



## SPC Board of Trustees – Strategic Planning Workshop

December 17, 2019  
Real-time Record



## Executive Summary

On December 17, 2019, our SPC Board of Trustees and College Leadership gathered for a productive, 2-hour Strategic Workshop. Dr. Sabrina Crawford provided a progress overview of the 5 Strategic Focus areas in SPC's current Strategic Plan, as we prepare for 2020, the final year in our 3-Year Plan. Reference the Appendix for the strategic plan documents reviewed.

Each Board of Trustee Member selected one of the 5 Strategic Plan areas, including a primary Strategic Priority they will help Champion in 2020, meeting each semester, as follows:

### Strategic Work Group 1: Academic Excellence:

- **Board Champion: Trustee Gibbons**
- **Anticipated Priority to help Champion in 2020: Priority: Close Achievement Gaps**
- **Subcommittees: Learning Experience & Retention**

### Strategic Work Group 2: Economic Mobility:

- **Board Champion: Vice Chair Bello**
- **Priority to help Champion in 2020: Priority: Drive Enrollment Growth**
- **Subcommittees: Recruitment & Retention**

### Strategic Work Group 3: Community Engagement:

- **Board Champion: Trustee Kidwell**
- **Priority to help Champion in 2020: Priority: Promote Civic Leadership**
- **Subcommittee: Recruitment**

### Strategic Work Group 4: Financial Vitality:

- **Board Champion: Trustee Stonecipher**
- **Priority to help Champion in 2020: Priority: Increase Non-State Funding Streams and Diversify Resources**
- **Subcommittee: Resource Alignment**

### Strategic Work Group 5: Employee Experience & Engagement

- **Board Champion: Chair Cole**
- **Priority to help Champion in 2020: Priority: Ensure Employee Engagement and Retention through Strong Communication, Recognition and Responsiveness**
- **Subcommittees: Employee Experience and Engagement & Learning Experience**

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**SPC Board of Trustees - Strategic Planning Workshop**  
 St. Petersburg College, EpiCenter, 13805 58<sup>th</sup> Street N. Clearwater, FL 33760  
 Collaborative Labs (Tropics Lab) Tuesday,  
 December 17, 2019, 9:00am – 11:00am

Time	Agenda Items	Engagement Opportunities
9:00am – 9:10am	<b>Call to Order</b> <ul style="list-style-type: none"> <li>Invocation</li> <li>Pledge of Allegiance</li> </ul>	
9:10am – 10:00am	<b>Welcome &amp; 3-Year Strategic Plan Overview</b> <ul style="list-style-type: none"> <li><b>Welcome:</b> Chair Cole, Trustees, and Dr. Williams, President</li> <li><b>Progress Overview of SPC’s Strategic Plan:</b> Dr. Sabrina Crawford</li> </ul>	<b>Part 1: Board of Trustee Members Select a Strategic Area to Champion in 2020:</b> <ul style="list-style-type: none"> <li><b>Academic Excellence: Learning Experience &amp; Retention</b></li> <li><b>Economic Mobility: Recruitment &amp; Retention</b></li> <li><b>Community Engagement: Recruitment</b></li> <li><b>Financial Vitality: Resource Alignment</b></li> <li><b>Employee Experience &amp; Engagement: Employee Experience &amp; Engagement &amp; Learning Experience</b></li> </ul>
10:00am – 10:45am	<b>Deploy to Strategic Work Groups to Identify Priorities for 2020:</b> <ul style="list-style-type: none"> <li><b>Work Group 1: Academic Excellence: Learning Experience &amp; Retention (Tropics)</b></li> <li><b>Work Group 2: Economic Mobility: Recruitment &amp; Retention (Forest)</b></li> <li><b>Work Group 3: Community Engagement: Recruitment (Water)</b></li> <li><b>Work Group 4: Financial Vitality: Resource Alignment (Beach)</b></li> <li><b>Work Group 5: Employee Experience &amp; Engagement: Employee Experience &amp; Engagement &amp; Learning Experience (Beach)</b></li> </ul>	<b>Part 2: Board of Trustee Members join with “Strategic Work Groups” to identify a Priority Area for 2020.</b>
10:45am – 11:00am	<b>Reconvene to Highlight Priorities for 2020</b>	<b>We will reconvene as a full group and each Board Member will share the Priority Area for 2020 they are most excited to help Champion.</b>

## Part 2: Strategic Work Group Champions & Locations

<b>Work Group 1: Academic Excellence: Learning Experience &amp; Retention (Tropics)</b>
<p>Board Champion: Trustee Gibbons            Facilitator: Dean Susan Demers            Team Champions: Leslie Hafer, Djuan Fox, Matt Bodie, Jason Krupp, Jimmy Chang, Joe Leopold, Sara Gomez, Vicki Westergard, Christian Moriarty, Carol Weideman, Joy Moore</p>
<b>Work Group 2: Economic Mobility: Recruitment &amp; Retention (Forest)</b>
<p>Board Champion: Vice Chair Bello            Facilitator: Dr. Patrick Rinard            Team Champions: Jamelle Conner, Barbara Hubbard, Michael Bennett, Reggie Reed, Mark Strickland, Frank Jurkovic, Rita Farlow, Keron Jean-Baptiste, Deanna Stentiford</p>
<b>Work Group 3: Community Engagement: Recruitment (Water)</b>
<p>Board Champion: Trustee Kidwell            Facilitators: Dean Michael Ramsey &amp; Dean Joseph Smiley            Team Champions: Misty Kemp, Tara Newsom, Stan Vittetoe, Louisana Louis, Kim Hartman, Davie Gill, Starla Metz, Marta Przyborowski, Catherine Kennedy, Belinthia Berry, Rich Warshof</p>
<b>Work Group 4: Financial Vitality: Resource Alignment (Beach)</b>
<p>Board Champion: Trustee Stonecipher            Facilitators: Brian Miles &amp; Jesse Turtle            Team Champions: Foundation Board Members: Mike Carroll &amp; Steve Shepherd, Mark St. Louis, Katie Shultz, Janette Hunt, Natavia Middleton, Kimberly Jackson, Diana Wright, David Creamer, Mike Meigs, Marie Couch</p>
<b>Work Group 5: Employee Experience &amp; Engagement &amp; Learning Experience (Beach)</b>
<p>Board Champion: Chair Cole            Facilitator: Jackie Skryd            Team Champions: Margaret Bowman, Rachel Bennett, Cynthia Grey, Rod Davis, Carol Sumter, Kimberly Williams, Jeffrey Briggs, Carol Brandt, Suzanne Gardner</p>

### **Call to Order, Invocation, & Pledge of Allegiance**

*Chair Cole gave the invocation and led the participants in the Pledge of Allegiance.*

### **Welcome & 3-Year Strategic Plan Overview**

- **Welcome:** Chair Cole, Trustees, and Dr. Williams, President
- **Progress Overview of SPC's Strategic Plan:** Dr. Sabrina Crawford

### **Welcome**



**Chair Katie Cole:** Good morning and thank you again for being here. This is the third year of our three-year strategic plan. I appreciate – even more so than most years – Drs. Crawford and Williams and the team planning this. It is kind of hard not to get excited about the next three-year plan, whatever that may be. Dr. Williams and I met a few months ago and we were talking about goals and plans, but we decided to put that on the next plan and focus on this plan. We will review what we achieved, and we will look at some specific metrics that are reflective of how we have gotten through our strategic plan. The takeaway is that we want to give the team guidance when we are making budget decisions this spring.



**Andrea Henning, Executive Director, Collaborative Labs:** Good Morning, Chair Cole, Board of Trustee Members, President Williams and College Family. My name is Andrea Henning and I welcome you to the best board meeting of the year! *Laughter.* We are here in the Collaborative Labs to discuss SPC's 3-Year Strategic Plan, and to prepare for 2020. We have a productive two hours planned this morning.

In Part One, we will hear from Dr. Sabrina Crawford and receive a progress overview of our strategic plan. Board members, as you listen to the five strategic areas in our Strategic Plan, please select one you would like to champion in 2020. If two of you want the same area, we have planned a dance off. *Laughter.*

In Part Two (hour two), we will deploy to these 5 strategic work groups. We already have champions who have been working the plan this past year. As board members, you will join these work groups in hour two. There are three priorities in each strategic focus area. We ask you to dig deeper into each priority area, ask insightful questions, and share your knowledge. Then, you will select one priority area within your work group to help champion in 2020. In 2020, our strategic work groups will continue to meet monthly, and we will ask our Board Members to join with your teams each semester – in March and again in October – to really drive and champion your selected priority area.



## Progress Overview of SPC's Strategic Plan



**Dr. Sabrina Crawford, AVP, Institutional Effectiveness:** I want to talk about the evolution of our strategic planning. It has been ten years since we've done a three-year plan. Those working on the strategic plan have finally coalesced this into something that is easy to understand. Today, I am sharing lag metrics, which are for the prior year. We are also showing ongoing monthly metrics.

You have the metric brochure in front of you, and on the back page, there is a beautiful graphic. The bottom two are the foundations of SPC – financial vitality and employee experience and engagement. On top of that are the three pillars: academic excellence, economic mobility, and community engagement. We do this through our community of care and our equity lens. I am going to walk you through a series of metrics and speak to each. The smaller brochure talks about each of the priorities for these five buckets.

Academic excellence has three main priorities. The first is to enhance the learning experience. One of these metrics is how our faculty engage with our students through our early alert system, SParC. This is last year versus this year. We are well on our way to achieving the 10% goal here.

The second priority is about closing the achievement gaps. It looks at overall course success rates. The column all the way to the left shows year over year. We started to break it down by race and ethnicity, and you see the colors start to change. Our black students are in need of the most help, support, and encouragement.

Our third priority has to do with maintaining student progression and attainment. We need to get our students enrolled and then make sure they are progressing through their program and getting their degree. We have many initiatives to keep students progressing. We have been pretty much at the same level year over year. We have a goal of 72%. The next metric has to do with the number of degrees and certificates we have every year. We set a goal to get to 8200. We are noticing that as the economy improves, students take longer to complete, and the graduation rate is not as high. So, retention is still good, but they are taking longer to graduate. We need to work on that. When we talk about completion rates, we do a 150% (three-year) completion rate. This improvement is speaking to how we are working with our first-time students. There are still some things we need to work on in here.

**Dr. Tonjua Williams, President:** For the completion rate, these are the first-time full-time students who started a specific year and finished within three years.



**Chair Cole:** I want to add that the state hasn't issued their metrics yet, so we are thinking about what they might be tracking.

**Dr. Williams:** I have a meeting with the commissioner in January to fine tune all that information.



**Dr. Crawford:** Economic mobility – the first priority is to expand access. We are trying to expand new programs to support the community. In regard to our credit programs, we only had five new programs for 2017-18, but we added 17 new transfer plans. That helps students get all the prerequisites they need to transfer with their AA. In 18-19, we had 14 new credit programs. This is in response to conversations with industry partners. We only had five new transfer plans this year because we did so much the year before. We are increasing our number of new programs. We also made several modifications to programs to ensure they are meeting the values and skillsets our employers are needing.

Our second priority is to guide enrollment growth. We started to break it down into: (1) How are we recruiting students? and (2) What are we recruiting them for? We are losing students in our bachelor programs. The reasons for that is (1) we are working on those transfer plans and (2) students are getting jobs with an AA degree. That is a trend across the state. That doesn't mean we need to quit trying, but there is a small reason for this. We promoted our university partnerships so much that we aren't promoting ours as much. Our AS students have been lagging, but now we are seeing an increase, which shows students are seeing the value of an AS. A lot of students are looking for short-term changes.

Our last priority is making sure students have the opportunity to experience programs within their work goals. A lot of that is internships. At the same time, a lot of students are already working, so they don't find the internship program as attractive. We provide test preparation, testing centers, vouchers for certification. This is tied to funding from the state. We have a target of 900 – I think we will get there.

**Vice Chair Bridgette Bello:** What is the timeline for the target?

**Dr. Crawford:** 2020.



This is our pillar for community engagement. There is a wide group of priorities. Promote civic leadership – this is one area that we talk about and do a lot, but we don't do conscious tracking. There is a tracking need. There is an Office for Civic Engagement that is student focused. Many of these are embedded within courses. We have more courses now than ever before that have a civic engagement component, which is excellent. But we quit tracking it – the date is self-reported by students, so it is not showing the whole picture. We also need to add in tracking our employees.

**Dr. Williams:** This touches on the workforce piece as well – building our workforce programs and what we are doing – we need to track that. This is a part of that area.



**Chair Cole:** Do partnerships with high schools fall into this picture?

**Dr. Crawford:** It will in the future. We are starting to combine areas in new ways under the pillars.

For employee experience and engagement, we have three priorities. You know about the surveys we sent out and about the African American male initiatives. This is a larger breakout for you to see how we compare to the county. On the left is the estimated census data. We broke it down by what our employees look like based on employment classification. We broke it down by ethnicity. This shows us that in comparison to our county, our Hispanic population is not as well represented. Our full-time faculty are not representative of our county. Our Hispanic comparison is the least across all categories. We did show some increases in Black faculty. In order for all of the other ethnicities to turn green, the number of white students will have to go down.

Our second priority has to do with expanding professional development. We've had conversations on how to track this. Overall, we are doing a much better job making sure our faculty members have an opportunity to engage in professional development. We looked at how many employees are either staying with us or have retired versus those who have left over the base. For 17-18, we were at 88.5%; for 19-20, we were at 87%, so that went down a little. We want to keep our employees once we make that investment in developing their talent.

**Dr. Williams:** Retention of our employees is very important. We want to keep our good employees.

**Dr. Crawford:** The financial vitality group has put together several specific metrics for you. I am not going to go into it, but that team can talk to you about it during the breakout groups if you want.

**Chair Cole:** Dr. Williams told me that we really need to look at the overall financial health of the College, not just meeting our budget each year. So, these metrics are more in line with that. We will need input from the Board on this.

**Dr. Williams:** I thought it was important for the Board to get an overall view of the health of the organization.

**Dr. Crawford:** That is everything I had to share today. Thank you.



## Strategic Work Groups

*Andrea worked with the Board members to determine which trustee would champion which strategic focus area. Academic Excellence – Trustee Gibbons; Economic Mobility – Vice Chair Bello; Community Engagement – Trustee Kidwell; Financial Vitality – Trustee Stonecipher; Employee Experience & Engagement – Chair Cole. Dr. Williams worked with the Academic Excellence work group in Trustee Gibbons' absence.*



*Andrea shared a humorous video to illustrate what the breakout groups should not do.*

**Andrea:** When you deploy to work groups, we will ask each facilitator to provide an overview of each Strategic Priority, including progress made to date, and we will ask our Board Champions to participate in rich discussions with the teams to share questions and insights.



**Chair Cole:** Could you or Dr. Williams give us a recap of what these work groups have been doing? Why they were convened?

**Dr. Williams:** The groups were convened to ensure that we moved the agenda forward and made improvements. We would break into these five workgroups during our executive leadership meetings. The chair of each work group will give you an overview when we break into groups. We had a lot of goals we were not attaining, so we put the work groups together to make sure we were focusing on those.

*Andrea reviewed the work groups and instructed the participants on meeting areas.*

## Strategic Work Groups – Team Reports

### Work Group 1: Academic Excellence: Learning Experience & Retention



**Dr. Susan Demers, Dean, Public Policy and Legal Studies:** We know that Trustee Gibbons is very passionate about closing the achievement gap.

We have so many projects going on, so we need to take inventory so we can share those with you and decide which to move up and which to move over.

### Work Group 2: Economic Mobility: Recruitment & Retention



**Vice Chair Bello:** It was fun to hear what you all have been doing so far. I got here in 2012, and I have been focused on this. They had some great strategies – perhaps too many strategies, and perhaps not in the right places.

We talked about some of the certifications that someone with an AS degree can earn and how we can build on that. We talked about some LinkedIn campaigns specifically targeting those with AS degrees.

We talked about a very brave campaign which you may veto – reminding people what 2008 and 2009 were like and suggesting they start preparing now.

We discussed an ACRM system that crosses marketing and workforce and recruiting. Big data is important to business now days. We talked about being brave again and going after students in Pasco and Hillsborough where they are not offering bachelor's degrees. I had a specific strategy conversation around instead of sending all these employers who talk to me to Dr. Williams, I will send them to the recruiting team. We need to drive growth and expand choices.

### Work Group 3: Community Engagement: Recruitment



**Trustee Thomas Kidwell:** We had a very lively group and discussion. I would say the main thing that came out was we are very underreported in our community engagement in all regards. We are not capturing all the hours. That goes for the Collegiate High School as well. The data is flawed. There is an accountability there that we talked about. We talked about a resource realignment. Trying to incentivize everybody to have a system in place where we report all this stuff.

**Trustee Kidwell:** Service learning as part of the curriculum – there is a 7-10% higher success rate when service learning is a part of the curriculum. We have applied to achieve the gold standard in this regard, and we should find out soon; we are hopeful.

Incentives such as listing what these students are doing on their transcripts as well as graduation cords, which are apparently a big deal.

We need to do better as a college with a branding statement. The athletics program – they are heavily involved in the community. That helps in recruitment and retention. Every aspect of the College can be involved in this.

The top for me is number three because it can lead to better results in the other two and everything else. When we can promote civic leadership, it brings a lot of value to the College and the community.

#### Work Group 4: Financial Vitality: Resource Alignment



**Trustee Nathan Stonecipher:** We had a great group as well. It's interesting to see where we have come the past four years since I have been on the Board. Talking about financial vitality is a bit more exciting now because we are in a better position. A lot of that is due to all the hard work everyone at SPC has put in, especially Brian and Janette. It is encouraging to be talking about things like efficiencies other than making deep cuts.

We went through a lot of different benchmarks, but the one I was most excited about was talking about our surplus margins and what it looks like from an efficiency standpoint. We have moved back in the right direction to leave ourselves some surplus so we can be more flexible and stable. We should keep this at the front of what we do without sacrificing our students' and employees' experiences.

The largest priorities for me were to make sure we focus in the upcoming year on increasing our non-state funding streams and diversifying our resources. We need to focus on being more self-sufficient, and not depend on state funding or even enrollment to make or break us.

The second priority is to continue to look at how we can maximize our space utilization. This has been in the works for a few years, and we are making some strong moves right now. We need to keep looking at that. Again, it goes back to being more efficient as a College.

### Work Group 5: Employee Experience & Engagement: Employee Experience & Engagement & Learning Experience



**Chair Cole:** We had a really good discussion about a lot of the things this group is doing. Much like many of the other areas, each of the top three priorities feed into each other.

We spent a lot of time speaking about professional development and the expense that incurs to the College and how to provide opportunities that might not have a significant cost. Right now, we have a professional development stipend – is that the best way to do it? Should it be by department? Should there be a competitive application process?

One of the priorities with respect to equity and diversity is increasing diversity in the workplace. The hiring of an inclusion or diversity officer. Ensuring engagement and retention. I asked the very pointed question – if you have \$150,000, do you use that money to hire one person, or does that money go into a pot for several people to draw from for professional development that reinforces diversity and inclusion?

We landed at our number one priority, which is to ensure the engagement and retention. Through these professional development opportunities, diversity and inclusion will be best achieved through a ground-up, boots-on-the-ground approach. What does that look like? It is the challenge of, how do we best engage our employees? I commend this group, because they have a really hard job before them.

### Wrap Up & Next Steps



**Andrea:** We have completed our mission for today and we thank each of our Board Members for helping to champion each Strategic Work Group. We know 2020 will be successful because of your engagement with each group!

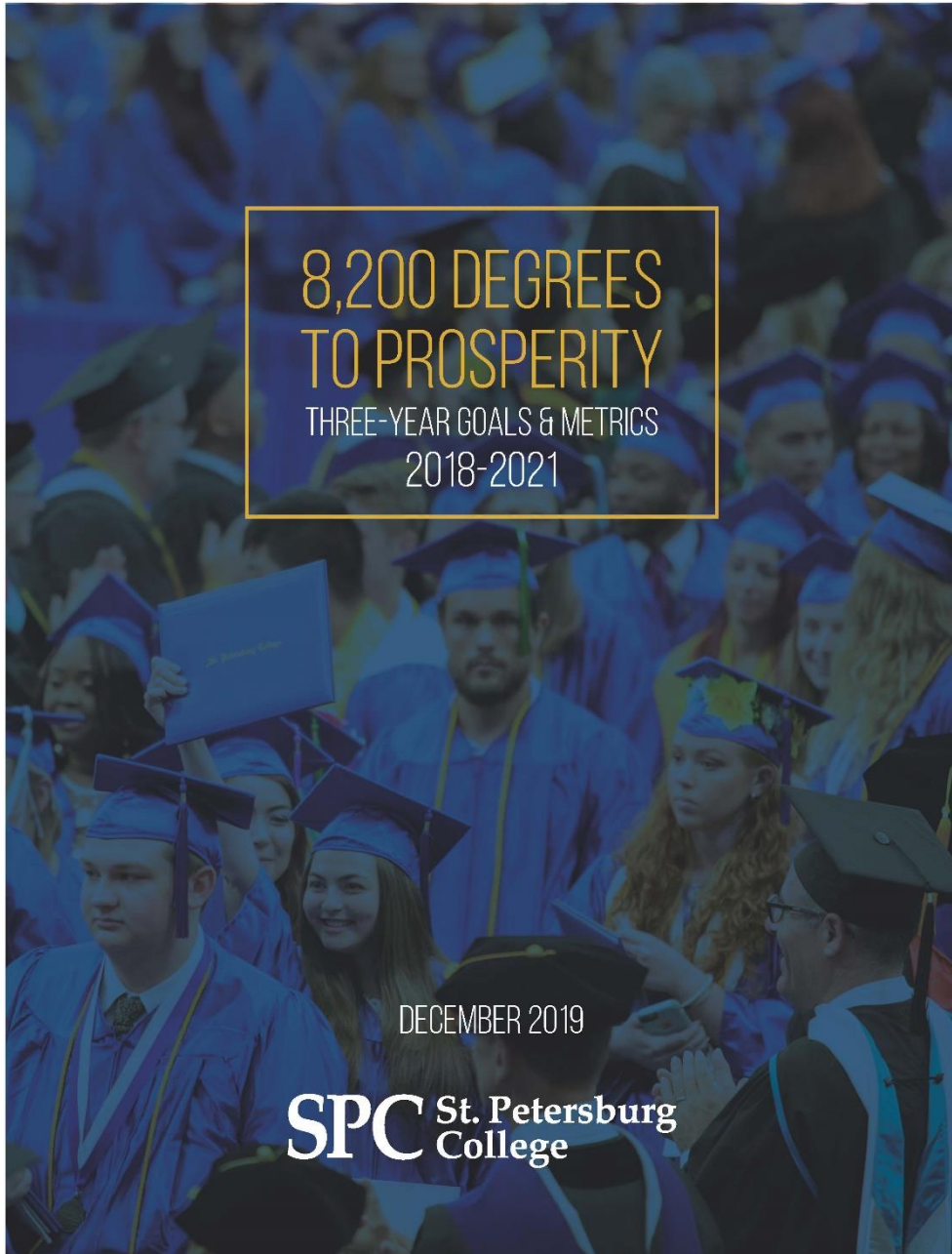
**Chair Cole:** Thank you all for your good work and for being here today. And thank you for your good work all year. We've seen such a shift financially in the past few years. The first two years of my service was all about deep cuts that negatively impacted all these other priorities. We recognize that and we appreciate each and every one of your leadership. Hopefully you can be proud of the work we are doing, because we are proud of the work you do every day.

**Dr. Williams:** I want to thank the Board of Trustees for their time and feedback. I want to thank Chair Cole who has gone through all this with me the past few weeks. I also want to thank the Foundation. I really value you and your leadership. We could not do what we are doing without the Foundation. To my team – you guys rock, and you know it. I am so grateful to you.



**Appendix**

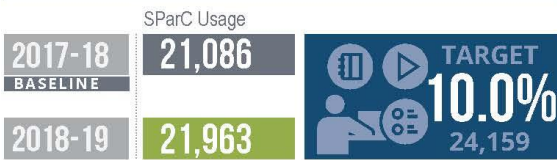
**Document 1: 3-Year Strategic Brochure with Metrics**



**PILLAR 1: Academic Excellence**

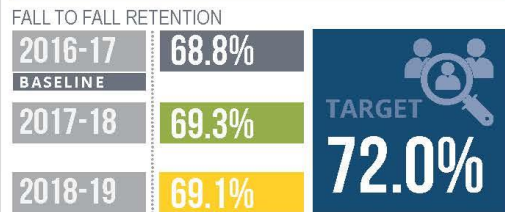
**Priority 1 - Enhance the learning experience**

**GOAL #1: INCREASE EARLY ALERT FACULTY TOOL (SParC) Usage by 10%**



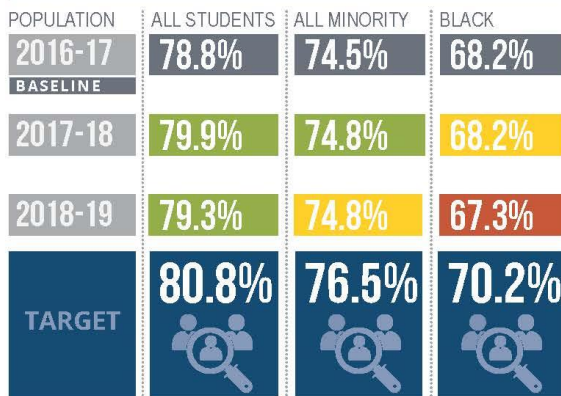
**Priority 3 - Maintain student progression through to attainment/completion**

**GOAL #1: INCREASE RETENTION RATE BY 3.2%**



**Priority 2 - Close achievement gaps**

**GOAL #1: INCREASE OVERALL COURSE SUCCESS RATE BY 2%**



**GOAL #2: INCREASE THE NUMBER OF DEGREE AND CERTIFICATE COMPLETIONS BY 6.5%**



**GOAL #3: INCREASE INTERNAL FALL FTIC COMPLETION RATE BY 50%**





**PILLAR 2: Economic Mobility**

**Priority 1 - Expand access**

**GOAL #1: DEVELOP NEW PROGRAMS THAT SUPPORT ENROLLMENT GROWTH AND RESPOND TO INDUSTRY DEMAND**

	CREDIT NEW DEGREES/ SUBPLANS	NEW TRANSFER PLANS	NON-CREDIT NEW PROGRAMS	MAJOR MODIFICATIONS
2017-18 BASELINE	5	17	42	22
2018-19	14	5	59	15

**Priority 2 - Drive enrollment growth**

**GOAL #1: INCREASE BACCALAUREATE, A.S. AND CERT. ENROLLMENT BY 5%**

	B.S.	B.A.S.	A.S.	CERTIFICATE	TOTAL
2017-18 BASELINE	2,641	3,451	11,599	1,116	18,807
2018-19	2,595	3,374	11,745	1,187	18,901
TARGET	2,773	3,623	12,179	1,172	19,747

**Priority 3 - Supply opportunities for students to explore programs that meet their career goals**

**GOAL #1: OFFER WORK-BASED LEARNING AS PART OF LEARNING EXPERIENCE**

INTERNSHIPS		TARGET
2016-17 BASELINE	2,256	3,500
2017-18	3,206	
2018-19	3,368	










**GOAL #2: INCREASE THE NUMBER OF INDUSTRY CERTIFICATIONS EARNED BY 19.4%**

#FUNDED INDUSTRY CERTIFICATIONBS		TARGET
2016-17 BASELINE	731	900
2017-18	754	
2018-19	836	

**PILLAR 3: Community Engagement**

**Priority 1 - Promote civic leadership**

**GOAL #1: INCREASE CIVIC ENGAGEMENT**

SELF-REPORTED DATA FROM ENGAGE FOR CHANGE SURVEY	EVENT ATTENDANCE	VOLUNTEER HOURS	ESTIMATED ECONOMIC IMPACT
<b>2016-17</b> <small>BASELINE</small>	<b>1,572</b> 	<b>25,979</b> 	<b>\$598,367</b> 
<b>2017-18</b> <small>(11/1/18)</small>	<b>1,317</b> 	<b>27,120</b> 	<b>\$654,675</b> 
<b>2018-19</b> <small>(11/1/19)</small>	<b>1,626</b> 	<b>14,728</b> 	<b>\$374,528</b> 



## CORNERSTONE: Employee Experience & Engagement

### Priority 1 - Enrich equity and diversity in the workplace


#### GOAL #1: INCREASE DIVERSITY OF BUDGETED STAFF TO BE COMPARABLE TO PINELLAS COUNTY DEMOGRAPHICS

	PINELLAS COUNTY (2018 CENSUS)	ALL SPC FULL-TIME EMPLOYEES	ALL SPC FULL-TIME FACULTY	ALL SPC FULL-TIME A&P	ALL SPC FULL-TIME CAREER SER.
<b>2017-18 (11/1/18)</b>					
BLACK	11.1%	15.0% BLACK	10.8% BLACK	16.5% BLACK	16.5% BLACK
HISPANIC	10.0%	7.2% HISPANIC	5.7% HISPANIC	7.4% HISPANIC	8.1% HISPANIC
WHITE	73.8%	71.1% WHITE	78.6% WHITE	71.3% WHITE	66.3% WHITE
ALL OTHER MINORITIES	5.1%	6.7% OTHER	4.9% OTHER	4.8% OTHER	9.1% OTHER
<b>2018-19 (11/1/19)</b>					
BLACK	11.1%	15.8% BLACK	11.5% BLACK	17.8% BLACK	16.9% BLACK
HISPANIC	10.0%	7.7% HISPANIC	6.2% HISPANIC	6.8% HISPANIC	9.2% HISPANIC
WHITE	73.8%	69.9% WHITE	77.9% WHITE	71.6% WHITE	63.8% WHITE
ALL OTHER MINORITIES	5.1%	6.6% OTHER	4.4% OTHER	3.8% OTHER	10.1% OTHER

### Priority 2 - Expand professional development

#### GOAL #1: INCREASE FULL-TIME FACULTY ENGAGEMENT IN PD BY 10%


# FT FACULTY ENGAGED IN PD

2017-18 BASELINE	1,127	<b>TARGET</b>  <b>1,396</b>
2018-19	1,269	

### Priority 3 - Ensure engagement and retention

#### GOAL #1: INCREASE EMPLOYEE RETENTION BY 1.5%

EMPLOYEE RETENTION RATE

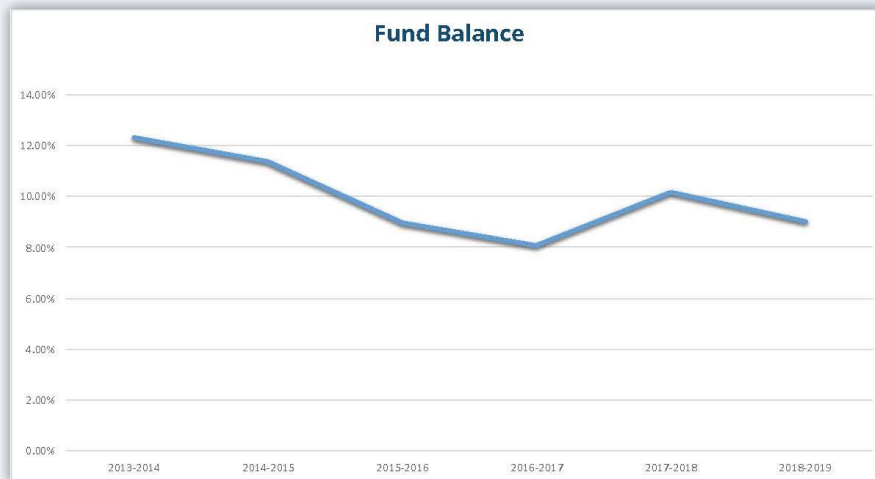
2017-18 BASELINE AS OF 11/1/18	88.5%	<b>TARGET</b>  <b>90%</b>
2018-19 AS OF 11/1/19	87.0%	

## FOUNDATION: Financial Vitality

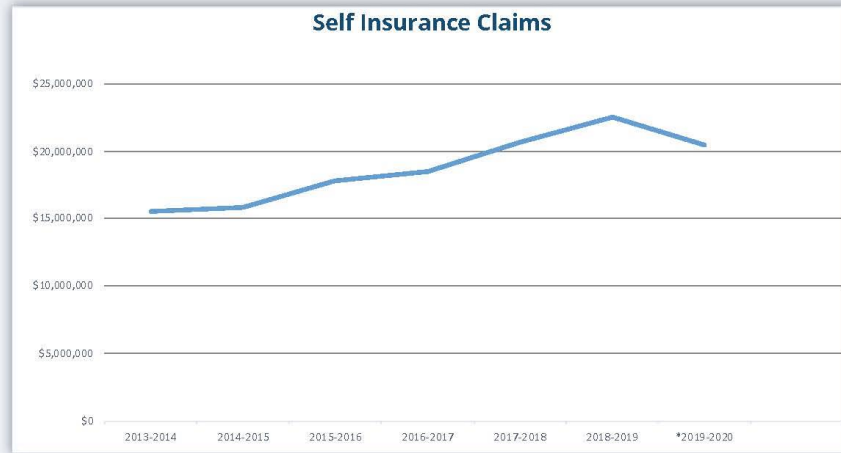
### Supplemental document

Overall, SPC is in good financial condition including a strong net position of \$203.8 million and cash and cash equivalents of \$37.5 million as of June 30, 2019. SPC's State reported fund balance ratio came in at 9.01%. The College's financial position is trending in the right direction due to addressing previous areas of concern. First, SPC's self-insurance plan claims have shown significant improvement in calendar year 2019 with projected claims of approximately \$20 million which is down from \$22.8 million in 2018 or a 12.3% decrease. In addition, the Resource Alignment committee is focusing on funding opportunities that include impact driven grants, other revenues (auxiliary services, leases, etc.), and Foundation fund raising. The College is working toward right-sizing our physical footprint and leveraging properties with enrollment and student modality preferences in mind. SPC is continuing to look for ways to reorganize, eliminate vacant or outdated positions, or consolidate job functions. Our most recent effort led to approximately \$900,000 in savings. While the College has made great strides in improving our financial vitality, much work remains. Below are financial trends which validate improvements we are reporting and opportunities where we can do better.

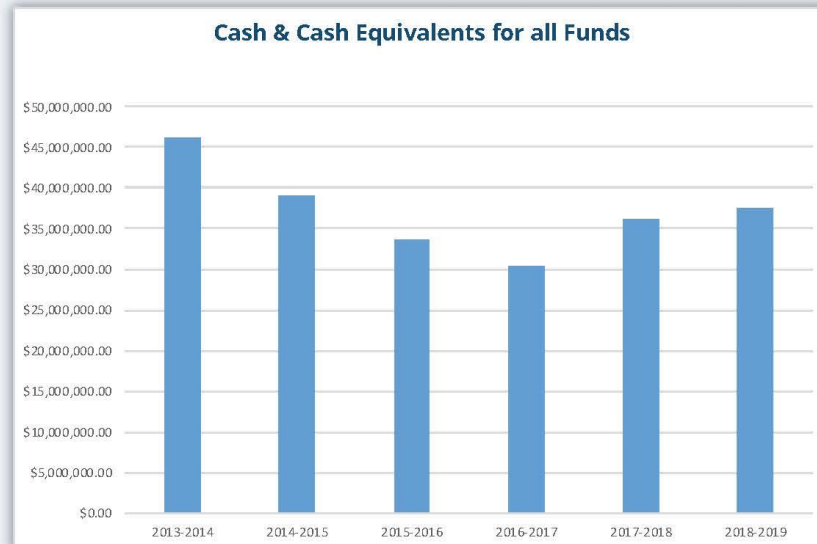
- (1) **SPC Fund Balance** – Fund balance has landed in the range of 8% - 10% for the past four fiscal years. All State Colleges will be required to have a spending plan for anything above 7% fund balance as of June 30, 2020. Similarly, Colleges will be required to have a plan to increase amounts below 7%.



- (2) **SPC Self-Insurance** – Claims have risen every year since FY 2013-14, averaging almost a 10% increase annually. For FY 2019-20, the College is seeing a decline in claims attributable to plan changes implemented last year. The self-insurance plan is reviewed annually for opportunities to reduce or more appropriately align cost.



- (3) **Cash and Cash Equivalents for all Funds** – An overall decline from FY 2013-14 (\$46.2 million) to FY 2016-17 (\$30.4 million). FY 2017-18 includes \$6.3 million provided by the Foundation which boosted cash to \$36.2 million and during the FY 2018-19 cash increased by \$1.3 million to \$37.5 million.

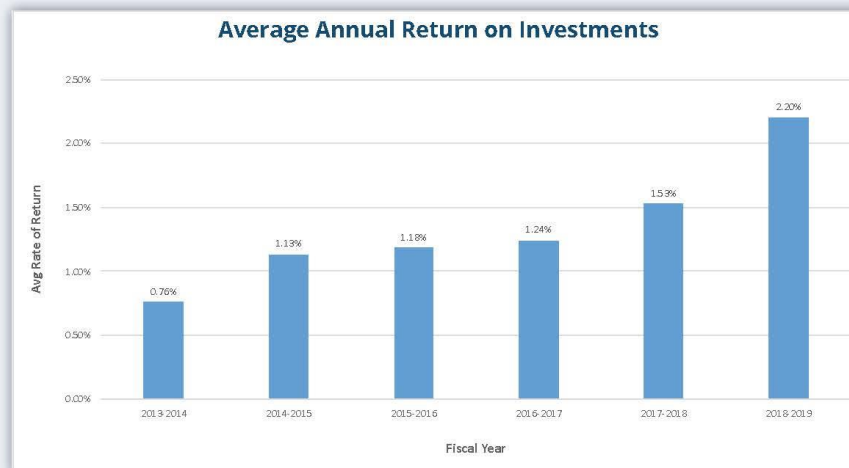


## FOUNDATION: Financial Vitality

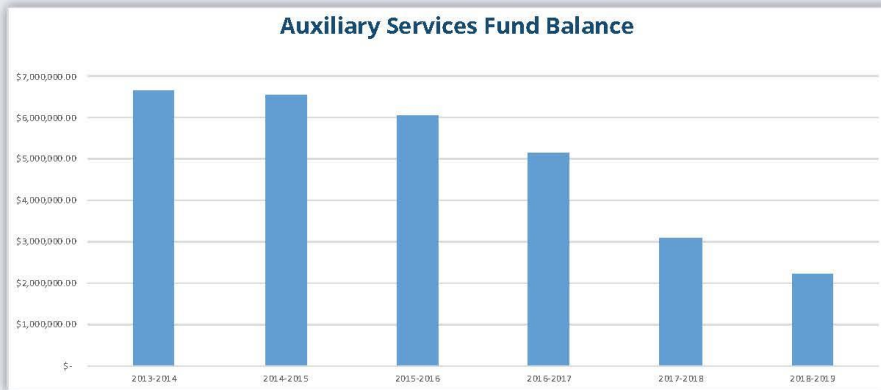
- (4) **Cash and Cash Equivalents for Operating Fund** – An overall decline from FY 2013-14 (\$18.4 million) to FY 2016-17 (\$10.9 million). FY 2017-18 includes \$6.3 million provided by the Foundation. Operating cash increased by \$300,000 for FY 2018-19 and for this year we are expecting another increase in operating cash.



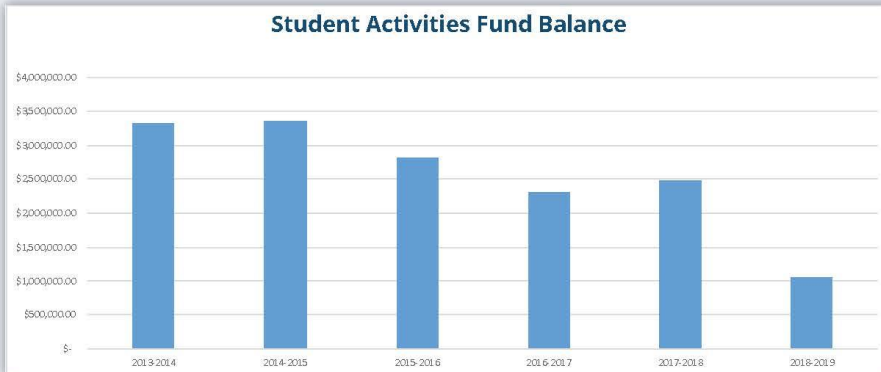
- (5) **Average Annual Return on Investments** – As market rates continue to rise, the average return has risen over the last five years. SPC’s investment pool includes Special Purpose Investment Accounts (SPIA), State Board of Administration (SBA), and Certificate of Deposits (CD’s).



**(6) Auxiliary Services Fund Balance** – One area of concern is SPC’s reliance on the Auxiliary Services fund, which includes revenues from book store sales, Ethics text book royalties, tower leases, pay-for-print services and vending machine commissions. This fund has steadily decreased from \$6.6 million in FY 2013-14 to \$2.2 million in FY 2018-19. Of the \$4.4 million decrease, \$2.4 million was transferred to the Self-insurance (health) fund (\$1.4 mil in FY 2017-18 and \$1 mil in FY 2018-19). In addition, the fund has experienced a decline in revenues (from \$3.4 mil in FY 2013-14 to \$2.7 mil in FY 2018-19). The College is pursuing opportunities to increase these revenues.

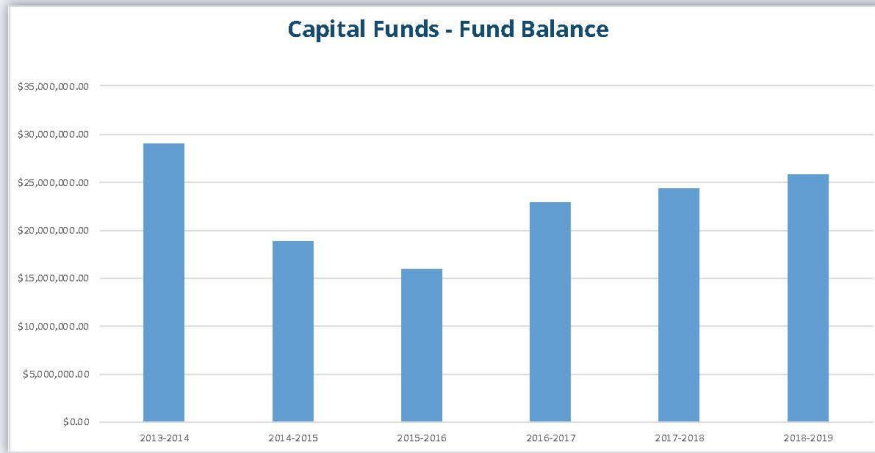


**(7) Student Activities Fund Balance** – The fund balance in student activities is down to \$1.1 million, which is a reasonable balance. These funds are restricted and utilized for student activities such as campus specific activities, student leadership, tutoring, athletics, etc.

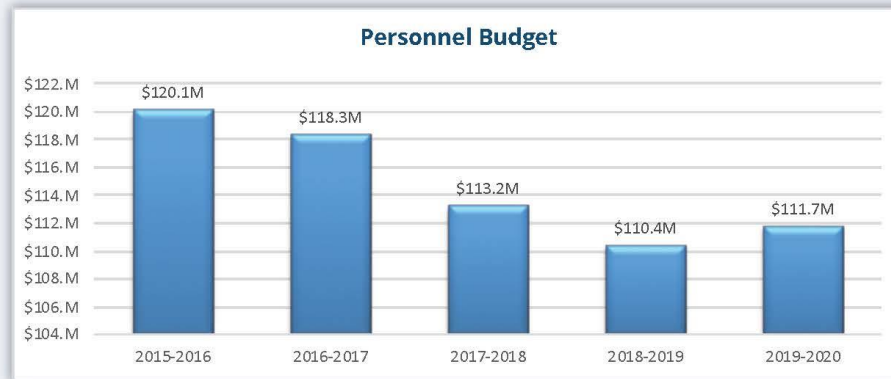


## FOUNDATION: Financial Vitality

- (8) **Capital Funds Fund Balance** – Fund balance at FY 2018-19 totaled \$25.8 million of which \$12.4 million is Public Education Capital Outlay (PECO) and \$7.7 million is Student Capital Improvement Fees (SCIF). Capital funds are largely driven by State funding and vary from year to year, depending on current or anticipated capital projects.

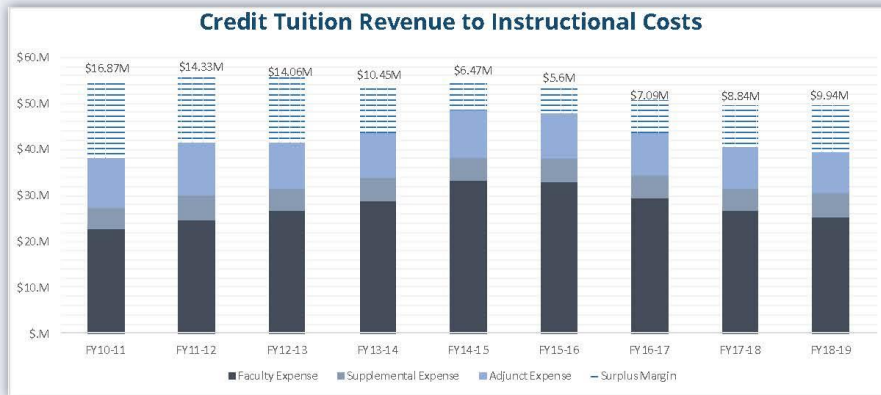


- (9) **Personnel Budget** – In the last five years, the college has decreased personnel expense, the largest expense in the College’s operating budget, by \$8.4 million, with the largest reduction occurring in FY 2017-18 (\$5.1 M). To achieve this reduction, SPC reviewed the need for numerous vacant positions, eliminated outdated or vacant roles, and consolidated duties.



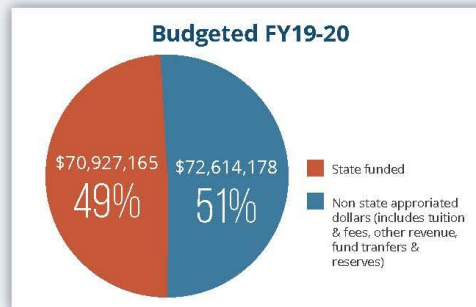


**(10) Increased efficiencies lead to increased surplus margins.** The chart below displays the surplus margin between credit tuition and instructional expense general ledger codes. The surplus margin has increased by 40.2% from \$7.09 million to \$9.94 million, over the past three years.



SPC’s financial position has improved significantly over the past few years. The College continues to streamline, find efficiencies and improve operations, such as in the following areas:

- Increasing the surplus margin;
- Reviewing course modality as face-to-face shifts to online enrollment and how course delivery impacts physical footprint;
- Developing a more student-centered course schedule;
- Updating and expanding program offerings;
- Analyzing health insurance expenses, projecting health insurance costs and making necessary plan modifications;
- Evaluating positions to curb personnel expense;
- Implementing various strategies and tactics to stabilize and improve enrollment;
- Forming beneficial community partnerships that lead to new funding and cost saving opportunities and;
- Leveraging real estate assets to increase operating efficiencies and decrease costs.



The graphic features a central architectural structure with a semi-circular pediment at the top containing the SPC logo. The logo is circular with 'SPC' in the center and 'COMMUNICATION', 'STUDENT SUCCESS', 'INTEGRITY', 'ACADEMIC EXCELLENCE', 'COMMUNITY ENGAGEMENT', and 'EMPLOYEE EXPERIENCE & ENGAGEMENT' around the perimeter. Below the pediment is a horizontal bar with the text 'THROUGH A COMMUNITY OF CARE & EQUITY LENS'. The structure has three columns: a blue column on the left labeled 'ACADEMIC EXCELLENCE', a yellow column in the center labeled 'ECONOMIC MOBILITY', and a green column on the right labeled 'COMMUNITY ENGAGEMENT'. Below these columns is a dark blue horizontal bar labeled 'FINANCIAL VITALITY', and another dark blue bar below that labeled 'EMPLOYEE EXPERIENCE & ENGAGEMENT'. The background is a light, textured image of a campus scene with trees and a building. At the bottom, there is a section for 'OUR MISSION' and 'OUR VISION' with their respective statements, followed by the SPC St. Petersburg College logo and a disclaimer.

**SPC** St. Petersburg College

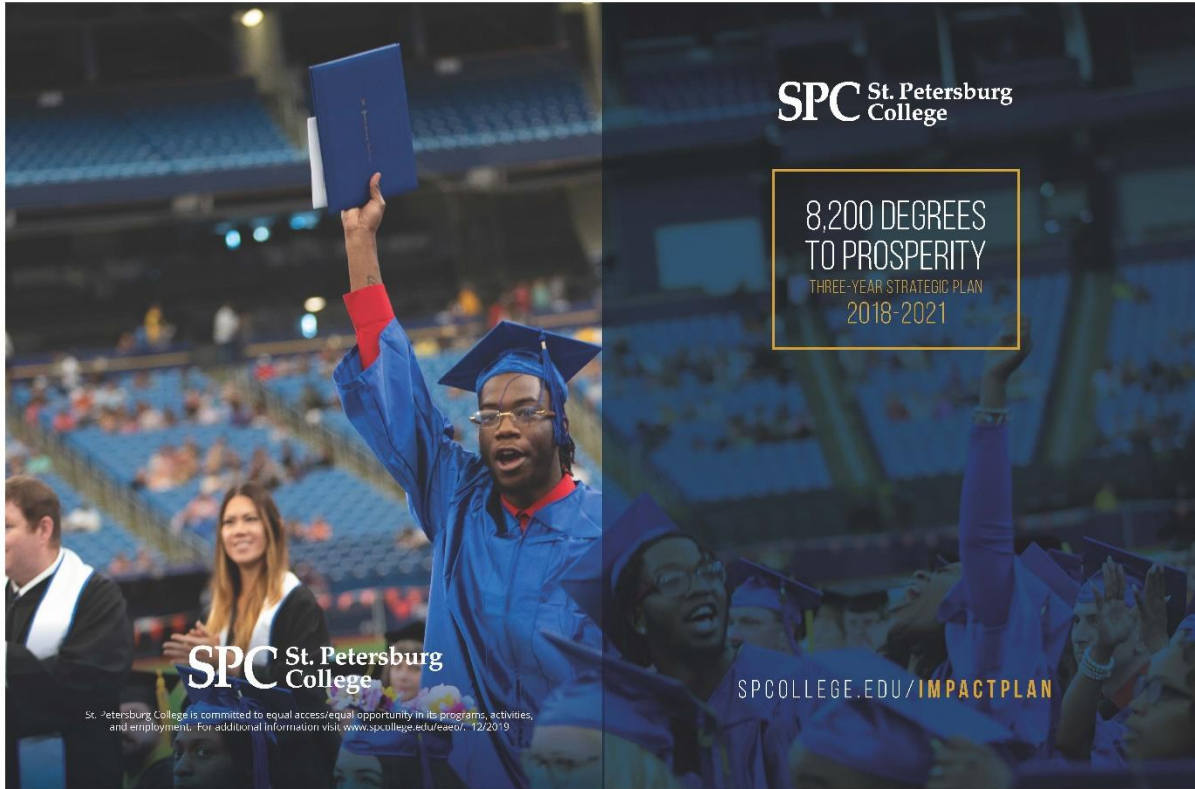
**OUR MISSION**  
*Empower our students and community to achieve success and economic mobility through academic excellence and engagement*

**OUR VISION**  
*A premier college enriching and strengthening lives through a community of care*

**SPC** St. Petersburg College

The Board of Trustees of St. Petersburg College affirms its equal opportunity policy in accordance with the provisions of the Florida Educational Equity Act and all other relevant state and federal laws, rules and regulations. The college will not discriminate on the basis of race, color, ethnicity, religion, sex, age, national origin, marital status, pregnancy, sexual orientation, gender identity, genetic information, or against any qualified individual with disabilities in its employment practices or in the admission and treatment of students. Recognizing that sexual harassment constitutes discrimination on the basis of sex and violates this Rule, the college will not tolerate such conduct. Should you experience such behavior, please contact Pamela Smith, the director of EA/EO/Title IX Coordinator at 727-341-3261; by mail at P.O. Box 13489, St. Petersburg, FL 33733-3489; or by email at [eaao\\_director@spcollege.edu](mailto:eaao_director@spcollege.edu) 12/2019

**Document 2: 3-Year Strategic Plan**





FOUNDATION: EMPLOYEE EXPERIENCE & ENGAGEMENT

**FOUNDATION:**  
**EMPLOYEE EXPERIENCE & ENGAGEMENT**

Commitment: We will invest in the well-being of our college family by creating an organizational culture of care through respect, communication and recognition in order to foster trust, growth and empowerment of our employees.

Increase employee retention by **1.5%**

**STRATEGIC PRIORITIES**

- 1 Enrich equity and diversity in the workplace and ensure the composition of the college is representative of the community
- 2 Expand professional development opportunities that promote innovation and growth
- 3 Ensure employee engagement and retention through strong communication, recognition and responsiveness

**Work Groups:** Employee Experience & Engagement and Learning Experience

2018 - 2021

St. Petersburg College (SPC) has a rich history of serving as a leader among the 28 Florida colleges and in the communities we serve. The St. Petersburg College Strategic Plan 2018-2021 represents the determination of thousands of stakeholders, builds on the successes the college has had in creating and implementing annual key strategic priorities since 2012, and honors the college mission, vision and values.

It is a comprehensive road map that aims to respond to personal and economic conditions while committing to three overarching goals:

- Increase student attainment
- Expand and sustain access to post-secondary education
- Motivate and engage the community



**MISSION STATEMENT**

The mission of St. Petersburg College is to empower our students and community to achieve success and economic mobility through academic excellence and engagement.

**VISION STATEMENT**

A premier college enriching and strengthening lives through a community of care

**FOUNDATION: FINANCIAL VITALITY**

Commitment: We will establish a dynamic model for financial and operational vitality that drives investments and preserves a thriving institution.

**Achieve fiscal strength**

**STRATEGIC PRIORITIES**

- 1 Increase non-state funding streams and diversify resources
- 2 Maximize space utilization and facility alignment
- 3 Advance the college's visibility, reputation and resources

**Work Group: Resource Alignment**

**FOUNDATION: FINANCIAL VITALITY**



PILLAR 1:  
**ACADEMIC EXCELLENCE**

Commitment: We will deliver a high-quality education as a first-choice institution for our students by creating an innovative and engaging learning environment within a supportive, collegial culture.

Increase student completion by **6.5%**

**STRATEGIC PRIORITIES**

- 1 Enhance the learning experience
- 2 Close achievement gaps
- 3 Advance student progression through their career and academic pathway to attainment

**Work Groups:** Learning Experience & Retention

PILLAR 3: COMMUNITY ENGAGEMENT

PILLAR 3:  
**COMMUNITY ENGAGEMENT**

Commitment: We will invest in the well-being and growth of our community by serving as a leader, convener and catalyst for positive change. We will maintain this commitment by creating strong partnerships, participating in civic learning and community engagement, and cultivating a Community of Care.

Increase partner engagement

**STRATEGIC PRIORITIES**

- 1 Connect regional resources to holistically support students, the college and community
- 2 Grow and strengthen business partnerships to address workforce demands
- 3 Promote civic leadership

**Work Group:** Recruitment





PILAR 1: ACADEMIC EXCELLENCE

PILLAR 2: ECONOMIC MOBILITY

PILLAR 2:  
**ECONOMIC MOBILITY**

Commitment: We will provide opportunities for our students to be prepared for in-demand careers and professional growth. This will contribute to their economic success and improved quality of life, helping end cycles of generational poverty and drive economic growth in the community.

Increase enrollment by **5%**

**STRATEGIC PRIORITIES**

- 1 Expand access and support affordability for all students
- 2 Drive enrollment growth and expand educational choices in areas that will fill the talent pipeline
- 3 Supply opportunities for students to explore programs that meet their career goals

Work Groups: Recruitment & Retention