

MINUTES OF THE OCTOBER 21, 2025 WORKSHOP OF THE BOARD OF TRUSTEES OF ST. PETERSBURG COLLEGE

The Board of Trustees of St. Petersburg College met on Tuesday, October 21, 2025, at the St. Petersburg College EpiCenter, Room 1-453, 13085 58th Street N, Clearwater, FL. The following Board members were present: Chair Jason Butts, Vice Chair Katie Cole, Deveron Gibbons, and Thomas Kidwell. Also present was Tonjua Williams, President of St. Petersburg College and Secretary to the Board of Trustees. 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, October 21, 2025, at the St. Petersburg College EpiCenter, Room 1-453, 13805 58th Street N, Clearwater, 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. No votes or official actions will be taken at this meeting.

A copy of the agenda may be obtained within seven (7) days of the meeting on the [SPC Board of Trustees website](#) at www.spcollege.edu, 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 Brown, 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).

In accordance with the Administrative Procedure Act, the following Agenda was prepared:



ST. PETERSBURG COLLEGE

Board of Trustees Meeting
May 20, 2025
EpiCenter, Collaborative Labs
13805 58th Street N
Clearwater, FL

Workshop

- I. CALL TO ORDER**..... Jason Butts
Chair
- II. Higher Learning Commission Site Visit Prep** Dr. Sabrina McFarland,
Associate Vice President, Institutional Effectiveness
and Academic Services
Ms. Jennifer McBride
Director, Institutional Effectiveness
Dr. Jennifer Rowsam
Higher Learning Commission Consultant
- III. Public Safety Update**.....Mr. Andrew MacPherson
Associate Vice President, Public Safety
- IV. Strategic Plan Update**..... Mr. Ralph Reid
Executive Director, Strategic Planning
and Project Execution
- V. Adjournment**

MINUTES OF THE OCTOBER 21, 2025 WORKSHOP OF THE BOARD OF TRUSTEES OF ST. PETERSBURG COLLEGE

Under Item I, Call to Order

The meeting was convened by Chair Butts at 9:00 a.m. The invocation was given by Trustee Chair Butts and was immediately followed by the Pledge of Allegiance.

Under Item II. Higher Learning Commission Site Visit Prep

The Board received an update on SPC's ongoing transition to the Higher Learning Commission (HLC). The consultant reported that all major documents required for the move including eligibility filings, assumed practices narratives, federal compliance materials, and SPC's full Assurance Argument—have been submitted, with the Assurance Argument officially locked the day before the workshop. The HLC peer review team will now spend approximately four weeks reviewing the materials before visiting SPC's campuses to validate evidence and speak with faculty, staff, students, administrators, and the Board of Trustees.

The Board was briefed on the role of the peer review team, which consists of higher education leaders from other institutions who serve as evaluators. Their purpose is to verify SPC's evidence, identify strengths, and offer suggestions for improvement. They do not make the final accreditation decision; instead, they prepare a report that is reviewed by HLC's Institutional Actions Council and Board. SPC will have an opportunity to submit a written response before a final determination is issued.

Trustees discussed their upcoming session with the reviewers, which will likely occur over lunch the day before the Board meeting or immediately following the meeting, pending final confirmation from HLC. Because no college business will be conducted, the team will meet with trustees as a group, not individually. Trustees were advised to hold both dates on their calendars until HLC confirms the schedule.

The consultant outlined the topics trustees are most often asked about: SPC's mission, the Board's statutory roles and responsibilities, delegation of daily operations to administration, ethical and responsible conduct, strategic planning, budgeting, and how trustees receive information to make informed decisions. Trustees were encouraged to communicate three core themes Stability, Progress, and Community (SPC) including SPC's financial and operational stability, its use of data and continuous improvement efforts, and its deep engagement with the community. Examples are especially helpful in demonstrating SPC's strengths.

The consultant emphasized SPC's particularly strong strategic planning culture, noting how consistently faculty and staff could articulate the plan and its pillars during campus meetings. Overall, the message to trustees was clear: the visit is SPC's opportunity to highlight strengths, provide examples, and confidently showcase the college's quality and impact.

Under Item III, Public Safety Update

The Board received a detailed update on SPC's public safety efforts, recent statewide developments, and future planning. The presentation began with an overview of SPC's participation in the recent SUS/FCS Safety Summit, which highlighted lessons learned from the tragedy at Florida State University and reinforced the importance of preparedness, behavioral intervention practices, and active threat response planning. SPC's leadership noted that while the college is ahead of many institutions in several safety measures such as lockdown capabilities, communication systems, and training there is still significant work ahead.

The college conducted a collegewide lockdown drill in August, which generated strong participation and valuable feedback, with employees expressing support for more frequent and realistic drills. Severe weather preparedness was also identified as an area for expanded training. On the compliance side, SPC has completed the required federal reporting, including the Annual Security Report, DOE crime statistics submission, and initial updates related to Florida's new hazing legislation. Infrastructure enhancements continue across the campuses, including classroom panic buttons, upgraded notification systems, improved lighting, and security camera modernization.

A major portion of the discussion centered on staffing and the evolving security expectations for colleges in Florida. SPC currently relies on a combination of unarmed security officers, G-licensed officers, guardians, contracted personnel, and campus safety supervisors. Trustees expressed strong interest in pursuing trained, sworn law enforcement officers for SPC's campuses to strengthen rapid response capabilities. The president noted that several Florida state colleges have already moved to sworn campus police models, and SPC is actively assessing a similar approach, including a potential request of \$1.5 million through the state system for staffing. Trustees stressed that campus safety is a top priority, and that the college must position itself proactively rather than reactively.

The safety team also highlighted new technology solutions, including AI-based camera systems capable of real-time gun detection, halo sensors that detect gunshots, vaping, and elevated noise or aggression, and enhanced incident management platforms used across the state. Questions were raised about open carry laws, with staff confirming that Florida law continues to prohibit firearms on public college campuses, and signage is being considered. The discussion concluded with acknowledgment of SPC's progress particularly in locks, lighting, panic buttons, and surveillance upgrades while noting the need for continued investment in staffing, emerging technology, and campus-specific strategies to ensure the safety of all students and employees.

Under Item IV, Strategic Plan Update

The Board received a comprehensive Year 1 progress report on SPC's 2023–2026 Strategic Plan from the Executive Director for Strategic Planning and Project Execution. The update reaffirmed the three institutional pillars approved by the Board—Delivering Excellence in Teaching & Learning, Driving Economic Advancement, and Strengthening Our Community and

MINUTES OF THE OCTOBER 21, 2025 WORKSHOP OF THE BOARD OF TRUSTEES OF ST. PETERSBURG COLLEGE

summarized campuswide progress made during the first full year of implementation. Each pillar includes three strategic goals supported by one key metric, making a total of nine high-level indicators used to assess long-term progress across the three-year cycle. While these indicators provide a snapshot of performance, staff emphasized that the college monitors numerous additional measures that support each goal.

Discussion centered on SPC's intentional shift toward aligning academic offerings with high-wage, high-demand workforce opportunities. Under the teaching and learning pillar, the college reached 69% enrollment in high-value programs, progressing toward the 74% target. Leadership explained the difficult but necessary decisions to phase out low-wage programs—even those with historically strong enrollment—to ensure students are not completing programs with limited employment outcomes. Trustees discussed the importance of explaining these decisions to the community, underscoring the college's responsibility to provide pathways that lead to economic mobility, not underemployment. Teach-outs for sunset programs are in progress while new and emerging programs are being developed in areas where workforce needs are strong.

For the pillar of Economic Advancement, SPC continues strengthening partnerships with employers, expanding apprenticeships, clinical placements, and work-based learning opportunities. The college remains focused on its goal of 600 corporate relationships and 12,000 workforce placements, with several divisions actively cultivating new partnerships across the region. Trustees were reminded of how deeply integrated SPC is in the local economy and how central these partnerships are to meeting regional workforce shortages. Under Strengthening Our Community, the update highlighted efforts to increase alumni engagement, improve employee retention, and re-engage community members who have become disconnected from the college. The Board noted that strong community ties are foundational to SPC's mission and that the college's visibility, outreach, and responsiveness remain critical to maintaining public trust and regional impact.

A recurring theme throughout the presentation was the strength of SPC's strategic planning culture. The consultant earlier in the workshop observed that faculty and staff across campuses were able to articulate the strategic pillars with ease—demonstrating that the plan is not a document on a shelf but an active framework guiding daily operational decisions, budget priorities, and academic planning. Trustees praised this level of internal adoption, noting that widespread understanding of the plan indicates strong alignment, transparency, and shared purpose.

The update concluded with reaffirmation that SPC is moving in the right direction, meeting or progressing toward most indicators, and using data consistently to guide improvements. Leadership emphasized that the remaining two years of the plan will focus on accelerating gains, scaling successful practices, and continuing to align programs, resources, and partnerships with Pinellas County's workforce and community needs.

V. ADJOURNMENT

Having no further business to come before the Board, Chair Butts adjourned the meeting at 10:23am.

Tonjua Williams, Ph.D.
Secretary, Board of Trustees
St. Petersburg College
FLORIDA

Jason Butts
Chairman, Board of Trustees
St. Petersburg College
FLORIDA



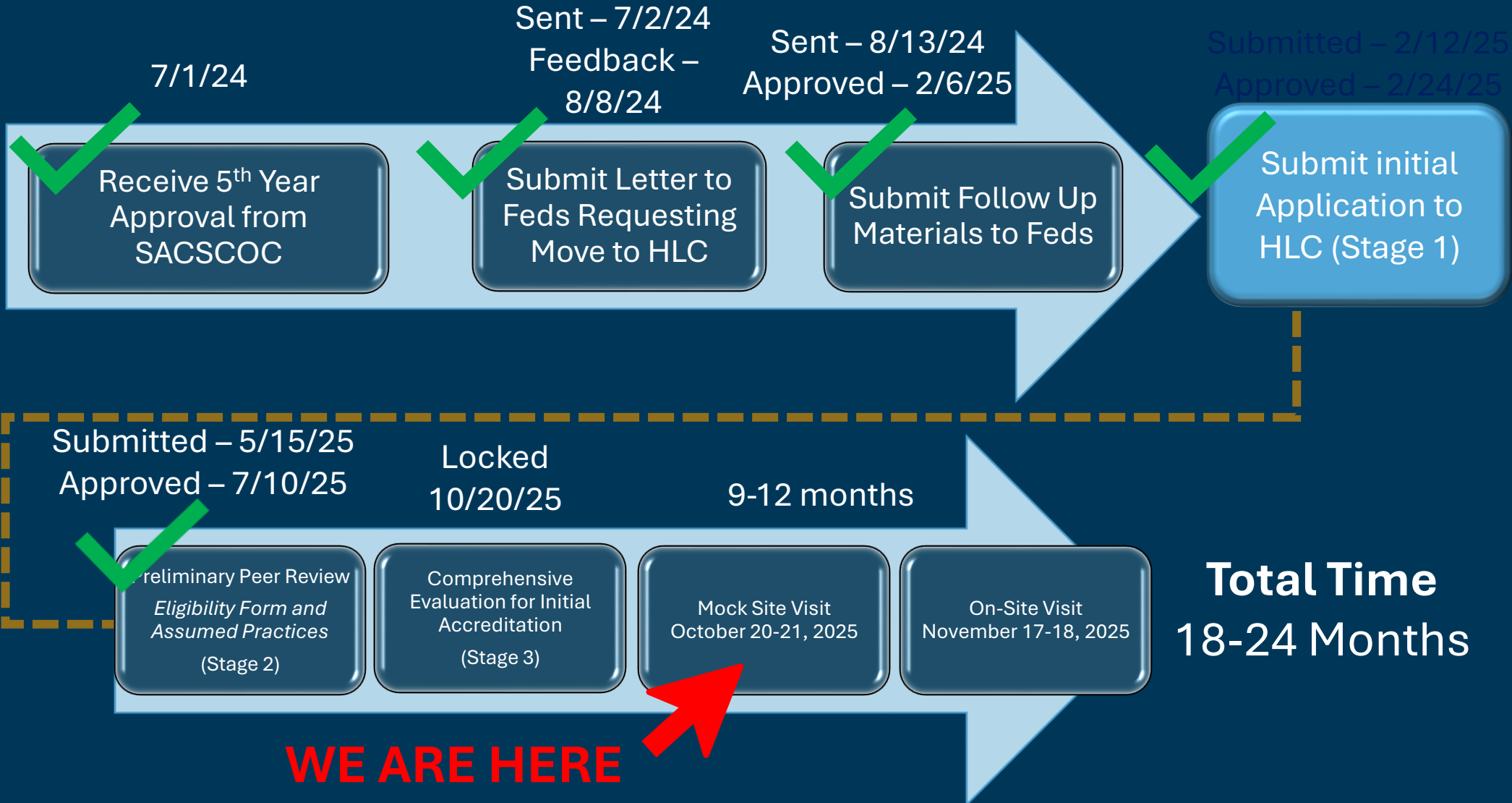
Higher Learning Commission Site Visit

Jennifer Roswam – HLC Consultant

Board of Trustees Preparation

October 2025

Timeline For Move to HLC



HLC Visit Consultant



Dr. Jennifer Rowsam, *Dean, Dempsey College of Liberal and Performing Arts; Associate Professor of Psychology*

Southern Arkansas University

Dr. Rowsam has worked with SAU's accreditation and continuous quality improvement (CQI) groups since 2012 and is a member of the Quality Leadership Team, who directs SAU's CQI and accreditation efforts. In 2022, she led SAU's successful reaffirmation with HLC.



Introduction



What is the Higher Learning Commission?

- Institutional Accreditor (formerly called *regional*)
- Founded in 1895
- Based in Chicago, IL
- Historically served a 19-state area
- Institutions are members
- Peers serve as reviewers

Why is accreditation important?

- Quality Assurance - Processes that communicate institutions meet a set of shared expectations in higher education
- Gateway to students' ability to use Title IV funds (federal financial aid) by demonstrating compliance with federal regulations

HLC Comprehensive Evaluation



- Documentation filed, including Assurance Argument, federal compliance filing, and eligibility and assumed practices filings
- Student opinion survey
- Site visit to confirm evidence
 - Site team will provide a report
 - The institution will have the opportunity to respond
- Institutional Actions Council will review the report and the institution's response
- HLC Board will make a final decision

What is your role?



- Peer reviewers will be interested in your role at the institution
- They will interview/meet with some of you
- The team is trying to confirm and provide additional evidence that supports granting the institution accreditation
 - The team might also offer suggestions for improvement

Accreditation Criteria



- Criterion 1: Mission
- Criterion 2: Integrity: Ethical and Responsible Conduct
- Criterion 3: Teaching and Learning for Student Success
- Criterion 4: Sustainability: Institutional Effectiveness, Resources and Planning

There is an emphasis on mission and how it provides the context for the criteria for accreditation.

Possible Topics



- Mission and role in supporting the mission
 - What is special/distinct about SPC?
 - How does SPC accomplish its mission?
 - How does the institution serve the region and serve the public good?
- Shared Governance
- Board of Trustees
 - Responsibilities
 - Training
 - Finances/Budgeting
 - Planning
 - Ethics, autonomy, fiduciary responsibilities, and integrity

What are you trying to communicate?



It's **SPC**

- **Stability**
- **Progress**
 - Evolving, adaptable, moving forward, improving
- **Community**
 - What makes SPC unique?
 - How does SPC operate?
 - Mission is integrated throughout operations
 - Strategic Planning

General Tips for Site Visit



- This is a chance for the college to shine!
 - You have a lot to be proud of at SPC
- Provide examples with your answers
- Opportunities for improvement – helpful if you can point to planning documents that indicate the opportunity is recognized
- If a particular topic is emphasized, let a SPC team member know
 - This may let them anticipate questions for others at the institution or time to gather information for the team
- The team is genuinely interested in your role and SPC's story



Questions?



Public Safety: Security Update

Andrew MacPherson, AVP Public Safety





Key Safety Measures

Campus-Wide Lockdown Drill

Successfully executed in August, with over 225 survey responses indicating strong engagement & improved readiness.

Strategic Impact: Reinforced culture of preparedness and cross-functional coordination.

Opportunities: Identified technology gaps, protocol clarity needs, and accountability mechanisms for non-participation

Compliance & Policy Alignment

Clery Act requirements have been fully met, including integration of new mandates under the Stop Campus Hazing Act.

Security Infrastructure Enhancements

Contracted security services have helped stabilize staffing challenges.

Panic button systems have been installed in all classrooms, with a strategic focus on replacing end-of-life units to ensure continuity and reliability.

Preparedness & Training

Active Threat Training for Faculty and Staff
Updating existing preparedness videos
Update classroom safety guides

Executive-Level Hurricane Tabletop Exercise

Leverage Partnerships

State-funded WebEOC (EM management software)
Partnering with Pinellas County EM for Reunification Planning
Partnership with PCSO and SPPD for threat assessment
Engaged with the FBI Campus Liaison Program



Continued Preparedness

- Campus Education
 - Develop Online courses
 - Update Preparedness Guides
- Stop Campus Hazing Act
 - Update Hazing Procedure
 - Increase Awareness
 - Develop Training
- Improve Communications
 - Drill and Exercise Planning
 - Lifecycle Management for notification systems
- Personnel Investment
 - Move from quantity to quality
 - Right tools for the job



Exploring Law Enforcement

Strategic Rationale:

- Addresses the **growing need for elevated threat response** across higher education institutions.
- Provides access to **law enforcement–only intelligence**, enhancing situational awareness and proactive threat mitigation.
- Reduces response time to critical incidents (**Campus Police average: 3 minutes vs. local law enforcement: 9+ minutes**).
- Establishes a **professional-level presence** that fosters trust and confidence among students, faculty, and staff.
- Aligns with a **growing trend among Florida College System campuses** to adopt armed officer models as part of comprehensive safety strategies.
- Reinforces institutional readiness and compliance with evolving safety mandates.

Florida College System Schools with Existing Sworn Officers:



FSCJ

Florida State College
at Jacksonville





Exploring Law Enforcement

Scope & Deployment Strategy

- Assigning a dedicated peace officer to each of the five major campuses, supported by a Chief and Assistant Chief.
- Peace Officers will serve as **subject matter experts** in campus safety and emergency preparedness, ensuring localized leadership and rapid response.

Financial Considerations

- **Personnel Strategy:** Pursuing a budget-neutral approach by optimizing staffing; prioritizing quality and specialization.
- **Investment:** Purchase and/partner for essential equipment (vehicles, weapons, body armor, uniforms).
- Peace Officers will be classified under the **Special Risk category** for benefits, supporting retention and appropriate coverage.



Next Steps & Tentative Timeline

Support from the Board to explore the creation of a sworn department

Meet with Chiefs/Sheriff to seek their support.
November/December 2025

Prepare a full report on program development and budget
January/February 2026

Seek approval for creation from Board
April 2026

Apply for Department creation with FDLE
May 2026

Program development

- Service contracts (dispatch, property and evidence, etc.)
 - Creation of policies and procedures
- May – December 2026

Begin recruitment and hiring of peace officers
Spring 2026



Discussion & Questions





Better Jobs, Better Lives, Better Communities

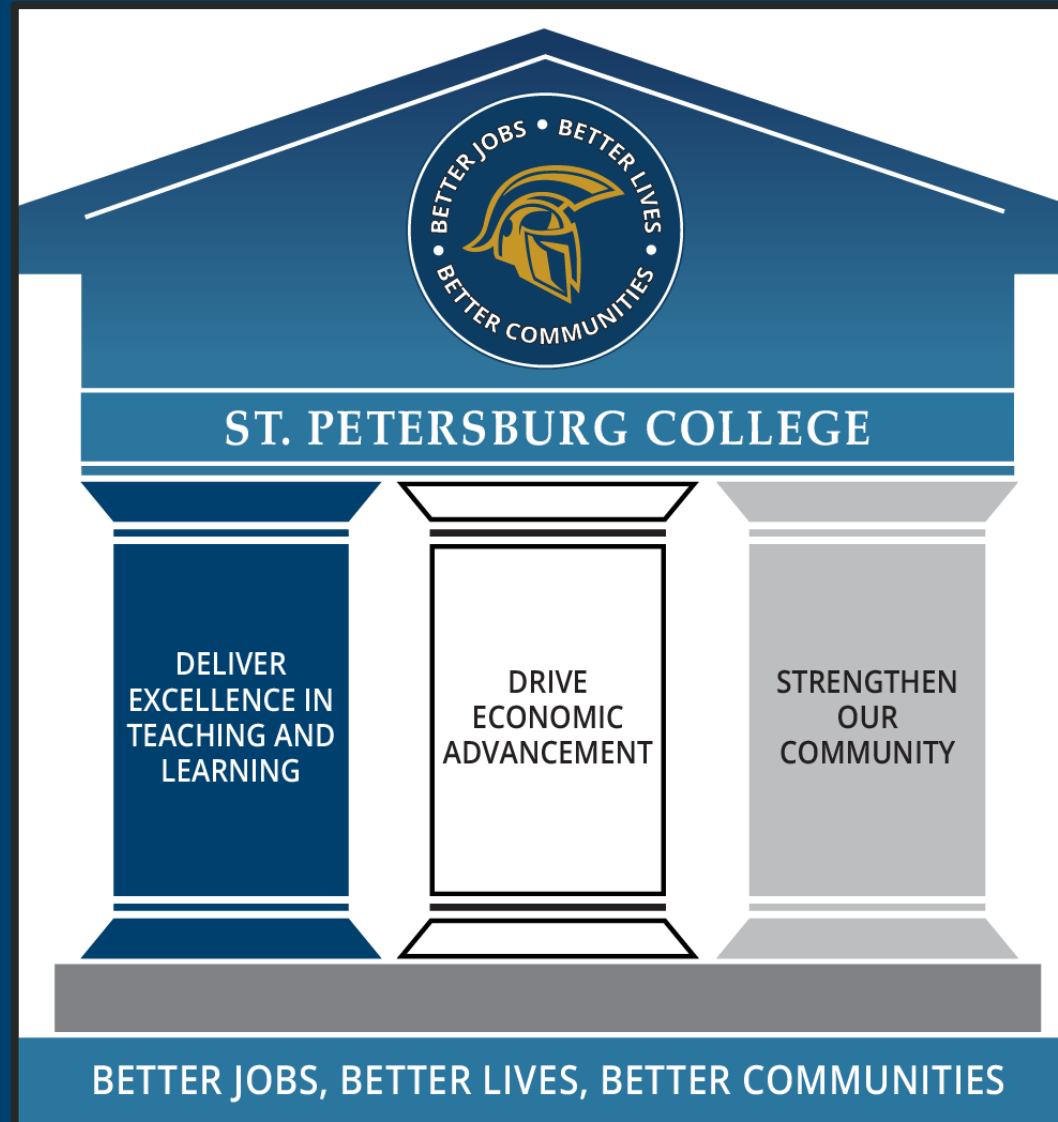
2024-27 Strategic Plan Year 1 Update

Ralph Reid
Executive Director, Strategic Planning & Project Execution





Strategic Plan at a Glance





Strategic Plan Goals and KPIs

Increase High-Value Program Enrollment

Increase enrollment in programs of high-value that result in high-wage jobs or efficient transfers to baccalaureate programs to 74% by the end of June 2027.

Reduce Low-Value Programs

Decrease enrollment in low-value pathways by 93% by the end of June 2027.

Foster Institutional Community

Increase SPC employee retention rate to 90% by the end of June 2027.

Enhance Student Persistence

Increase first-time, full-time, student persistence to 80.5% by the end of June 2027.

Deepen Corporate Partnerships

Cultivate meaningful corporate partnerships by transitioning 600 corporate relationships from Prospect, to Advocate, to Premier status by the end of June 2027.

Engage Alumni

Increase percent of alumni who are engaged through financial giving by 3% by the end of June 2027.

Boost Completion

Increase on-time, first-time, full-time, student graduation rate to 45% by the end of June 2027.

Maximize In-Demand Job Placement

Place 12,000 students into high wage jobs, clinicals, apprenticeships, or internships by the end of June 2027.

Elevate Pinellas

Connect with 16,529 disengaged community members to share the benefits of higher education by the end of June 2027.



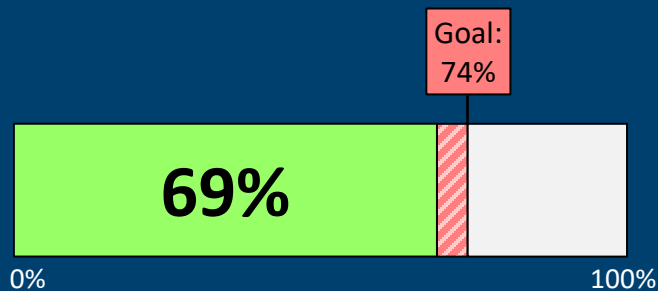
Deliver Excellence in Teaching & Learning

Drive student achievement in programs of high value.



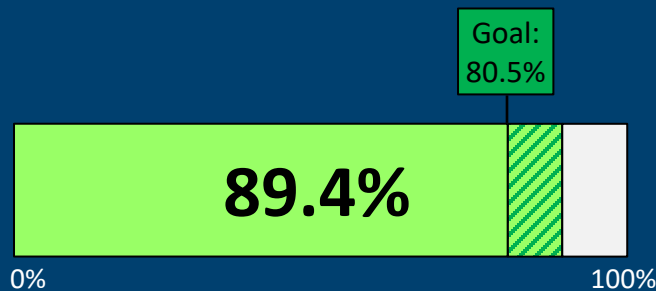
Increase High-Value Program Enrollment

Increase enrollment in programs of high-value that result in high-wage jobs or efficient transfers to baccalaureate programs to 74% by the end of June 2027.



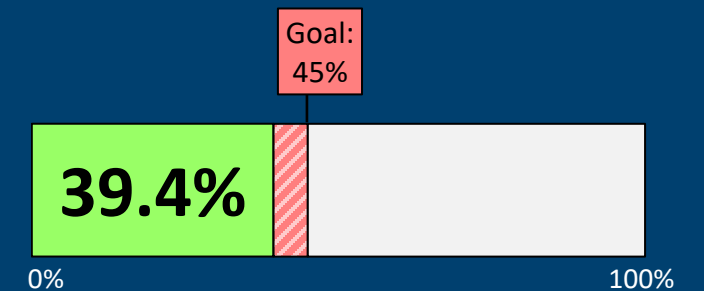
Enhance Student Persistence

Increase first-time, full-time, student persistence to 80.5% by the end of June 2027.



Boost Completion

Increase on-time, first-time, full-time, student graduation rate to 45% by the end of June 2027.





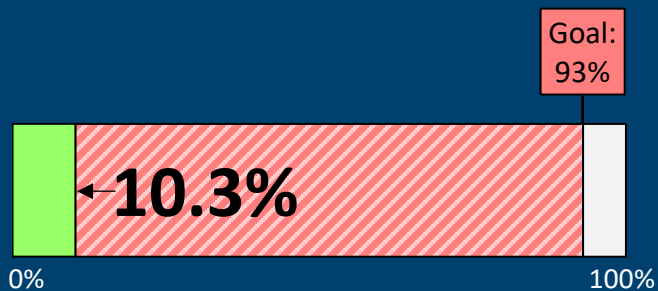
Drive Economic Advancement

Ensure SPC graduates secure high-wage and in-demand jobs.



Reduce Low-Value Programs

Decrease enrollment in low-value pathways by 93% by the end of June 2027.



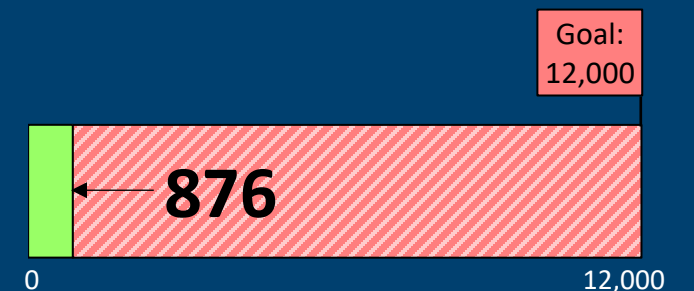
Deepen Corporate Partnerships

Cultivate meaningful corporate partnerships by transitioning 600 corporate relationships from Prospect, to Advocate, to Premier status by the end of June 2027.



Maximize In-Demand Job Placement

Place 12,000 students into high wage jobs, clinicals, apprenticeships, or internships by the end of June 2027.





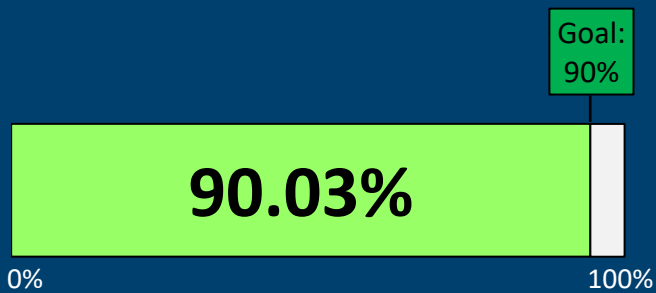
Strengthen Our Community

Engage SPC students and employees as champions for community change.



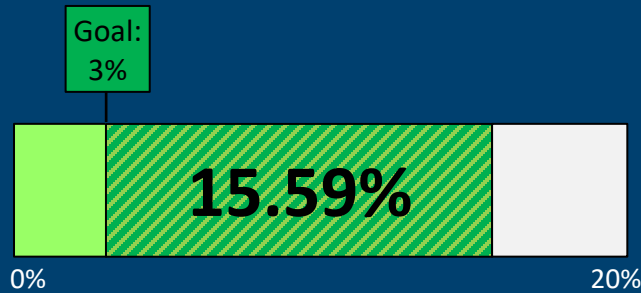
Foster Institutional Culture

Increase SPC employee retention rate to 90% by the end of June 2027.



Engage Alumni

Increase percent of alumni who are engaged through financial giving by 3% by the end of June 2027.*



Elevate Pinellas

Connect with 16,529 disengaged community members to share the benefits of higher education by the end of June 2027.



*The foundation fiscal year runs from April 1 to March 31.



A Living Plan Rooted in Innovation and Efficiency

- Our strategic plan is a living document, designed to be flexible and evolve over time to meet the needs of the day.
- Tactical adjustments will be made in response to:
 - College performance data and goal progress.
 - Changing workforce, student, and community needs.
 - Input from internal and external stakeholders.
- Deeper integration of emerging technologies and operational efficiencies are being embedded into strategy execution, including:
 - Use of AI, data analytics, and automation where appropriate.
 - Streamlined processes to support sustainability and scalability.
- The College remains nimble and future-ready, guided by measurable goals and a structured implementation framework.





Spotlight 1: College-wide Job Placement Roadmap

Place 12,000 students into high wage jobs, clinicals, apprenticeships, or internships by the end of June 2027.



On April 21, 2025, SPC convened 50+ leaders with Collaborative Labs to build a five-phase job placement roadmap, adopt a college-wide placement definition, and standardize tracking in Handshake.

- **Participants and partners:** Over 50 leaders; Collaborative Labs facilitation.
- **Design elements:** Five student-experience phases with tactics, champions, and metrics.
- **Governance of measurement:** Adopted a placement definition and framework for consistency.
- **Systems alignment:** Consistent use of Handshake for tracking and reporting.



Spotlight 2: Prior Learning + Back2Finish

Increase first-time, full-time, student persistence to 80.5% by the end of June 2027.



The College of Business expanded Prior Learning Assessment and launched Back2Finish with advising support and four information sessions to re-engage adult learners and accelerate completion.

- **Early performance signals:** Success rates rose from 81.86% to 85.70%; SSH increased 1.60% from Summer 2024 to Spring 2025.
- **Student services model:** Integrated advising and financial aid navigation for returning students.
- **Outreach:** Four dedicated sessions plus a targeted online campaign to out-of-state audiences.
- **Why PLA?:** Converts work, military, and life experience into credit to reduce time to degree.



Spotlight 3: Governance Modernization

Increase SPC employee retention rate to 90% by the end of June 2027.



The Rules & Procedures Advisory Group (RPAG) and the Office of General Counsel (OGC) executed a focused policy refresh by creating, reviewing, or revising more than 40 Rules and Procedures (and counting).

- **Scope and purpose:** Modernization for clarity, compliance, and stewardship.
- **Collaboration:** RPAG, OGC, and Cabinet coordinated to strengthen decision-making.
- **Transparency:** Monthly Titan News summaries and open access to current policies.
- **Alignment:** This process helps revitalize governance and align institutional operational processes with the strategic plan and goals.

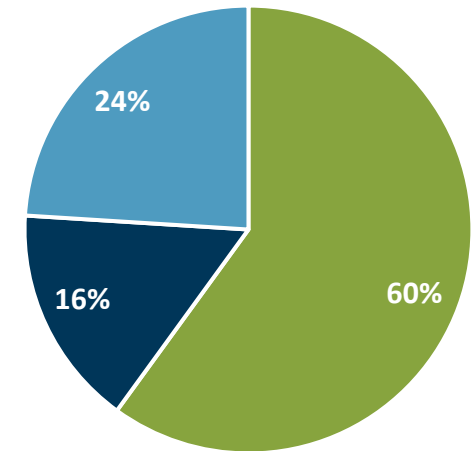


Aligning Budget to Strategy

All FY26 budget requests were aligned to at least one strategic goal; progressing toward 100 percent purpose alignment.

- All budget managers tagged requested dollars to a strategic goal at submission.
- Each request included development of a metric showing how the budgeted dollars aligned with the strategic plan.
 - *What do we get and how do we know it worked?*
- Cabinet review used strategic alignment as an evaluation criterion.

Distribution of 2025/26 Budget



- Deliver Excellence in Teaching & Learning
- Drive Economic Advancement
- Strengthen Our Community



Year 1: Building a Culture of Strategic Thinking

Institution-wide touchpoints

- New Employee Welcome/Orientation module on the strategic plan
- 2024 Discovery Day plenary for all employees
- Strategic plan conversations in College teams, groups, and communities

People and performance

- Strategic plan alignment added to employee evaluations
- Strategic linkage embedded in award rubrics, training, and marketing materials

Planning and resources

- FY26 budget requests tagged to strategic goals
- Increasing alignment between budget, tactics, and KPIs

Data, Innovation, and technology

- Innovation and emerging technologies incorporated into strategic execution
- Data used to set priorities and shape programs

Reinforcement mechanisms

- Posters and MVV assets in shared spaces
- Public web updates and consistent plan branding



Years 2 & 3: What's Next?

Emerging technologies

- Criteria to select and scale pilots
- Guardrails for data governance and responsible use
- Automation in high-volume student and HR workflows

Operational efficiencies

- Process mapping and improvement projects
- Updating ERP to increase efficiency and effectiveness
- Service standards and turnaround targets

Education ecosystem

- Pathway alignment and dual enrollment expansion
- Apprenticeships and work-based learning coordination
- Data-sharing and advising handoffs

Budget alignment

- Enhance goal tagging from requests
- Alignment reports with ROI snapshots
- Performance-based criteria

Centennial and the next strategic plan

- Timeline for centennial programming and plan refresh
- Environmental scan, stakeholder input, KPI set refinement
- Mission, vision, and values evaluation

Everyday operations to strategic linkages

- Unit scorecards and owner-named tactics
- Manager check-ins tied to KPIs
- Department/division-level dashboards

Risks and mitigations

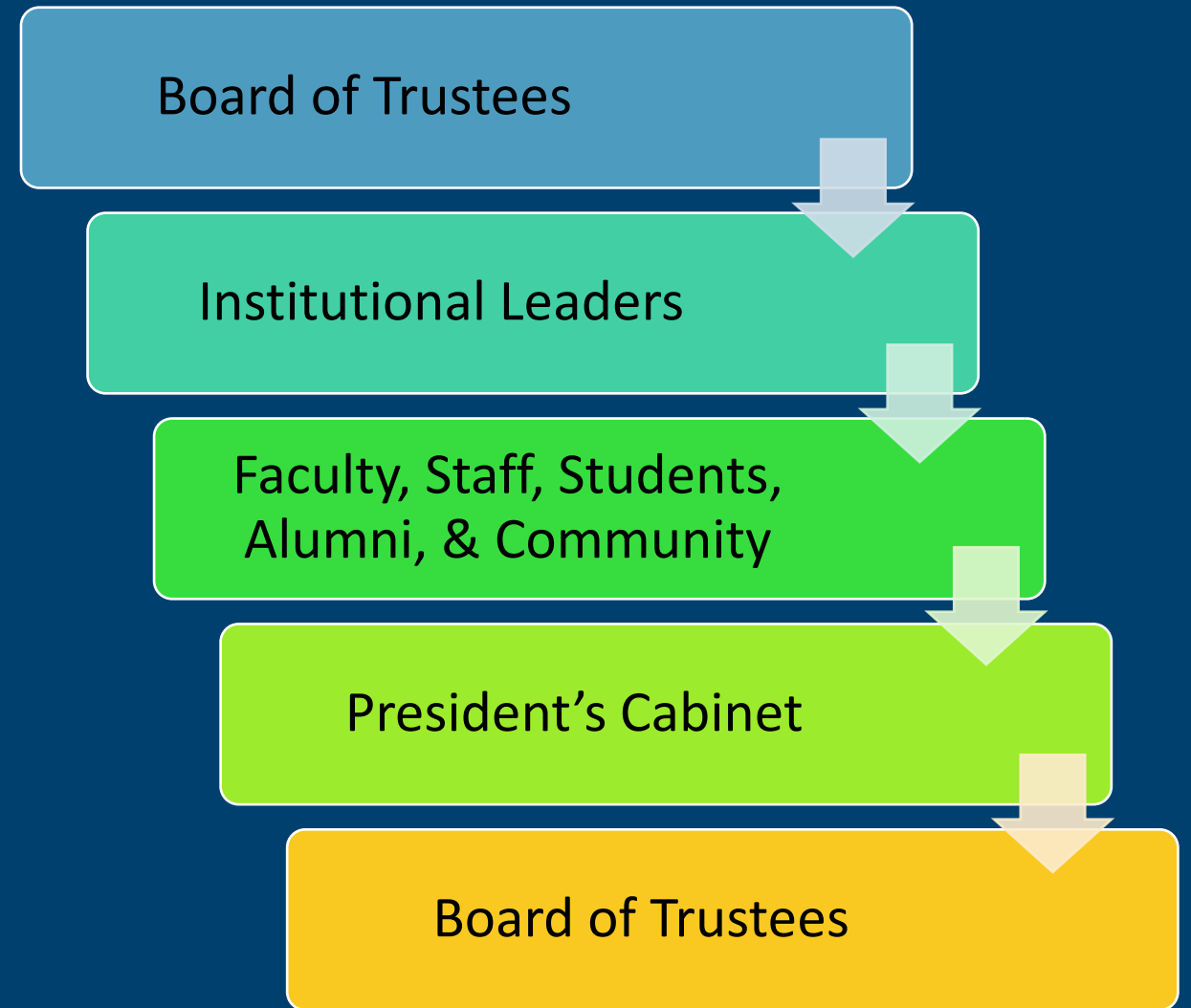
- Change adoption and capacity: phased rollouts and training
- Accreditation timing: hold major program changes until complete
- Data maturity: standard definitions and cadence refreshes



Re-evaluating the Mission, Vision, and Values

As part of our future-oriented outlook, we will be re-evaluating our current mission, vision, and values, and updating as needed.

- The BOT provided feedback and direction at the May 2025 workshop.
- Other institutional leaders provided feedback in July 2025 at TLC.
- Faculty, staff, student, alumni, and community feedback will be solicited in 2026.
- Recommended updates will be provided to leadership and BOT thereafter for approval.





Better Jobs, Better Lives, Better Communities

Timeline for the next two years:

● 2025-2026

Complete accreditation process.

● Summer/Fall 2026

Year 2 strategic plan status update.

● July 1, 2027

Refreshed mission, vision, values, and new strategic plan.

● Spring/Summer 2026

Solicit feedback on mission, vision, values, and new strategic plan.

● Fall 2026/Spring 2027

Finalizing recommendations for mission, vision, values, and new strategic plan.

● Summer/Fall 2027

Year 3 strategic plan status update for current plan.



Questions?

