



# Career and Academic Pathways Update

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**SPC** St. Petersburg  
College

Anne Cooper – SVP, Instruction and Academic Programs  
Tonjua Williams – SVP, Student Services  
Board of Trustees Meeting  
November 15, 2016

# Guided Pathways Defined

“The Pathways Model is an ***integrated, institution-wide*** approach to student success based on intentionally designed, clear, coherent and structured educational experiences.”

SPC selected for AACC Pathways Project – November 2015



*SPC's goal is to “help students finish what they start.”*

# AACC Pathways Initiative Update

Event	Topics	Date
Pathways Institute #1	<i>Transformational Leadership</i>	February 2016
Pathways Institute #2	<i>Communication &amp; Planning</i>	April 2016
Pathways Institute #3	<i>Redesigning Student Intake Systems and Ongoing Academic &amp; Non Academic Supports</i>	October 2016
Pathways Institute #4	<i>Ensuring Students are Learning &amp; Progressing Along the Pathway</i>	February 2017
Pathways Institute #5	<i>Pathways Design II: Pathways to Transfer and Employment</i>	June 2017
Pathways Institute #6	<i>Policies Meets Pathways: Governing Board Roles and Policy Change</i>	October 2017

# Institute #1: Transformational Leadership

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- General Education Reform
- College Experience – 6 Components
- Summer Institutes
  - Academic Pathways defined with embedded industry certifications



# Career and Academic Communities



# Institute #2: Engage College-wide Stakeholders

- Faculty Dinner Conversations – 210 Attendees
- Student Services Lunches to introduce guided pathways – 186 Attendees
- Summer Institute to develop milestones and common first 15 credit hours – 275 Attendees
- Student Services discussions and planning sessions – 90 Attendees
- Fall Faculty Welcome Back – 700 Attendees
- Campus Pathways Forums – 250 Attendees
- Workforce Connections Event – 350 Attendees
- Moving the Needle

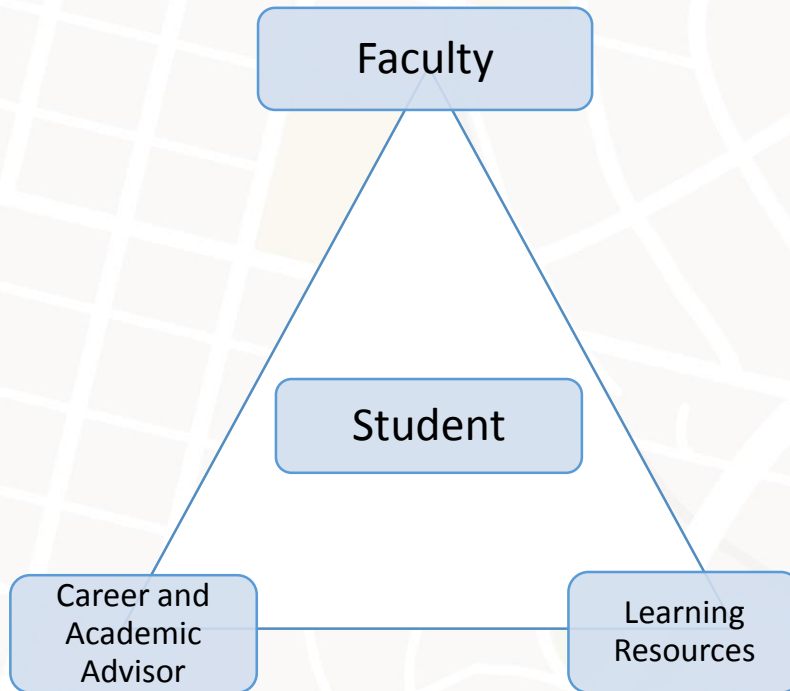


# Institute #3: Integration of Career and Academic Community



# Institute #3: Integration of Career and Academic Community

- Developing Integration – Move to Triad Leadership Team (TLT) Model



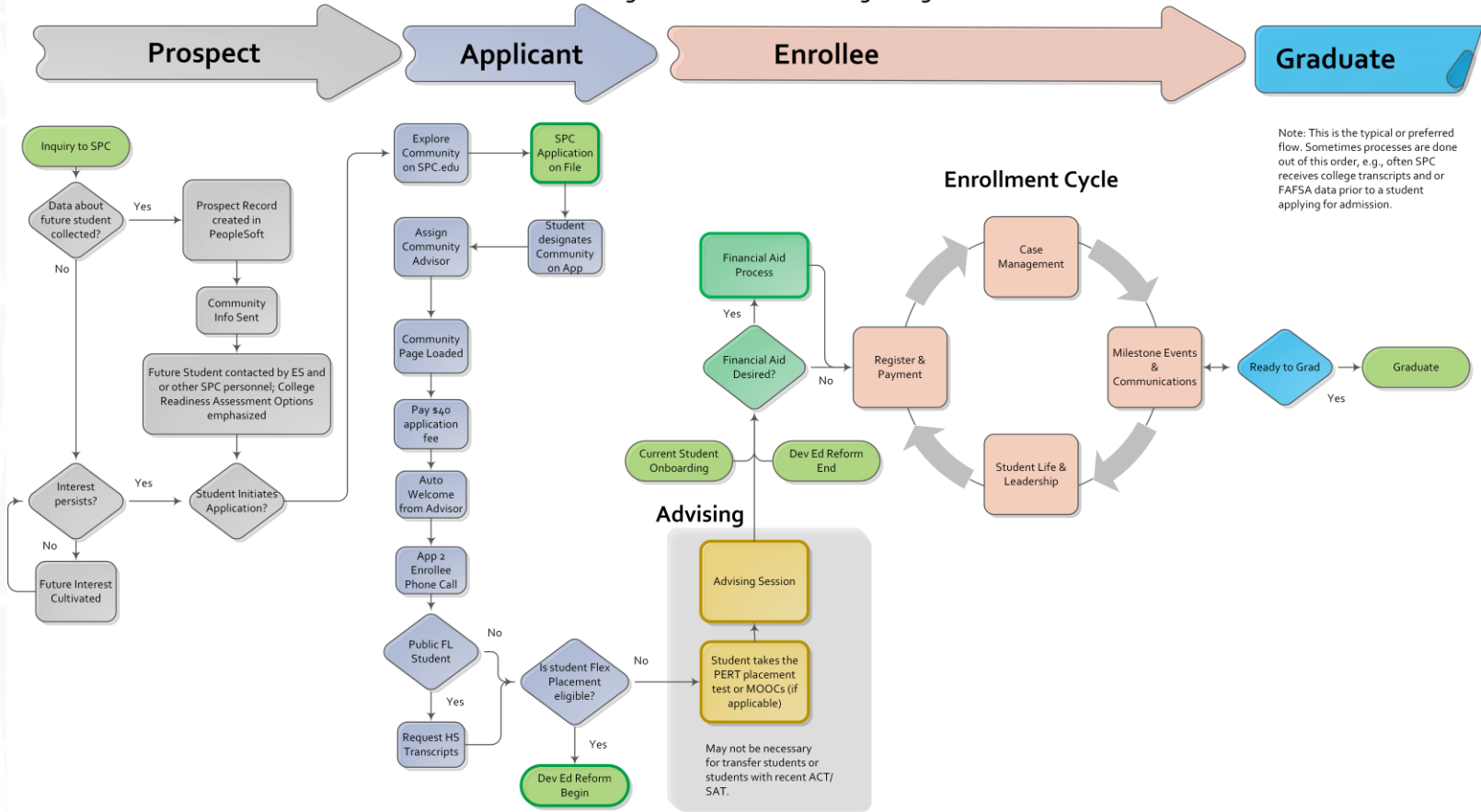
1. Communication/Training
2. Contextualization
3. Milestone Events



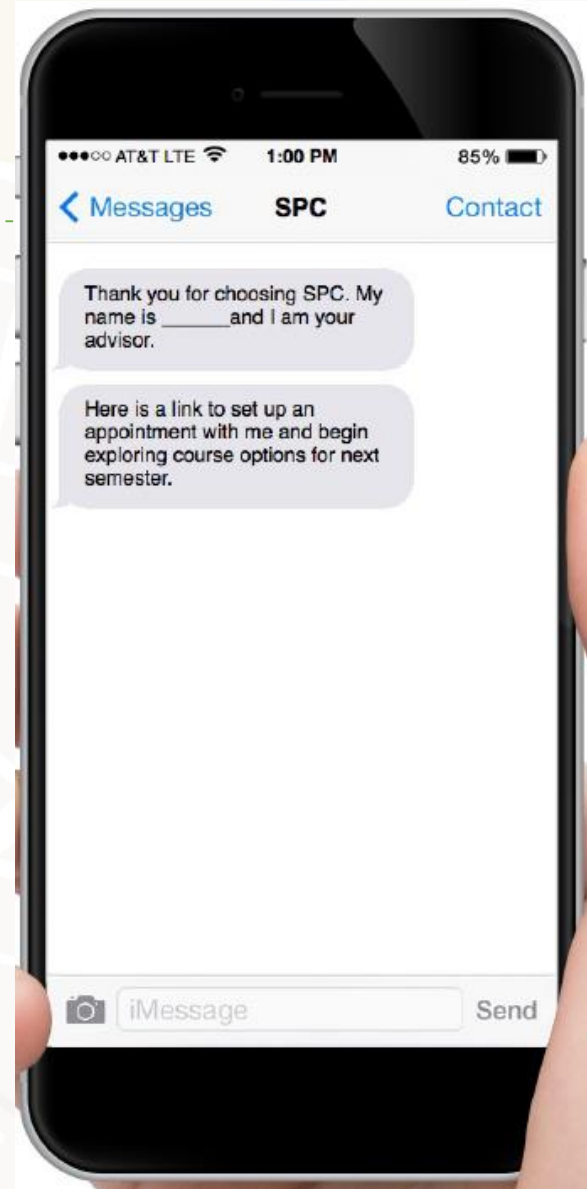
# Redesigning Student Intake Systems & Onboarding Processes

Typical On-Boarding Path for Degree/Certificate Seeking Student at St. Petersburg College

Last Modified: Oct. 20, 2016



# Communication Plan



# Smart Start Orientation

- **Fall 2016:** Piloted Contextualized Smart Start Sections
  - Student feedback and success data indicated that students preferred to explore all Career and Academic Communities and participate in various career focused events.
- **Fall 2017:** Students will participate in activities geared toward all 10 communities and will be able to choose their community of interest.
  - This decision provides students ample time to make sure they have selected the right community instead of forcing this important decision too early at point of entry.



	PHASE I	PHASE II	PHASE III
<b>Target Completion</b>	Now - December 16, 2016	January 2 - May 12, 2017	May 15 - July 31, 2017
<b>Projects for Completion</b>	<p>Advisor/Community Assignment Programming</p> <p>Readmission and Reaffirmation Pages in PeopleSoft</p> <p>Advisor BI Dashboard</p> <p>0% - 25% Communications Plan</p>	<p>Soft Opening of New Case Management Model</p> <p>Community Triad Leadership Model</p> <div style="text-align: center;"> </div> <p>Launch New SPC Application</p> <p>Remaining Milestones 25% - 100% Communications Plan</p>	<p>Full Launch of New Case Management Model</p> <p>Launch 3 Pilot Communities:</p> <ul style="list-style-type: none"> <li>• Education</li> <li>• Health Sciences &amp; Veterinary Technology</li> <li>• Public Safety, Policy, and Legal Studies</li> </ul>
<b>Training Needs</b>	<ul style="list-style-type: none"> <li>• Assign/Reassign Process in PeopleSoft for managers</li> </ul>	<ul style="list-style-type: none"> <li>• BI Dashboard</li> <li>• Case Management</li> <li>• OneVoice</li> <li>• SPARC</li> <li>• New SPC Application</li> </ul>	TBD

# Contextualized Activities



- All College Day Seminar
- Webinar October 27
- Developing Online Course



Carol Weideman, Ph.D.



Nicholas Manias, Ed.D.

# Completion Milestones Procedure Changes

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## Composition

- ENC 1101 within the first 6 attempted college-level credits
- ENC 1102 within the first 24 attempted college-level credits

# Completion Milestones Procedure Changes

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## Mathematics

- Mathematics 1<sup>st</sup> college credit course within the first **15** attempted semester hours.
- Subsequent Math courses taken within sequential semesters.



**QUESTIONS?**

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# **Spring 2017 Enrollment Plan**

## ***Ensuring the Best Program Offerings for Students***

Academic Affairs

Jesse Coraggio, Vice President, Institutional Effectiveness & Academic Services  
Rebecca Ludwig, Dean, College of Health Sciences

# Spring 2017 Enrollment Plan : Three Components

- September BOT: Student Retention and Progression Efforts
- October BOT: Enrollment Strategies for New Students
- November BOT: Ensuring the Best Program Offerings for Students

- Too many students in Undecided or General Education Associate in Arts (AA) programs [Fall 2016=6,014 Students]
- Some programs have fewer than 20 graduates per year [2015-16 - 18 AS programs excluding those on Teach-out]
- Students in good academic standing have “stopped” out [About 2,500 from Fall to Spring last two years]
- Backlog of students who seek limited access programs [Fall 2016=2,835 Health Sciences-AS students]

# Strategies to Ensure the Best Program Mix

- I. Refresh, Revitalize, or Retire Programs
- II. Maximize Existing Enrollment Opportunities
- III. Grow Enrollment through New Program Offerings

# I. Refresh, Revitalize, or Retire Programs

**Academic Program Viability Reports** include ten measures which are designed to evaluate a program's viability each year.

St. Petersburg College **SPC** One College Support Academic Departments College Administration Committees & Groups Executive Leadership SPC Locations **SPC-Business Intelligence**

## Academic Program Viability Report > Enrollment

Enrollment | Performance | Percent Full | Graduates | Course Groups

### Unduplicated Student Count Graph

Class College School Dept - Academic Group Desc - Academic Organization - Subject Catalog Nbr: **BUSTECH-LD**, Student Term Career Des&..

Year	Unduplicated Student Count
2012	4,016
2013	4,015
2014	4,174
2015	4,177

Student System Cube Refresh  
 Last Refresh: 10/31/2016 6:01:16 AM

Academic Year - Term Desc - Multi: 2012, 2013, 2014, 2015

Campus Description: All

Career - Program - Plan - Subplan - Multi: Undergraduate

College - Group - Acad Org - Subject: BUSTECH-LD

Course Instructional Method: All

Student Type (FTIC): All

Age Group: All

Ethnic Group: All

Gender: All

### Unduplicated Student Count

Class College School Dept - Academic Group Desc - Academic Organization - Subject Catalog Nbr: **BUSTECH-LD**, Student Term Career Des&..

Term Academic Year - Term Desc	Unduplicated Student Count
▷ 2012	4,016
▷ 2013	4,015
▷ 2014	4,174
▷ 2015	4,177

# I. Refresh, Revitalize, or Retire Programs

*Program Specific Meetings* are held with program administrators, deans, and staff from Academic Effectiveness and Workforce. The Team will:

- *Review Program Specific Trend Information*
- *Follow-up report from last year's action plans*
- *Create a action plan for the upcoming year to make improvements*

*Measures Include:* 1) unduplicated student count, 2) SSH Enrollment, 3) performance, 4) percent full metric, 5) number of program graduates, 6) internships, 7) industry certification, 8) placement data, 9) Perkins completion metrics, and 10) employment trends.

## *Timeline for Next Reporting Cycle*

### *September 2016*

Programs Review  
Measure Charts  
and Complete  
Follow-up Reports

### *Oct. – Nov. 2016*

Individual  
Program Meetings  
with Program  
Admin to discuss  
results and plans

### *December 2016*

Final APVRs  
Completed by  
Programs

### *January 2017*

APVRs presented  
to Leadership

# I. Refresh, Revitalize, or Retire Programs

***Comprehensive Academic Program Review*** is a more comprehensive process which is conducted for every program every four years.

## *Purpose*

To provide key college stakeholders with:

- A comprehensive report that offers a 360-degree perspective of a program's viability and productivity;
- Relevant program-specific information regarding the continued sustainability of a program; and,
- Evidence to support actionable change for the purposes of performance improvement.

### Funeral Services - AS

Enhanced Comprehensive Academic Program Review 2015-16

Associate in Science Degree:  
Funeral Services

Certificate:  
Funeral Arts



Academic Effectiveness and Assessment  
St. Petersburg College

March 2016



# I. Refresh, Revitalize, or Retire Programs

## The following steps are completed after the program meeting:

- Dean's Perspective and Action Plan (*completed by program dean*)
- CAPR is shared with the Advisory Board, feedback requested (*completed by program dean*)
- Using the PowerPoint template provided, highlight findings (*completed by program dean*)
- Presented to the Academic Affairs Council (*completed by program dean*)

# II. Maximize Existing Enrollment Opportunities

## *College of Health Sciences:*



- Expanding current daytime clinical schedules to include evenings & weekends
- Open enrollment in selected online BAS-HSA & BAS-DH courses for students wanting to start program before completing admission requirements
- Auto-accepting SPC AS graduates into online BAS programs
- Expanding auto-accept AS-DH graduates into online BAS programs to AS-DH graduates from other institutions

# II. Maximize Existing Enrollment Opportunities

## *College of Education:*



- New certificates in Preschool Specialization and Infant/Toddler Specialization
- Working closely with Career Outreach Specialists to identify newly coded A.S. ECE students to strengthen advising and creation of MLPs
- FL removed two pre-req courses for B.S. Ed Studies/Preschool and changed a third course to a co-req, which removes barriers for AS to BS transfer
- Legislators increased T.E.A.C.H. scholarship funding from \$3 million to \$10 million
  - Students who work FT in childcare centers qualify for tuition, stipends, and bonuses

# II. Maximize Existing Enrollment Opportunities

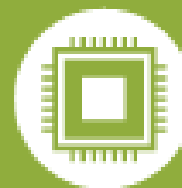
## *College of Business:*

**BUSINESS**

AT ST. PETERSBURG COLLEGE

- Updating the hospitality program to include more 8 week classes and online classes to enable faster completion
- Collaborating with the advisory board to broaden program focus into careers, i.e. event planning.

## *College of Computer & Information Technology:*

**TECHNOLOGY**

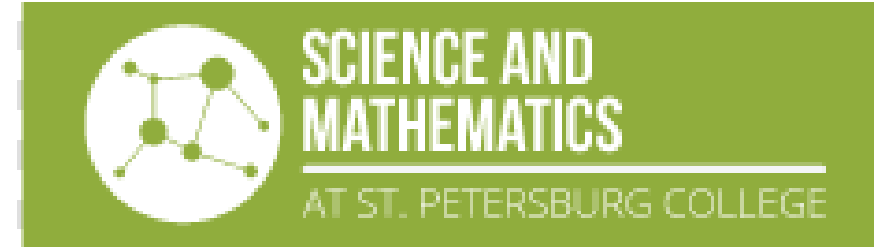
AT ST. PETERSBURG COLLEGE

- Researching through O\*NET and Burning Glass jobs prominent in the Tampa Bay area to continue to ensure that the program meets current skill needs.

- Provide new industry certification opportunities in the Web Development AS degree

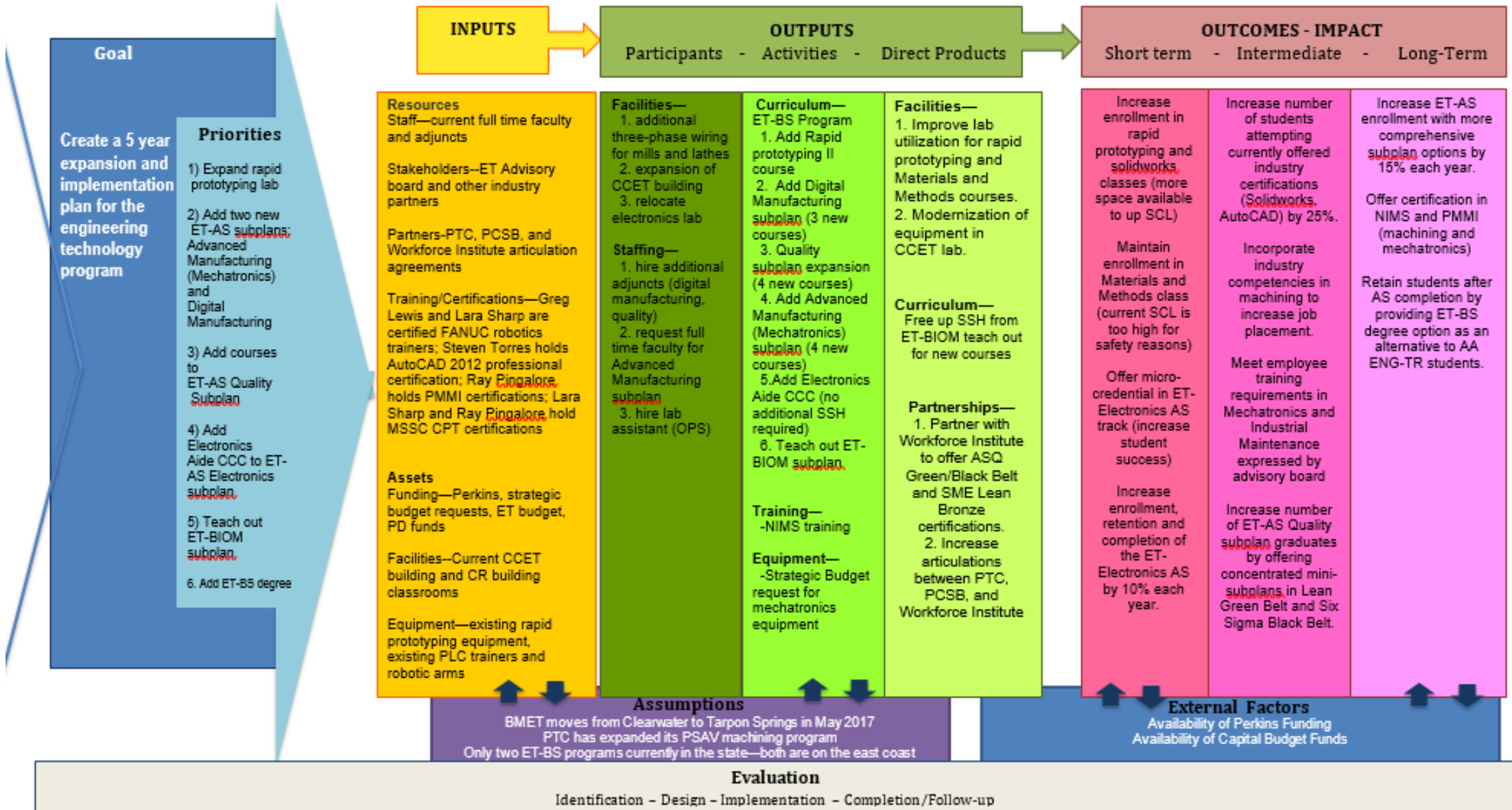
# II. Maximize Existing Enrollment Opportunities

## *College of Natural Sciences:*



- Planning academic course layout for next 6 terms to inform students
- Creation of SPC Chapter of Tampa Bay Association of Environmental Professionals (TBAEP- membership over 350 environmental professionals)
- Focus on in-program certifications such as Stormwater Management Inspector

# Engineering Technology 5 Year Plan – Logic Model



# III. Grow Enrollment through New Program Offerings

Degree/Certs	Program (Enrollment)	Term Started
Associate in Science (AS)	Biotechnology Laboratory Technology (Fall=44)	Summer 2016
Associate in Science (AS)	Biomedical Engineering Technology (Fall=46)	Fall 2016
Associate in Arts (AA) Transfer Plan	26 New Transfer Plans Added including 20+ FUSE (Fall=6,405 In Transfer Plans or 48.4% of AA students)	Fall 2016
Certificate	Cisco Certified Network Associate	Summer 2016
Certificate	Computer Programmer	Summer 2016
Certificate	Computer Programming Specialist	Summer 2016
Certificate	Audio Technology	Fall 2016
Certificate	Supply Chain Management	Fall 2016
Postsecondary Adult Vocational Certificate (PSAV)	Fire Fighter/EMT-Combined	Summer 2016
Advanced Technical Certificate	Health Data Management	Spring 2017
Bachelor of Applied Science (BAS)	Arts and Entertainment Technology	Pending State Review

# Questions



**St. Petersburg College**

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**SPC**

Proposed Three-Year Financial Plan  
Fiscal Years July 2018 – June 2020



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## Introduction

The purpose of this plan is to provide St. Petersburg College’s financial goals and objectives for the next three fiscal years (FY2017-18, FY2018-19, FY2019-20). The information contained herein derives from various sources and includes projections and recommendations. Going forward, it is the College’s intent to update this plan each year as part of the budgeting process.

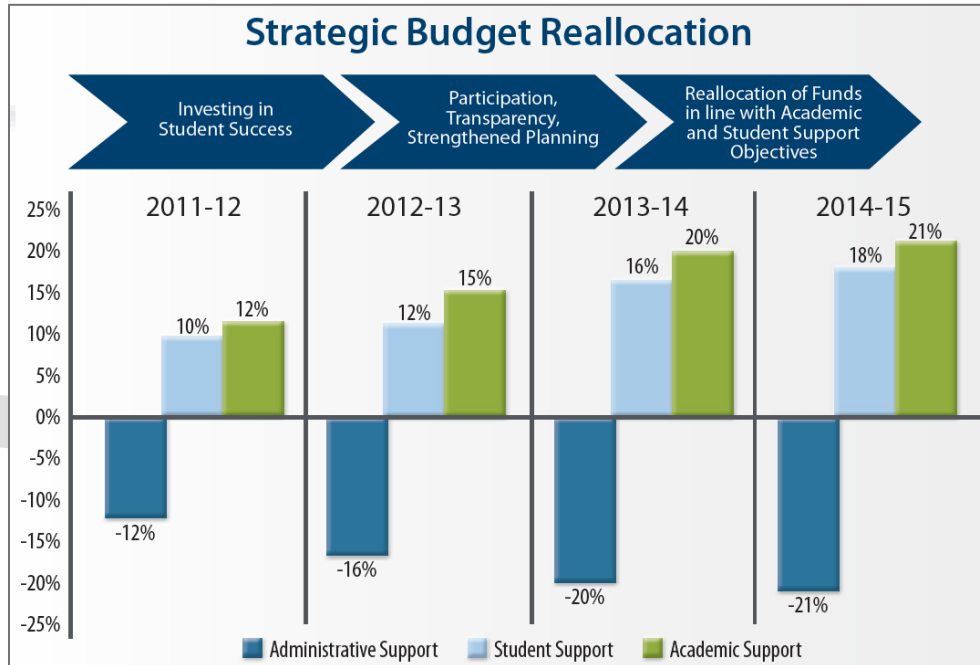
## SPC’s Mission, Vision and Values

SPC’s prioritizes its financial resources in accordance with its mission, vision and values. The College’s mission is to “*promote student success and enrich our communities through education, career development and self-discovery.*” Its vision is to be “*a great college transforming the lives of our students, of our communities, of our employees.*” Institutional values include student focus, academic excellence, outstanding service, diversity, ethics, culture of inquiry, partnerships, transparency, leadership and empowerment, global citizenship, innovation, mutual respect, and professional development. Each year in December, the Board of Trustees and college employees meet in a workshop setting to formulate the SPC’s annual strategic priorities.



## Aligning Financial Resources

Since 2011, SPC has aligned its financial resources to enhance student success by reducing the amount of funding to administrative support and increasing funding to academic support and student support.



### I. Current Position

SPC is experiencing several financial pressures. These pressures include an enrollment decline (3.6% in Fall 2016), increased costs related to health insurance, and increased costs related to student tuition waivers. With these pressures in mind, SPC has developed the following financial goals and objectives for the next three years.

#### A. Goals and Objectives

- Stabilizing the Operating Budget by:
  - Adjusting revenue and expense to track enrollment trends
  - Enhancing SPC's position to receive maximum performance funding dollars
  - Reducing, and eventually eliminating, the Stabilization Reserve as a line item
  - Decreasing the deficit in the Health Insurance Plan by transferring cash reserves, making plan modifications, and securing against high-dollar claims
- Funding a 2.5% salary increase in FY17-18

### II. Operating Budget (Fund 1x)

Following is projected revenue and expense under three scenarios (optimistic, base, and pessimistic) followed by further discussion.

Following this table are details of specific assumptions:

Scenario Assumptions - Fund 1x									
	Optimistic			Base			Pessimistic		
	2017 - 2018	2018 - 2019	2019 - 2020	2017 - 2018	2018 - 2019	2019 - 2020	2017 - 2018	2018 - 2019	2019 - 2020
<b>Revenue Changes</b>									
State Appropriation	\$ 720,420	\$ 727,624	\$ 727,696	\$ -	\$ -	\$ -	\$ (144,084)	\$ (143,796)	\$ (143,796)
Student Tuition	\$ 546,381	\$ 827,767	\$ 1,053,851	\$ -	\$ -	\$ -	\$ (1,639,142)	\$ (1,059,978)	\$ (535,781)
Distance Learning Fee	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (3,566,889)	\$ -
Stabilization Reserve	\$ (724,336)	\$ (724,336)	\$ (724,336)	\$ (724,336)	\$ (724,336)	\$ (724,336)	\$ (724,336)	\$ (724,336)	\$ (724,336)
One Time Non-Recurring Funds	\$ (485,361)	\$ (485,361)	\$ (970,722)	\$ (485,361)	\$ (485,361)	\$ (970,722)	\$ (485,361)	\$ (485,361)	\$ (970,722)
<b>Revenue Change Total</b>	<b>\$ 57,104</b>	<b>\$ 345,694</b>	<b>\$ 86,489</b>	<b>\$ (1,209,697)</b>	<b>\$ (1,209,697)</b>	<b>\$ (1,695,058)</b>	<b>\$ (2,992,923)</b>	<b>\$ (5,980,360)</b>	<b>\$ (2,374,635)</b>
<b>Expenditure Change</b>									
Salary Increase & Changes	\$ 2,106,519	\$ -	\$ -	\$ 2,106,519	\$ -	\$ -	\$ 232,506	\$ -	\$ -
Benefits Changes	\$ 524,656	\$ 240,801	\$ 237,962	\$ 760,210	\$ 486,312	\$ 240,417	\$ 596,885	\$ 603,807	\$ 483,184
Decrease Personnel Expense Ratio	\$ (1,010,870)	\$ (788,870)	\$ (788,870)	\$ (1,010,870)	\$ (788,870)	\$ (788,870)	\$ -	\$ -	\$ -
6 Month Hiring Freeze*	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)
One Time Non-Recurring Funds	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000	\$ -	\$ -
<b>Expenditure Change Total</b>	<b>\$ 770,305</b>	<b>\$ (1,748,069)</b>	<b>\$ (1,750,908)</b>	<b>\$ 1,005,859</b>	<b>\$ (1,502,558)</b>	<b>\$ (1,748,453)</b>	<b>\$ (20,609)</b>	<b>\$ (596,193)</b>	<b>\$ (716,816)</b>
<b>Net Change</b>	<b>\$ (713,202)</b>	<b>\$ 2,093,763</b>	<b>\$ 1,837,397</b>	<b>\$ (2,215,556)</b>	<b>\$ 292,861</b>	<b>\$ 53,395</b>	<b>\$ (2,972,314)</b>	<b>\$ (5,384,167)</b>	<b>\$ (1,657,819)</b>

Changes are shown in the year they occur; therefore, changes in fiscal year 2017-2018 will carry forward to upcoming years.

\*Excluding mission critical positions approved by the College President and all Vice Presidents.

## B. Revenue Assumptions

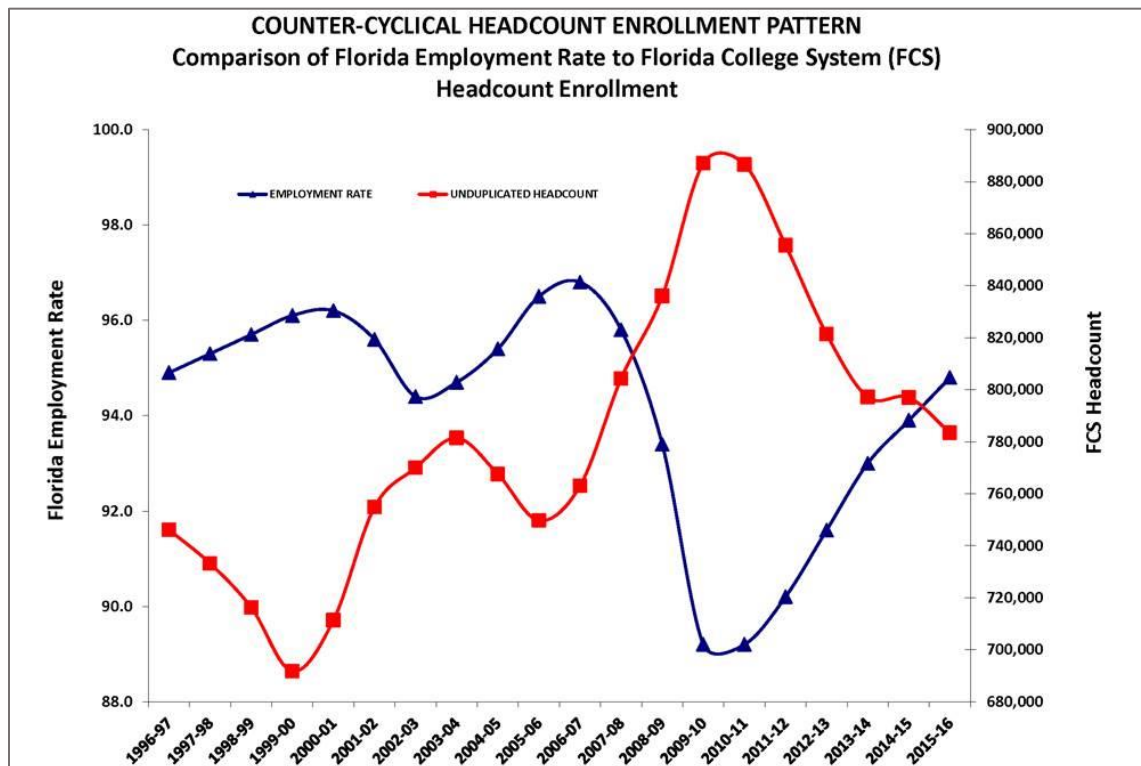
### 1. State Appropriations

State appropriations include the Community College Program Funding (CCPF), Lottery Allocation, and Performance Based Funding. The following scenarios represent a range of possibilities concerning state appropriations:

- **Optimistic:** State appropriations will increase slightly.
- **Base:** State appropriations will remain flat.
- **Pessimistic:** State appropriations will decrease by 0.2%. In Fiscal Year (FY) 2015-16, SPC received \$1.2 million in performance funding dollars. The addition of this funding to the College's operating budget represented a 5.1% increase in state appropriated revenue. In FY2016-17, SPC received \$1.8 million in Performance Based Funding, but experienced a 0.2% decrease in total state appropriated revenue, to date, for the year. This scenario assumes a similar decrease for each of the next three years.

### 2. Student Tuition

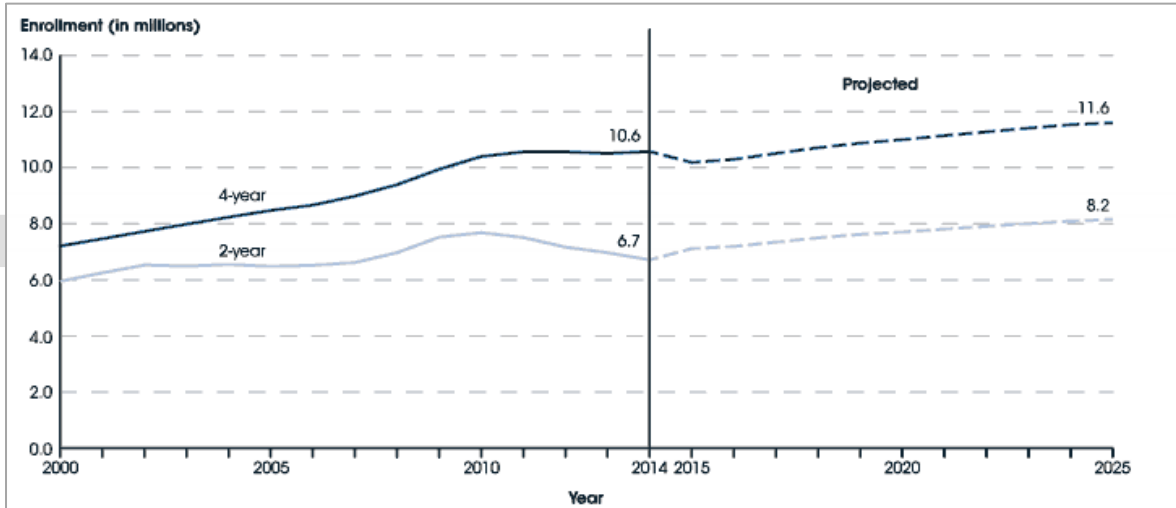
Student tuition includes both upper and lower division tuition rates as well as out of state fees for non-resident students. SPC's ability to collect tuition as a revenue source depends on the institution's headcount, and headcount tends to run counter-cyclical to how well Florida's economy is performing. As students find meaningful employment, they tend to take fewer courses, thereby causing SPC's headcount and tuition to decrease.



Source: <http://edr.state.fl.us/content/conferences/communitycolleges/>

The following scenarios represent a range of possibilities for student tuition:

- **Optimistic:** Enrollment will increase by 4.4% over the next three years (1% in the first year, 1.5% in the second year, and 1.9% in the third year), resulting in the following tuition increase over the next three years: \$546,381, \$827,767, and \$1.1 million, respectively. These projections are based on the National Center for Education Statistics' report titled, *The Condition of Education 2016*, in which enrollment for postsecondary two-year institutions is projected to increase by 21% between 2014 and 2025 (see below). This projection equates to a 1.9% increase per year over 11 years.



Source: <http://nces.ed.gov/pubs2016/2016144.pdf>

- **Base:** Enrollment will be flat. This projection is based on actual revenue received in the Spring, Summer and Fall semesters of Calendar Year (CY) 2016.
- **Pessimistic:** Enrollment will decline by 3.0% in FY2017-18, 2.0% in FY2018-19, and a 1.0% in FY2019-20, resulting in a \$3.2 million decrease in tuition revenue over the next three fiscal years.

### 3. Distance Learning

Distance learning fees are assessed to students enrolled in lower division and upper division online courses. Effective July 1, 2016, Florida Statutes limits how much SPC may charge in distance learning fees to \$15 per credit hour. In response to this change, the College adjusted its upper division fees from \$17 to \$15 per credit hour for FY2016-17.

The following scenarios represent a range of possibilities for distance learning fees:

- **Optimistic:** Fees remain at \$15 per credit hour.
- **Base:** Fees remain at \$15 per credit hour.
- **Pessimistic:** Fees are reduced below \$15 per credit hour. There is some indication the State of Florida may ask Florida Colleges to eliminate distance learning fees altogether. Doing so would represent a \$3.6 million loss in revenue at SPC.

#### 4. Stabilization Reserve

The Stabilization Reserve line item was created several years ago and placed into the budget to help soften the impact of fluctuations in revenue and expense. This line item is subsidized by the College's fund balance (net position), and is not meant to support recurring operating expense. SPC should work to reduce the amount in this line item to maintain a healthy net position. All three scenarios (Optimistic, Base, and Pessimistic) assume a 33% reduction each year.

#### 5. One-Time Non-Recurring Funds

One-time non-recurring funds include purchase order roll forwards. Purchase order (PO) roll forwards are POs from the prior fiscal year budget that are paid out of the current fiscal year due to timing of goods and services received. In other words, budget from the previous year is rolled forward to the next fiscal year and fund balance is encumbered. In the budgeting process, an expense line item should be added to offset the roll forward amount.

In FY2016-17, it is recommended that the issuance of POs cease in the month of May, unless for an emergency situation, to decrease the amount of fund balance encumbered.

Reducing the \$2.3 million line item to reflect the new PO process equates to a \$1.9 million revenue change, leaving a balance of \$350,000. A corresponding expense offset of \$350,000 will result in a net zero budget effect. All three scenarios (Optimistic, Base, and Pessimistic) assume 25% reduction each year for the first two years and 50% reduction in the third year.

### C. Expenditure Assumptions

#### 1. Personnel Salaries

- **Optimistic:** Fund a 2.5% salary increase in October 2017. This scenario includes the final year of salary increases to the Career & Academic Advisors, totaling \$73,000, and a projected \$160,000 salary increase to certain positions impacted by the change to Fair Labor Standards Act. This scenario results in a \$2.1 million increase in personnel costs.
- **Base:** Same as the optimistic scenario.
- **Pessimistic:** No salary increase. This scenario includes the final year of salary increases to the Career & Academic Advisors totaling \$73,000, and a projected \$160,000 salary increase to certain positions impacted by the change to Fair Labor Standards Act.

#### 2. Personnel Benefits

Benefits will increase in proportion to the 2.5% salary increase. Additionally, SPC is working with its insurance team to make appropriate plan changes. Claims projections support a 3-8% increase in employer and employee health insurance contributions. Historically, the College has experienced benefit expense increases at the low-to-mid end of that range. The College assumes a projection of 1-2.5% increase in benefit costs. The following scenarios with respect to personnel benefits represent the assumed possibilities:

- **Optimistic:** Includes the funded 2.5% salary increase, the final year of salary increase to Career & Academic Advisors, and benefits related to the positions impacted by the change to Fair Labor Standards Act. Additionally, assuming a 1% per year health care cost increase results in \$524,656; \$240,801; and \$237,962, respectively, in total benefits costs.



- **Base:** Same as the optimistic scenario with the exception of health care costs, which increase 2.0% in FY2017-18 and FY2018-19, then 1.0% in FY2019-20, resulting in \$760,210; \$486,312; and \$240,417 increase in benefits costs.
- **Pessimistic:** No salary increase. Includes the final year of salary increases to the Career & Academic Advisors. Health care costs increase 2.5% in FY2017-18 and FY2018-19, then 2.0% in FY2019-20, resulting in \$596,885; \$603,607; and \$483,184 increases in benefits costs.

### 3. Personnel Expenditure Ratio

Currently, personnel costs represent 77% of SPC's total operating budget. The recommended goal is to reduce the percentage from 77% to 75% over the next three fiscal years. Reducing the personnel costs 2.0% over three years equates to a 0.66% reduction in personnel costs, resulting in a savings of \$789,000 per fiscal year. This reduction could be achieved by evaluating and repurposing positions leading to efficiencies and enhanced sustainability. The College will re-evaluate the use of temporary personnel. Temporary personnel that reach an accumulated 2,080 hours are entitled to State of Florida Retirement Service (FRS) benefits. In addition, the College's overtime costs equate to approximately \$372,000 per year. We recommend reducing overtime costs to \$150,000.

- **Optimistic:** Reduce overtime costs by \$222,000, repurpose of positions and reexamination of comprehensive Other Personnel Services (OPS) \$789,000; totaling \$1.0 million.
- **Base:** Same as the optimistic scenario.
- **Pessimistic:** No change.

### 4. One-Time Non-Recurring Funds

As stated above, this expense is to offset the one-time rolled POs.

### 5. Recommendations to Achieve Budget Equilibrium

Given the financial planning assumptions, achievement of the College's strategic goals will require a combination of actions to enhance revenues, reduce expenditures, and reallocate resources. To achieve budget equilibrium, the College should continuously pursue the following actions:

- Increase revenues through enrollment growth.
- Increase grants and contracts from all sources.
- Explore opportunities to increase auxiliary revenue.
- Increase facilities rental.
- Review benefit programs for potential cost savings.
- Invest in an enterprise budget-planning software system. Budget with more granularity.
- Tailor budget training to groups of faculty and staff with common functions throughout the College.
- Develop and implement processes that are more efficient, structured, and systems that will reduce annual administrative costs in academic support, student services, and institutional support areas.

## D. Budget FY2017-18

For FY2017-18, the College will develop the initial departmental budget based on prior year actual expenditures. These initial budgets will be provided to each department for review and justification as to how the dollars and/or positions tie to the College's strategic initiatives. Each department will also be encouraged to find savings.

Each department is designated a Budget Supervisor. It is the Budget Supervisor's responsibility to ensure that the budget is spent in accordance with the College's mission and policies. The budget staff will lead several trainings to assist Budget Supervisors.

## III. Other Relevant Financial Data

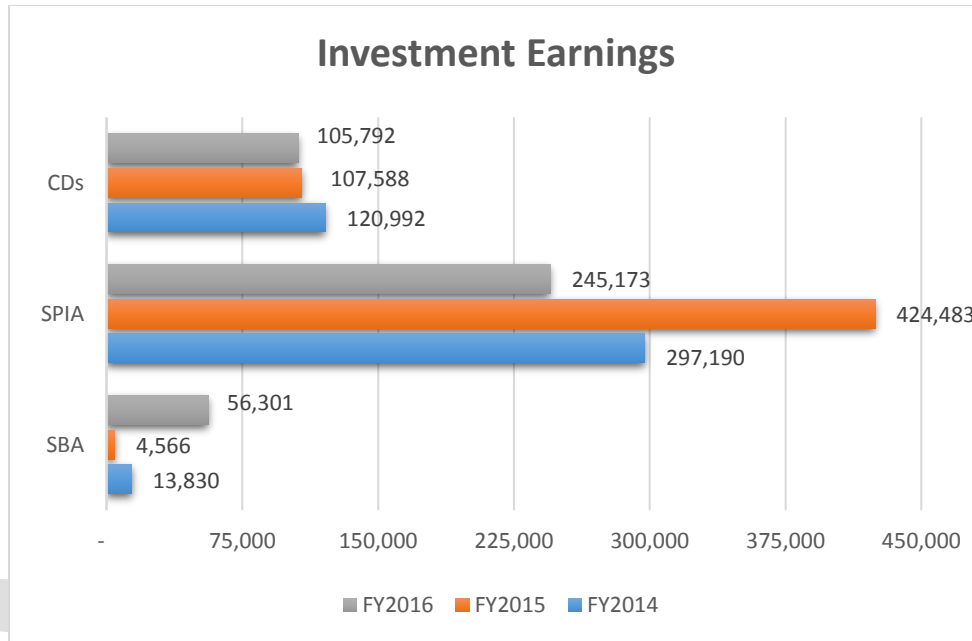
### A. Investments

The College has adopted a written investment policy requiring that surplus funds of the College be invested in those institutions and instruments permitted under the provisions of the Florida Statutes. The College investments are held in three major classes: State Treasury Special Purpose Investment Account (SPIA), Florida Prime Investment Pool administered by the State Board of Administration (SBA), and Certificates of Deposits (CDs).

Funds in SPIA and SBA are classified as cash-equivalents since these are liquid assets that can be transferred between those investment accounts and SPC's operating account (cash) in one-two business days.

CDs are time-restricted deposits that upon maturity are either re-invested or placed in the operating account for planned large payments.

The below chart depicts the earned interest over the last three fiscal years. The Federal Reserve is signaling that it will raise interest rates slightly at the end of this calendar year; however, due to the College's large construction projects, the investment earnings will decrease over the next two fiscal years with an opportunity for growth in the third year.

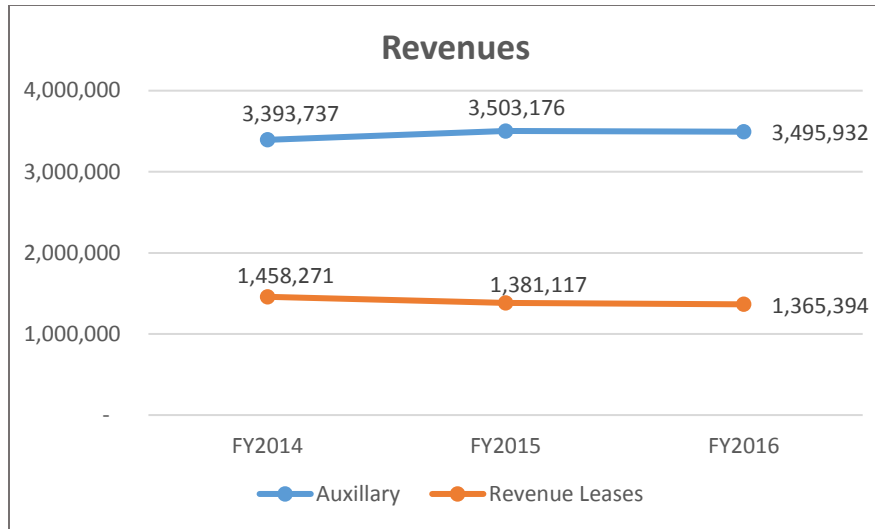


As of September 30, 2016 the balances are as follows:

CDs	\$ 8,934,493
SPIA	\$20,238,334
SBA	\$ 7,595,628

### B. Auxiliary Activities / Lease Revenue

Auxiliary activities are those established to provide non-instructional services for sale to students, faculty and staff. Present activities at the College include bookstore operations, food services, excess bandwidth and vended copy machines. These funds are budgeted and transferred to the general current fund and disbursed upon the approval of the President or their designee. The College also leases certain space to other organizations. This lease revenue, per the State Accounting manual, is recorded in the general current fund (1x). Both are graphed below:



As campuses are spread across Pinellas County, the College lacks the centralized population of students at one location that would appeal to a major vendor. Therefore, it is a challenge to attract vendors of a scale that would significantly enhance our revenue.

Beginning in this fiscal year, the College will pursue additional forms of auxiliary income to bring services to our students and create additional revenue to support our mission. Examples include kiosks for printing on each campus and expansion of concession services. Lease revenue will be studied to develop a college-wide rental structure. Revenue is projected to remain relatively flat in FY2017-18 as we develop these new services and leases.

### C. Capital Construction

The College receives funding for construction from the State and student fees. Per Florida Statute, the source of the funding dictates the type of project that can be constructed. The three major funding sources are:

- **Public Education Capital Outlay (PECO)** dollars are generated through the revenue from the State gross receipts tax on the sale of gas, electricity, and communication services. PECO dollars fund large construction projects appropriated by the legislature.
- **PECO Sum-of-the-Digits Allocation (SODA)** funding is determined by a mathematical formula based on building square footage and the age of the building. Funds can be used for renovation, maintenance, repair, and safety-to-life issues.
- **Student Capital Improvement Fee (SCIF)** projects are funded through student fees and can be used to construct, maintain, and enhance educational facilities.

Major projects over the next two fiscal years include:

- **St. Petersburg Student Success Building** funded with PECO (\$20 million) and SCIF (\$5 million).
- **Clearwater Library** funded with SCIF (\$9.3 million).

The following is a list of potential projects for the next three fiscal years and beyond:

- **Health Education Campus**, \$50-60 million
- **Academic Student Learning Support Center**, Downtown campus, \$1.7 million

The College has received the first \$10 million for the St. Petersburg Student Success Centers and is requesting the second \$10 million appropriation in the next legislative session.

The College continues to receive a healthy allocation of SODA funds due to the age of our buildings. Unless the formula is changed by the legislature, these funds will remain sufficient for the next three fiscal years.

In anticipation of the potential SCIF projects, it is recommended that FY2016-17 and FY2017-18 be used as SCIF reserve-building years. During these two years, the College will focus on its commitments and decrease discretionary spending to improve its position for FY2019. Leadership will explore all avenues of funding for the Health Education Campus, including bonding and public/private partnerships.

#### D. Waivers

The College offers several types of tuition and fee waivers, most required by Florida Statute. Depending upon the type of waiver, the student may qualify for full or partial waiver of tuition and fees, or just the portion attributed to out-of-state fees. Below are the past three fiscal years of data, as well as FY2016-17 projected expenditures:

<b>Waivers</b>				
<b>Type</b>	<b>FY2013-14 Actuals</b>	<b>FY2014-15 Actuals</b>	<b>FY2015-16 Actuals</b>	<b>FY2016-17 Projected</b>
<b><i>College Discretionary</i></b>				
Senior Citizens	\$172,956	\$196,027	\$209,748	219,441
Fine Arts	3,473	3,496	22,643	28,208
Institutional	0	0	148,921	54,433
Athletics - All Sports	254,172	210,070	267,812	273,424
<b>Subtotal</b>	<b>430,601</b>	<b>409,593</b>	<b>649,124</b>	<b>575,506</b>
<b><i>Statutorily Required</i></b>				
DCF	336,529	330,279	391,610	282,216
Homeless	173,354	167,343	113,090	114,228
State Employees	134,672	115,337	97,223	110,701
Veterans	0	809,961	1,213,720	851,760
Purple Heart	5,876	12,955	10,031	6,455
Dreamers	0	440,384	508,338	433,598
<b>Subtotal</b>	<b>650,431</b>	<b>1,876,259</b>	<b>2,334,012</b>	<b>1,798,957</b>
<b>Total</b>	<b>\$1,081,032</b>	<b>\$2,285,852</b>	<b>\$2,983,136</b>	<b>\$2,374,463</b>

### 1. Athletic/Institutional Waivers

The Athletics department at SPC supports teams for baseball, basketball, softball, tennis and volleyball. These waivers are for the out-of-state tuition and fees for 24 athletes. The Institutional waivers mentioned above are to support additional out-of-state tuition and fee waivers when there are already four other out-of-state students on a team. The Institutional waiver was comprised of twelve athletes in FY2015-16, and five for FY2016-17.

The majority of the waivers are required by statute and thus cannot be reduced, leaving only the College-discretionary waivers. Senior citizens' waivers could be limited to one class per semester or have a limit on the number of times a particular class can be repeated. In regard to Athletic/Institutional waivers, the College could limit the number of out-of-state athletes.

### E. Health Insurance

National healthcare costs will play a major role in the coverage available to our employees. The College will need to keep a watchful eye on the national stage and try to predict the best strategy to provide quality health insurance for our employees, while working within our budgetary means. Conservative plan changes were approved by the Board for calendar year 2017.

The chart below depicts, on a calendar year basis, the actual and projected **cash** inflows and outflows. These cash flows include claims, administrative fees, and the College's stop-loss insurance. (Cash flows are distinct from Brown & Brown's **claims** information previously presented to the Board.)

	Calendar Year					
	2012	2013	2014	2015	2016 (projected)	2017 (projected)
Premiums	17,360,903	16,828,738	16,780,884	16,072,730	17,130,649	17,473,952
Claims/Admin Fees/Stop Loss	16,150,058	16,971,061	16,847,366	17,870,785	18,179,913	18,725,310
Excess/(Deficit)	1,210,845	(142,323)	(66,481)	(1,798,055)	(1,049,264)	(1,251,359)

In order to retain its self-funded status, the College must retain a cash balance of at least two months of claims in its self-insurance account. This amount is commonly referred to as *safe harbor*. As average claims rise or fall through the years, so does the safe-harbor requirement. The safe harbor for calendar year 2016, as stated in the actuarial report, is \$3.0 million.

As of October 31, 2016, the cash balance in the College's self-insurance fund is \$6.1 million. This cash balance at December 31, 2016, will be used to secure the \$3.0 million safe harbor and fund the \$1.3 million projected health insurance shortfall in calendar years 2016 and 2017. It is anticipated that the calendar year 2018 premiums will fully support the College's 2018 healthcare costs.

## F. Net Assets (Net Position)

Net Assets (net position / fund balance / reserves) is the accumulative remainder of revenues over expenses. Regardless of the economic environment, the College must serve its students and support its activities. Net Assets protect the College from unexpected events, such as an unexpected decline in State funding, appropriation withholdings, or shift in enrollment. Both cash and non-cash transactions can affect Net Assets.

The table below displays Net Assets for Funds 1x and 3x for the last four fiscal years. The table is displayed to separate out those liabilities that are to be financed in the future. There are three major non-cash transactions that affect Net Assets and are described below the table.

<b>Unrestricted Net Position (Funds 1x and 3)</b>				
	<b>FY2013</b>	<b>Audited FY2014</b>	<b>FY2015</b>	<b>Unaudited FY2016</b>
Unallocated Net Position	\$21,089,534	\$21,439,411	\$21,593,102	\$17,440,458
Reserves	7,052,164	5,748,382	4,724,187	3,967,295
<b>Total Reserve and Unallocated Fund Balance</b>	<b>\$28,141,698</b>	<b>\$27,187,793</b>	<b>\$26,317,289</b>	<b>\$21,407,753</b>
<i>Amounts to be Financed in Future:</i>				
Other Postemployment Benefits	(3,025,305)	(3,779,000)	(4,491,568)	(5,267,540)
Compensated Absences	(10,239,006)	(10,999,973)	(11,376,637)	(11,581,102)
Net Pension Liability (GASB 68)	-	-	(40,065,516)	(38,746,655)
	<b>(13,264,311)</b>	<b>(14,778,973)</b>	<b>(55,933,721)</b>	<b>(55,595,297)</b>
Net Unrestricted Net Position	\$14,877,387	\$12,408,820	(\$29,616,432)	(\$34,187,544)
<i>Sources: Audited Financial Statements and Annual Financial Report</i>				

### 1. Other Postemployment Benefits (GASB 45)

The College follows GASB Statement No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*, for other postemployment health care benefits administered by the College.

Employees who retire from the College are eligible to participate in the College's self-insured health, dental, and prescription plan coverage, by paying blended group premium rates. Future claims benefits payable by the College are actuarially determined each year. The long-term liability represents the estimated future benefits that the College expects to be funded from future appropriations. In FY2016 the College expensed \$775,000.

## 2. Compensated Absences

College employees may accrue annual and sick leave based on length of service, subject to certain limitations regarding the amount that will be paid upon termination. The College reports a liability for the accrued leave. At June 30, 2016, the estimated liability totaled \$11,581,102. The Fund 1x FY2016 expense was \$314,560.

## 3. Net Pension Liability (GASB 68)

The College is required to participate in the Florida Retirement System (FRS) Pension Plan and the Retiree Health Insurance Subsidy (HIS) Program, both of which are administered by the Florida Department of Management Services' Division of Retirement. The pension liabilities are owned by the State of Florida Retirement System and are reported in separate, audited, comprehensive annual financial reports of the Division of Retirement. Governmental accounting regulations require the College to report its proportionate share of this liability on the College's financial statements, but the liability will ultimately be paid out from the State of Florida Retirement System.

## G. Long-Term Liabilities

The College has the following long-term liabilities:

	<b>Balance as of June 30, 2016</b>	<b>Amount Due within One Year</b>
Bonds Payable	\$ 23,105,000	\$ 1,660,000
Note Payable	514,078	187,770
Capital Leases Payable	4,516,606	1,221,674
Compensated Absences (All Funds)	11,870,796	1,187,080
Other Postemployment Benefits Payable	5,267,540	0
FRS & HIS Net Pension Liability	47,209,842	1,232,924
<b>Totals</b>	<b>\$ 92,483,862</b>	<b>\$ 5,489,448</b>

### 1. Bonds Payable

Various bonds have been issued to finance College capital outlay projects. The long-term liability balance represents the principal portion to be repaid, with maturity dates ranging from 2019 to 2030.

### 2. Note Payable

In 2011, the College purchased a building and property from the Juvenile Welfare Board. A portion of this purchase is being financed at zero interest, and the principal is being repaid in quarterly installments through the maturity date of 2019.

### 3. Capital Leases Payable

Various assets are being financed through lease contracts, including network equipment, dental hygiene equipment, firefighting equipment, and the Allstate Campus Energy Performance Chiller Plant. The long-term liability balance represents the principal portion to be repaid to the lessors, with maturity dates ranging from 2017 to 2036.



November 15, 2016

**MEMORANDUM**

**TO:** Board of Trustees, St. Petersburg College

**FROM:** William D. Law, Jr., President *wdl*

**SUBJECT:** Personnel Report

**Approval is sought for the following recommended personnel transactions:**

<b>HIRE Budgeted Administrative &amp; Professional</b>			
<b>Name</b>	<b>Title</b>	<b>Department/Location</b>	<b>Effect. Date</b>
Aquino,Harrison	Assistant Director, Creative	Marketing & Strategic Comm DO	10/19/2016-6/30/2017
Phu,Tam T	Nursing Skills Facilitator	Nursing HC	10/11/2016-6/30/2017
Mothershed,Thomas M	Research Analyst	Institutional Research EPI	10/10/2016-6/30/2017
Boston,Raena Joy	Workforce Institute Job Coord	Corporate Training E&SS DO	10/10/2016-6/30/2017

<b>TRANSFER/PROMOTION Budgeted Administrative &amp; Professional</b>			
<b>Name</b>	<b>Title</b>	<b>Department/Location</b>	<b>Effect. Date</b>
Ganoo,Kelliann	Career & Academic Advisor	Student Support Services SE	10/3/2016-6/30/2017
Meyer,Julia M	Cert Testing Coordinator	BA Programs/UPC EPI	11/14/2016-6/30/2017
Couch,Marie S	Grants Management Specialist	Director of Grants DO	11/28/2016-6/30/2017
Sorice Jr,Paul Gerald	Instructional Support Tech	Instructional Computing SE	10/4/2016-6/30/2017

<b>TRANSFER/PROMOTION Faculty</b>			
<b>Name</b>	<b>Title</b>	<b>Department/Location</b>	<b>Effect. Date</b>
Appleton,Anthony L	Interim Chair, Natural Science	Natural Science SPG	9/26/2016

<b>HIRE Budgeted Career Service</b>			
<b>Name</b>	<b>Title</b>	<b>Department/Location</b>	<b>Effect. Date</b>
Savary,Shari A	Accounting Support Specialist	Scholarships/Stu Fin Assist DO	10/3/2016
Thompson,Christian Avery	Administrative Svcs Assistant	Natural Science SPG	10/24/2016
Quiroz Beltran,Angie	Administrative Svcs Specialist	Associate Provost CL	10/24/2016
Owens,Megan M	Laboratory Specialist	Natural Science SPG	10/24/2016
Jasinski,John F	Student Support Advisor	Scholarships/Stu Fin Assist SP DO	10/11/2016
Jean-Felix,Michael Joseph	Student Support Specialist	SPC-Downtown	10/3/2016

<b>TRANSFER/PROMOTION Budgeted Career Service</b>			
<b>Name</b>	<b>Title</b>	<b>Department/Location</b>	<b>Effect. Date</b>
Beasey,Kimberly A	Acting, ExeAdminSvc Specialist	Academic & Student Affairs EPI	10/3/2016
Mojica,Roxanna	Security Officer	Campus Security SPG	10/29/2016

<b>EMPLOYEE CONTRACTS</b>			
<b>Name</b>	<b>Title</b>	<b>Department/Location</b>	<b>Effect. Date</b>
Bellomo,Mary O.	Sr Instructional Tech Analyst	Natl Ter Prep Instit/WMD Grant AC	12/17/16-06/30/17
Brown,Trenette	Project Admin Svcs Manager	Natl Ter Prep Instit/WMD Grant AC	12/17/16-06/30/17
Bullock,April S	Career & Academic Advisor	Counseling & Advisement SPG	12/17/16-06/30/17
Connolly,James L.	Dir, Corporate Training	Corporate Training E&SS DO	12/17/16-06/30/17

Dale,Sean A.	Systems Analyst, LearnMgmtSys	Learning Mgt Network Sys EPI	1/01/17-06/30/17
Davis,Connor M	Coordinator, LRMA PR & Grants	Resource Development DO	12/17/16-06/30/17
Heisler,Laura	Public Safety Training Coord	Florida Natl. Guard Grant AC	12/17/16-06/30/17
Kirchgraber,Todd A.	Public Safety Training Director	Florida Natl. Guard Grant AC	12/17/16-06/30/17
LaHaie,Eileen M.	ExecDir,Public Safety Training	Criminal Justice AC	12/17/16-06/30/17
Littlewood,Christopher S.	Instructional Technology Coord	Natl Ter Prep Instit/WMD Grant AC	12/17/16-06/30/17
Sherman,Tiffani L.	Producer, PublicSafetyTraining	Natl Ter Prep Instit/WMD Grant AC	12/17/16-06/30/17
Swift,Christopher	Technology Project Manager	SE Public Safety Institute AC	12/17/16-06/30/17
Veloff,Steven J	Instructional Tech Analyst	Natl Ter Prep Instit/WMD Grant AC	12/17/16-06/30/17
Walker,Gail E.	Public Safety Training Coord	Florida Natl. Guard Grant AC	12/17/16-06/30/17
Writt,Jeremy L.	Producer, PublicSafetyTraining	Florida Natl. Guard Grant AC	12/17/16-06/30/17

<b>HIRE Temporary/Supplemental</b>			
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<b>Name</b>	<b>Title</b>	<b>Department/Location</b>	<b>Effect. Date</b>
Ellison,Audrey	Adjunct Bach Prog.	BA Programs/UPC	10/3/2016
Aguigui,Cherelle C	Instructor, Temporary Credit	Health Information Mgmt HC	10/10/2016
Battista,Lauren J	Instructor, Temporary Credit	Letters SPG	10/3/2016
Allen,Tara Lindsey	OPS Career Level 1	Academic & Student Affairs EPI	10/24/2016
Berg,Melinda H	OPS Career Level 1	Academic & Student Affairs EPI	10/24/2016
Haman,Haley Noell	OPS Career Level 1	Student Activities SPG	10/24/2016
Morgan,Joan C	OPS Career Level 1	Academic & Student Affairs EPI	10/24/2016
Sanderford,Taylor Lynn	OPS Career Level 1	Academic & Student Affairs HE	10/24/2016
Walker,Candace Joy Renee	OPS Career Level 1	Academic & Student Affairs EPI	10/24/2016
Berringer,Carol	OPS Career Level 1	Provost SE	10/8/2016
Morales,Jose A	OPS Career Level 1	Landscape Services HEC	10/5/2016
Bunch,Jennisia Eryonna	OPS Career Level 2	College Reach Out Program DO	10/31/2016
Camero,Mateo	OPS Career Level 2	Counseling & Advisement CL	10/20/2016
Jones,Natasha C	OPS Career Level 2	College Reach Out Program DO	10/27/2016
Fritts,Charleston Brion	OPS Career Level 3	College of Computer & InfoTech EPI	10/24/2016
Grosso,Sarah Jessica	OPS Career Level 5	Human Resources DO	10/24/2016
Santiago Fumero,Nicole Danielle	OPS Career Level 5	Academic & Student Affairs DT	10/31/2016
De Jesus,Andy	OPS Career Level 5	International Center CL	10/3/2016
Haddix,Raychell C	OPS Career Level 5	Academic & Student Affairs HE	10/4/2016
Leyva,Daviel C	OPS Career Level 5	Learning Resources SE	10/10/2016
Verdeja,Anthony W	OPS Professional	Letters CL	10/8/2016
Collier,Richard C	Professional Trainer	Corporate Training E&SS DO	10/18/2016
Davis,Christopher Ellis	Professional Trainer	Corporate Training E&SS DO	11/8/2016
Greear,Thomas J	Professional Trainer	Fire Science AC	10/3/2016
Jones-Cruder,LaTuana D	Professional Trainer	Corporate Training E&SS DO	10/10/2016
Poirrier,Adam L	Professional Trainer	Fire Science AC	10/3/2016

<b>TRAVEL OUTSIDE THE CONTINENTAL UNITED STATES</b>			
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<b>Name</b>	<b>Title</b>	<b>Department/Location</b>	<b>Effect. Date</b>
Fernandez, Ernesto	Former Professional Trainer	CPSI AC	11/12/2016-11/16/2016

Destination: San Juan, Puerto Rico

The purpose of this trip is to travel to San Juan to escort staff members from the Department of State, International Narcotics and Law Enforcement (INL) division through the US Embassy in El Salvador to visit with different municipal police departments in Puerto Rico to observe the various youth-centered programs these agencies support, including Police-Athletic League (PAL), Big Brothers, Big Sisters, etc. for possible replication throughout El Salvador. All training needs that are identified will be then handled by SPC through current or future funding.

The benefit to the College is to provide for nationally and internationally recognized training programs.

Funded by the Center for Public Safety Innovation. Estimated cost to the College is \$891.05.

Brian Miles, Vice President, Administrative/Business Services & Information Technology and the Strategic Issues Council Members bringing the actions forward, recommend approval.

ND110416

# **CONSTRUCTION PROJECTS UPDATE NOVEMBER, 2016**

# Seminole Student Services Center



# Seminole Student Services Center



# Seminole Student Services Center



# Health Education Center Study Rooms





# Health Education Center Study Rooms



# Allstate Center Chiller Plant Replacement



# Bay Pines STEM Center



# Bay Pines STEM Center



# Bay Pines STEM Center



# Bay Pines STEM Center

**Substantial Completion  
March 2017**

**Occupancy  
May 2017**



**Total Budget = \$4.8 Million - PECO**

# Clearwater Joint-Use Library



# Clearwater Joint-Use Library





# Clearwater Joint-Use Library



# Clearwater Joint-Use Library

**Occupancy – (College - Fall 2017)**

**Occupancy – (City - Spring 2018)**



**Total Budget = \$15 Million**

- **9.3 Million – SPC Local Funds**
- **5.7 Million - City Funds**

# St. Petersburg/Gibbs Student Success Center



# St. Petersburg/Gibbs Student Success Center



# St. Petersburg/Gibbs Student Success Center



# St. Petersburg/Gibbs Student Success Center

**Demolition in Process**

**Construction- 12 months**



**Design Phase Underway,  
Complete in Summer 2017**

**Total Budget = \$25 Million**

- **20 Million PECO**
- **5 Million College Match**

**Office of the President**

727-341-3241

**Board of Trustees**

Chair Lauralee G. Westine, Vice-Chair Bill Foster,

Trustee Deveron M. Gibbons, Trustee Nathan Stonecipher, President William D. Law, Jr.

October 27, 2016

Dear Faculty Member:

As we approach a vote on unionization at the college, I wanted to take an opportunity to convey critical information on the work we have done at the college as well as the impact of a vote to unionize our faculty.

Beginning next week, I will be visiting the campuses during the activity periods per the schedule below. Feel free to attend any session that works best with your schedule.

Campus	Date	Time	Location
Health Education Center	Monday, October 31, 2016	12:00 – 1:00	HC -177 North and South
Allstate Center	Tuesday, November 1, 2016	10:30 – 12:00	AC-103
Midtown/Downtown	Tuesday, November 1, 2016	12:30 – 1:45	Midtown Jamerson Center - 236
Clearwater	Wednesday, November 2, 2016	12:30 – 2:00	CL, LA -151
Seminole	Thursday, November 3, 2016	12:30 – 2:00	SE, UP - 154
Tarpon Springs	Monday, November 7, 2016	12:25 – 1:40	TS, SI-101 (Sigma)
St. Petersburg/Gibbs	Tuesday, November 8, 2016	12:30 – 1:45	SPG, SA-114

It is my purpose to be sure that all members of the college faculty who will be participating in the vote have all of the pertinent information on the several issues that have emerged as central to the discussions. There appear to me to be three primary areas of focus: financial matters, working conditions, and unfortunately, general misinformation.

## One: Financial matters

The key elements of the college's commitment to faculty salaries are contained in the following bullets:

- SPC faculty rank **high** in Florida in the average contract salaries paid; the college ranks **second highest** in the Doctorate category, and also **fourth highest** in the Advanced Masters (Masters +30) and Masters categories; we have achieved these positions despite a very significant expansion in the number of faculty, all of whom are hired at the entry levels of our salary schedules; the Doctorate amount, as reported by the Department of Education, is now \$71,185; [Please see Chart One]
- For the 2015 calendar year, **34% of all faculty earned at least \$80,000 and 16% of all faculty earned over \$100,000**, with the highest paid faculty member earning \$149,473; these total gross compensation amounts include supplemental/overload and miscellaneous earnings.
- In the seven years that I have been president, SPC faculty have received a **raise to their base pay on four occasions plus a one-time pay adjustment in 2014**. This has occurred despite severe restrictions on additional funding for the college from either tuition or state appropriations.
- The college's commitment to **overload/supplemental is comparable to unionized Florida community colleges**; faculty members can request teaching overloads; with the approval of the dean and the SVP of Instruction and Academic Programs, the current supplemental teaching limits can be expanded. [Please see Chart Two]

College	Overload Per Credit Hour *
State College of Florida, Manatee-Sarasota	\$616 - \$866
Florida State College at Jacksonville	\$690
Hillsborough Community College	\$730
Florida Southwestern State College (formerly Edison)	\$891
St. Petersburg College	\$854 - \$1,053

\* This data represents Doctorate level amounts

Please let me be clear: your compensation is well-earned and well-deserved. You received it in recognition of your commitment to our students and our community mission.

I think any fair-minded assessment of faculty compensation at SPC would have to conclude that by working together we have done well in this regard.

## Two: Working Conditions

Unionization efforts generally emerge when compensation and working conditions are substandard or are headed in the wrong direction. Just as in the matter of compensation, events of recent years would seem to indicate a very positive trend in working conditions:

### A. Support for Faculty

- The college has continued to expand the number of faculty members and academic chairs to keep pace with the increased demands of enrollment and programs; In the seven years I have been here, we have grown from 350 positions in Fall of 2010 to 383 positions in Fall of 2016;



- New faculty are provided with a multi-year professional support program to assist them to the fullest extent possible prior to awarding them continuing contract status; as I have the opportunity to interact and to observe these colleagues in their classrooms, I am continually impressed with the talent and intellect that continues to define our faculty;
- With the help of the SPC Foundation, we have created the Faculty Innovation Grants Program to support intensive instructional or pedagogical renewal for faculty well established in their career; now in its fourth year, the college will award \$50,000 in these proposals; to date, 105 faculty have received these awards;
- Through the efforts of the Faculty Governance Organization, we have created our Sabbatical Leave program to provide opportunities for professional renewal beyond the scope of the Faculty Innovation Grants Program; to date, 16 faculty have been the beneficiaries of this program; \$80,000 has been budgeted per year. This year we are supporting three faculty members, each on two semester sabbaticals;
- The Faculty proposed plan for a Center of Excellence for Teaching and Learning was fully supported and funded; CETL awards several types of grants to faculty each year for travel, research, and pedagogical improvement; since 2012-2013, 116 faculty have benefited from these awards; CETL recognize five faculty for their excellence in teaching; faculty honorees are provided with \$1500 additional support for their professional development; each year CETL also identifies five faculty to receive national recognition for excellence at the League for Innovation; these honorees are funded to travel to the national convention and are recognized for their contribution to the college;
- For the past five years, every full-time faculty member has been awarded \$1500 in a two-year period to use as they deem best for their own professional development;
- The college's Technology Replacement Plan has allowed us to make continuous upgrades and replacements for both the classroom technology as well as the technology available to each individual in his or her office;
- With the enthusiastic help of nearly all of you, we have been able to greatly expand our engagement with our students beyond the classroom; similarly, your overwhelming acceptance and commitment to the Learning Support Centers is changing the scope and delivery of our out-of-class support in highly beneficial ways;
- In the 6 ½ years I have been president, no member of our faculty has filed a formal grievance; issues of individual concern have been addressed and worked out by the FGO, deans, and vice presidents.

## B. Faculty participation and leadership

- One of my principal goals upon arriving at the college has been to provide much greater openness to our processes and to be certain that faculty are included in leadership roles for the issues that concern them; toward this end:
  - Faculty search committees are open and transparent providing an opportunity for all who wish to participate to do so; all positions are advertised nationally and all current faculty have an opportunity to meet and interact with candidates who are invited to campuses; (145 faculty and academic chairs have been hired since I arrived, not one was previously known to me prior to the hiring decision);
  - In response to a legislative mandate that faculty evaluation needed to be strengthened a college wide team – represented by both faculty and deans – developed a strong ‘portfolio’ approach to support faculty renewal as the basis for SPC’s evaluation;
  - When the need arose to revamp the college’s online education program, faculty led the way in both the identification/selection of the learning management system, as well as in the approaches to strengthen the manner in which faculty developed, modified and offered courses; 75 to 80 faculty took part in the development of the college’s standards;

- The FGO has an opportunity to address the college's Board of Trustees on a quarterly basis at a scheduled Board meeting;
- The president of the FGO is a member of the President's Executive staff and participates in the weekly leadership meetings;
- In response to a request made by the FGO, our deans committed themselves to a series of workshops on leadership to allay concerns regarding the nature of interactions in evaluation meetings;
- With the great assistance of the FGO, I have been able to meet with the Executive Committee of the organization on a monthly basis in my office; the agenda for the meeting is determined by the FGO;
- The Strategic Issues Council and three subcommittees from Academic Affairs, Student Support and Administrative Services all have faculty representation to ensure the faculty voice is heard.

### C. Personal and direct support

Since becoming president, I have had the opportunity to work with a wonderful cadre of FGO presidents, all different from the others and all committed to accomplishing good things for the faculty and the college. Without exception, I have made it my priority to identify at least one major issue that the senate president would like to see accomplished on his/her watch and to commit my best offices to help accomplish that goal.

One of the things that I am most concerned about in the unionized environment is the loss of flexibility that we now have in helping to address the unique needs of our faculty. Each of our deans could refer to numerous incidents where they have been able to make adjustments to faculty schedules when events beyond the control of the individual have intervened. Such personal and family health matters, professional opportunities, and other non-college external demands are a not uncommon occurrence in a faculty of nearly 400 members. I am pleased and proud of our response to these events.

In an overwhelming number of cases, our deans – in coordination with Senior Vice President Cooper (and with me as needed) - have been able to find a balance between the needs of the students and the individual faculty needs. For some who favor unionization, providing such discretion is anathema; but to those of us who apply needed discretion and judgment in difficult situations, we dread the possibility that our hands would be tied by bargaining agreement language when a colleague needs some help.

### **Three: General misinformation**

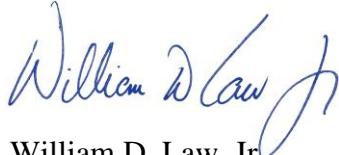
Since the emergence of the request for recognition by the United Faculty of Florida, I have been quite taken aback by the amount of dissembling and misrepresentations that have been attributed to the organizers:

- The approach of the union to categorize faculty, developing lists to determine the amount or quality of information received, is grossly inappropriate and contrary to our basic values of openness and transparency; such an approach by the union is of a piece with the secretive and disingenuous nature of the approach to determine openness to a union vote;
- Faculty are often genuinely surprised to learn that the bargaining process puts all working conditions 'on the table' for negotiation; a good number of faculty were led to believe that the process 'grandfathered' in all benefits and working conditions as they presently are;
- It is clear that faculty members were visited in their offices during published work times by union representatives who clearly know the details of the collective bargaining laws; such on-campus visitations are not permissible;

- I was distressed to learn that the email communications of the United Faculty of Florida leadership **specifically exclude some faculty** because the writer does not like the nature of the responses to earlier communications.

I look forward to answering your questions next week.

Sincerely,

A handwritten signature in blue ink that reads "William D. Law Jr." with a stylized flourish at the end.

William D. Law, Jr.  
President

Attachments:

Chart One: Fact Book Florida College System  
Chart Two: SPC Faculty Salary Supplemental Schedule

**Fact Book 6.7T Florida  
College System  
Average Converted Salary of Full-Time Instructional Personnel by College and Degree  
Fall Term 2015-16**

	Doctorate		Advanced Masters		Masters		Bachelors		Associate		Less than Associate		Other		Unknown / Not Applicable		Total Num
	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	
Eastern Florida	66	\$56,088	2	\$54,961	164	\$53,605	8	\$52,283	6	\$42,984	0	0	3	\$55,482	6	\$46,817	255
Broward	129	\$63,448	4	\$68,093	240	\$58,228	18	\$58,509	9	\$59,696	0	0	0	0	0	0	400
Central Florida	26	\$60,019	0	0	69	\$54,044	0	0	3	\$49,920	1	\$52,935	0	0	21	\$54,627	120
Chipola	16	\$50,988	0	0	24	\$44,692	1	\$45,412	3	\$44,813	2	\$35,593	0	0	0	0	46
Daytona	91	\$63,484	0	0	161	\$59,414	22	\$54,907	7	\$56,400	1	\$40,000	9	\$55,082	0	0	291
FL SouthWestern	75	\$59,639	0	0	98	\$54,613	1	\$51,787	1	\$47,710	0	0	0	0	1	\$58,517	176
Fla SC at Jax	143	\$57,121	4	\$55,014	214	\$53,942	18	\$50,345	7	\$54,379	0	0	8	\$46,700	0	0	394
Florida Keys	13	\$61,075	5	\$58,525	3	\$54,001	3	\$52,747	1	\$50,838	0	0	0	0	0	0	25
Gulf Coast	15	\$57,808	1	\$47,807	57	\$54,039	12	\$44,145	3	\$41,569	0	0	0	0	17	\$41,987	105
Hillsborough	73	\$58,871	62	\$52,794	160	\$51,174	7	\$52,404	4	\$49,114	0	0	0	0	3	\$44,446	309
Indian River	104	\$77,806	3	\$70,694	94	\$74,126	5	\$66,709	4	\$65,757	1	\$49,573	0	0	0	0	211
Florida Gateway	16	\$56,553	0	0	31	\$50,302	7	\$48,102	0	0	0	0	0	0	11	\$44,024	65
Lake Sumter	16	\$47,270	3	\$54,634	63	\$44,920	0	0	1	\$50,000	0	0	0	0	1	\$44,000	84
State College FL	41	\$62,161	4	\$63,695	89	\$51,128	15	\$45,765	1	\$41,290	0	0	0	0	2	\$41,800	152
Miami Dade	250	\$69,931	0	0	474	\$61,517	23	\$59,209	5	\$53,241	0	0	0	0	3	\$49,184	755
North Florida	6	\$52,907	1	\$58,504	15	\$44,205	5	\$41,673	3	\$34,298	1	\$35,323	0	0	0	0	31
Northwest Fla	38	\$53,124	2	\$62,854	52	\$49,937	4	\$39,080	1	\$43,781	0	0	0	0	1	\$42,922	98
Palm Beach State	103	\$58,629	1	\$68,549	190	\$55,376	11	\$50,325	1	\$44,298	0	0	0	0	0	0	306
Pasco-Hernando	41	\$64,823	35	\$58,661	62	\$48,495	11	\$40,357	5	\$47,299	1	\$31,635	0	0	0	0	155
Pensacola	33	\$51,219	29	\$48,123	92	\$46,548	15	\$42,725	2	\$43,408	6	\$37,951	0	0	0	0	177
Polk	53	\$59,940	5	\$62,577	93	\$52,871	5	\$49,427	0	0	2	\$53,646	1	\$46,090	0	0	159
St. Johns River	34	\$50,433	7	\$53,685	79	\$45,285	8	\$37,872	0	0	0	0	0	0	6	\$43,972	134
St. Petersburg	168	\$71,185	98	\$63,959	104	\$59,141	10	\$54,069	1	\$44,740	0	0	0	0	0	0	381
Santa Fe	9	\$48,768	1	\$41,422	20	\$42,140	137	\$49,761	29	\$47,531	13	\$48,229	34	\$57,171	2	\$39,591	245
Seminole State	51	\$55,062	36	\$58,854	101	\$52,582	2	\$39,811	5	\$47,537	0	0	0	0	0	0	195
South Florida	17	\$55,403	4	\$51,022	28	\$48,745	7	\$47,151	4	\$51,894	2	\$47,762	0	0	2	\$46,639	64
Tallahassee	55	\$61,262	1	\$57,827	112	\$57,113	13	\$50,135	1	\$49,262	0	0	0	0	0	0	182
Valencia	135	\$60,191	88	\$58,561	274	\$52,297	13	\$51,339	5	\$51,052	1	\$55,585	0	0	7	\$52,836	523
<b>System Total</b>	<b>1,817</b>	<b>\$62,566</b>	<b>396</b>	<b>\$58,284</b>	<b>3,163</b>	<b>\$55,164</b>	<b>381</b>	<b>\$50,121</b>	<b>112</b>	<b>\$49,842</b>	<b>31</b>	<b>\$44,959</b>	<b>55</b>	<b>\$55,012</b>	<b>83</b>	<b>\$47,496</b>	<b>6,038</b>

## Adjunct/Supplemental Salary Schedule - Credit

### Lower Division Rate per Equated Credit Hour

GRADE	SALARY PER EQUATED CREDIT HOUR	HARD-TO-FILL SALARY PER EQUATED CREDIT HOUR*
Associate's	\$615	\$1,147
Bachelor's	\$675	\$1,262
Master's	\$753	\$1,388
Master's + 30/Bachelor's +62	\$803	\$1,526
Doctorate	\$854	\$1,678

\* Total pay for Hard-to-Fill Adjunct is calculated using ECH values which have been derived from the full-time faculty salary schedule.

### Upper Division Rate per Equated Credit Hour

Grade	Salary Per Equated Credit Hour
Bachelor's	\$835
Master's	\$921
Master's +30/Bachelor's +62	\$986
Doctorate	\$1,053

Office of the President  
727-341-3241

**Board of Trustees**

Chair Lauralee G. Westine, Vice-Chair Bill Foster,  
Trustee Deveron M. Gibbons, Trustee Nathan Stonecipher, President William D. Law, Jr.

November 15, 2016

Ms. LauraLee Westine, Chair  
St. Petersburg College Board of Trustees  
St. Petersburg, FL 33733

Dear Ms. Westine,

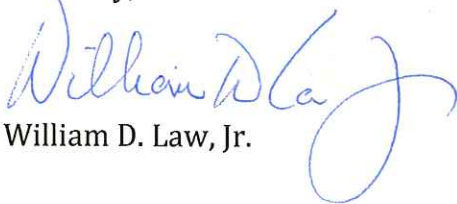
Please accept this brief communication as notice of my intent to resign from the position of President of St. Petersburg College, effective no later than July 1, 2017.

The date of my separation and the attendant details can be worked out to the mutual satisfaction of the Board and myself. I trust I can remain in the position of president until such time as the Board has had the opportunity to undertake an orderly search for a successor.

My six and one-half years here has been fulfilling and rewarding. Please know that I will do all in my power to facilitate the process of finding the next president of St. Petersburg College.

For the support and many kindnesses shown by the Board of Trustees, I am truly grateful.

Sincerely,



William D. Law, Jr.