



St. Petersburg College Board of Trustees Workshop

December 13, 2016
Real Time Record



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St. Petersburg College Mission, Vision and Values



Mission Statement

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

SPC Board of Trustees - Strategic Planning Workshop

St. Petersburg College, Epi Center, 13805 58th Street N.
 Clearwater, FL 33760
 Collaborative Labs (Tropics Lab)
 Tuesday, December 13, 2016, 9am - 2 pm

Time	Agenda	Collaborative Activity
8:45am – 9:00am	Examples of 7 Year Collaborative Legacy Highlights	We will invite participants to share examples of 7 Year Collaborative Legacy Highlights .
9:00am – 9:10am	Call to Order <ul style="list-style-type: none"> ▪ Invocation ▪ Pledge of Allegiance 	
As needed	Comments <ul style="list-style-type: none"> ▪ Public Comment, 286.0114, Florida Statutes 	
9:10am – 10:00am	Welcome, Objectives and 7-Year Collaborative Legacy Highlights <ul style="list-style-type: none"> ▪ Welcome: Chair Westine, Trustees, and Dr. Law, President ▪ SPC’s 7-Year Collaborative Legacy Highlights: Andrea Henning 	Board of Trustee Members and volunteers will share examples of Collaborative Legacy Highlights over the past 7 years, as well as how we are living our Vision, Mission and Values in 2016
10:00am – 11:00am	Topic 1: Accreditation & QEP This session will provide an update on the process, deadlines, and next steps of SPC’s reaccreditation and Quality Enhancement Plan. <ul style="list-style-type: none"> ▪ Presenters: Ms. Heather Roberson, Academic Director, Center of Excellence for Teaching and Learning, Dr. Jennifer Haber, Professor, and Ms. Sabrina Crawford, Executive Director, Institutional Research and Effectiveness 	Topic 1 (60 min.): <ul style="list-style-type: none"> ▪ 15-min. Overview of SACS Reaffirmation Process ▪ 10-min. BOT discussion/Q&A ▪ 20-min. Overview of Quality Enhancement Plan (QEP) ▪ 15-min. BOT discussion /Q&A Top Recommendations for 2017

11:00am – 11:30am	<p>Topic 2: Five Year Facilities Plan This session is intended to prioritize future Facilities new construction and/or renovation projects, with particular attention given to the pursuit of funding for a new Health Education Center.</p> <ul style="list-style-type: none"> Presenter: Mr. Jim Waechter, Associate Vice President, Facilities Planning and Institutional Services 	<p>Topic 2 (30-min.):</p> <ul style="list-style-type: none"> 10-min. Overview of Topic 2 20-min. BOT discussion <p>Top Recommendations for 2017</p>
11:30am-11:45am	Break	15 Minutes
11:45pm-1:15pm	<p>Topic 3: Three Year Financial Plan This session will discuss College strategy for the development of a financial plan to deal with current and future financial pressures over the next three years.</p> <ul style="list-style-type: none"> Presenter: Mr. Brian Miles, Vice President, Administrative/Business Services, and Information Technology 	<p>Topic 3 (1 hr. and 15-min.):</p> <ul style="list-style-type: none"> 10-min. Overview of Topic 3 45-min. BOT collaborative breakout discussions 10-min. Team Reports: <p>Top Recommendations for 2017</p>
1:15pm – 1:45 pm	<p>Topic 4: Enrollment: Recruitment & Retention The session will discuss enrollment trends, recruiting, retention, marketing initiatives and student success.</p> <ul style="list-style-type: none"> Presenters: Ms. Diana Sabino, Executive Director of Marketing and Strategic Communications and Mr. Mark Strickland, Provost, Seminole Campus 	<p>Topic 4 (45-min.):</p> <ul style="list-style-type: none"> 15-min. Overview of Topic 4 20-min. BOT collaborative breakout discussions 10-min. Team Reports: <p>Top Recommendations for 2017</p>
1:45pm – 2:00pm	Wrap-Up and Next Steps	Dr. Law and the BOT will wrap-up by sharing highlights and next steps .

<u>Call to Order</u>	
<ul style="list-style-type: none"> • Invocation • Pledge of Allegiance 	

The December Board of Trustees Workshop was called to order at 9:02 a.m. and the invocation was given by Chair Westine immediately followed by the Pledge of Allegiance.

<u>Comments</u>	
<ul style="list-style-type: none"> • Public Comment, 286.0114, Florida Statutes 	

None

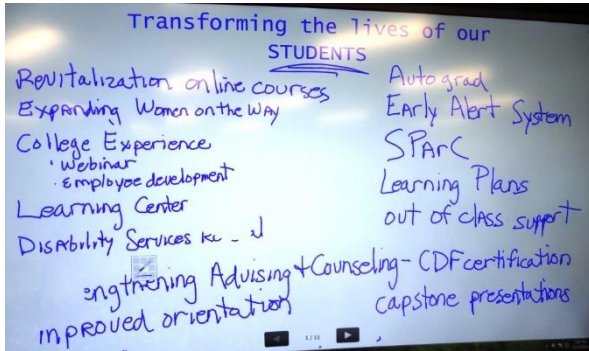
<u>Welcome, Objectives and 7-Year Collaborative Legacy Highlights</u>	
<ul style="list-style-type: none"> • Welcome: Chair Westine, Trustees, and Dr. Law, President • SPC’s 7-Year Collaborative Legacy Highlights: Andrea Henning 	<p>Board of Trustee Members and volunteers will share examples of Collaborative Legacy Highlights over the past 7 years, as well as how we are living our Vision, Mission and Values in 2016</p>

Chair Westine, Board of Trustees: I am excited to work on this, although this will be probably be my last workshop. But I’m excited that we can keep working towards student success.

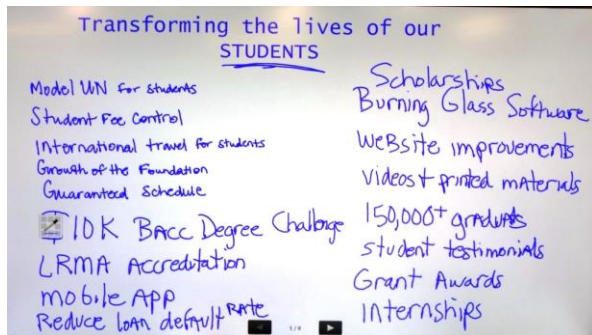
Dr. Law, President: Chair Westine, congratulations on your appointment to the bench. It reflects well on all of us. Mr. Gibbons has a meeting with the Governor this morning. We’ve re-arranged the published agenda to accommodate his schedule. The first order of business is to review some of the accomplishments of the last seven years. Andrea will do this for me.



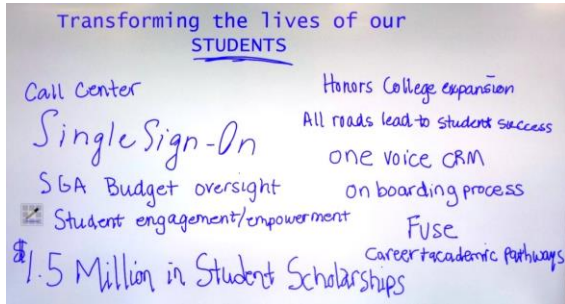
<p><u>Examples of 7 Year Collaborative Legacy Highlights</u></p>	<p>We will invite participants to share examples of 7 Year Collaborative Legacy Highlights.</p>
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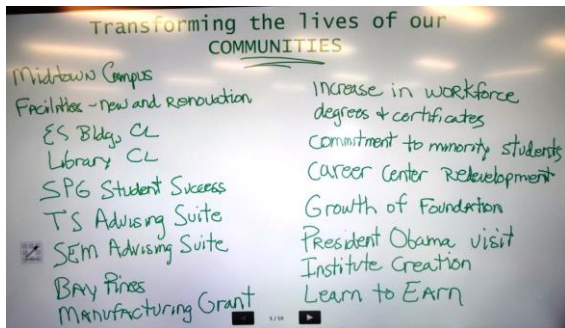
<p>Transforming the Lives of Our Students</p>
<ul style="list-style-type: none"> • Revitalization online courses • Expanding Women on the Way • College Experience – webinar, employee development • Learning Centers • Disability Services Renewal • Strengthening Advising & Counseling – CDF certification • Improved orientation • Auto grad • Early Alert System • SPARC • Learning Plans • Out-of-class support • Capstone Presentations



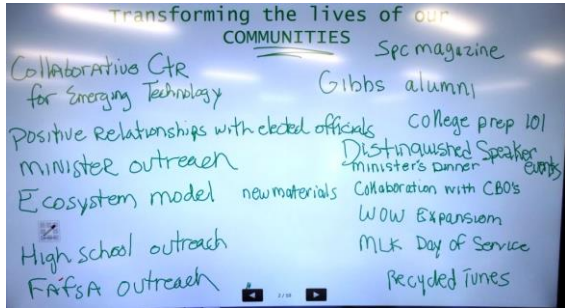
<p>Transforming the Lives of Our Students</p>
<ul style="list-style-type: none"> • Model UN for students • Student Fee Control • International travel for students • Growth of the Foundation • \$10K Baccalaureate Degree Challenge • LRMA Accreditation • Mobile App • Reduce loan default rate • Scholarships • Burning Glass software • Website improvements • Videos & printed materials • 150,000+ graduates • Student testimonials • Grant awards • Internships



- Transforming the Lives of Our Students**
- Call center
 - Single sign-on
 - SGA Budget oversight
 - Student engagement/empowerment
 - \$1.5M in student scholarships
 - Honors College expansion
 - All roads lead to student success
 - One voice CRM
 - On boarding process
 - FUSE
 - Career & academic pathways



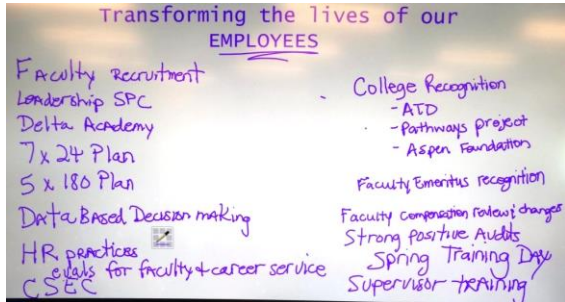
- Transforming the Lives of Our Communities**
- Midtown campus
 - Facilities – new and renovation
 - ES Building, Clearwater
 - Library, Clearwater
 - St.Pete/Gibbs Student Success Center
 - Tarpon Springs Advising Suite
 - Seminole Advising Suite
 - Bay Pines
 - Manufacturing Grant
 - Increase in workforce degrees and certificates
 - Commitment to minority students
 - Career Center Redevelopment
 - Growth of Foundation
 - President Obama visit
 - Institute creation
 - Learn to Earn



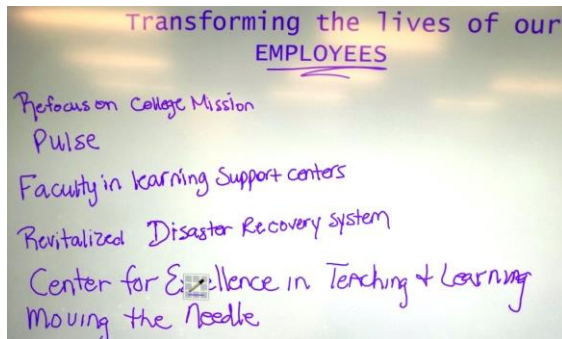
- Transforming the Lives of Our Communities**
- Collaborative Center for Emerging Technology (CCET)
 - Positive relationships with elected officials
 - Minister outreach dinner
 - Ecosystem model
 - High school outreach
 - FAFSA outreach
 - SPC Magazine
 - Gibbs Alumni
 - College Prep 101
 - Distinguished speaker events
 - Collaboration with CBO's
 - WOW expansion
 - MLK Day of Service
 - Recycled tunes



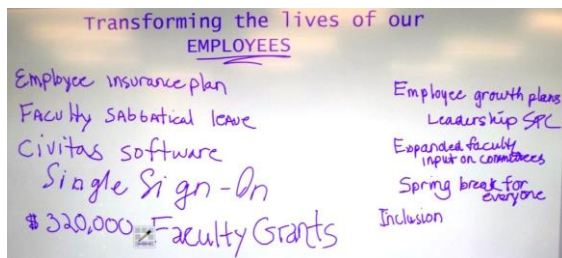
- Transforming the Lives of Our Communities**
- Foundation speaker events
 - Tampa Bay Innovation Center – Downtown Campus



- Transforming the Lives of Our Employees**
- Faculty recruitment
 - Leadership SPC
 - Delta Academy
 - 7x24 plan
 - 5x180 Plan
 - Data-based decision making
 - HR practices
 - Evals for faculty & career service
 - CSEC
 - College Recognition
 - ATD
 - Pathways project
 - Aspen Foundation
 - Faculty Emeritus recognition
 - Faculty compensation review & changes
 - Strong positive audits
 - Spring Training Day
 - Supervisor Training



- | Transforming the Lives of Our Employees |
|---|
| <ul style="list-style-type: none"> • Refocus on college mission • Pulse Business Intelligence • Faculty hours in learning support centers • Revitalized disaster recovery system • Center for Excellence in Teaching & Learning • Moving the Needle Conference • College Experience Webinars |



- | Transforming the Lives of Our Employees |
|---|
| <ul style="list-style-type: none"> • Employee insurance plan • Faculty Sabbatical leave • Civitas software • Single sign-on • \$320,000 Faculty grants • Employee growth plans • Leadership SPC/ Delta Academy • Expanded faculty input on committees • Spring break for everyone • Inclusion |

- | "Other" 7 Year Highlights |
|---|
| <ul style="list-style-type: none"> • Trustee Orientation Materials |



Andrea Henning, Executive Director, Collaborative Labs: It's going to be a great day in the Labs today. We would like to acknowledge the past seven years under Dr. Law's leadership. We thank you, Dr. Law. We'd like to ask our college family to share personal and institutional highlights in the context of our Vision Statement – transforming the lives of our students, transforming the lives of our communities and transforming the lives of our employees.

Let's start with students.

Ms. Frances Neu, VP, Institutional Advancement & Executive Director, SPC Foundation: I believe I was the President's first hire. We've increased our scholarships 100%.



Dr. Tonjua Williams, SVP, Student Services: Dr. Law, thank you so much for the College Experience and we now have the Provosts working collaboratively as a team, a unit. It has made a difference in how we work as one college. On behalf of our SGA president, the SGA leading their own budgets by campuses. I just about had a fit about that idea, but it's become one of the best ideas we've ever done. Empowering students and hearing their voices.

Also, the Wednesday Webinars that help us stay focused. It's kept us on our toes and kept us responsive to the needs of our students.



Dr. Linda Hogans, Executive Director, Retention Services: Dr. Law, I would just like to say it's been a pleasure having you here. You came in talking about student focus and I want to thank you for that. Also, thank you for the support we've received. As a result, our College Reach Out Consortium is number one in the state and we've expanded our Summer Support Program. We've expanded our Women on the Way program to almost all our campuses. MLK Day of Service is now statewide because of your leadership. Men in the Making. Your involvement with the community has been uplifting for us.



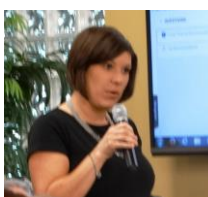
Ms. Heather Roberson, Academic Director, CETL: Model UN. We had started to lay the foundations, but really, when you got here, you gave it the push to change and transform their lives. It has changed the faculty's lives as well. Honors program for domestic travel. Some of our students have started law school this fall. Thank you for believing in us.

Dr. Rebecca Ludwig, Dean, College of Health Science: Increased scholarships for sending learning abroad. When we started sending dental hygiene students to Jamaica three years ago, we had four students. This year we had 29 applications for nine spots. This has really changed their career focus and goals.



Ms. Ramona Kirsch, Director International Program: I was interviewing with you five years ago and you were totally committed to our students in terms of global engagement. In five years, we've grown from 69 to 150. So thank you for your support, not only with financial scholarships, but also for supporting the program. We host international students from around the world and I can see how it is transforming their lives and they take it back to their countries and it's a ripple effect.

Dr. Anne Cooper, SVP, Instruction & Academic Programs: Thank you for your focus on student success. I am very appreciative of your facilitating the College Experience with its many aspects of helping our students succeed. Through that, it has brought notoriety to the college. We are one of 30 colleges in the nation to be part of the Academic Pathways program. Thank you for your leadership and causing us to rise to a new level.



Ms. Diana Sabino, Executive Director of Marketing & Public Information: Thank you, Dr. Law, for your focus on marketing. Not just with digital marketing but in the way we are leading higher ed in the way we communicate with students.

Ms. Jackie Skryd, Executive Director of Grants Development: Five years ago, you were figuring out what was missing and one thing was a Grants Department. Under your vision, you saw we were missing out on some really big opportunities. With your support, through the process and improving them, now with \$50M we can support just about every other thing up there.





Dr. Linda Hogans: When Dr. Law came, he was looking at our Office of Disabilities. As a result, we hired Amy Stubbs. We are now Accessibility Services which has grown and improved by leaps and bounds and has made a difference for our students. When we work with the students who need the most support, we help all students. We are on a good track with our Accessibility Task Force.



Mr. Deveron Gibbons, Trustee: Good morning. Dr. Law, seven years has gone by fast. I can truly say, when you came we were excited, but you have exceeded my and the community's expectations. We needed a shot in the arm especially when it came to students. You wanted students to be successful on any campus. You wanted to make sure they had a success plan.

Our friendship has grown – I like to call him a big brother because he gives me good advice. My grandfather told me that you can tell a good man when you can say what you really mean and not hold a grudge. We've had our debates, but at the end of the day, we make the right decisions. You stand up for this community and this college. I am asking the Board to name every Learning Lab on every campus named the William D. Law, Jr. Learning Lab.

I am making that motion. In perpetuity – if we even build another learning lab. With a plaque and his picture in every lab. *Applause.* The reason I want to do that is because there are few times when you have a leader who comes along and challenges everybody. He always says, "Why can't we do that?" You never hear "No" from him when it concerns students and what it takes to make them successful. When we talked about Midtown and sending students abroad, he said, "Why can't we do that?" Whenever you have a leader that challenges everybody to be better for this community, you need to recognize the effort and the type of person that he is.

Thank you for your friendship, leadership and guidance. I told the Governor that he couldn't let you retire before the six months. He asked me how we are going to replace a Bill Law. The reason he said that was because every time the State has asked schools to do something, we've been the first to do it. The \$10K degree. We were the first to do that. He'll be missed. It will be hard to replace him.



Chair Westine: I have a motion and a second from Mr. Foster on the floor to rename every Learning Lab, in perpetuity, the William D. Law, Jr. Learning Lab. *The motion passed unanimously.*



Dr. Law: On the student side, we when came in seven years ago, we put in some listening posts, we listened to students and faculty, and we put in the 7x24 plan – seven major areas with 24 discreet initiatives. We started the College Experience. The Board also wanted us to make sure there's one college, focused on students, and not drift from our mission. And to work on Board relationships and let the Board have some say into what we do. We've done those.

When I look at what's up on the board, I see that we let the students decide what their student fees will be used for. They worked on the partnership with Microsoft to make sure every student had access to that. They're the ones who got the ball rolling on the bus system initiative. Bay Care Counseling for students feeling stress. Student leadership – the second year, they are meeting by themselves. They've done spectacular.

Learning plans, career centers, advising centers and changing the profiles of the advisors. The Board supported every one of those initiatives. The Board supported those plans. We have 114 advisors who have been trained in career development facilitation. They have 180 hours of training a year. We have a game plan. The Learning Centers, expanding Women on the Way. It's one of our proudest programs ever. We've expanded it to other campuses. There were a number of women at graduation on Saturday with pink medallions. Making sure every student is accommodated.

It was a proud day on Saturday to see the students of color. It was clear that 25-30% of the students were Hispanic or African American.

Let's talk about the communities. What's not to love? We were at the Pinellas County Delegation Meeting on Saturday. They were fully supportive of our requests. They are friends of the college. The ministers outreach dinner. They listen to what we are doing and give us feedback and guidance. The Gibbs alumni, the Collaborative Center for Emerging Technologies. MLK Day of Service, our high school outreach, the FAFSA outreach. The Ecosystem model. People are willing to do something different and new as part of a bigger picture.

For employees: Every single employee has a learning plan. We've changed the way faculty and career people are evaluated. It's way better than it used to be. There are no more surprises once a year. Faculty sabbatical leave – it hadn't been done. With Rich Mercadante's leadership, we now send one or two out a year. Faculty grants - \$320K in \$2000 increments is a lot of people who can do something beneficial for their students.

Career employees didn't attend All College Day and there was no Spring Break before. That didn't sound right to me. People were angry about it. I still get thank you notes. Including everybody in the decision tree. Career staff, faculty are involved. We make very few decisions in small groups. I can't remember the last time we did that.

The most important thing is that people were ready for the change. Yesterday we had the online interview for yet another Aspen/Gates Initiative. This will go across all colleges. They are trying to see what the commonalities are. We sent in a lengthy request. They did a call to all of us in my office. It was very rewarding. They asked a lot of questions to follow up. We're seen as a "can do" college. When we were preparing for it, we felt they would focus on equity. We

wanted to make sure we went through that list. They never asked about it. So I said to Josh Wyner, who heads up the Institute, that I thought they would. He said that our submission on equity was as thorough, and as robust and as well-written as any they received from any college and they didn't feel like we needed to go through it. Everybody deserves the recognition.



I suggest we go to our four workshops and talk about the things we are working on. The game plan needs to just slow down a little bit. We'll be busy when the candidates come. We need to be ready to respond to them. Some one of those will be the next leader. Naming the Learning Centers after me is a deep, deep honor. The best thing is to be prepared to support the next president. That would be the best honor that everybody can give. Thanks to the Board for your support. Thank you all very much.

Chair Westine: Let's move on to Accreditation and the QEP.

<p style="text-align: center;"><u>Topic 1: Accreditation & QEP</u></p> <p>This session will provide an update on the process, deadlines, and next steps of SPC's reaccreditation and Quality Enhancement Plan.</p> <ul style="list-style-type: none"> • Presenters: Dr. Heather Roberson, Academic Director, Center of Excellence for Teaching and Learning, Dr. Jennifer Haber, Professor, and Ms. Sabrina Crawford, Executive Director, Institutional Research and Effectiveness 	<p>Topic 1 (60 min.):</p> <ul style="list-style-type: none"> • 15-min. Overview of SACS Reaffirmation Process • 10-min. BOT discussion/Q&A • 20-min. Overview of Quality Enhancement Plan (QEP) • 15-min. BOT discussion /Q&A <p>Top Recommendations for 2017</p>
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Accreditation



Ms. Sabrina Crawford, Executive Director, Institutional Research & Effectiveness: I will be updating you on the accreditation process and Heather will talk about the QEP process. Every ten years, SACS asks us to review our continuous improvement. They come and review our plans. This is my fourth institution where I've done this process. Accreditation isn't something you stop and do, it's an opportunity to tell the story of the college. It is focused on the reports and the QEP plan.



Why reaffirmation?

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

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

- 10-year review of an institution's continuous improvement
 - Compliance and Administrative Report, Spring 2017
 - QEP, Fall 2017
 - On-site Review, Fall 2017
- 3 Concurrent Timelines
 - Compliance Report (84 Standards)
 - Administrative Unit Assessments
 - Quality Enhancement Plan (QEP)

Going through the reaffirmation gives the accreditor an opportunity to review what you are doing. It's an opportunity for students and employers to say that the degree is from an excellent institution. It supports transfer opportunities and business benefits. It is living our vision, values and mission.

Why reaffirmation?

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

Validation of Quality and Process - A Reliable Authority

- Student
- Employers
- Donors
- Other Higher Education Institutions
- Federal Government

Commitment to Integrity

- Mission-driven
- Good Practices
- Transparency

Quality Enhancement

Overview of the next 18 months. Compliance Certification is March 1, 2017. It goes to the Off-site Committee to review the 84 standards and come back with recommendations. That starts in April with a response in May. We have an opportunity to respond to a focused report. That leads to the On-site Committee visit. It may be from Oct 8th through the 12th. They will do an in-depth QEP report. They meet with students, faculty, staff and the Board of Trustees. We have six months to respond before we submit our final response to the C&R Committee in June of 2018.



Offsite process – the Commission puts together a committee of nine to ten members. It’s a little difficult to find members that are appropriate because we are a unique institution. Most will probably be from community colleges, some from Texas. Pensacola, Georgia Highlands and we are in the group. They will meet and send us preliminary findings. It’s not a big deal to get these findings; it allows us to further clarify.



We then submit the focused report that goes to a new committee of eight to ten new members. They meet in Atlanta and look at federal requirements. They begin writing the response before they come. They determine the first levels of interview with faculty, student services, the finance committee and others. They will check that everything in the report is true. On the last day, the last meeting, they will ask for any final clarifications. They will share that out loud and we then have five months to develop the report. They'll meet in June and we'll get our action report in July 2018.

Reaffirmation Process

SPC St. Petersburg
College
INSTRUCTION AND ACADEMIC PROGRAMS

STAGE 3: Commission Action

- **Institution Submits Response to the Report**
 - [5 months after visit: **March 12, 2018**]
- **Compliance & Reports Committee**
- **Outcomes:**
 - **Commission Action [June 11-14, 2018]**
 - **Action Letter [~July 3, 2018]**

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Reaffirmation Process

SPC St. Petersburg
College
INSTRUCTION AND ACADEMIC PROGRAMS

STAGE 2: The On-Site Process

- **On-Site Review Committee**
 - Generally 8-10 members
 - E-mails, conference calls, possible interaction with institution
- **Institution Hosts On-Site Visit [Oct 9 -12, 2017]**
- **Outcome: Report of the Reaffirmation Committee [draft within a few weeks – final in a month or two after visit]**

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We hope to get single digits – nine or fewer – recommendations. These are some data on non-compliance issues. Our median number of recommendations is 2. By the time it gets to the Commission itself, the median number is 0. If we do have something after the commission meets, we get a further report, but we have three years to address it.

Non-Compliance Issues – Off-Site

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

All 2015 Institutions: n=81

- Median number of standards cited: 15 (our goal = single digits)
- Policy-related standards were 23% of citations
- Institutional Effectiveness standards were 16% of all citations
- 4 of the 10 most cited standards were IE-related standards (CS 3.3.1.1, 3.3.1.2, 3.3.1.3, 3.3.1.5)
- Other 3 of 10 most cited standards dealt with faculty (CS 3.7.1, CS 3.7.2, CR 2.8)

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Recommendations Made – On-Site

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

All 2015 Institutions: n=81

- Median number of Recommendations: 2
- Highest number received: 13
- Institutional Effectiveness standards were 30% of all recommendations
- 4 of the 10 most cited standards were IE-related standards (CS 3.3.1.1, 3.3.1.2, 3.3.1.3, 3.3.1.5)
- Most cited standard for a Recommendation was CS 3.3.2 (QEP): 59% of institutions

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Standards Cited for Monitoring Reports SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

All 2015 Institutions: n=81

- Median number of Cited Standards: 0
- Highest number received: 5
- Institutional Effectiveness standards were 47% of all cited standards
- 4 of the 9 most cited standards were IE-related standards (CS 3.3.1.1, 3.3.1.2, 3.3.1.3, 3.3.1.4)
- Most cited standard for a monitoring report was CS 3.3.1.1 (IE-educational programs): 16% of institutions

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Next steps/timeline. We have every single report written minus two in draft form. This is all due on March 1st. We could not have done this without the support of everyone in this room.

Next Steps / Timeline SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

- SACSCOC report: <https://sacs.spcollege.edu/>

December	Finalize Reports
January	Review Reports
February	Verify Submission
March	Submit Report

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Chair Westine: I think sometimes we don't know what goes into it. I learned a lot. Thank you.

QEP



**Ms. Heather Roberson,
Academic Director, Center of
Excellence for Teaching and
Learning:**

The QEP is a significant part of the reaffirmation process. This will be our second QEP at the college as part of our reaffirmation. The Board is part of this collaborative process. You'll be instrumental in helping to guide us in planning and launching it. The onsite team will want to talk to the Board, so it's important that we get you all up to speed with the QEP. I encourage you to go to our website that we will continue to update over the next 18 months.



There are two standards I want to read to you. They will help you understand our role. The first standard is 2.12: *The institution has developed an acceptable QEP that includes an institutional process for identifying key issues emerging from institutional assessment and focuses on learning outcomes and/or the environment supporting student learning and accomplishing the institution's mission.* We do a lot of great stuff already. We know what the areas of need are. It's very natural for us to have a collaborative process.

The next compliance standard is 3.3.2: *The institution has developed a QEP and demonstrates institutional capability for the initiation, implementation and completion of the QEP.* The initiation is the planning. The implementation is what we will be working on this spring. Completion continues for the whole rest of the five years and becomes part of our college culture. It also says that it *includes broad-based involvement of the institutional constituencies in the development and the proposed implementation of the QEP and also identifies goals and a plan to assess their achievement.* They are deliberate that all the college stakeholders are involved, have a vested interest in it and have been involved throughout.

In the fall of 2015, we looked at our areas of needs. We looked at our stakeholders - faculty, students, staff, we even came to the Board. We narrowed it down to four topics. We went out and asked the alumni. We narrowed the focus even further. We visited other institutions who have experience with college readiness and learning communities. We also looked at our data and our culture and where students were struggling. We determined that the students who were struggling without a safety net were our flexible opt-out students. They can opt out of Developmental Ed classes because of Senate Bill 17.20. They may not have support systems in place. They struggle not only with the courses, but also with coming back semester to semester.

What is a Quality Enhancement Plan (QEP)? SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

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



Feedback indicated the need was in non-cognitive skills and cognitive abilities. We very much like the idea of learning communities. Student persistence increases significantly when they are engaged with the college. We are a unique school. We have a variety of backgrounds and student levels. We have yet to find a school who is exactly like us. We've looked at a number of schools, we've been to FAU and Georgia State University, and a couple of others that have best practices in learning communities. But we are still developing that piece.

We brought our final topic back to the Board of Trustees in September, which was College Readiness for Long-Term Success and began launching our engagement campaign. We wanted some type of name recognition. We had 77 applicants. We had marketing talk to focus groups and walk around campuses and we want to make sure students know what Ready, Set, Succeed is. We asked students to come up with the slogan. We did Facebook live. It created wonderful buzz.

What is Our Topic? SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

College Readiness for Long-term Success

Focus on **non-cognitive skills** (self-efficacy, academic ability, grit) and how these impact **cognitive abilities** (information fluency).

- **Population:** Flexible Opt-out students
- **Emphasis:** First 15 hours
- **Method:** Learning Communities

The second stage was to develop a logo. One of our online students won the contest for the slogan. We got some very good advice to put in the rules of the contest that we could alter the logo. We had some excellent submissions for the logo. What you see here is a combination of the top two. The students did very well with the runner in the race and crossing the finish line to graduation. Our hashtag is #getreadyspc. We have the website listed there as well. It was a collaborative process across the college. We had faculty and staff contests and we'll continue those in the spring.

QEP slogan and logos

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS



The image shows two logo designs. The left design features a stylized green figure running with a blue graduation cap, followed by the text 'READY, SET, SUCCEED!' in blue and green, with the website 'qep.spcollege.edu | #getreadyspc' below. The right design is a circular logo with the same figure and text inside a blue circle, also with the website and hashtag below.

Ready, Set, Succeed!
qep.spcollege.edu

College Readiness for long-term success has three goals. Get students ready to learn, preparing them to learn with the necessary skills and connecting their abilities and skills to information fluency. Research, learning what is real news, what is fake. It's taking the information around us and transferring it to the classroom.

They will achieve these goals as part of a Neighborhood for Success (N4S). This is still forming. We want to see how we can complement what is already happening.

College Readiness for Long-term Success

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

The College Readiness for Lasting Success (Ready, Set, Succeed!) program has three main goals for student achievement in their programs:

- Getting them ready to learn;
- Preparing them to learn with the necessary skills;
- Connecting their abilities and skills to information fluency.

Students will achieve these goals as part of a Neighborhood for Success (N4S) as a complement to our Career and Academic Communities.



Dr. Jennifer Haber, Instructor, Communications: We had some fun with this. The QEP should be fun. Student Learning Outcomes Goal 1. Six months ago, we didn't know what the slogan or logo would be. Our first goal is Metacognition – know yourself. How they will learn and transfer their knowledge to all different disciplines. Use their strategies to apply to their learning. Identify study skills to apply across disciplines. Reading the syllabus, using their calendar. Maybe they could use that support. Having them collaborate with others in their community – this is where the N4S comes in.

Student Learning Outcomes (SLO) Goal 1:

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

Metacognition (Ready) "Know Yourself"

Students will discover how to learn and be able to transfer the knowledge to different disciplines.

- SLO1: Determine their learning strategies through learning inventory diagnostics.
- SLO2: Utilize strategies to apply to their learning.
- SLO3: Identify study skills to use across all disciplines.
- SLO4: Collaborate with others in their community to help in the discovery of their learning strategies.

Our second areas is Set – Prepare Yourself. They will think about their strengths and weaknesses in their specific areas of learning. Utilize the tools that we have. Dr. Susan Colaric has a great tool. Then use the resources in those neighborhoods. We want to include the peer-to-peer contact. Then we want them to develop intellectual habits so they can use them going forward.

Student Learning Outcomes (SLO) Goal 2:

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

Non-cognitive areas (Set) "Prepare Yourself"

Students will strengthen their self-efficacy to increase persistence and accountability.

- SLO1: identify strengths and weaknesses in specific areas of learning (i.e. technology, time-management).
- SLO2: Utilize resources in their neighborhoods for success (N4S), such as faculty, learning support personnel, advisors, and peers.
- SLO3: Demonstrate intellectual habits, such as time management and study strategies.

Our *Succeed* has to do with information fluency. How these cognitive and non-cognitive skills have influenced their information fluency. At graduation, one of the students thanked Google. Some have trouble discerning if the information is credible.

Demonstrate technological adaptability and connecting culturally and collaboratively with others in their neighborhoods.

Student Learning Outcomes (SLO) Goal 3:

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

Cognitive Area: Information Fluency (Succeed)

"Do it Yourself"

Students will show how these metacognitive and non-cognitive areas have influenced their information fluency.

- SLO1: Evaluate and integrate sources across the disciplines.
- SLO2: Determine credibility of information online.
- SLO3: Demonstrate technological adaptability.
- SLO4: Connect culturally and collaboratively with others in their neighborhoods for success (N4S).

Next steps: What will be doing for the next ten months? We need everyone at the college to know what we are doing. Not every specific area, but an overview. We have just selected campus ambassadors. They applied and will get a \$500 stipend for their work. Our first meeting is January 13.

We will continue to refine the plan. It is constantly evolving. We will compile the QEP report. We have lots of great writing committees – 50 people will be working on this document. We will have a strategic budget request for FY 17/18 and alignment as a continuous strategic priority.

In the summer of 2017, we'll launch the N4S pilots. We'll share collaborative resources. This can be for everyone, not just the identified audience.

Next Steps

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

Spring 2017

- *Ready, Set, Succeed!* Campus Ambassadors begin.
- Refine plan and compile the QEP document.
- Strategic budget request for FY 17/18 and alignment as a continuous strategic priority.

Summer 2017

- Faculty/Staff development for launch of N4S pilots.
- Share collaborative resources to support success strategies.

Fall 2017

- N4S pilots begin.
- *Ready, Set, Succeed!* Campus Ambassadors continue.
- SPC College family becomes *fluent* in all things *Ready, Set, Succeed!*

Fall 2017 – we’ll have our pilots begin. Our Ambassadors will continue and we’ll make sure everyone is fluent. We’ll have a video contest for faculty and students in the spring.

Timeline: In January-ish – we need to think about our external lead evaluator. We need this person for our onsite review in October. The lead evaluator cannot reside in Florida, be a former employee or be applying for a position at the institution. We will notify that person in February. It is not a paid position. They get a \$100 stipend and we pay for their travel. Michael Johnson told us to have two names.

In February, we’ll come back with a strategic budget request. Dr. Furlong will be our external reader. We’ll have a draft to him by April 1st. We will also plan on getting it to the VP’s at that point. We’ll present a draft in May. Our final report is due in August so they can read it before they come. October 9th, the onsite committee will come.



Some final words about the process. It really has been a positive process. We definitely face other challenges, but this has been positive. I thank the Board of Trustees and Dr. Law for your support in this. I thank the VP’s especially, and others who have supported us. I’m going to call out Jackie Skryd for offering to help. That’s what I really appreciate. I think we should celebrate this as a positive experience.

Questions?

SPC St. Petersburg College
INSTRUCTION AND ACADEMIC PROGRAMS

READY, SET, SUCCEED!
qep.spcollege.edu | #getreadyspc

Mr. Nathan Stonecipher, Trustee: What a great, comprehensive plan. The most exciting part is the collaborative effort. This is quite impressive and I'm sure it will roll out pretty seamlessly. I love that you asked the students for some of the branding. This is great.

Chair Westine: My recommendation is to just stay out of their way. I mean that respectfully. I was overwhelmed the first time I heard about this. I love the pictures, I love the mustaches.

Mr. Gibbons: I definitely agree. This is the biggest thing that we are part of. It's a lot. You are giving a report on the quality of every program at this college. Continue to do what you're doing. It speaks volumes to the effort and how we do this job.

Mr. Bill Foster, Trustee: How do I get a copy of the last QEP we did?



Dr. Roberson: I will send that link to everyone.

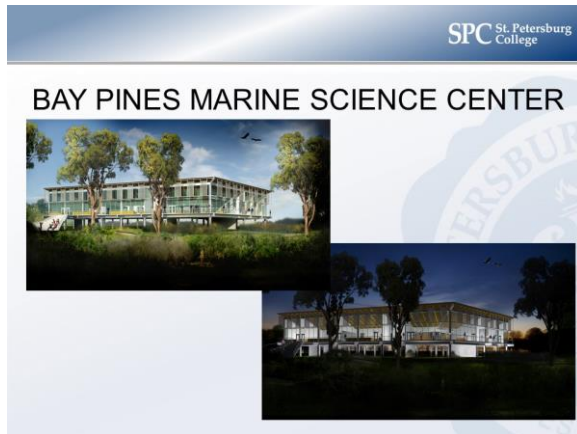
<p style="text-align: center;">Topic 2: Five Year Facilities Plan</p> <p>This session is intended to prioritize future Facilities new construction and/or renovation projects, with particular attention given to the pursuit of funding for a new Health Education Center.</p> <ul style="list-style-type: none"> Presenter: Mr. Jim Waechter, Associate Vice President, Facilities Planning and Institutional Services 	<p>Topic 2 (30-min.):</p> <ul style="list-style-type: none"> 10-min. Overview of Topic 2 20-min. BOT discussion <p style="text-align: center;">Top Recommendations for 2017</p>
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Mr. Jim Waechter, Associate Vice President, Facilities Planning and Institutional Services: I'll be giving you a brief overview of what's going on now, what's on the immediate horizon and finally ask for your vision for the next five years. This June, our five-year survey is due to the State and we want to incorporate your views into the report.

Current Projects

First, we have the Allstate Chiller Plant. Second is the Bay Pines Marine Science Center. This Board empowered Dean John Chapin to bring it to fruition. He has since retired, but this reflects his vision and contribution to the College. It will open up late this spring. The Clearwater joint-use library. Occupancy will be in the fall for the College and for the City about six months later. The St. Pete/Gibbs Student Success Center is underway. We met with the Pinellas delegation and it was very warmly received.



We have some smaller projects. We have an appropriation from the State. It's called SODA - Sum of the digits allocation – square footage and the age of the building. We derive a legislative appropriation – this year it was \$2.9M. The top ones have been completed and the others are in process. Every site gets some attention.

SPC St. Petersburg College

SMALL PROJECTS

- Tarpon Springs Campus – Student Services
- Seminole Campus – Student Services
- Health Education Center – Study Rooms
- Clearwater – Arts Auditorium Upgrades
- Palladium – HVAC
- Collegewide – Roofs
- Tarpon Springs Campus - Biomedical Manufacturing Program
- Tarpon Springs Campus – Site Improvements
- Seminole – Removal of Portables
- Seminole – New Space for Veterans
- Midtown (Keene Center) – New Flooring

Looking Ahead

Mr. Waechter: We have \$12.5M that has been appropriated for the St.Pete/Gibbs Student Success Center. Immediately beyond that is the rejuvenation of the HEC (Health Education Center). We determined that a staged approach is most appropriate. We're establishing a quad concept on that campus. There are two things we do know. Mike Griffen from Savills Studly worked on looking at alternative sites. We looked at properties all over the county. He did an analysis. The bottom line is that we are on the corner of Main and Main. We're central, accessible to hospitals. It doesn't get any better than that.

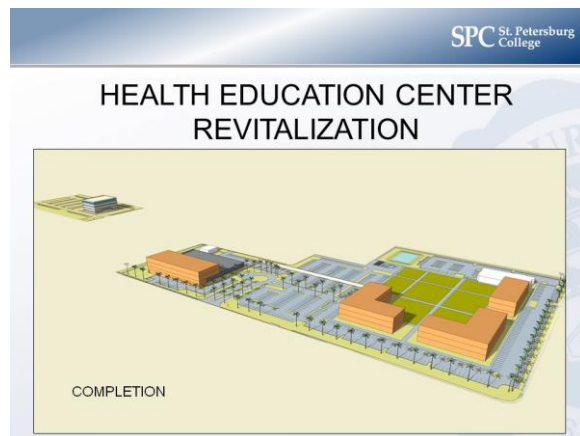
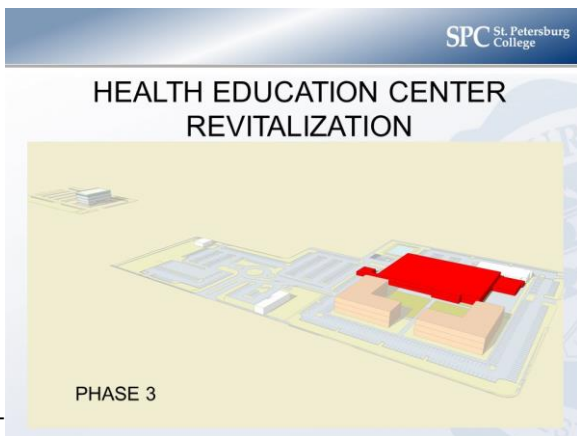


SPC St. Petersburg College

SP/G STUDENT SUCCESS CENTER

Funding of \$12.5M has been appropriated

Secondly, for that reason and for cost, it will be a phased approach. We'll build one building, build another, tear down one. It makes sense. The existing facility is 170K square feet. A medical facility is more expensive to build. Typically, it's a \$400 per square foot price. We're in the \$70-\$75M range. I want to throw those numbers out there.



SPC St. Petersburg College

OPEN FOR DISCUSSION
ADDITIONAL CONSIDERATIONS

Chair Westine: How do we make sure we are getting the biggest bang for our buck? How many more students will we be able to serve?



Dr. Eric Carver, Provost, HEC: There are three ingredients. We need clinical site locations. We can do some clinical simulation. Second is physical space and the third is, of course, qualified and credentialed faculty. We compete for clinical sites. But we can do simulation about 50% of the time for nursing.



Chair Westine: Are we adding 125% of our current capacity? Is it like for like?

Dr. Carver: The response from the community has been, if we can build it, they will come. The Tampa Bay Times recently published that the community needs 13,000 nurses today. The national deficit is projected to be 1.1M by 2020. Clinical simulation can operate from morning to night. We can continue to grow that.

Mr. Gibbons: What is the impact we will have on the nursing programs? That is the most demand we see. The other thing is that the technology is always changing. We want to be able to make changes to the technology. Dr. Carver, we should make long-term plans for other programming – so we can grow and expand. Also, different kinds of programs. A rehabilitative program – we couldn't do that now. Sports medicine. It sounds like the building will allow us to expand our programs, but will we be able to keep up with technology and build new programs?



Dr. Carver: Absolutely. There are 27 programs in Florida, and we can look at those and see what we can grow. I've had members of the community come to us and say that CAMLS is expensive – we don't have a large simulation center in our community. I think there is a lot of opportunity to have the community come in and train. We want to create sustainable models.

Dr. Law: We're about to enter the quiet phase. We'll have answers to your additional questions. Here is the awkward part. I don't want anything to step in front of the \$10M for St. Pete/Gibbs Student Success Center. We've got to make this work. We know it's going to be a difficult year for PECO (Public Education Capital Outlay) appropriations. I think if we come up with a bigger, sexier project, I think we run the risk of someone saying, "Why don't you guys decide what you really want. We've already given you \$10M." My plan would be for us to get our information together and then hold a meeting with all the health care leadership in Pinellas County. We can't do this alone. We can't get \$75M at once, but maybe \$25M a year for three years. We need to know the community is there and take a disciplined approach. As soon as we have the St.Pete/Gibbs money in hand, I think we need to go public with this and say to the delegation, "Here's what we need," and know we have the



support of the delegation. I think it will be an easy sell. It's just a big number. Nobody's against what we are doing. We will count on you to be in the room when we hold the meetings with the health related bigwigs in the county. The reason I'm pushing it today is because we have a Senator on the appropriations committee and I just got word today that one of our delegation chairs the House of Higher Education Appropriations. We have to give them a good game plan. We still have some work to do behind the scenes. If you want a special workshop on this, we'd be happy to do that.

Mr. Stonecipher: That's the exact strategy that we need to look at. What's our closest competitor for health education, nursing, or medical center of this kind?



Dr. Carver: Galen (Galen College of Nursing) and Keiser (Keiser University). Galen is our largest competitor.

Dr. Law: I don't envision that we can be 100% of the market.

Dr. Carver: They charge three times our cost.

Mr. Gibbons: They don't have the number of programs. I would think HCC offers the same kind of programs.

Dr. Law: There is a range of certificates that we don't offer. We don't have the resources or space to put into the current HEC. I think we'll do some work over the next five months and come back here with additional information.

Vacant/Underutilized Properties



Mr. Waechter: We also have some vacant and underutilized parcels. I wanted to get your thoughts on leveraging these properties and spaces. We have the HEC annex which is just a couple blocks south of the HEC. There is a vacant lot just south of us now. There's a small parking lot directly across from the Palladium that is in a very desirable zoning condition and might lend itself as something more profitable to somebody else, especially since the new parking lot opened close to the Palladium. The Midtown center is still vacant. The Downtown Center has some space on the west side of the building that overlooks Williams Park. Most of the vacant lands at Tarpon Springs and Seminole are preserved wetlands, but there may be a parcel that can be carved out here or there if we decide to do something with those. We may want to consider renting some of these to produce a revenue stream.

Vacant/Underutilized Parcels

- HEC Annex
- Epi Vacant Parcel
- Palladium Small Parking Lot
- Midtown Community Center
- Downtown Center Vacant Space
- Vacant Land at Tarpon Springs and Seminole Campuses

Mr. Gibbons: We need to think carefully about the downtown properties. We don't want to sell them too soon. Also, we have a lot of elderly using the Palladium and parking is a block-and-a-half away. The downtown is growing. I would probably want a feasibility study.

Midtown and Tarpon Springs, I would tell you, my impression, and I hate to say this in public, but, we need to tear down the gym and start over and do something we've never done before. Maybe a collegiate middle school with some kind of tutorial system along with a south county collegiate high school and in Tarpon Springs a collegiate high school. We've created something, thanks to Ms. Metz, that we can model county-wide. It's not just African American males, we've made no progress with males in the last three years. Those high school students will come back to the community. We've made great strides with the collegiate high school. With the Seminole campus, I'm at a loss.



Mr. Foster: I do like the idea of expanding the collegiate high school. I'm not aware of middle school. We have a good program going with a high success rate. Ms. Starla Metz has done an outstanding job. The duplication need is in Midtown.

Mr. Gibbons: We have five failing elementary schools. We have the same standards that test into the middle school. Sometimes the middle school is where we are losing the students. I don't want to be the school system, but in the most critical areas.



Mr. Stonecipher: I personally need time to chew on the list. Land is valuable and as a growing institution, we should probably hang onto it until we know what we need.

Dr. Law: There is no intent to recommend anything, we just wanted to share what we had.

Mr. Gibbons: Those are my ideas alone, just looking at the list.



Chair Westine: I want a collegiate high school in north county. What we have done at the Collegiate High School is magical. We talk of student success and this is such an example. I think the Tarpon Springs campus is ideal for it. It would allow us to serve the Tarpon Springs and Clearwater areas.

As to the middle school, last year I spent every Friday down at Maximo Elementary. Brain power is not the issue at those schools. It is focus and getting the right direction. Putting folks in the right place and exposing them and telling them that this is a reality for you. One of our charter schools closed and I called about an opportunity there. It wasn't the right time. Between Maximo and Midtown center, we are one Pinellas. How do we fix the problems we've got? I think a middle school feeder would be fabulous. I'll be there for the opening of it. I also agree with holding on to the property – maybe not forever, but for now.

Break	15 Minutes
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<p style="text-align: center;"><u>Topic 3: Three Year Financial Plan</u></p> <p>This session will discuss College strategy for the development of a financial plan to deal with current and future financial pressures over the next three years.</p> <ul style="list-style-type: none"> • Presenter: Mr. Brian Miles, Vice President, Administrative/Business Services, and Information Technology 	<p>Topic 3 (1 hr. and 15-min.):</p> <ul style="list-style-type: none"> • 10-min. Overview of Topic 3 • 45-min. BOT collaborative breakout discussions • 10-min. Team Reports: Top Recommendations for 2017
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Mr. Brian Miles, Vice President, Administrative/Business Services, and Information Technology: Good morning. I'll be briefing you on our proposed three-year financial plan for the college. We have taken the components and divided them into three areas: adjusting revenue and expense, developing a personnel plan and reducing our reliance on the reserve. We'll be presenting on each of these, go into a breakout session and then come back together.

Adjust Revenue & Expense

Our current situation includes a decrease in enrollment and therefore tuition. Also, a decrease in State appropriation. There has been an increase in health insurance costs with changes taking effect in January 2017. Also, an increase in waiver costs. Suzanne Gardner (General Counsel) has put together a list of which waivers have regulatory requirements and which we have some discretion with.

Potential risks: Current fund balance is \$14.2M. We've spent funds a little but we want to be sure we don't dip too much lower.

Options: Stabilize and increase enrollment, modify the health insurance plan and increase auxiliary revenue. You heard Jim Waechter talk about some properties earlier. We can reduce some discretionary waivers; again, Suzanne did a report. Also, maximize our performance funding. We exceeded our travel, so we want to reduce that. Investing in budgeting software. There is opportunity for error and variance if you don't have quality software. Finally, conduct supervisor level budget training. Provide greater clarity on budget issues.

SPC St. Petersburg
College
Adjust Revenue & Expense

CURRENT SITUATION

- Decrease in tuition revenue
- Decrease in state appropriated funding
- Increase in health insurance costs
- Increase in waiver costs

POTENTIAL RISKS

- Negative impact on fund balance (net position)

OPTIONS

- Stabilize and increase enrollment
- Modify health insurance plan, increase employee/retiree contributions, use reserves
- Increase auxiliary revenue by improving services
- Reduce discretionary waivers:
 - Senior Citizens
 - Athletics
 - Fine Arts
 - Institutional
- Maximize performance funding
- Reduce travel
- Invest in budgeting software
- Conduct supervisor level budget training

Develop Personnel Plan

Mr. Miles: Current: Personnel expense is 77% of our budget, \$17M for temporary personnel. We have been exceeding our overtime budget for the last three years.

Risks: Potential for decrease in revenue over expense. Less money for student-oriented initiatives. We would continue to decrease our fund balance.

Options: Reduce personnel expense ratio by 2%. Develop strategic plan for personnel expense – keep people employed, follow hiring/salary discipline, reevaluate filling vacancies. Develop a

discipline for part-time employees – OPS, those that exceed 2080. It’s not our intent to have OPS go into the retirement system. We would like to put a 2.5% increase of \$2.1M for employees.

SPC St. Petersburg College
 Develop Personnel Plan

CURRENT SITUATION

- Personnel expense (\$118M) is 77% of total budget
- Temporary position expense (OPS, adjuncts & supplemental) is \$17.2M
- Exceeding overtime budget

POTENTIAL RISKS

- Decrease in revenue over expense
- Less money for student-oriented initiatives
- Continue to decrease fund balance (net position)

OPTIONS

- Reduce personnel expense ratio by 2%
- Develop strategic plan for personnel expense
 - Keep people employed
 - Follow hiring/salary discipline
 - Re-evaluate positions as vacancies occur
 - Capture lapse money
 - Develop discipline for part-time employees (overtime, 2080 hours, etc.)
- Fund salary increase

Reduce Reliance on Fund Balance

Mr. Miles: Current situation: The State requires us to keep \$8M on hand. We want to get away from using fund balance for recurring expense as a practice.

Potential risks: If we fall below 5%, it increases audit risks and is less attractive to grantors for possible grant opportunities.

Options: Reduce reliance by eliminating recurring expenses covered by fund balance and eliminate stabilization reserve and one-time non-recurring fund line items from budget.

SPC St. Petersburg College
 Reduce Reliance on Fund Balance

CURRENT SITUATION

- Unencumbered Fund balance (net position) is \$14.9M
- State requires 5% (June 30, 2017 approx. \$8M)
- Using fund balance for recurring expense
 - Stabilization Reserve is \$2.2M
 - One-Time Non-Recurring Fund is \$2.3M

POTENTIAL RISKS

- Fund balance continues to reduce and falls below state required minimum; state monitoring
 - Audit risk increases
 - Less attractive to grantors

OPTIONS

- Reduce reliance on fund balance
 - Eliminate recurring expense being covered by fund balance
 - Eliminate Stabilization Reserve and One-Time Non-Recurring Fund line items from budget

It's a robust plan, but this should give us something to consider during the breakout sessions. As we get together in the breakout sessions, you will have Ms. Gardner's waiver memo and the other is an interactive spreadsheet for you to use to see how making changes affects other areas. It also includes a profit and loss piece.

Mr. Stonecipher: On the fund balance side, eliminating the stabilization reserve – are we taking that away completely or moving it to another area?



Mr. Miles: We would like to reduce those amounts gradually over the three-year period.

Chair Westine: Let's move to breakout.

Ms. Henning: Have your team keyboarder enter your ideas into our software.

Topic 3: Three Year Financial Plan – Team Reports

Ms. Henning: We are ready for team reports.

3-Year Financial Recommendations

1. Achieve 75% goal for overall personnel budget by June 30th through lapse funds from vacant positions (Team 1)
2. Examine Overtime and OPS (Team 1)
3. Examine Waivers and how we can reduce the out-of-state portion (Team 1)
4. Restructure Strategic Budget Requests to highlight savings or reallocate (Team 1)
5. Examine Health Insurance and consider additional plan modification in Calendar year 2018 (Team 1)
6. Budgeting Software (Team 1)
7. Focus on enhancing auxiliary services. (Team 2)
8. Reduce expense proportionate to enrollment decline (Team 1)
9. Develop a comprehensive personnel plan to decrease percentage to 75% (focusing on temp positions). (Team 2)
10. Focusing on right-size personnel with potential of increasing salaries. (Team 2)
11. Stabilizing and increasing enrollment and re-assess the recruiting process. (Team 2)
12. Focus on a retention plan to increase and/or stabilize enrollment. (Team 2)

Team 1



Mr. Foster: Look at vacant positions, overtime, OPS and examine these waivers. I think the consensus from the Board was that waivers was a drop in the budget. We weren't going to achieve seven-figure savings by going after waivers, although we did discuss how they go between arts and sports.

We will look at overtime and vacant positions and how they are filled. Some decisions may not be popular, but we are placed on the Board to be stewards of the College's money. Health insurance is excellent and affordable, but it comes with a cost to the overall budget, so we'll look at that. Budgeting software. Looking at need versus want. We talked about reducing expenses in proportion to enrollment decline. We need to continue to strategize enrollment issues. Recruitment and retention of students and looking at reducing expenses in proportion to the plan.

Team 2



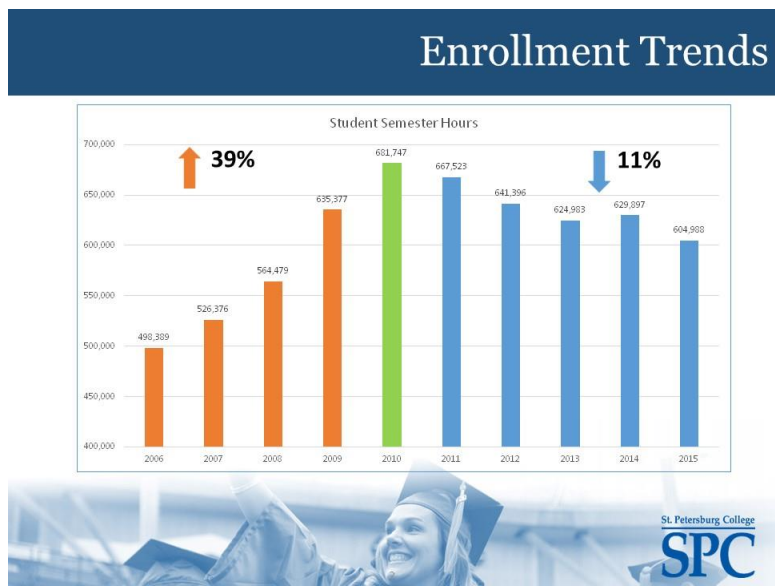
Mr. Stonecipher: We spent quite a bit of time in conversation. We agreed with everything that Team 1 said. We focused on driving revenue. Enhancing our auxiliary services. We don't know what that looks like. We have many valuable assets that we can use if we partner with the community. Maybe having someone on staff full time to look at those partnerships. We also looked at the personnel plan. Reducing it to 75%. Also looking at temp positions and overtime pay. Also, right-sizing personnel. We talked about the balancing act between having people roll off as they retire and not filling those positions and increasing salaries for people who stay. We talked about the stabilization of enrollment. It turns off of what the economy is doing. We want to reassess ways to recruit and try to control those enrollment numbers and get more aggressive with that.

Chair Westine: We have Diana and Mark next to talk about enrollment.

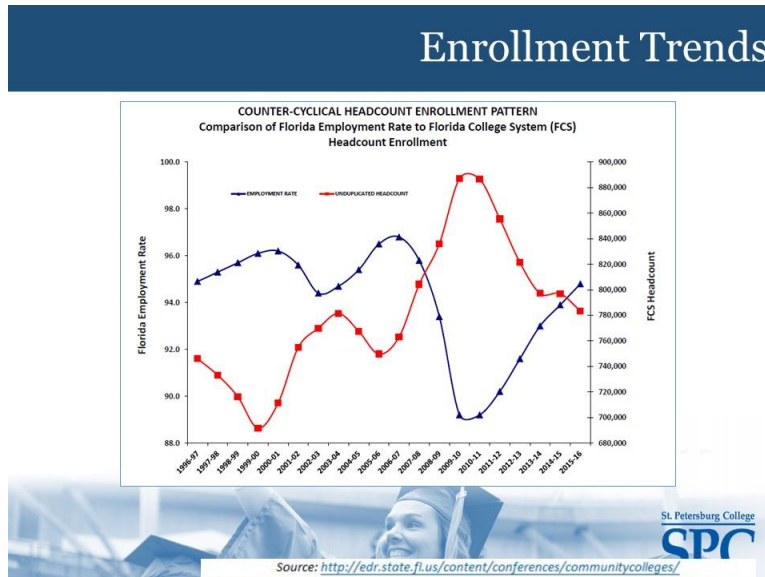
<p>Topic 4: Enrollment: Recruitment & Retention</p> <p>The session will discuss enrollment trends, recruiting, retention, marketing initiatives and student success.</p> <ul style="list-style-type: none"> Presenters: Ms. Diana Sabino, Executive Director of Marketing and Strategic Communications and Mr. Mark Strickland, Provost, Seminole Campus 	<p>Topic 4 (45-min.):</p> <ul style="list-style-type: none"> 15-min. Overview of Topic 4 20-min. BOT collaborative breakout discussions 10-min. Team Reports: Top Recommendations for 2017
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Mr. Mark Strickland, Provost, Seminole Campus: Diana and I are here to talk about enrollment, recruitment and retention. This is a slide of our enrollment trends over the past 10 years. We peaked in 2010, this is student semester hours. We have slowly declined to where we are now. Student semester hours is at a negative 1.2% and headcount is a negative 1.5%. We're doing some work to improve that. We're working on it on a daily basis.



It is counter-cyclical to the economy: This goes back a long way to show the enrollment trend.



Enrollment trends over the past year. New students are down 9% from last year. We have fewer older students in the 22-25 age group. If we had to do it all over again, we would have focused on more workforce enrollment and certificates. Hispanic students are up, but White and African American are down.

Enrollment Trends

Term	Student Semester Hours (SSH)	Year-Over-Year Change
Fall 2016	261,869	-3.6%
Spring 2017	200,676	-3.1%*

Fall 2015 to Fall 2016 Notable Trends

- New students (down 9% or 586)
- Less older students (Age 22-25, down 8% or 475)
- Fewer Workforce Enrollment (down 9% or 895)
- Hispanic students (up 3% or 112)
- White students (down 6% or 1,242)
- African American students (down 5% or 223)

St. Petersburg College
SPC

Community Outreach Snapshot: Enrollment or retention or recruitment should be owned by everyone. Here are some of the things we're doing. We are out there in the community to gain and build awareness.

Community Outreach Snapshot

December – January 2017

- Neighborhood/Community canvassing (4500+)
- Partnership with Clearwater Jazz Festival
- City of Tarpon Information Session
- Pinellas Park Library Table Display
- Thomas Jackson Community Forum
- Goodwill Employee Lunch
- O&P Program Information Session
- Walmart Information Session
- Respiratory Care Sessions
- Vet Tech Information Session
- Val-Pak Visit
- Bardmoor Emergency Center Visit
- Bay Pointe Plaza Information Table
- Tampa Bay Job Fair
- Pasco Hernando State College Transfer Fair
- Health Community Event
- And more ...



Ms. Sabino: These are the sources of our direct response marketing budget. The majority of our marketing is in the digital area, followed by radio. We also do billboards, print and bus wraps. This is not all the marketing, just the direct response that typically brings more leads into the college and generates inquiries. Inquiries have risen year over year. We have other sources such as enrollment communications, emails and direct mail. We've noticed that the targeted programs, health, business, IT and engineering, are up in enrollment right now. We need to keep watching that number and keep pushing this direct response.

Marketing Mix

Category	Percentage
Digital	57%
Radio	32%
Conferences	4%
Print	2%
Billboards & Bus	5%

Metric	2014	2015	2016 to Date
Applications	~20,000	~20,000	~19,000
Inquiries	~8,000	~10,000	~10,000

Digital Social & Blogs: Our digital strategy includes keyword search, display retargeted. Year over year we've reduced our conversion cost 16%. One of our campaigns is our workforce employer campaign. That includes spotlights, testimonials, videos, landing pages, digital ads of employers speaking about why they recommend SPC or that program. They are all programmatic in nature. We've done a lot this year. We're more targeted, which is why we've reduced our costs and we added more keywords and programs to our digital efforts as well.

Blogs – 69% increase in page views. There is one for each program and we're creating ten career and academic communities as well. Those are all content contributor approach with faculty, deans and staff and that helps us rank organically. We don't pay for those.

Before we left for Thanksgiving, we grabbed the list of students, I think there were 9,000 at that time that were currently enrolled and not registered for the next semester. We were able to load those up to Facebook and then target ads specifically to them. We reached 80% of those and it was a cost effective campaign at \$1.60 per click.

The bottom left will show you the LinkedIn inmails. Higher emails than industry standard that LinkedIn reports at an open rate of 61%. We credit that to the fact that these come directly from the Deans and they are targeted to people who have shown interest in that program.

In terms of branding and PR, we've seen a 98% increase in our coverage year over year from media and press releases. We launched the new biannual SPC Magazine and we have new Parent, Student and Financial Aid Guides which are in your packets.



Then we've launched this SPC Inspires Campaign geared towards the millennial students. I'd like to play it for you.

SPC Inspires Campaign



[Link to YouTube Video](#)



[Link to YouTube Video](#)

Enrollment communications: Directed at students who are already in our database. They might be transfer students, transient students, those returning from previous semesters or they might be those that have graduated to bachelor's degrees. These are always sent out leading up to a start and as you can see, we've reached a lot of individuals through email and direct mail efforts.

Enrollment Communications



Spring Enrollment:


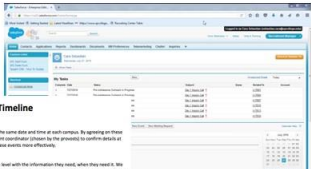
- 59,993** Direct Mail Received
- 80,476** E-Mails Received
- 30** E-Mails sent
- 14** Direct Mail Sent

Looking forward: We've launched a CRM for the pre-admissions advisors. As you know, there are multiple ways to come on board. They can walk in and see one of our advisors. They can go to our website, complete a request for information form and then they can be followed up on by one of the pre-admission advisors. That includes phone calls and the CRM also deploys emails and direct mail pieces over the course of 90 days to encourage them to enroll. Those pre-admission advisors reach back out through live chats in the application and with those who have started the application and didn't finish. We also are now working to implement the enrollment services team into the CRM.

We look forward to launching the new website in January aimed at prospects in the community. It should allow us to better engage students into their area of interest in the ten career and academic communities. We look forward to the launch of FUSE as well. We believe that will help us attract high school students to start here, transfer and go anywhere. We've been working with Deans and Provosts on a college-wide high school marketing recruitment plan that will bring together all our events for a year so that we can be more proactive and market our programs and it includes high school students, guidance counselors, parents, and principals.

Looking Forward

High School Marketing Timeline

Our annual events (2016-2017) will be held on the same date and time at each campus. By signing on these dates, we can work with a single team coordinated through the OneVoice tool provided to confirm details at least 8 months in advance so we can produce these events more effectively.

Attendee types:


- HS - Freshmen
- HS - Sophomores
- HS - Juniors
- HS - Seniors
- HS - Principals
- HS - Guided Counselors
- HS - Parents
- HS - Community Leaders
- HS - Homebased Parents

Monthly Timeline for 2016-17 Academic Year

The monthly marketing efforts and events outlined below are the initial draft that will be updated with information as we discuss opportunities and events that will be added or removed from the marketing calendar.

AUGUST – General emphasis (General College, 200 Ring)

1. Present two weeks (before and after) High School principals and guidance counselors at August 2016 year (2016, 2017) Annual conference (more details to be added to the calendar for August 2016 and 2017) and more events/programs, specific information and program details to be added to the calendar:
 - High School Fall Meet (more information to be added)
 - August 2016 Day Events
 - College 101 Day Events
 - College 101 Day Events
 - College 101 Day Events
 - August 2016 Day Events
 - August 2016 Day Events
 - August 2016 Day Events
2. Add to the calendar (2016-17, 2017)
3. Add to the calendar (2016-17, 2017)
4. Add to the calendar (2016-17, 2017)
5. Add to the calendar (2016-17, 2017)
6. Add to the calendar (2016-17, 2017)
7. Add to the calendar (2016-17, 2017)





Mr. Strickland: SPaC Advisor dashboard. Advisors can see what a student is interested in for a career path. There is a student self-assessment. Green is good, yellow is moderate, red is not so good. It flags where the student is weak. We can also see where the student is academically in the semester.

SPaC Advisor Dashboard

Home Dashboard
Kellie Ziemak(LTI) myCourses Tools

Dashboard > advisor_dashboard

Student Success Search

Student Lookup: 0000005 Semester: 0520 Search

Student Self Assessment

Study skills ⊘

Technology ⚠

Ready to learn ⚠

Motivation ✔

Time management ⚠

Support and Space ✔

Course Title	Current Grade	Last Login
FSE2001 Thanatology Mode (Online) Class#: 359 Instructor: Brown	160.20/213 76.2 %	2016-12-05
FSE1204 Funeral Services Computer Applications Mode (Online) Class#: 871 Instructor: Brown	71.00/81 88 %	2016-12-05
FSE1000 Introduction to Funeral Services Mode (Online) Class#: 1055 Instructor: Brown	170.40/213 80 %	2016-12-05
BJL2241 Business Law I Mode (Online) Class#: 5253 Instructor: Grimaudo	362.07/400 90.52 %	2016-12-05

Career path Health Sciences and Veterinary Technology

Children 2 children

Goal Work with my wife and open a funeral home

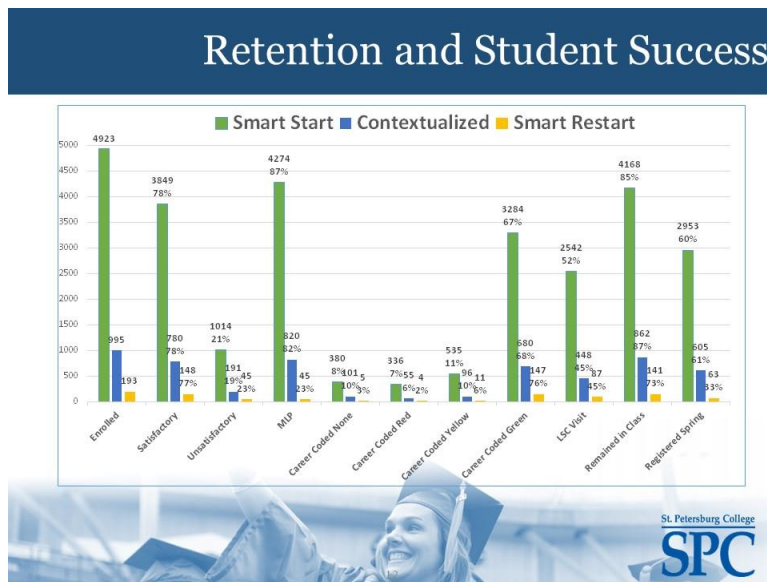
Motivation assist my wife who is already a funeral director

Preferred classes 4 classes, Online;

Work hours more than 40 hours

SPaC **Notes** **Email**

Retention and student success: Nearly 5,000 students are enrolled in Smart Start. Twenty percent did not complete the course. The advisor stays in touch. If they don't do well, they need to back up and take it.



The Leadership Team for retention is made up of faculty, Career and Academic Advisor and Learning Resources. We've identified ten career and academic communities. We know if a student has identified a path to go on, they are more likely to stay.

Retention and Student Success

Leadership Team (TLT) Model

1. Communication/Training
2. Contextualization
3. Milestone Events

Questions?

Mr. Foster: There is a really good slide back to 2009-10 where admissions were high, the cyclical effect. What number is right in our wheelhouse? If we get this, then we're know we're rocking.

Ms. Sabino: Our goal has been 3% growth year over year.

Mr. Foster: I get it, it's a great goal, but I can see by the charts that they are going to do this.



Dr. Jesse Coraggio, VP, Institutional Effectiveness & Academic Services:

We want to grow. We have to offset some of the bleeding with declining enrollment. This has been a difficult year. We've been down for the summer about 6%. We're down almost 5% in the fall. We're down about 3% from spring. That's the closest we've been to getting back to zero. Are you looking for a projected number based on where the economy would be?

Mr. Foster: We had crazy numbers in 2010-11 and I don't know if we are going to duplicate that. At some point, there is a number where we can predictably flat line. Our goal will always be growth. At least when proposing budgets, there is some predictability.

Dr. Coraggio: I think we can work on our projection plan. In 2014, we actually went against the curve. We were doing some different things there. I think there is a possibility of offsetting the trend. We know there is a correlation between where we are financially and where we are with enrollment. We're trying to do some things outside of the box. We're trying to do some innovative things with LinkedIn and robo-calls from the Deans. Retention is important. We are losing some students coming in the front door. We can put together a plan and bring that forward to you. We all need to think outside the box. Retention and recruitment is everyone's responsibility.

Chair Westine: Bill, are you asking for what magic number we have to have? If we budget around 600K student semester hours, are you asking if we have a budget number that this is based on and everything else is gravy?

Mr. Foster: It might be 620. If it goes to 680, the economy sucks. So we can pay our bills and everything over that we're playing with house money. Another question, the FUSE, is that exclusive? Are there other potential partners? Without stepping on regional toes. If we partnered, we could have some guaranteed enrollment.



Dr. Coraggio: We're having that conversation with UCF about direct connect and with online opportunities. FUSE has been a pilot. There are only about 50 students between us and HCC. That will grow exponentially once we open that to our own students in the spring term and that will encourage new enrollment. Our plan was to go flat. When we built the budget for the year, it was based on the \$604,988. We know enrollment has been less than flat so that has impacted some of the decisions that were made.

Mr. Gibbons: I asked that question earlier. The new students we saw during the downturn in the economy. We put a plan to help those students who hadn't had math in a long time and when that went away, and students could choose to go straight into college courses, and we've seen a rapid decline. The legislature should take some of the blame. It would help to have

some type of a model. I think a lot of people have been discouraged from going to community college because of that missing first step to get prepared and we see that across the state.

Dr. Law: I don't think we've recovered from the Senate Bill 17.20 bill. It's still playing a huge part in the entry and continuation at the college. I think it's a good idea to have a target.

Mr. Stonecipher: The average conversion cost is down 16%. Is that simply what's invested into a certain campaign?

Ms. Sabino: It's made up of all of the keywords or ads that we have placed by different ad groups, how much budget we're putting towards those in order to rank, and of all the conversions we get, what is the percentage of the cost per the conversion. On average, throughout all of our different ad groups we have, we've decreased 16% on our total spend of what we've needed to pay in the past to get that conversion. That's from better optimization, better and more targeted keywords, more relevant landing pages, the fact that we did push to have our brand in year one helped us to have better quality scores and not to have to push as hard in year two and it's our first time launch into digital and we're just going to get more targeted.

Chair Westine: Let's break out into our groups.

Topic 4: Enrollment: Recruitment & Retention - Team Reports

Enrollment: Recruitment & Retention Recommendations

1. Set an enrollment target and build the budget accordingly. (Team 2)
2. Expand Summer of Success Program (Team 1)
3. Target current High School programs and expand recognition to SPC (Team 1)
4. More appeal (more focus) to High School parents (cost, etc.) (Team 1)
5. Recruiting veterans (Team 2)
6. Expand Ecosystems where community has more ownership and responsibility in the educational process. (Team 1)
7. Identify high demand programs (consider PSAV options) and assess the viability of current programs (Team 2)
8. Enhance collaboration with Pinellas County Workforce Leaders and provide the services/training needed (Team 2)
9. Develop partnerships in the industry (tech data, chase bank, etc.) and design a curriculum specific to their needs. This will place a value on the degrees we offer. (Team 2)
10. Enhance student/faculty engagement by expanding the usage of SPARC by faculty in the classroom (on campus and online) and career and academic advisors (on campus and online). (Team 2)
11. Important to balance digital and Face-to-Face marketing (Team 1)
12. Review current marketing budget and look at how we can highlight the value of an SPC degree. (Team 2)
13. Better job of targeting adult learners (Team 1)
14. Strategic Online Growth outside Pinellas County (Team 1)

15. Course assignments should speak to career aspirations - contextualization. "If you want to fix it, go there, if you want to own it, come here." (Bill Foster) (Team 2)

Team 2



Mr. Gibbons: We were talking about a target for our marketing and how we get to that number and with some predictability whether we'll be in that range. We have more veterans here than USF has. Have a more aggressive plan with wrap around services that they'll need to be successful here. Continue to increase that program. Identify high demand programs and assess the viability of current programs.

Dr. Williams: Refresh the programs we have.

Mr. Gibbons: Go out and meet with the industries to review what we have and maybe tailor-make their plans. Make sure they send their employees back to SPC for training and for retraining. Bill said, "If you want to work in HVAC, go to PTEC; if you want to own the company, go to SPC." Develop partnerships and design a curriculum specific to their needs. Enhance student/faculty engagement by expanding SPaC. Review our total marketing budget and show the value of SPC.

Chair Westine: I don't know that it's marketing only that we retain. It's a piece of it. This is one of those where it's all of us. A one college approach. Marketing is important – it's not just marketing.

Mr. Gibbons: We have to get them to the front door. We have to take some unconventional steps to get them here. Also, Mr. Foster said course assignments should speak to career aspirations.

Team 1



Mr. Stonecipher: A lot of our ideas piggy-backed off of Team 2's. Expand Summer of Success program. Target current high school programs and expand recognition to SPC. Appeal to high school student parents. This really sets us apart. They are getting just as good an education for half the price – that talks to parents.

Community leaders know what we offer and why we're doing it. How it benefits the business communities in our county. Balance digital and face-to-face marketing. Use the ability to target people in the digital. We need to be recalibrating our focus between digital versus face-to-face. People still want that personal touch.

Better job targeting adult learners in the community and strategic online growth outside Pinellas County. The majority of them are still within the borders of Pinellas County. There is no reason not to go outside of Pinellas County and drive people to our online courses.

Chair Westine: Community outreach snapshot - to see all the stuff is really impressive. There is a lot of hard work that has gone into getting here.

<p><u>Wrap-Up and Next Steps</u></p>	<p>Dr. Law and the BOT will wrap-up by sharing highlights and next steps.</p>
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Ms. Henning: Let's ask Jonathan to speak to his artwork.





Jonathan Massie, Business Illustrator, Collaborative Labs: We highlighted our accomplishments. Increasing the number of students of color, MLK Day of Service, the Learning Centers. Also our strategies, in purple. One of the highlights was study abroad and global expansion. Taking all the accomplishments of St. Petersburg College into the future.



Ms. Henning: Thank you for the opportunity of supporting you today.

Chair Westine: Any wrap-up?



Dr. Law: These four topics were more sensitive than I thought. Thank you for your engagement. We'll all get a copy of the Real-Time Record. We'll distill that to actual strategies and bring that to the January Board Meeting. We'll take these to the Budget Workshop. I feel encouraged. I'm trying to say, we're comfortable with our answers, but they are not working. So we have to look at what will work. Let's dig down a little deeper. Sharpen the focus on the things we are doing. Watch for that to happen. Again, congratulations to Chair Westine.

Chair Westine: I will be at the January 17th meeting.

Mr. Gibbons: I think, Dr. Law, you're exactly right. We've done it in the past and it will work out.

Chair Westine: With no further comments, we are adjourned (at 1:39p.m.).

