

Executive Summary

Top 5 Titan Successes we can Leverage

- **Promise scholarship - 450+ new students**
- **Reducing the achievement gaps**
- **Highest student success rate ever**
- **80% success rate achieved!**
- **1,600 jobs and internships!**

Top 3 Visions for Success in 2027

- **Student success percentages continue to climb/achievement gaps close**
- **Improvement to facilities and continued focus of on-campus engagement**
- **Employee retention - faculty, staff and administration - and additional opportunities for internal growth and capture**

Top 4 Opportunities for Growth

- **Retention--World Class Institution for Employees** to work and be proud to work & **Faculty Support** - hire and retain the best faculty in the world.
- **Recruitment of high schoolers and young adults** to get them started on a positive career path (instead of feeling stuck and coming back to SPC) & **Collegiate high school** - continue to spread the word
- **Engage with Business Partners** to establish revenue sources where available & **Develop real-time and responsive Employer Training** (even if short term)
- **Regularly review Academic Programs** and stop those that are not job creating or link to next steps

Top Priorities

- **Overall Message: We employ the brightest to produce the brightest! Best of the Best. Brightest of the Brightest!**
- **Drill down on strategic planning and focusing on how to deliver it. Map is here and now time to connect the dots!**

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Agenda

Welcome & Celebrating our Successes

9:00am –
9:15am

- Chair Jason Butts, Board of Trustees, St. Petersburg College
 - Collaborative Labs will invite all Board of Trustees and SPC Leaders to share ***Titan Successes we can celebrate and leverage as we envision our best future!***
-

Facilities Master Plan Discussions

9:15am –
10:00am

- Janette Hunt, VP, Finance & Business Operations
 - Board of Trustees Discussion
-

The Path to 2027

10:00am –
11:00am

- Melissa Gonzalez, Strategic Initiatives Executive
 - Board of Trustees Discussion:
 - ***Vision for Success for 2027***
 - ***Top 3 Priorities***
 - ***Opportunities for Growth***
-

Welcome & Celebrating our Successes



Chair Jason Butts:
Led the group in an opening prayer. Thank you for coming this morning to

Collaborative Labs and thank you to the Collaborative Labs team. We'll have some presentations and open conversation and I look forward to the positive dialogue.



Andrea Henning, Executive Director, Collaborative Labs:
 Thank you Chair Butts, Trustees,

President Williams and Titan family. We have a fast-paced agenda this morning. We always like to start our strategic workshops with celebrations of Successes. Then we'll go to the future: 2027 and lean into important direction from our Trustees.



Andrea introduced the Collaborative Labs team.



Andrea: Let's share our Titan successes! Everyone grab your phone and input some SPC successes we can celebrate and leverage into the future.



Who would like to share a key success we can leverage?



Dr. Jackie Skryd:
1,600 jobs and internships.



Darryl Wright-Greene: Closing the achievement gap for AA students.



Dr. Matthew Liao-Troth: 12% increase in the IPEDS graduation rate of our students.



Janette Hunt, Vice President, Finance and Business Operations:
Funding the Promise scholarship.

Andrea: As we share, please start to think about which ones you'll upvote.

Speaker: First time Titans: That one just stands out, all we did for them.



Angela Ashe: Online college and articulation catalogs. We upgraded the process and systems and created an articulation catalog that will be online this week. It's good for staff as well as students.



Dr. Williams: I have a lot of them. It’s going to explode. For me, to celebrate you all. We’re still trying to figure out how to do that. We held Evening of Excellence and we’ve done other things to celebrate employees so they know they belong. I’m proud of our legislative strategies and what’s coming out of Tallahassee. SPC has done very well and our legislative strength is continuing to improve. Also (and I didn’t include this), we are becoming an institution everyone is watching to see how we do things. We can celebrate that. I believe we have great employees. They love the school and show up every day for the students. And we have a great board.

Andrea: That was a basket of successes. I know that’s hard to top, but are there others?

Speaker: SPC was accepted into the first-generation forward cohort through NASPA.

Speaker: We finished resubmitting reaccreditation for Leepa-Rattner.

Darryl: The relaunch of leadership SPC.

Andrea: Now let’s upvote your top five to see successes we can leverage as we move forward.

The numbers represent the upvotes for each success.

Top 5 Titan Successes	
• Promise scholarship - 450+ new students	13
• Reducing the achievement gaps	12
• Highest student success rate ever	12
• 80% success rate achieved!	10
• 1,600 jobs and internships!	10

Other Titan Successes

- 12% increase in the IPEDS graduation rate 8
- Closing the achievement gap for our AA students. 5
- First time Titan initiatives 5
- Accepted into the First-Gen Forward cohort through NASPA 4
- Faculty supporting student success 4
- Online college and articulation catalogs. 4
- Budget alignment with strategic plan!! 4
- Hough Family Foundation \$5M matching gift for the Palladium renovation. 4

- SPC Day and 100th Anniversary Celebration and Comprehensive Campaign in 2027! 2
- Celebrating employees who love students! 2
- Development of new programs based on industry needs. 2
- Economic impact SPC has in the greater Tampa Bay Area! 2
- Solid fiscal strategy 2
- Improved legislative strategy and outcomes 2
- Increased student engagement through attendance at campus events. 2
- Job placement 2
- Enhanced First Gen project 2
- Promise scholarships 2
- Success rates 2
- Relaunching Leadership SPC! 1
- Enhanced FAAME project on TWO campuses 1
- Ability to offer high school students in the county the Promise Scholarships 1
- Unlocking Opportunity participation 1
- IT & Stakeholder collaboration 0
- The significant contributions to the safety of our community 0
- EDA STEM Challenge Grant Award 0

Andrea: Wow! That’s quite a list. Does anyone else have any other successes you’d like to tell us about?



Christian Moriarty: Highest student success rate ever. That’s our #1 goal here at SPC and we’re so proud to support all their endeavors and the goals they have for themselves.

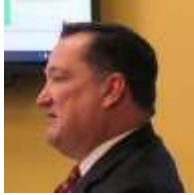
Andrea: How about the board?

Chair Butts: Student success is always the reason we’re here. To see those numbers climb is always amazing.

Dr. Williams: That one’s on there a lot.



Trustee Cole: The success we’ve had from a budget standpoint aligning with our strategic plan. This year is one of the first, and it’s evident through the Promise Scholarships, closing of the achievement gap, and many more.



Trustee Kidwell: Continued legislative successes and watching Dr. Williams and others work it.



Jesse Turtle, Executive Director, SPC Foundation: The success of SPC Day. Thank you to the Gibbs campus and the Clearwater campus for hosting the first two. The third will be at the Seminole campus. That has been a great success, talking about the brand and what we stand for. I've been proud to be part of that.

Dr. Williams: I'm proud of our marketing and recruitment. They've done a stellar job. We have a commercial on ESPN, bus wraps, billboards, radio commercials, and TV commercials that are active and pumped up. We're headed in the right direction. Our largest growth has been with new students so we know it's working.

Andrea: This gives us some fuel. The future is bright. We'll roll all the Titan successes into today's planning.

Facilities Master Plan Discussions



Janette: Good morning. We have been on this journey for more than three years. We’ve compiled this information to give you a complete view as to where we are.

You’ve seen this several times. This is to remind us of what we were addressing with the master plan and to be good stewards over our resources.



We started with Cushman & Wakefield and that set us in the right direction with the right vision. They had visioning sessions, a Collaborative Labs, and a lot of discussion and surveys to help set the guidance for what we needed to look at when we dug deeper. The highlights include:

- Continue to focus on student development through academic support
- Generate additional revenue while remaining true to our vision and purpose
- Reduce long term operations costs
- Create a common student experience on each campus

Also Cushman & Wakefield took a lot of information from the board, surveys, vision sessions, meetings with programs, staff, deans, administrators, and provosts, and came up with recommendations including what the market was looking for and operating costs. We explored properties, and Allstate and HEC had some significant capital projects for deferred maintenance. It was determined that SPC should move to a simple sale to support renovations and move going forward.

Timing is an issue with the master plan because of the deferred maintenance. We have until December 2024 to encumber that. Decisions made impact what we move forward with for deferred maintenance. The longer we're in spaces, the more money we will need to allocate. The main objective is to reduce operating and maintenance costs, currently \$3.2 million annually for Allstate and HEC. Renovations are dependent upon proceeds of property sales. We'll be able to move into the spaces and create the academic synergies. Their survey of the board resulted in 4.3 and 3.7 for price (on a 1-5 scale) for Allstate and HEC respectively, and 3.7 and 3.0 for timing. Comments from the board included:

- Allstate: Proceed stewardship, sell fast, community benefit impact, communicate to impacted stakeholders, consider strategic relationships
- HEC: Proceed stewardship, communicate to impacted stakeholders, consider partnerships with developers, community benefit impact

Recap - Strategic Alignment

EXECUTIVE SUMMARY
C. Findings & Recommendations

Curriculum + Developmental Outcomes
SPC should continue to explore...
SPC should continue to explore...
SPC should continue to explore...

Target Market + Accessibility
Further refine a niche market...
Investigation of various systems...
Further refine a niche market...

Operation Paradigm + Financial Performance
SPC will leverage financial expertise...
Further research designed...
Further research designed...

Section 187 - Deferred Maintenance Findings - Encumbered by December 2024

Annual Operating Costs \$3.2 M

RENOVATIONS

Cushman & Wakefield Surplus Properties Report

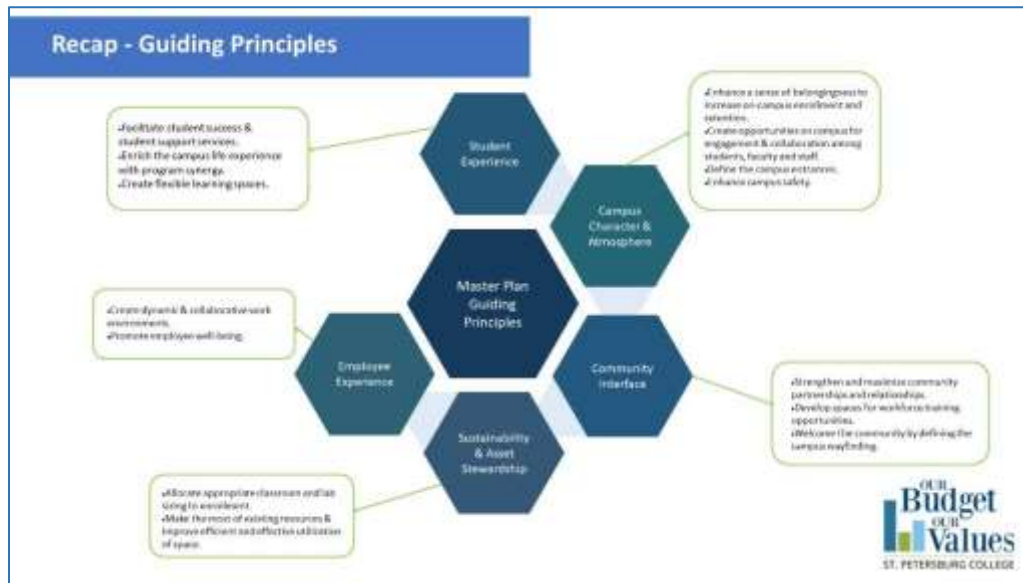
Site	Comments	Recommendation
Allstate Center	<ul style="list-style-type: none"> Main buildings in need of repairs. Some programs appear to be non-core for SPC's mission. Represents significant market value. 	Simple Sell to Support Renovation Moves
Health Education Center	<ul style="list-style-type: none"> In need of repairs & is functionally obsolete for some HEC needs. A 2018 Costaldi report estimates renovation costs of \$21.9M. Represent significant market value. 	Simple Sell to Support Renovation Moves

Board of Trustees Sales Strategy Survey Response

Site	Price	Timing	Comments
Allstate Center	4.3	3.7	Proceed stewardship, Sell fast, Communicate to Impacted Stakeholders, Consider Strategic Relationships
Health Education Center	3.7	3.0	Proceed stewardship, Communicate to Impacted Stakeholders, Consider Partnerships with Developers, Community Benefit Impact

Budget of Values
ST. PETERSBURG COLLEGE

We came up with the following master plan guiding principles for the College family that guided decisions about the move: Student experience, campus character & atmosphere, community interface, sustainability & asset stewardship, and employee experience.



This is a recap of the HEC main property. We wanted to look at the renovation projects associated with the move of that. Seminole, Tarpon, and Clearwater will need renovations, and we asked for \$70 million from the state for a new Allied Health building. There are no additional steps for the board to approve. We have already marked the space unnecessary for education purposes. When it comes to operational savings, with the completion of selling the space and building new property, we look at almost \$15 million over a 10-year span based off a CPI of 2.1%.

Health Education Center (Main)	
Parcels for Sale	All Parcels
Capital Projects	Renovate spaces at Seminole, Tarpon Springs and Clearwater
10-Year Operational Savings (FY)*	\$14,904,725
Comments	Capital Improvement Plan request \$69M for new Allied Health Building.
Approval Action Steps	None

Note: Significant deferred maintenance needed if college remains in the building long term. Minimum deferred maintenance projects scheduled until space migration is completed (approximately \$547K)

*CPI 2.2%

OUR Budget OUR Values
ST. PETERSBURG COLLEGE

Looking at Allstate Center, we identified parcels 1 and 4 to sell. We knew we'd either modify or add parcels. After quotes on capital projects and values from CBRE, we are looking to sell parcels 1 and 2, directly next to 34th Street. It includes some renovation at other campuses. We are looking to build a Butler building (a pre-engineered build) on 4, 5, and 6. We continue to work with the Pinellas County Sheriff's office on the driving pad. We have engaged a civil engineer to tell us how to do that. We are looking at 10-year operational savings of about \$9.2 million.

Allstate Center

- Parcel 1** – Main Allstate Building, Parking Lot, Support Buildings for Drive Pad (Parcel 5), Facilities Garage
- Parcel 2** – Drive Pad
- Parcel 3** – Utility Easement (Vacant Land)
- Parcel 4** – Heart Building, Tactical Simulation Facility with Offices, Classroom and Apartment scenes
- Parcel 5** – Obstacle Course
- Parcel 6** – Gun Range, Parking Lot, Simulation City





Allstate Center

Parcels for Sale	Parcels 1 and 2
Capital Projects	Construct a butler building on parcel 4, 5 or 6 for the Allstate programs to move. Develop agreements with other agencies or companies to support the driving pad component of the program. Deferred maintenance project for chiller/HVAC to firing range. Confirm with Civil Engineers.
10-Year Operational Savings (PV)*	\$9,217,873
Comments	SPC has engaged a Civil Engineer to confirm capital plans for remaining parcels
Approval Action Steps:	Request approval to declare parcel 2 unnecessary for educational purposes.

Note: Deferred maintenance project for Chiller/HVAC to firing range – Approximately \$1.3 million budgeted to bring chilled water independent from main building.

*CPI 2.2%





What are the approved steps needed from the board? We need to ask for parcel 2 to be deemed unnecessary for educational purposes. I didn't mention parcel 3, behind the assisted living property. They have shared some interest in purchasing that property. We will determine if we want to sell or keep it for easements after we get recommendations from the civil engineer.

Chair Butts: 4, 5, 6 are plenty of space for building into that to get the rest of the Allstate programs into that?

Janette: That is the hope. The civil engineer will let us know that. We are waiting for a quote, which I hope to have by January.

Trustee Cole: We would keep the firing range and add a second building to accommodate the other programs?

Janette: Correct. A pre-engineered building.

Chair Butts: Those go up quick.

Janette: For corrections and police academy. The line worker program would still move.

Chair Butts: Everything related to those programs would be there but the driving pad, which would be offsite at a location TBD?

Chair Butts: How often is the driving pad used?



Mike Dibueno, Public Safety Program Director: We run five academies a year. Corrections doesn't use that. We run our out-of-state seven times a year. About a week each. One is four days.

Chair Butts: So disruption to the program is minimal?

Mike: That would be a fair statement.

Janette: There are a couple reasons this was the best option. I don't want to talk parcel values because I don't want to compromise our negotiating position, but we see net proceeds of about \$5 million if we move in this direction vs. Renovating. That involves moving individuals out to renovate. We've had multiple conversations about the driving pad and firing range. The firing range discussion is much more complex.

Chair Butts: Is there any estimation on operational expenses assuming we can put up the buildings, in addition to the net money? I know it's preliminary because you're still waiting on numbers.

Janette: \$23 million over 10 years, net amount of reducing that building and adding on other buildings.

Chair Butts: I love that outside the box thinking. As you look to put up buildings in that space, are there private partnerships so when not in use, someone could use it and generate revenue?

Janette: That's the goal to build those partnerships and use the facilities for the program and other agencies.

Dr. Williams: Mike has relationships with outside agencies and we could expand and get newer opportunities to work with new groups.

Mike: Yes, and we've been diligently working on growing that over the years.

Chair Butts: I know I'm putting you on the spot a little, but this is a big move.

Mike: The driving pad is not a heavy lift. It's doable. We talked about the buildings years ago and the obstacle course, parcel 5, has a lot of space for a building and parking. Parcel 4 is where we have a simulation building and that has become a critical component. I'd hate to see that go away. Parcel 5 and encroaching a little into 6 for parking is ample space for us.

Chair Butts: I like the thought of keeping 3 for now because of utility needs for 1 and 2, that could be a potential option.

Janette: With this option, we do have a chiller plant on the main parcel, so part of the \$47.5 million deferred maintenance we would use to have an independent chiller for the firing range.

Trustee Cole: We can't stay at Allstate. It's just a matter of building something new there or moving elsewhere. The maintenance and requirements to bring that building up to code. It is a true simulated jail in my opinion when you walk through those sections. Let's not lose sight of that. I also appreciate the creativity. The firing range was giving me heartburn. To have it stay there is really good.

Dr. Williams: The team did a lot of work trying to make it fit, had lots of meetings with the sheriff, and visited gun ranges to see about leasing space, continuing to find another solution.

Trustee Cole: With parcel 3, if we're only doing utilities I feel confident the engineers would make this recommendation. We can refer to the easement. I've gotten phone calls from prospective purchasers of the parcel 3. That would be an easy disposition. We don't need it; just need to ensure easement.



Trustee Gibbons: Walk me through it once more please.

Janette: 1 & 2 we would sell. 4, 5, and 6 we could use to keep the firing range, needed programs, and build a Butler building (a pre-engineered building) for the corrections and police academy programs. We would keep 3 for now until confirmation from the civil engineer if we need it for easement or we could sell to the property owner in front of that parcel.

Trustee Gibbons: So what are we selling, the driving range and parcels next to 34th Street?

Janette: Yes.

Trustee Gibbons: That whole block, but keeping the parcels across the street where firing range is?

Janette: Yes. The main value is on the properties next to 34th Street. The value of adding parcels 4, 5, and 6 did not outweigh construction and renovation costs. That was a main driver.

Trustee Gibbons: What does the acreage end up being?

Janette: I'd have to get back with you. Just 4, 5, 6?

Dr. Williams: I think he wants 1 and 2.

Janette: 1-6 is 22 acres. I can give you the breakdown another time.

Trustee Gibbons: Keeping 3, 4, and 5?

Janette: And 6.

Trustee Gibbons: Everything that abuts the interstate?

Dr. Williams: That's what we're keeping.

Trustee Gibbons: Sounds good to me.

Status Update

Since September 2023 Board Meeting :

- Board of Trustees requested comparison of ITB and RFP.
- Board of Trustees received comparison of ITB and RFP example.
- SPC continued engagement with agencies regarding Allstate Driving Pad and Firing Range.

	Solicitation Description	Used To	Communication
Invitation to Bid (ITB)	ITB tool is for sealed bidding process and opened publicly. The purpose of an ITB is to provide standardized information to all bidders, fostering a truly competitive process.	Maximize Sale Proceeds	Allows for communication among Bidders/College with bidders
Request for Proposal (RFP)	RFP is used on more demanding and complex projects. They require a high degree of technical expertise. This method is used when the end-product is unique, the customer has specific outcomes.	Drive Development Outcomes (Engage with architects, engineers & planners to help set guidelines)	Does not allow for communication



Janette: At the September board meeting, we were asked for comparisons of ITB and RFP. The board has received those. The College has continued to engage with agencies regarding the Allstate driving pad and firing range.

Trustee Gibbons: I asked for both of them to be written. I didn't receive that.

Janette: We sent it about three weeks ago. I can resend it to you.

Dr. Williams: That came from me.

Trustee Gibbons: I'll reach out if I don't have it.


Janette: We talked at the last meeting about the communications piece. The main difference between ITB and RFP is the communications piece, where ITB allows for communications with the bidders. What does that mean? If we post RFP, we don't have opportunity for any conversation with companies proposing, so could end up with proposals we may not want to accept. If that happens, we'll have to repost the RFP or revise it or have another solicitation method. The risk with RFP is increased timeline. It takes away the competitive bidding edge.

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Trustee Gibbons: I got more comfortable with the ITB after talking with folks after last meeting. Who is responsible for communications back and forth with bidders?

Janette: CBRE would drive those conversations.

Trustee Gibbons: That causes me heartburn.

Janette: Our CBRE contract clearly states the board and College make decisions.

Trustee Gibbons: We want to keep from being attacked by the public. We know the people better. I want to be sure the president is involved in those negotiations and communications back and forth.

Trustee Cole: I hear you.

Trustee Gibbons: We're a public entity.

Trustee Cole: I appreciate that input. Perhaps she's in contact with CBRE the whole time. It's the rote response, the day-to-day type of things the College doesn't need to be involved in, but significant discussions with College administration as we get closer to a deadline. Perhaps we could beef up the ITB on the College goal side. While we are looking for highest and best, developers and bidders can be creative if they really read what our vision is, without us dictating it to them. The RFP process is dictating.

I'm not comfortable articulating exactly what we want a developer to hand us on paper. With an ITB, we can do a better job of beefing up the College mission section and wait to see what we get. I expect responsive bidders will be respectful of those things. No one bids on a 15-acre property without watching our discussions. That's my only criticism of the ITB provided. Additional SPC information, even how we're using these dollars, what we're relocating for, the overall vision of all campuses. I could envision the right developer being able to help us get closer to our goals in addition to a cash offer.

Trustee Gibbons: Thank you so much. I brought that up because in the past when we did real estate transactions, we always include BCI (beneficial community impact). This is where I'd like the president to be involved. We know what's more beneficial to the college than CBRE or anyone else. Really hunker down on BCI. Some things will mean more to us than dollars with the right deal. I'm not sure what that will be because they will get very creative. Can I have a few days to read the document?

Trustee Cole: If we are comfortable with the ITB with those qualifiers, and we have a consensus, I suggest we go ahead and direct staff to ...



Mia Conza, General Counsel: I think we only voted to review the ITB.

Janette: In September, we brought the request to post the ITB. The vote was postponed until a comparison was shared with the board and we would revisit the vote on it. The plan in today's workshop was to get direction from the board and in January come back to request approval on the solicitation.

Chair Butts: The ITB seems like the way to go for me. I would say directionally that's probably where we want to be.

Trustee Kidwell: I agree.

Chair Butts: Trustee Gibbons made some great points.

Trustee Cole: I'm happy to work with Dr. Williams on the community impact statement. CBRE is well aware of what they would normally see in that, but before January I'm happy to have that conversation.

Janette: We had questions and a whole exercise for you but we don't have to do that now.

Trustee Cole: Not to leave HEC out of this discussion, what are we doing with the small building across the street, the JWB building?

Janette: The south annex? We already declared it unnecessary for educational purposes. We received an offer last week and are responding with a counteroffer.

Trustee Gibbons: Trustee Cole and everyone is excited about the ITB, but we need to be super sensitive of where this building sits. The people that hold us accountable will look to us and we should be in a leadership role ensuring we're being fiscally responsible and moving in a direction that shows we were methodical and thoughtful. It will hit the fan if we don't do this properly, so let's not move too fast. We want the College leading the ship, not an outside group.



The Path to 2027



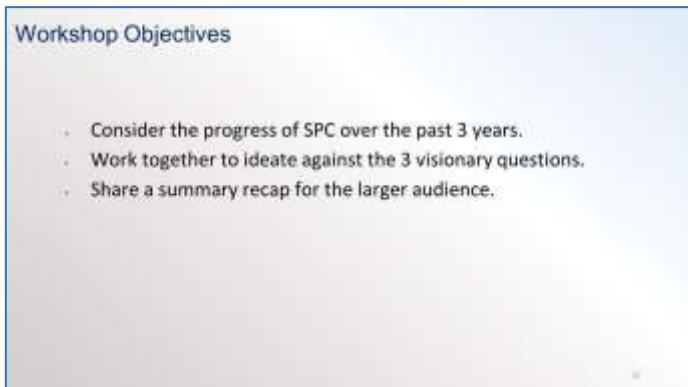
Melissa Gonzalez, Strategic Initiatives Executive:

We focused on three words that would guide our path: Education, Empower, and Engage. We considered innovation in our learning environment, investing in the wellbeing of our community through a culture of care. Last month we shared an accountability dashboard and metrics.



In 2027, SPC turns 100 years old. We have been a cornerstone of our community. Some fun facts:

- 1927: SPC Jr. College opened its doors to 102 students and 14 faculty. Now we serve 40,000+ students and employ more than 3,400 faculty and staff.
- We have a profound effect on the communities we serve: 1/36 jobs in Pinellas.
- 2020: SPC added \$1.2 billion in income to Pinellas county.



As we head toward the 2027 goal, we want to hear from all of you. We're looking for your vision.

As you go through this workshop, keep these objectives in mind:

- Consider the progress of SPC over the past 3 years
- Work together to ideate against the 3 visionary questions
- Share a summary recap for the larger audience

And consider where we are, with our mission statement, vision statement, and values. We live those every day.

Where We Are

SPC
THROUGH A COMMUNITY OF CARE & EQUITY LEADS

ACADEMIC EXCELLENCE | ECONOMIC MOBILITY | COMMUNITY ENGAGEMENT

FINANCIAL VITALITY | EMPLOYEE EXPERIENCE & ENGAGEMENT

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

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

VALUES
Student Success | Equity | Integrity
Community Focus | Growth & Empowerment
Communication

The three visionary questions you'll consider are: How do the headlines read, Top 3 priorities, and opportunities for growth. Now I'll turn it over to Andrea to lead you through these exercises.

2027 Vision

What demonstrates success for SPC in 2027?
(What is the headline)

What are the top 3 priorities?

What opportunities for growth do you see?

Andrea: We're going to imagine we're deploying to a small team now without 50 sets of eyes. Please log in to XLeap. This software will ensure that we don't miss anything in this discussion.

Vision for Success

Andrea: It's always great to begin with the end in mind. Just reflect and add a 2027 vision for success in the brainstorming software, then we'll open it up for collaborative discussion.

Trustee Kidwell: Have all our real estate issues completed, maintenance is ongoing, student success rates continue momentum higher, maintain balanced budget or surplus, more programs for higher wage paying jobs. The lineman program is one of our most proud developments. Maybe more programs like hat.

Trustee Cole: Along those lines, I thought and paused because wasn't sure if it was visionary or tactic. Our pathways programs, thrilled to hear online information. Making sure our programs connect with other programs. If someone is here for an AA, we need to continue expanding those connections. Last week we talked about at the school board SPC hosted, the school district employees were surprised how many pathways we have and the college employees were surprised how many beginning exist in the public school system. Providing those connections.

Dr. Williams: Post-graduation success either transfer or get a job?

Trustee Cole: The end game is that it would be post completion success. The tactic is ensuring we have those connections from high school to college, dual enrollment starting them the moment they take that one class to say this is the only thing else you need this summer to be halfway through your AA.

Dr. Williams: Building pathway K-12 all the way through college.

Trustee Cole: Knitting together.



Chair Butts: Cole wrote on campus engagement. We know that gets the most amount of people from start to finish so don't take our eye off that. Continuing to see student success percentage climb. Really engaged teachers, supporting them, that's the fabric of what we do.

Trustee Kidwell: Continued success of SPC high school. Ribbon awards on all 3 campuses. We have the right leaders in place to make that happen. Continue to focus on CHS. It's getting more popular. I have a 7th grader and a lot of her peers are talking about SPCHS. Becoming more widely known. Credit to all those involved.

Trustee Gibbons (attending virtually) disconnected.

Melissa: We have a laundry list of things we want to achieve. What would you decide were our top 3 priorities?

Andrea: And with that we have 9 sticky dots and you get to hand select 3 to place next to the top 3.

Trustee Cole: Only 3?

Melissa: Only 3.

Andrea: We're starting to see energy around student success percentages continue to climb, improvement in facilities, and focus on on-campus engagement. Definitely employee retention.



The numbers represent the upvotes for each vision of success.

Top 3 Visions for Success for 2027	
<ul style="list-style-type: none"> ● Student success percentages continue to climb/achievement gaps close 	4
<ul style="list-style-type: none"> ● Improvement to facilities and continued focus of on-campus engagement 	3
<ul style="list-style-type: none"> ● Employee retention - faculty, staff and administration - and additional opportunities for internal growth and capture 	3

Other Visions for Success in 2027

- Provide world class instruction from the most engaged educators 1
- real estate issues completed, student success rates higher, budget still balanced, more programs in place for higher wage paying jobs 0
- SPCHS blue ribbon award on all campuses and continued success in those programs--we have the right leaders in place to make that happen 1
- 2027 Headlines: Leading State College in Florida - Best of the Best 0
- SPC wins the Aspen Award 0
- President Williams signs a new 3-year contract! 0
- St. Petersburg College helps students get Better Jobs and Better Lives! 0
- At our 100th Year Anniversary, in Pinellas County, these are the folks we put to work! 0

Melissa: Those will be captured. Does that move over into the top 3 priorities box?

Andrea: We can recognize those as our top 3 priorities unless something else comes to mind.

Dr. Williams: From the board, when you look at 2027, what do you want the headlines to say about SPC? I have what I want. I shared it with the team at Discovery Day.

Trustee Kidwell: The leading state college in Florida. That would be great.

Trustee Cole: Aspen award winner.

Chair Butts: President Williams signs a new 3-year contract.

Dr. Williams: What's on my mind is SPC helps students get better jobs and have better lives. So we need to ensure we close the achievement gap, student success is high, CHS is still relevant, and definitely improve employee retention and success. At the end of the day, people come to have a better job for a better life. If students know SPC will help them get a better job through transfer or direct work, even students who get an AA transfer into a plan to get a better job for their careers, all these things will have to happen to achieve that goal and that would make us the best college in the state of Florida.

I'm looking at the work our team has done to help those students who didn't think they could have certain jobs, couldn't do it. Of the 1,600 we placed, many were students who never thought they could be cybersecurity, line worker, surge technician, or journalist.

Lately, when I dine out, I stop people and ask if they go to or went to SPC. I'm taking pictures with them to show they have better jobs. I even asked while visiting a friend at the hospital. I want to show that at least one out of five people we meet are students, graduates, or employees. All these things make perfectly good sense. In our 100th year, it would be great to say we put these folks to work, they're making \$80,000 a year. No student registers at SPC to be poor. We don't want a diploma or certificate on someone's wall not making above minimum wage. We have things to do.

Trustee Kidwell: That's the body of the article under the headline.

Dr. Williams: Boom. Perfect.

Opportunities for Growth

Melissa: That leads us into opportunity for growth. What are our key learnings, things we need to accelerate, decelerate, continue? There's a lot of great information. I'm going to push you. What do we need to stop doing? ex: Community engagement vs community activity or activism. Actionable things we can do differently and perhaps maybe utilizing resources in one space that we need to shift and allocate to other spaces relevant to 2027.



Trustee Kidwell: Real estate streamlining is a good example. Increase on campus engagement. Space utilization and all its rules.

Andrea: What would you like to highlight in opportunities for growth?

Chair Butts: I like the top one. CHS recognition and awards, the amount of mail and marketing I get in my household. That's an amazing place to grab some of Pinellas county's best and brightest. That elevates where we sit in the county and in higher ED. Continue to pour into that and grow it. Great feeder into SPC. And helps those success rates with those really quality students. Also great to have those students in classroom with others to inspire and push those around them.

Trustee Cole: Generally the partnerships with K-12 program and technical college is a true opportunity. We went from offering dual enrollment to early college now more pathways and CHS. When we can capture the young adults as opposed to returning students or FTIC students, that's where our students find most success and breeds that campus college feel. Targeting the opportunities we have with 9-12 students to imprint SPC.



Chair Butts: Energy, excitement, expectations of those young folks will continue to push us every day.

Dr. Williams: Kidwell wrote retaining employees. That's a major opportunity area for growth. We're looking at how we can retain the talent that build the talent. Some work needs to be done there. To make SPC not only a great place to learn but to work. We can improve there.

Chair Butts: The president continues to lean on us and challenge us to ensure that's a top priority. It's not only attracting folks, but making sure they never want to leave. That's continual work and something this board prioritizes and we know we have work to do.

Chair Butts: The business engagement. R Williams has done a great job engaging in the community. As we talk about Allstate, is there opportunity outside to say who shares the vision and look to additional revenue sources. We can do better.

Dr. Williams: Under Jesse's and Jackie's leadership. Put together presidential executive advisory council. We had dinner that was supposed to last a couple hours. We were there 5 hours, talking to C-suite leaders about the College. Not asking for \$, but talking about their company vision. Since then, 5 have done video in support of SPC that they hire our students. We'll unveil that soon. Meeting with them on the 30th. Very plugged into the local business community. Duke Energy is the chair. Alysha.

Chair Butts: Great work. Well done.

Dr. Williams: These are good.

Chair Butts: May not be population opinion, but ole put continued review of academic. I don't think we need to apologize for continuing to look at programs that re not eh future. That causes disruption but if we don't do that we're not good leaders. Must constantly push, poke holes at the argument. Must make those tough decisions. Hanging on to legacy programs that don't deliver high paying jobs, no good. We shouldn't apologize. Knowing the impact.

Dr. Williams: That falls in line with our focus on ensuring if you have an SPC credential you're in a better position. Mathew has done a great job looking at our programs and teach out those programs not. It's not population or fun. Causes concern for teams. But we'd have more concern with the grad coming back with diploma asking what they'll do with it. I don't want that for my child.

Trustee Cole: Stating the obviously, it's a resource allocation issue. Most education is good education. But if our goal is to employ people at higher wage jobs, I will continue to preach we need to put \$ where our mouth is and fund those programs and not others.

Chair Butts: Looking at innovative ways about what is teaching, student engagement 5-10 years from now. We must have serious conversations about that now to continue to be in the game. Those creative ideas and the technology that comes with that.

Dr. Williams: We're definitely having those conversations. Putting \$ where our values are, ensuring we have the technology go along with innovation and creativity for faculty to be able to teach those classes and provide state of the art experiences. .we can't teach cybersecurity with a typewriter. Must be courageous to let go of how it was and embrace what will be. Faculty have been creative on shorter term training, expediting programs. Proud of that piece. Need to ensure all engines are on that same level of work.

Andrea: Do you want to pick 3 ?

Chair Butts: I'd love to hear from the room if we missed anything.

Christian: Faculty support. Let's hire and retain the best faculty in the world through high wages.

Dr. Williams: We have no problem with that suggestion.

Speaker Female: I agree.

Dr. Williams: That falls right into employee retention. And the work we have to do in that area. Need to look at salaries and changing work expectations. What we want isn't always what it is. Even in my role, things have changed. We have to be OK with the changes that come along. Innovation and creativity and willingness to make the change, some are not willing. Must always be.

Andrea: Let's upvote three.

Dr. Williams: Good luck on that.

Trustee Cole: We'll trust you to consolidate the duplicate ones.

Andrea: Duplicate is good because it shows your colleagues are with you. Recruitment of young adults is getting good energy, along with faculty support, and engagement of business partners.

Darryl: Faculty support and retention of staff can be combined.

Trustee Cole: We'll trust Andrea to identify that.

Andrea: Great minds think alike.

Top 4 Opportunities for Growth

- **Retention--World Class Institution for Employees** to work and be proud to work & **Faculty Support** - hire and retain the best faculty in the world.
- **Recruitment of high schoolers and young adults** to get them started on a positive career path (instead of feeling stuck and coming back to SPC) & **Collegiate high school** - continue to spread the word
- **Engage with Business Partners** to establish revenue sources where available & **Develop real-time and responsive Employer Training** (even if short term)
- **Regularly review Academic Programs** and stop those that are not job creating or link to next steps

Other Opportunities for Growth

- Support and encourage innovative teaching ideas
- Outside the box, creative solutions for addressing issues facing students and staff
- Creative instruction opportunities for faculty (labs, curriculum, resources)
- Streamlined real estate holdings to increase on campus engagement and space utilization
- Wraparound services for students and employees - child care!!! health care!!!!
- Partnerships with other local institutions for expanded programming (Nova health, USF St. Pete)

Melissa: Lastly, a summary conversation, thinking about our vision and your vision, what's the overall message? We're going into strategic planning now to focus on 2024-2027. What's the message at the end?

Trustee Cole: We employ the brightest. We want to have the right mix of employees who can put the best students and employees into our community. That will create the wage difference.

Trustee Kidwell: That's hard to follow. Ditto. Best of the best. Brightest of the brightest.

Chair Butts: I agree. I love the vision Dr. Williams shared. If we focus on that, these other things are pillars. As we drill down and you spend more time on strategic planning, focusing on how to deliver it, the map is here. It's connecting the dots.

Dr. Williams: I'm proud of the team. I don't see Dr. Lora, but he's part of this team helping to lead this, starting with the board first. To me, that was the best way to do this. This will be helpful as we move forward and bring back a semi-plan, then hear from you, then go back to dust it off, and finalize it for a July 1 start.

Top 3 Priorities

Top Priorities
<ul style="list-style-type: none">• Overall Message: We employ the brightest to produce the brightest! Best of the Best. Brightest of the Brightest!• Drill down on strategic planning and focusing on how to deliver it. Map is here and now time to connect the dots!

Melissa: Excellent. Thank you.

Wrap-up & Visual Illustration

Andrea: And now I'd like to introduce Jonathan, who will walk us through the graphic representation he has made of the work you did today.

Jonathan: Students are front and center with the focus to promote and highlight what we do with buildings and curriculum. As Dr. Williams said, we're doing it so great, people are watching us. They're our paparazzi and want to emulate what we're doing. Everything is working. We're helping students to get better jobs and have better lives. At the top are icons for celebration of success; the bottom path highlights opportunities.

Andrea: We will layer in anything missing and Jon will make it full color to show your vision taking shape. You all did an incredible job today!



Chair Butts: Thank you all again for coming. On behalf of the entire College, I really appreciate it.

