sufficient college readiness skills.

Dr. Haber said that trends in student success in the Business Intelligence PULSE Dashboard indicated that the flexible placement students who opt out of developmental courses was another target audience to address.

Dr. Haber reviewed the changes and outcomes in behavior for faculty and students that the QEP would address. Faculty interaction with students outside the classroom, improved pedagogical practices and a more collaborative environment with advisors and other support staff are desired on the faculty side. On the student side, the development of college-readiness skills, the application of those skills and improved self-efficacy would be desired outcomes.

Dr. Haber then reviewed the next steps in the QEP approval process. Mr. Gibbons voiced his concern that the College would be judged on the results of the legislature's change in its stand

around developmental education. He expressed that the College has done well under the circumstances into which it has been forced to operate. Dr. Roberson explained that those circumstances are part of the narrative and that the College is really judged on its reaction to such issues that is important.

Dr. Law complimented Dr. Haber and Ms. Roberson, and recognized Ms. Sabrina Crawford's excellent leadership of this project.

16-096. Under Item VII - A, Consent Agenda

Under Old Business

NONE

16-097. Under Item VII-B.1, Grants/Restricted Funds Contracts

The Board considered all Items under VII-B.1 Mr. Gibbons moved approval. Mr. Stonecipher seconded the motion. The motion passed unanimously.

Information regarding these items is as follows:

B. NEW BUSINESS

- 1. GRANTS/RESTRICTED FUNDS CONTRACTS
 - a. Truth Initiative Tobacco Free Grant (Action)
 - b. U.S. Department of Education TRIO Educational Opportunity Center Program (*Action*)

<u>16-098</u> . NONE	Under Item VII-B.2, Bids, Expenditures and Contracts over \$325,000
<u>16-099.</u>	Under Item VII-B.3, Capital Outlay, Maintenance, Renovation, and Construction
NONE	
<u>16-100</u> . NONE	Under Item VIII, Informational Reports
<u>16-101</u> . NONE	Under IX, Public Access/Unagendaed Items
<u>16-102</u> . NONE	Under Item X, Proposed Changes to BOT Rules Manual – Public Hearing

16-103. Under Item XI, President's Report

Dr. Law distributed a brochure that was developed in response to Ms. Westine's request that the College have something to distribute in Tallahassee prior to meeting with the Governor at next week's Job Summit. He noted that SPC has done everything the Governor asked regarding workforce development. Ms. Westine asked if the brochure contained any information regarding the starting salaries of St. Petersburg College graduates. Dr. Law responded that this could be included and revised brochures will be prepared.

16-104. Under Item XII, Next Meeting Date and Location

The Board confirmed its next meeting date and location as Tuesday, June 21, 2016, 9:00 a.m., at the Epi Center

XII. ADJOURNMENT

Having no further business to come before the Board, Vice Chair Westine adjourned the meeting at 10:43 a.m.

William D. Law, Jr.
Secretary, Board of Trustees
St. Petersburg College
FLORIDA

Dale Oliver Chairman, Board of Trustees St. Petersburg College FLORIDA

Attachments Board Memos and Supplemental Materials

Board of Trustees Meeting May 17, 2016

II – B. Clearwater Campus Partnership with Helen Gordon Davis Centre for Women



Helping Women Both Personally and Professionally



V – C. Faculty Governance Organization (FGO)



Faculty Governance Organization (FGO)

- Organization
- Recent Topics
- Goals for Future

V-D. Career Service Employee Council (CSEC)

Career Service Employee Council

Recent Accomplishments

- Titan Award Recipients
- CSEC Retiree Emeritus Luncheon
- · Growth Plan training for career service employees

In Progress

- Nominations for 2016-18 CSEC Steering Committee Members
- · Titan Awards discussion
- New CSEC On-Boarding Guides

SPC St. Petersburg College

VI – A.1 Spring 2016 Student Success and Achievement



Spring 2016 Course Success Rates

Board of Trustees Meeting May 17, 2016





The Course Success Rate is the number of A, B, and C letter grades divided by the overall number of grades.

<u>A, B, C</u> A, B, C, D, F, W, WF, I

All Students	Number of Grades	Success Rate
Spring 2014	89,600	75.5%
Spring 2015	90,565	76.1%
Spring 2016	86,340	76.4%

Note: Excludes Pass/Fail Grading basis courses and audits Note: Success rates exclude Pass/Fail Grading basis courses and audits.





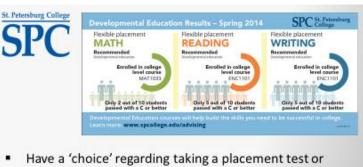
Source: Pulse Business Intelligence System , Compus Success Rates Dashboard, Data extracted May 9, 2016.

	Spring 2014	Spring 2015	Spring 2016	Two Year Diff	One Year Diff
FTIC Students	65.5%	62.7%	64.1%	-1.4%	1.4%
Gender					
Male	63.1%	57.4%	61.2%	-1.9%	3.8%
Female	67.6%	68.3%	66.6%	-1.0%	-1.7%
Ethnicity					
Black/African American	59.6%	50.1%	58.5%	-1.1%	8.4%
Hispanic/Latino	68.8%	65.2%	61.2%	-7.6%	-4.0%
White	66.8%	66.4%	67.1%	0.3%	0.7%
Male/Ethnicity					
Black/African American Male	58.7%	40.6%	57.2%	-1.5%	16.6%
Hispanic/Latino Male	68.9%	61.0%	51.7%	-17.2%	-9.3%
White Male	63.5%	61.9%	64.6%	1.1%	2.7%
Nate: Success rates exclude Pass/Fail Grading basis courses and audits. FTIC refers to students who are First-Time-in-College (FTIC)					

FTIC Comparison

Spring Spring FTIC Students 63.1% 64.6% 1.5% Gender Male 57.7% 65.6% 7.9% Female 68.4% 63.4% -5.0% Ethnicity Black/African American 10.8% 54.0% 64.8% Hispanic/Latino 57.4% 52.7% -4.7% White 68.8% 67.3% -1.5% Male/Ethnicity Black/African American Male 40.4% 71.4% 31.0% Hispanic/Latino Male 56.5% 44.4% -12.1% White Male 66.0% 67.8% 1.8% Note: Success rates exclude Pass/Fail Grading basis courses and oudits. FTIC refers to students who are First-Time-in-College (FTIC).

	Spring 2015	Spring 2016	Diff	
TIC Students	61.2%	61.8%	0.6%	
Gender				
Male	55.9%	58.3%	2.4%	
Female	67.0%	65.0%	-2.0%	
Ethnicity				
Black/African American	49.9%	56.6%	6.7%	
Hispanic/Latino	61.6%	58.2%	-3.4%	
White	64.5%	65.3%	0.8%	
Male/Ethnicity				
Black/African American Male	41.8%	49.6%	7.8%	
Hispanic/Latino Male	57.9%	51.4%	-6.5%	
White Male	59.1%	63.3%	4.2%	
Note: Success rates exclude Pass/Fail Grading basis courses and audits. FTIC refers to students who are First-Time-in-College (FTIC).				
FTIC Gatew				S ard, Dato extracted May 9, 2i



- participating in Dev Ed courses.
- Evaluated using a prediction model based on prior performance.
- Provided a Likely College Ready, Dev Ed Recommended, or Dev Ed Strongly Recommended prediction in each developmental education area.





Courses	All FTIC Students	Likely College Ready	Dev Ed Recommend	Dev Ed Strongly Recommend
Math Recommendations				
MAT 1033 and MAT 1100	54.6%	54.0% (137)	49.3% (67)	33.9% (56)
Developmental Ed Courses	63.3%	66.7% (6)	65.5% (29)	67.5% (40)
Writing Recommendations				
ENC 1101	60.5%	59.4% (224)	47.7% (65)	57.0% (79)
Developmental Ed Courses	66.7%	90.0% (10)	68.4% (19)	41.7% (12)
Reading Recommendations				
ENC 1101	60.5%	57.8% (187)	56.0% (91)	55.6% (90)
Developmental Ed Courses	65.8%	0.0% (1)	44.4% (9)	57.1% (7)
Note: Success rates exclude Pass/Fall Grading basis courses and audits. Prediction Model Outcomes Source: Pulse Business Intelligence System, Campus Success Rates Dashboard, Data extracted May 9, 2016.				



- The overall college has steadily increased over the last three Spring terms with a 0.3% increase this last Spring.
- FTIC students had a 1.4% increase this last Spring.
- FTIC students improved course success rates in Developmental Education 1.5% (Hispanic students were the exception). Black/African American students increased 10.8%. Black/African American male students increased 31.0%.
- FTIC students improved course success rates in Gateway Courses 0.6% (Hispanic students were again the exception).
- Flex Placement Students perform better when taking the college recommended Dev Ed course.





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VI – B.1-2 Monthly Financial Report. FY/16 Updates and Funding Priorities





St. Petersburg College Board of Trustees Monthly Financial Report

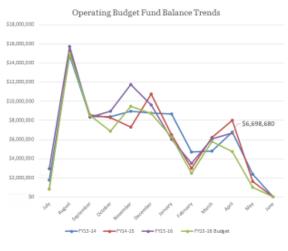
Janette Hunt May 17, 2016



Revenue Focus 56,498,885 \$ 54,863,174 \$ 54,861,877 45,873,283 Student Tuition & Out-of-State Fees State Appropriation - CCPF 84% 14,934,524 \$ 8,960,715 Performance Funding 1,202,209 \$ 991,822 82% 172,604 \$ 1,631,818 \$ Operating Cost for New Facilities Learning Support Access Fee 1,679,362 92% 3,752,441 \$ 2,815,337 \$ 3,708,161 2,650,237 Distance Learning Fee Technology Fee 94% Lab Revenue Peex Industry Certifications 1,714,401 \$ 1,920,152 150,000 \$ 8% 5,397,200 \$ 1,622,007 \$ Other Revenues 4,729,052 Other StudentFeex 897,707 55% 3,568,839 S 3,527,304 Revenue Stabilization Reserve 0% 2,291,443 \$ -152,967,863 \$ 129,799,671 One-Time Non-Recurring Funds











Janette Hunt May 17, 2016



\$4.7 M Funding Available (Student Act. Fee \$7.63 LD; \$9.18 UD) \$1.2M SGA Discretionary Budget \$1.2M Athletics Budget \$2.1M Campus-Based Student Support Services and Activities \$152K Balance for Contingency



\$65M Funding Available (Financial Aid Fee \$4.04 LD; \$4.59 UD) \$54M Federal PELL & SEOG Grant Awards \$2.7M Financial Aid Fee Scholarship Awards \$6.9M State of Florida Scholarship Awards \$1.7M SPC Foundation and Other Scholarship Awards \$0 Surplus/Deficit



Fee Highlights

- Graduation Application Fee \$30
- Transcript Fee \$5
- Lab Fees
 - · Reductions 12 fees
 - Deletions 14 fees
 - New Orthotics & Prosthetics Technology AS -Fee Decreased by \$132.19



Next Steps

- June 21st BOT Meeting
 - Funding Priorities
 - Approval of FY16/17 Budgets



Questions?

May 17, 2016

MEMORANDUM

TO: Board of Trustees, St. Petersburg College

FROM: William D. Law, Jr., President

SUBJECT: Fees

Approval is also sought to eliminate the \$30 graduation application fee. Approval is sought to add a \$5 transcript fee.

In an effort to reduce barriers for students to graduate, it is recommended that the \$30 graduation application fee be eliminated. In 2014-15, this fee generated \$139,710. In lieu of the graduation fee, it is recommended that the College begin to charge a fee for hard-copy transcripts in the amount of \$5 per transcript. In 2014, SPC disseminated 28,088 hard copy transcripts. It is customary for colleges to charge a fee for this official record, and assuming the quantity of transcript requests remain the same, these adjustments result in a net neutral impact to the overall budgeted revenue for FY15-16.

Approval is sought for the following changes to the Lab Fee Schedule.

Florida Statute 1001.64(10) states that each Board of Trustees shall establish fees. In addition to standard tuition and fees, this authorization extends to user fees, as specified in Florida Statute 1009.23(12(a). User fees can only be charged to the persons receiving the service and shall not exceed the cost of the services provided. Laboratory fees are considered a user fee. They are intended to cover costs associated with a lab course, such as consumables, additional support personnel to offer class, specialized equipment and software, etc.

Lab Fees by Academic Discipline

Changes:

Departments	Courses	Current	New Lab
		Lab Fee	Fee
BUILDING ARTS	ARC1126C-ARC2461, BCN1251C-	\$34.90	\$32.42
	BCN2055, TAR2057C		
COLLEGE OF EDUCATION BACC	EDE4940-EDE4943, EDG4343,	\$42.80	\$41.28
	ETE3402C-ETE4947, EEX4940,		
	MAE3941-MAE4943, RED3309-		
	RED4519, SCE3941-SCE4943		
COMMUNICATIONS (ESL)	EAP1500-EAP1695	\$5.12	\$2.60

COMMUNICATIONS (sign	ASL1140C-ASL1160C, INT1000L,	\$17.26	\$17.26
language)	ASL2210C		
	CET1600, CET1610, CET2615-		
	CET2615, CET1171C, CET1172C,		
	CTS1303-CTS1334, CTS1411,		
COMPUTER & INFO TECH	CTS2370	\$75.00	\$75.00
CRIME SCENE TECH	CJE1640, CJE1643, CJE2645-	\$30.75	\$30.75
	CJE2672, CJE2673C, CJE2676C		
EDUCATION (Early Childhood)	EEC2312, EEC2300	\$10.00	\$7.78
EMERGERNCY MANAGEMENT	EMS1059C, EMS1119L, EMS1411,	\$82.30	\$82.30
SERVICES (EMS)	EMS1522C, EMS2331, EMS2601L,		
	EMS2602L, EMSE2664, EMS2665,		
	EMS1421, EMS2659		
ENGINEERING TECH	CET1114C, EET1015-EET2144C,	\$72.49	\$62.59
	ETD1320C-EDT2392C, ETM1010C,		
	BME1008, EET1084C, ETS2221C-		
	ETS2930, CET1175		
FUNERAL SERVICES	FSE2101L-FSE2946	\$62.42	\$30.60
PHYSICAL THERAPIST	PHT1121L-PHT2820L	\$76.79	\$57.45
RADIOGRAPHY	RTE1000-RTE2844L	\$64.00	\$47.43
RESPIRATORY CARE	RET1874L-RET2878L	\$32.80	\$16.55
Science UD (Biology)	BSC3096, BSC3312C, BSC4910,	\$100.00	\$100.00
	Z003203C, Z003303C, Z003733C,		
	BSC4422C, MCB3020L, PCB4253C,		
	PCB4363C, PCB4454C		
SCIENCE (Biological)	BSC1005C, BSC1084C, BSC2010L-	\$27.87	\$27.87
	BSC2086L, BSC2250C, OCB1000C,		
	MCB2010L, BSC2419-BSC2931 ,		
	PCB2061		
SCIENCE (physical)	AST1022L, CHM1025L-CHM2211L,	\$37.85	\$28.20
	ESC1000C, GLY2010L, OCE2001L,		
	PHY1048L, PHY1049L, PSC1001C		
SCIENCE (wellness & human	HLP1080, HSC2400, PEL2342,	\$24.02	\$14.95
performance)	PEM1171-PEM2342, PEN2136-		
	PEN2137, PET2622		
VET TECH	ATE1110L-ATE2945	\$159.59	\$139.36

Deletions:

DENTAL HYGIENE (UD)	DEH4947	\$20.74
DIGITAL FORENSICS	CJE1660, CJE1678, CJE1665, CJE1666,	\$93.00
	CJE1661	
HEALTH INFO MGMT	HIM1000-HIM2510	\$2.01
HEALTH SERVICES ADMIN	HSC4910	\$23.00

HUMAN SERVICES	HUS2949	\$13.79
MEDICAL LAB TECH	MLT1044L, MLT2807L	\$23.00
NURSING UD	NUR3066C, NUR4636L	\$36.78
O&P (deletion as of January 2017)	PRO3200C,PRO3301C, PRO3310C, PRO4371C, PRO3000C, PRO3500C, PRO3120C	\$434.28
SOCIAL SCIENCE	SLS1301, ETD2382C	\$1.75
CRIME SCENE TECH	CJE1770, CJE1772	\$30.75
COE UD	ETE3402C, ETE3403C, ETE3946, ETE4414C, ETE4434C, ETE4444, ETE4940, ETE4947, MAE4642	\$42.80
FINE ARTS (Applied Music Composition)	MUC1311	\$120.00
SCIENCE (wellness & human		
performance)	HSC2400, PEL2342	\$24.02
SCIENCE UD (Biology)	ZOO3713C, ZOO4513C, BOT3015C,	\$100.00
	PCB3023C, PCB3043C, PCB3063C, PBC4723C	

Additions:

		_
O&P TECHNOLOGY AS	PRO1010C-PRO2804C	\$302.09

Doug Duncan, Senior Vice President, Administrative/Business Services and Information Technology, Anne M. Cooper, Senior Vice President, Academic & Students Affairs and Tonjua Williams, Vice President, Student Services, recommend approval.

MEMORANDUM

TO: Board of Trustees, St. Petersburg College

FROM: William D. Law, Jr., President

SUBJECT: Personnel Report

Approval is sought for the following recommended personnel transactions:

HIRE Budgeted	Administrative & Professional		
Name	Title	Department/Location	Effect. Date
St. Louis,Mark	Associate General Counsel	College Attorney DO	3/21/2016-6/30/2017
Hartman, Ariel Elizabeth	Career & Academic Advisor	Enrollment Management DO	4/25/2016-6/30/2017
Muehl,John M	Instructional Design Tech	Instructional Computing SE	4/18/2016-6/30/2017

TRANSFER/PROMOTION Budgeted Administrative & Professional				
Name	Title	Department/Location	Effect. Date	
Samartzis,Nicoleta Rania	Career & Academic Advisor	Counseling & Advisement TS	5/9/2016-6/30/2017	
Benavides, Joseph	Career Outreach Spclst	Associate Provost CL Online Learning & Services	5/9/2016-6/30/2017	
Stevens,Paul J	Senior Web Analyst/Programmer	EPI	5/9/2016-6/30/2017	

HIRE Budgeted Career Service			
Name	Title	Department/Location	Effect. Date
Ramsey,Lisa K	Custodian	Custodial Services CL	4/25/2016
Mojica,Roxanna	Custodian I	Custodial Services SPG	5/2/2016
Arroyo, Alquimides Vendetti, Katherine	Security Officer	Campus Security CL Academic & Student Affairs	4/11/2016
Suzanne	Sr Administrative Svcs Assist	EPI	4/25/2016
Biglin,Rebecca J	Sr Administrative Svcs Spec1st	Facilities Plan & Inst Svcs EPI	4/25/2016

Voorhees, Theodore DSr Technlgy Support SpecialistInformation Systems EPI5/2/2016Hansen, Renee LinStudent Support AssistantProvost SE4/26/2016

TRANSFER/PROMOTION Budgeted Caree	r
Service	

Name Title Department/Location Effect. Date

Espino-

Hernandez, Enemencia Lead Custodian Custodial Services CL 4/25/2016

HIRE Temporary/Supplemental				
Name	Title	Department/Location	Effect. Date	
Cather,Matthew D Avitabile-	General Support	Engineering Technology CL	4/18/2016	
Muller,Rossella T	Instructor, Temporary Credit	Natural Science SE	5/16/2016	
Brachna, Kelsey C	Instructor, Temporary Credit	Mathematics SPG	5/16/2016	
Cano,Diana	Instructor, Temporary Credit	Foreign Language TS	5/16/2016	
Charboneau,Roxanne P	Instructor, Temporary Credit	Human Services HC	5/16/2016	
Harter,Julia M	Instructor, Temporary Credit	Natural Science SE	5/16/2016	
Hunter,Lisa A	Instructor, Temporary Credit	Letters TS	5/16/2016	
Koymarianos,Kiriaki	Instructor, Temporary Credit	Business Technologies SE	5/16/2016	
Krill,Alina	Instructor, Temporary Credit	Natural Science TS	5/16/2016	
Whitlock,Shannon A	Instructor, Temporary Credit	Natural Science SPG	5/16/2016	
Hughes,Lisa M	Librarian- Temporary	Learning Resources CL	5/2/2016	
Crews, Kimberly I	OPS Career Level 1	Learning Resources TS	4/29/2016	
Saccardo,Doreen E	OPS Career Level 2	Leepa/Rattner Museum - DO College Reach Out Program	4/30/2016	
Weaver, Katy Lynn	OPS Career Level 2	DO	4/26/2016	
Crowther,Savannah M	OPS Career Level 3	SPC-Downtown	4/25/2016	
Miller,Brandi L	OPS Career Level 4	Central Records DO	5/5/2016	
Roberts, Alan M	OPS Professional	Engineering Technology CL Emergency Medical Services	4/18/2016	
Duchesneau, Daniel R	Professional Trainer	НС	5/6/2016	
Stanley, Terri K	Professional Trainer	Health CE - AC	4/25/2016	
Williams, Douglas S	Professional Trainer	Corporate Training E&SS DO	5/13/2016	
Kahle,Kelly Ann	Professional Trainer	Fire Science AC	4/12/2016	

CORRECTIONS from April's Annual Contract Recommendations			
Name Title		Department/Location	Effect. Date
Johns,Charlotte D	(Acting) Scholar&Stu Fin Assist Officer	Scholarships/Stu Fin Assist SP	07/01/2016- 06/30/2017

Woroner, Desiree A	(Interim) Director HR Operations	Human Resources DO	07/01/2016-
Wordier, Desiree A	(memi) Director Tik Operations	Tullian Resources DO	06/30/2017
Hunt,Janette N	(Interim) Director, Budget &	Information Tech & Research	07/01/2016-
Hulli, Janette IV	Compliance	DO	06/30/2017
Strickland, Mark F.	(Interim) Provost	Academic & Student Affairs	07/01/2016-
Suickiand, wark F.	(Interim) Provost	SE	06/30/2017
Grundset, Beverly	Chair, Natural Science	Natural Science SPG	08/01/2016-
Grundset, Beverry	Chan, Natural Science	Natural Science SPG	08/14/2016
		Institutional Research	07/01/2016-
Dimmer, Theresa R	Coord, Institutnl Rsrch&Rpting	EPITECH	06/30/2017
Elanahama III D	Coordinator, FLA Trade Grant	Corporate Training E&SS DO	07/01/2016-
Flansburg,Jill D	Coordinator, FLA Trade Grant	Corporate Training E&SS DO	09/30/2016
Linek,Philip J	Senior Accountant	Accounting Services EPI	Not Recommended

TRAVEL OUTSIDE THE CONTINENTAL UNITED STATES			
Name	Title	Department/Location	Effect. Date
			06/18/2016-
Albrecht, Osiris	Instructor	Foreign Language SE	07/11/2016

The purpose of this trip is to offer St. Petersburg College students an educational opportunity to learn the Spanish Foregin Language and cultural

experience while in Spain. The benefit to the college is to meet the College's mission to "contribute to the international education of students by

providing opportunities that encourage global awareness and perspectives."

Funded by the Commu	nications department. Estima	tted cost to the College is \$5,234.93.	
			06/19/2016
Levin, Roxana	Instructor	Foreign Language TS	06/18/2016- 07/17/2016

The purpose of this trip is to offer St. Petersburg College students an educational opportunity to learn the Spanish Foregin Language and cultural

experience while in Spain. The benefit to the college is to meet the College's mission to "contribute to the international education of students by

providing opportunities that encourage global awareness and perspectives."

Funded by the Communications department. Estimated cost to the College is \$5,858.94.

 Tucker, Eric
 Instructor
 Ethics TS
 06/15/2016

 06/22/2016
 06/22/2016

The purpose of this trip is to chaperon the SPC Dominican Republic high school service learning program abroad, providing students an opportunity

to earn 20 service learning hours abroad. The benefit to the College is to meet the College's mission to "contribute to the international education of

students by providing opportunities that encourage global awareness and perspectives."

Jahosky, Michael	Instructor	Fine & Applied Arts SPG	06/12/2016- 06/22/2016
offering SPC courses	HUM2270 Isalem and other sites in Isra	ncient Jedeo-Christian history, religion, literandel. The benefit to the College is to "contribu	
providing opportunitie	es that encourage global awa	areness and perspectives."	
Funded by the Human \$4,906.77.	ities and Fire Arts departme	ent. Estimated cost to the College is	
Greene, Marjorie	Instructor	Fine & Applied Arts CL	06/04/2016- 06/17/2016
ARH1000. Marjorie Clead a docent tour at the to the College is for M	Green will ne Rueven Ruben Studio/Mu largorie eastern culture and religion	experiences in Eastern culture and art, which we useum sharing her experience in Art History to further her studies and broaden her skill see	& Painting. The benefit
Funded by the Fine an	d Applied Arts department.	Estimate cost to the College is \$1,500.	
Lawless, Daniel	Instructor	Letters SPG	05/26/2016-6/2/2016
programs Marilyn Had		ume SPC. The benefit to the College is to pross at	omote college writing

Dk050916

bringing the actions forward, recommend approval.

MEMORANDUM

TO: Board of Trustees, St. Petersburg College

FROM: William D. Law, Jr., President

SUBJECT: Request to advertise for professional services for the design and construction of the

Student Success Center, St. Petersburg/Gibbs campus.

Authorization is sought to advertise for design and construction services for the new Student Success Center at the St. Petersburg/Gibbs campus.

Given the anticipated profile of this project, both in scope and function, it will be one of the most significant projects ever undertaken by the college. The college is enthusiastic to get started, as an early start will provide many advantages. Therefore, we propose the following method of delivering the project:

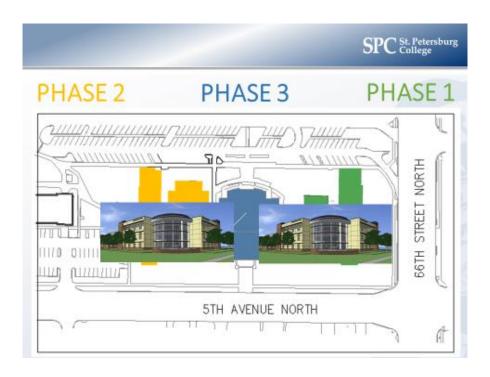
- Engage one of our pre-selected, continuing contract architects and a number of our pre-selected, continuing contract contractors to begin delivering early phases of work at the onset of the funding period, July 1st, 2016. These early scopes would include a significant amount of underground infrastructure relocation, relocating staff and demolition of the east and west wings of the existing Administration building;
- Simultaneous to that infrastructure relocation and selective demolition, we will employ the
 selection process used for our recent large capital projects to screen and select design and
 construction professionals for the large phase of the work, specifically the design and
 construction of the new building.
- This two pronged approach will provide the advantages of getting an early start while methodically selecting the most qualified firms for the large scope of the work. This approach aligns well with the Facilities department's strategic objective of leveraging the strengths of the three respective entities and their interests; the college, the contractor and the designer, with the ultimate goal of delivering the best possible product to our students. Additionally, the simultaneous selection provides the opportunity of having the contractor working alongside the designer during the design phase, which allows for the valuable input related to constructability analysis and value engineering;
- Lastly, this approach gives the college the opportunity of spreading the work among as many firms as possible; various companies for demolition phases, an architectural firm for the design and a construction firm for the building component.

Doug Duncan, Senior Vice-President of Administrative/Business Services and Information Technology; and Jim Waechter, Associate Vice-President, Facilities Planning and Institutional Services, recommend approval.

VI – C.2a St. Petersburg/Gibbs Campus Student Success Center









Proposed Schedule

- Phase 1 August October, 2016 (East wing demolition);
- Phase 2 October December, 2016 (West wing demolition);
- Phase 3 May August, 2016
 Selection of design and construction professionals;

August, 2016 - Spring, 2017

Design Phase

January, 2017 Construction begins VI – C.3a Reaffirmation of St. Petersburg College, Mission, and Values



Mission, Vision, and Values

Board of Trustees Meeting May 17, 2016







Current Mission, Vision, and Values were:

- The result of an extensive review and development process performed by the Strategic Issues Council and Committees, which contain representative staff in various college roles.
- Reviewed at the Strategic Board Workshop in December 2012 and later approved by the Board of Trustees at the January 2013 Board meeting.

Background



- 3



- Review process began in May 2012 to streamline the Mission statement and also create Vision and Value statements which considered the following:
 - Mission: What is our purpose? Why do we exist? Who do we serve? What makes us unique?
 - Vision: What/Where/Who do we want to be in the future?
 - Values: What are the ideals most important to us?

Background



4



- The Southern Association of Colleges and Schools (SACS) requires that the College review their mission statement periodically.
- Per these requirements, the College performs this review every three years.

Background



5



Vision Statement

A Great College Transforming the Lives...

Of our students

Of our communities

Of our employees

Mission Statement

Promote student success and enrich our communities through education, career development and self-discovery

Mission and Vision



6



Student Focus

We believe students are the heart of SPC! All SPC resources, decisions, and efforts are aligned to transform students' lives to empower them to finish what they start!

Culture of Inquiry

We encourage a data-driven environment that allows for open, honest dialogue about who we are, what we do, and how we continue to improve student success.

Example Value Statements



,



- Wanted to provide an opportunity for the Board to review the College's current Mission, Vision, and Values.
- Will bring back the Mission, Vision, and Values to the June Board Meeting for reaffirmation.
- Going forward the Mission, Vision, and Values will be reviewed annually at the December Strategic Board workshop.

Next Steps



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VI – D.1 Quality Enhancement Plan

Quality Enhancement Plan QEP Topic Selection Recommendation

Jennifer Haber, QEC Lead Faculty Heather Roberson, CETL Director

Board of Trustees - May 17, 2016 SPC St. Petersburg

Why develop a Quality Enhancement Plan (QEP)?



Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) 2018 Accreditation Reaffirmation

- 10-year review of an institution's continuous improvement
- Report due in March 2017 with On-Site Review in October 2017
- · 3 Concurrent Timelines
 - · Compliance Report (84 Standards)
 - · Quality Enhancement Plan (QEP)
 - · Administrative Unit Assessment

What is a Quality Enhancement Plan (QEP)?



- Carefully designed course of ACTION.
- Collaborative process.
- Well-defined focused topic or issue related to enhancing student learning and/or the environment that supports student learning.





The QEP Document is submitted to SACSCOC in August 2017

QEP Topic Selection Committee



STARI ISH

Faculty-driven effort to determine broad-based topic areas focused on identifying:

- Stakeholder feedback
- · Population that the QEP should serve
- · Evidence to support the objective







Stakeholder Survey Results



What is SPC's greatest area of need involving student learning or the environment in which students learn?

	All Stakeholders		
Topic:	Count	Percent	
College Readiness for Long-term Success	311	35%	
Strengthening Writing	216	24%	
First-year in College Experience	188	21%	
Online Engagement for Enhanced Learning	177	20%	
Total responses	892	100%	

Stakeholders: Alumni, Students, Staff, Faculty, Advisory Board

Top Broad-based Concept Area



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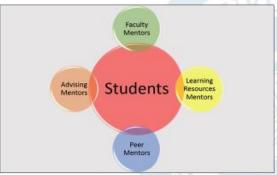
College Readiness for Long-term Success

- Incorporates First-Year Experience ideas of learning communities and mentoring.
- Support for fundamental skills and/or sequencing in Math, Reading and/or Writing.
- Faculty-led learning communities/student cohort groups (mentoring).
- Coaching for college success skills (study skills, time management, personal responsibility, and life/school balance).

Topic Focus



SPC's version of a First-Year Experience that impacts student learning for college readiness through faculty-led communities.



Learning and Academic Survival Tools =

LAST-ing Success

Target Student Populations



First time in college students (FTIC).

student population fall 2015: 3,563

Returning to college students (Readmit).

student population fall 2015: 2,444

 Flexible placement students who opt out of Developmental Education courses (Flex-Opt-Out).

student population fall 2015: 1,379

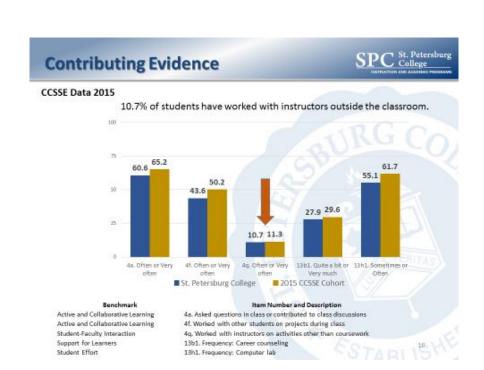


Support retention and persistence

(students finish what they start)

Faculty need to play a significant role in a student's first-year that will ultimately provide students with the resources and skills to support long-term success along their academic and career pathways in the general education areas of:

Communication
Quantitative Skills
Information Literacy



Contributing Evidence



CCSSE Data 2015 - Differing Faculty and Student Perceptions

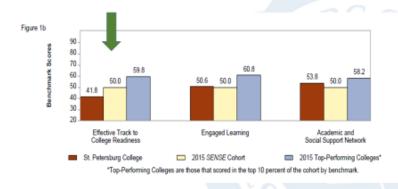


33.7% of students have talked to an advisor or faculty about career aspirations.

Contributing Evidence



SENSE 2015 - Benchmarks of Effective Educational Practice with Entering Students



Fall 2015 Success Rates



Source: BI PULSE Student Success Dashboard

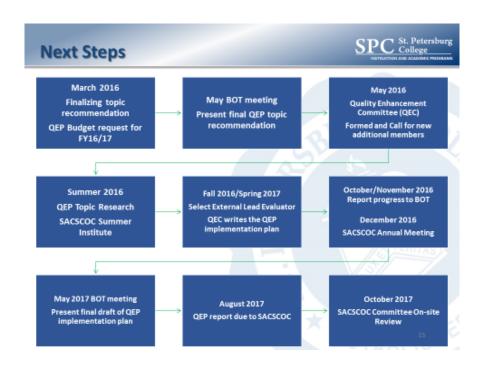
	Basic Computer & Info Literacy	Computer Applications	Comp I	Intermediate Algebra	Explore Math & Quant Reasoning
	CGS 1070	CGS 1100	ENC 1101	MAT 1033	MAT 1100
All Students	76.8%	71.3%	74.5%	60.9%	74.5%
Flexible Opt Out	65.3%	53.7%	58.9%	43.0%	56.5%
FTIC	71.0%	66.4%	69.7%	59.4%	66.4%
Readmit	80.0%	71.8%	68.8%	56.0%	78.6%

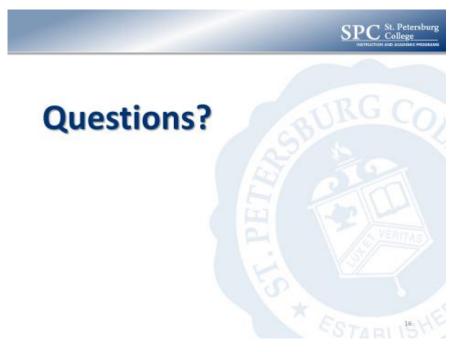
Those highlighted in orange represent a minimum of 5% below all students.

Changes/Outcomes in Behavior



Faculty	Students
Engage in student development within and outside the classroom	Develop college-readiness skills
Improve pedagogical practices to support student learning	Apply college-readiness skills to strengthen student learning
Build a collaborative environment with advisors and other support staff	Improve self-efficacy to continue persistence and support completion of academic and career goals





St. Petersburg College Board Evaluation of the President 2015-2016

For each of the following questions, indicate your level of satisfaction with the President's performance in the following areas by providing a score between one and five. Additionally, clease provide any additional feedback or commants as appropriate. If insufficient information or not applicable, the board member may indicate by placing N/A or by not placing a score and explaining in the comments.

Factor Category	The state of the s	Emiliare de					
	Trustee 1 (DO)	Trustee2 (LW)	Trustee 3 (BF)	Trustee 4 (DG)	Trustee 5 (N5)	Avg.	Comments
EADERSHIP:	of the Manager of the Salary	arene de la composición	Section and the	THE THE SAME AND		Addignor of the set of	25
Understands and supports comprehensive community collage mission.	5	5	5	5	5	5	Dr. Law excels as the leader of SPC. He is transparent with the Board and goes above and beyond supporting the college nilsien, Dr. Law lifean as well as he communicates his opinions and has proven that he's always was and has proven that he's always will informed and up to speed with the inner-workings of the College, (NS) Very Involved (DS).
2. Has ethical, fair, honest leadership style.	5	5 -	5	5	5	5	
3, Is an effective communicator.	5	- 5	5	5	4	4,80	
 is an effective management style, inspiring others and engendering confidence. 	4	4	5	5	5	4,60	Understands the mix between being tough and fair. (DG)
S. Recruits and utilizes effective employees.	4	5	5	5	5	4.80	
 Displays resourcefulness in identifying, analyzing, and solving problems. 	S	5	5	5	5	5	Very good at identifying problems and opportunities. (DG)
7. Provides decisive and diplomatic leadership style.	4	4	4,5	5	5	4.50	
DIVERSITY INITIATIVES						800 ASS (2)	Charles Charles Charles
 Provides appropriate institutional leadership on board priority of increasing diversity in employment among administrators, faculty and staff. 	4	5	5	5	4	4.60	Working hard at it and continues to seek diversity in the organization. (DG)
Hans and implements initiatives to increase penetration into diverse communities and student enrollment of the diverse communities in Pinellas County.	5	ş	5	5	5	5	
Reaches out to the diverse papulations of Pirielles County by meeting with leaders and participating in activities and events in the community.	S	5	5	5	s	S	
 Follows through on the college's priority for minority businesses to participate in opportunities to partner and do business with the college. 	5	Š	5	5	S	S	Great effort made during bids and contracts (LW)

Trustee1	Trustee2	Trustee3	Ratings	T	16.15	
			Trustee4	Trustee5	Ave.	Comments
					15/7/15/2	Marian Sana Angarayan
5	5	5	5	S	5	Or. Law puts student success above everything else and has proven effective at managing the budget while increasing student success as engagement with the coilege. (NS)
5	5	5	5			- Sage tests with and conege. [NS]
5	5	5				
5	5	5				
4	4.5				S	This is Dr. Law's #1 priority. (DG)
5	5				4.70	5 - College; 4 - Foundation (LW)
			- 5	5	5	Ooes a real good job of balancing resources. (DG)
3	4	4.5	.5	5	4.7	W. and Law and Association
5	5	5	5	g	-	
					•	
5	5	5	5	5	5	Or. Law has personally kept me in the loop as it pertains to the Board of Trustees' business. He has taken the sime to sit with me on multiple occasions to review and get me up to
5	5	5	-			speed on items of interest. (NS)
4	5	5	5	5		Always carries out actions. (D6)
5	5	-			4.00	
5				5	S	
	5 5 5 5 9	5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5	5	5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5

EXTERNAL RELATIONS:	From Albania	1000	, SSO				
Provides effective, positive representation of the college in the community.		5	5	15	s	4,80	Dr. Law goes above and beyond as it pertains to external relations, He spends a great deal of time representing the college outside the four walls of the campuses, He also dedicated significant time in Tallahasses this year representing the college moods/views to legislators. (NS)
Develops positive relationships with government, business, and industry leaders and organizations.	4	5	5	5	5	4.80	
Mikintains appropriate relationships with state and federal organizations and government offices.	5	5	5	5	s	5	Excellent governmental affairs relationships (LW)
Represents and presents the college's image of auccess with appropriate regional and national education organizations.	5	5	5	5	5	5	Along with our Executive Staff (LW)
 Skilled in meeting the social obligations of the presidency. 	S	5	5	5	5	5	
Seeks appartunities to communicate the vision and goals of the college in the Pinellas community.	4	5 "	5	5	5	4.80	
ADDITIONAL ITEMS:		1		40.0		(A.s.	
Florida statutes require that the Board certify that it evaluates the president on implementation of two reports that must be submitted to the state: (1) The college's Equity Plan required in F5 1008.45, and (2) Statewide accountability plan required by FS 1008.45.							
The president provides leadership to assure that the collage addresses equity issues required by the state and in bringing forth a report to the board with goals and performance in this area.	4	5	5	5	5	4.80	
The president provides leadership in using the accountability report developed by the state.	4	5	5	5	5	4.80	
Additional comments and feedback for the president:							800

I would like to see more external communication on our students' success. [LW

If seed as if it's almost unfair for me to fill out an evaluation form for Or. Law as I'm new to the Board of Trustees. That being said, I've spent a great deal of time these past few months visiting campuses, speaking with educators and administrators and getting a feel for changes that have taken place since Dr. Law has become President. Continue to be impressed by SPC's reputation within the community and its high standing emong colleges. Dr. Law has effectively out in place systems that have improved student success rates and has established a culture where neutiple campuses are working together as one. Dr. Law is an outstanding communicator and has taken the time to ensure that I'm up to speed on all pressing issues and fully understand the reasoning behind decisions effecting the direction of the college. Dr. Law puts students first and for that, he should be commended. (NS)

Dr. Law has a unique set of skills; he seems to find a focus in which the college board and employees need to focus on and then we receive the data, He works on trust issue until resolved or fixed. This kind of focus has allowed SPC to get back to being the bost at what we do. The other quality he has is developing talent and a team to come bechind him. There are and will be competent staff heading into the future due to his development and promotion of good mild laval and senior staff. I have been particularly impressed with the emphasis on diversity in promotion and new hires, it has been a real joy working with Dr. Law (DS)

May 17, 2016

MEMORANDUM

TO: Board of Trustees, St. Petersburg College

FROM: William D. Law, Jr., President

SUBJECT: Truth Initiative—Smoke-Free and Tobacco-Free Community College Grant

Confirmation is sought for a proposal that was submitted, subject to Board of Trustees' approval, to the Truth Initiative Foundation, by St. Petersburg College for the Smoke-Free and Tobacco-Free Community College Grant. Permission is also sought to accept an estimated \$10,000 in funding over a nineteen-month period for this proposal, if awarded, and enter into any amendments, extensions or agreements as necessary, within the original intent and purpose of the grant.

The Truth Initiative, America's largest non-profit public health organization dedicated to smoking and tobacco cessation, has allocated funding to assist community colleges in advocating for, adopting, and implementing a 100% smoke-free or tobacco-free policy. This grant would support SPC's work in moving toward a 100% tobacco-free policy, which was approved by the SPC Board of Trustees at the March 2016 meeting, and is targeted for implementation on August 1, 2016. A taskforce led by Provost Jamelle Conner and comprised of SPC students, staff, and faculty has been instrumental in assessing and developing support for the new tobacco-free policy and would continue to direct activities under this project, including development of new policy language and implementation across all SPC campuses. The Tobacco-Free grant would serve to enhance SPC's current efforts toward aligning with the American College Health Association and US Department of Health and Human Services' policy recommendations for 100% tobacco-free campuses, allowing SPC to join the more than 50 community college Truth Initiative awardees and 300 college campuses nationwide that have committed to tobacco-free policies.

The estimated period of performance will be from June 15, 2016 through December 31, 2017. The total project budget is projected to be \$10,000 over a nineteen-month period. See attached Information Summary for additional information.

Tonjua Williams, Senior Vice President, Student Support Services; Suzanne L. Gardner, General Counsel; Jamelle Conner, Provost, St. Petersburg/Gibbs campus, recommend approval.

Attachment jm0502161

BOT INFORMATION SUMMARY GRANTS/RESTRICTED FUNDS CONTRACTS

Date of BOT Meeting: May 17, 2016

Funding Agency or Organization: Truth Initiative

Name of Competition/Project: Smoke-Free and Tobacco-Free Community

College Grant

SPC Application or Sub-Contract: SPC Application

Grant/Contract Time Period: Start: 6/15/16 End: 12/31/17

Administrator: Jamelle Conner

Manager: TBD

Focus of Proposal:

The Truth Initiative will assist selected community colleges in developing and adopting 100% smoke-free or tobacco-free policies, with additional support via cessation resources and guidance for implementation. Over a nineteen-month period, the College will engage in continued assessment and activities to support the adoption and implementation of 100% tobacco-free policy, including: 1) development of tobacco-free policy language for approval and adoption by the Board; 2) education and engagement of all students, faculty, staff, and related parties on new policy measures and the dangers of tobacco use; 3) tobacco cessation referrals and workshops for staff and student smokers wanting to quit; and 4) installation of new tobacco-free signage and removal of cigarette trash cans on all campuses. Program activities will be led by Provost Jamelle Conner and the Tobacco-Free SPC Taskforce, comprised of administrators, faculty, staff, and students, who will work with relevant departments such as Marketing, Human Resources, Student Life and Leadership, and Facilities to assist with appropriate implementation and transition for all campuses. Funding is requested to support printing of informational posters and flyers, new campus tobacco-free signage, refreshments for tobacco cessation informational workshops, and tobacco cessation educational and marketing materials.

Budget for Proposal:

(Only Major categories—This is an estimated budget description based on expected funding and services. Specific budget categories may vary as the funding amount and/or services change.)

Printing	\$ 1,000
Supplies	\$ 2,000
Other (food for workshops, signage)	\$ 7,000
Total Budget	\$ 10,000

Funding:

Total proposal budget: (includes amount

requested from funder, cash and in-kind

matches listed below) \$ 10,000

Total amount from funder: \$ 10,000

Amount/value of match: Cash: N/A

In-kind: N/A

Required match or cost sharing:

Voluntary match or cost sharing:

No X
Yes
No X
Yes

Source of match/cost sharing: N/A Negotiated indirect cost: N/A (Fixed) administrative fee: N/A Software/materials: N/A Equipment: N/A Services: N/A Staff Training: N/A FTE: N/A Other: N/A

College Values, Strategic Initiatives and Activities Addressed:

Value(s): 1. Outstanding Service

2. Leadership and Empowerment

3. Student Focus

Strategic Initiative(s): 1. Community Initiatives

2. Engagement Beyond the Classroom

May 17, 2016

MEMORANDUM

TO: Board of Trustees, St. Petersburg College

FROM: William D. Law, Jr., President

SUBJECT: U.S. Department of Education – TRIO Educational Opportunity Center Program

Confirmation is sought for a proposal that was submitted, subject to Board of Trustees' approval, to the U.S. Department of Education, by St. Petersburg College for the Educational Opportunity Center (EOC) Program Grant. Permission is also sought to accept an estimated \$1,180,000 in funding over a five-year period for this proposal, if awarded, and enter into any amendments, extensions or agreements as necessary, within the original intent and purpose of the grant.

The purpose of the Educational Opportunity Center (EOC) program is to increase the percentage of low-income and first generation individuals who successfully pursue postsecondary education opportunities. This program would provide information regarding financial and academic assistance available for qualified adults who want to enter or continue to pursue a program of postsecondary education, as well as offer and assist in improving the financial and economic literacy of program participants. Services will be provided to 1,000 low-income and first-generation individuals annually. As a result, participants will be equipped to successfully enter into post-secondary education academically and financially. SPC is proposing to create the Pinellas County EOC, partnering with various community organizations to assist with the identification and service of target groups and those underrepresented in postsecondary including Hispanic serving organizations, the Department of Corrections and non-profits serving youth aging out of foster care.

The estimated period of performance will be from September 1, 2016 through August 31, 2021. The total project budget is projected to be \$1,180,000 over a five-year period. See attached Information Summary for additional information.

Tonjua Williams, Senior Vice President, Student Services; Suzanne L. Gardner, General Counsel; and Linda Hogans, Executive Director Special Programs, recommend approval.

Attachment

ks0502162

BOT INFORMATION SUMMARY GRANTS/RESTRICTED FUNDS CONTRACTS

Date of BOT Meeting: May 17, 2016

Funding Agency or Organization: U.S. Department of Education

Name of Competition/Project: Educational Opportunity Center (EOC)

SPC Application or Sub-Contract: SPC Application

Grant/Contract Time Period: Start: 9/1/16 **End:** 8/31/21

Administrator: Linda Hogans

Manager: TBD

Focus of Proposal:

St. Petersburg College's Educational Opportunity Center (EOC) Program will provide services to 1,000 individuals per year across Pinellas County who seek to enter or continue to pursue a higher education, with a concentration on those who have been identified as low-income and first-generation college students. The program has been designed to include an array of high-quality services tailored to each individual. Facilitated by dedicated Postsecondary Advisors (PSA), the primary program activities include: a comprehensive public information campaign, support completing financial aid and college applications, academic tutoring, preparation for college entrance exams, guidance regarding alternative educational programs, assistance with course selection, information on and assistance with federal student financial aid and college admissions and educational and financial counseling services. To ensure proper administration and monitoring of these activities, the PSAs and participants will collectively develop a personalized roadmap, an Individual Education Plan (IEP), which will assess barriers and apply strategies to support them as meet their educational goals.

Budget for Proposal:

(Only Major categories—This is an estimated budget description based on expected funding and services. Specific budget categories may vary as the funding amount and/or services change.)

Personnel	\$	715,980
Fringe	\$	250,595
Travel	\$	40,520
Supplies	\$	5,995
Other (Licenses, printing, computer leases)	\$	79,500
Indirect Costs	\$	87,410
Total Budget	\$ 1	,180,000

Funding:

Total proposal budget: (includes amount

requested from funder, cash and in-kind matches listed below) Total amount from funder:

Amount/value of match:

\$ 1,180,000 Cash: N/A In-kind: N/A

\$ 1,180,000

Required match or cost sharing:

Voluntary match or cost sharing:

No X
Yes
No X
Yes

Source of match/cost sharing: N/A Negotiated indirect cost: N/A (Fixed) administrative fee: N/A Software/materials: N/A Equipment: N/A Services: N/A Staff Training: N/A FTE: N/AOther: N/A

College Values, Strategic Initiatives and Activities Addressed:

Value(s): 1. Student Focus

2. Academic Excellence

3. Outstanding Service

4. Partnership

Strategic Initiative(s):

1. Community Initiatives

2. Marketing and Strategic

Communication

3. Strategic Enrollment Growth