# ST. PETERSBURG COLLEGE

Board of Trustees Meeting
October 21, 2025
EpiCenter, Collaborative Labs
13805 58th Street N
Clearwater, FL

**Workshop**

I. **CALL TO ORDER**……………………………………………………………………………………………… Jason Butts
Chair

II. **Higher Learning Commission Site Visit Prep** …………………………………………….… Dr. Sabrina McFarland,
Associate Vice President, Institutional Effectiveness
and Academic Services
Ms. Jennifer McBride
Director, Institutional Effectiveness
Dr. Jennifer Rowsam
Higher Learning Commission Consultant

III. **Public Safety Update**…………………………………………………………………………….……Mr. Andrew MacPherson
Associate Vice President, Public Safety

IV. **Strategic Plan Update**………………………………………………………………………………………………. Mr. Ralph Reid
Executive Director, Strategic Planning
and Project Execution

V. **Adjournment**

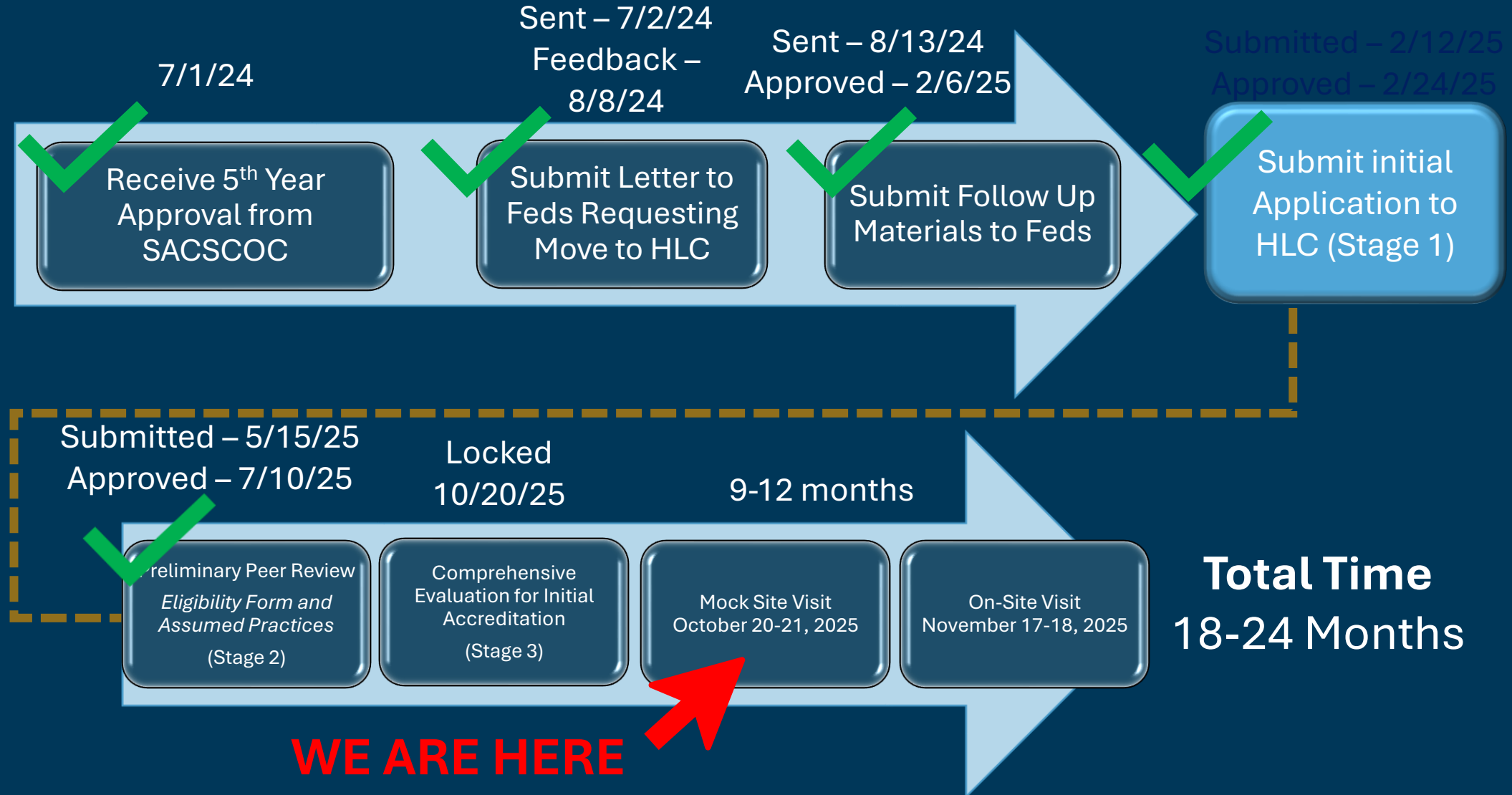# Higher Learning Commission Site Visit

Jennifer Roswam – HLC Consultant

Board of Trustees Preparation

October 2025

# Timeline For Move to HLC

**7/1/24**

Receive 5th Year Approval from SACSCOC

Sent – 7/2/24
Feedback – 8/8/24

Submit Letter to Feds Requesting Move to HLC

Sent – 8/13/24
Approved – 2/6/25

Submit Follow Up Materials to Feds

Submitted – 2/12/25
Approved – 2/24/25

Submit initial Application to HLC (Stage 1)

Submitted – 5/15/25
Approved – 7/10/25

Preliminary Peer Review
*Eligibility Form and Assumed Practices*
(Stage 2)

Locked
10/20/25

Comprehensive Evaluation for Initial Accreditation
(Stage 3)

9-12 months

Mock Site Visit
October 20-21, 2025

On-Site Visit
November 17-18, 2025

**WE ARE HERE**

**Total Time
18-24 Months**

# HLC Visit Consultant

**DESTINATION: ACCREDITATION**
SPC ▶ HLC

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

*Southern Arkansas University*

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

# Introduction

**What is the Higher Learning Commission?**

- Institutional Accreditor (formerly called *regional*)

- Founded in 1895

- Based in Chicago, IL

- Historically served a 19-state area

- Institutions are members

- Peers serve as reviewers

**Why is accreditation important?**

- Quality Assurance - Processes that communicate institutions meet a set of shared expectations in higher education

- Gateway to students' ability to use Title IV funds (federal financial aid) by demonstrating compliance with federal regulations

# HLC Comprehensive Evaluation

- Documentation filed, including Assurance Argument, federal compliance filing, and eligibility and assumed practices filings

- Student opinion survey

- Site visit to confirm evidence
  - Site team will provide a report
  - The institution will have the opportunity to respond

- Institutional Actions Council will review the report and the institution's response

- HLC Board will make a final decision

# What is your role?

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

# Accreditation Criteria

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

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

# Possible Topics

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

# What are you trying to communicate?

**DESTINATION: ACCREDITATION**
SPC ▶ HLC

## It's **SPC**

- **S**tability
- **P**rogress
  - Evolving, adaptable, moving forward, improving
- **C**ommunity
  - What makes SPC unique?
  - How does SPC operate?
  - Mission is integrated throughout operations
  - Strategic Planning

# General Tips for Site Visit

- This is a chance for the college to shine!
    - You have a lot to be proud of at SPC

- Provide examples with your answers

- Opportunities for improvement – helpful if you can point to planning documents that indicate the opportunity is recognized

- If a particular topic is emphasized, let a SPC team member know
    - This may let them anticipate questions for others at the institution or time to gather information for the team

- The team is genuinely interested in your role and SPC's story

# Questions?

# Key Safety Measures

## Campus-Wide Lockdown Drill

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

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

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

## Compliance & Policy Alignment

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

## Security Infrastructure Enhancements

Contracted security services have helped stabilize staffing challenges.

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

## Preparedness & Training

Active Threat Training for Faculty and Staff

Updating existing preparedness videos

Update classroom safety guides

Executive-Level Hurricane Tabletop Exercise

## Leverage Partnerships

State-funded WebEOC (EM management software)

Partnering with Pinellas County EM for Reunification Planning

Partnership with PCSO and SPPD for threat assessment

Engaged with the FBI Campus Liaison Program

# Continued Preparedness

- Campus Education
  - Develop Online courses
  - Update Preparedness Guides

- Improve Communications
  - Drill and Exercise Planning
  - Lifecycle Management for notification systems

- Stop Campus Hazing Act
  - Update Hazing Procedure
  - Increase Awareness
  - Develop Training

- Personnel Investment
  - Move from quantity to quality
  - Right tools for the job

# Exploring Law Enforcement

**Strategic Rationale:**

- Addresses the **growing need for elevated threat response** across higher education institutions.

- Provides access to **law enforcement–only intelligence**, enhancing situational awareness and proactive threat mitigation.

- Reduces response time to critical incidents (**Campus Police average: 3 minutes vs. local law enforcement: 9+ minutes**).

- Establishes a **professional-level presence** that fosters trust and confidence among students, faculty, and staff.

- Aligns with a **growing trend among Florida College System campuses** to adopt armed officer models as part of comprehensive safety strategies.

- Reinforces institutional readiness and compliance with evolving safety mandates.

**Florida College System Schools with Existing Sworn Officers:**

# Exploring Law Enforcement

**Scope & Deployment Strategy**

- Assigning a dedicated peace officer to each of the five major campuses, supported by a Chief and Assistant Chief.

- Peace Officers will serve as **subject matter experts** in campus safety and emergency preparedness, ensuring localized leadership and rapid response.

**Financial Considerations**

- **Personnel Strategy**: Pursuing a budget-neutral approach by optimizing staffing; prioritizing quality and specialization.

- **Investment**: Purchase and/partner for essential equipment (vehicles, weapons, body armor, uniforms).

- Peace Officers will be classified under the **Special Risk category** for benefits, supporting retention and appropriate coverage.

# Next Steps & Tentative Timeline

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

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

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

Seek approval for creation from Board
April 2026

Apply for Department creation with FDLE
May 2026

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

Begin recruitment and hiring of peace officers
Spring 2026

# Discussion & Questions

# Better Jobs, Better Lives, Better Communities

2024-27 Strategic Plan Year 1 Update

Ralph Reid
Executive Director, Strategic Planning & Project Execution

# Strategic Plan at a Glance



BETTER JOBS • BETTER LIVES • BETTER COMMUNITIES

ST. PETERSBURG COLLEGE

DELIVER EXCELLENCE IN TEACHING AND LEARNING

DRIVE ECONOMIC ADVANCEMENT

STRENGTHEN OUR COMMUNITY

BETTER JOBS, BETTER LIVES, BETTER COMMUNITIES
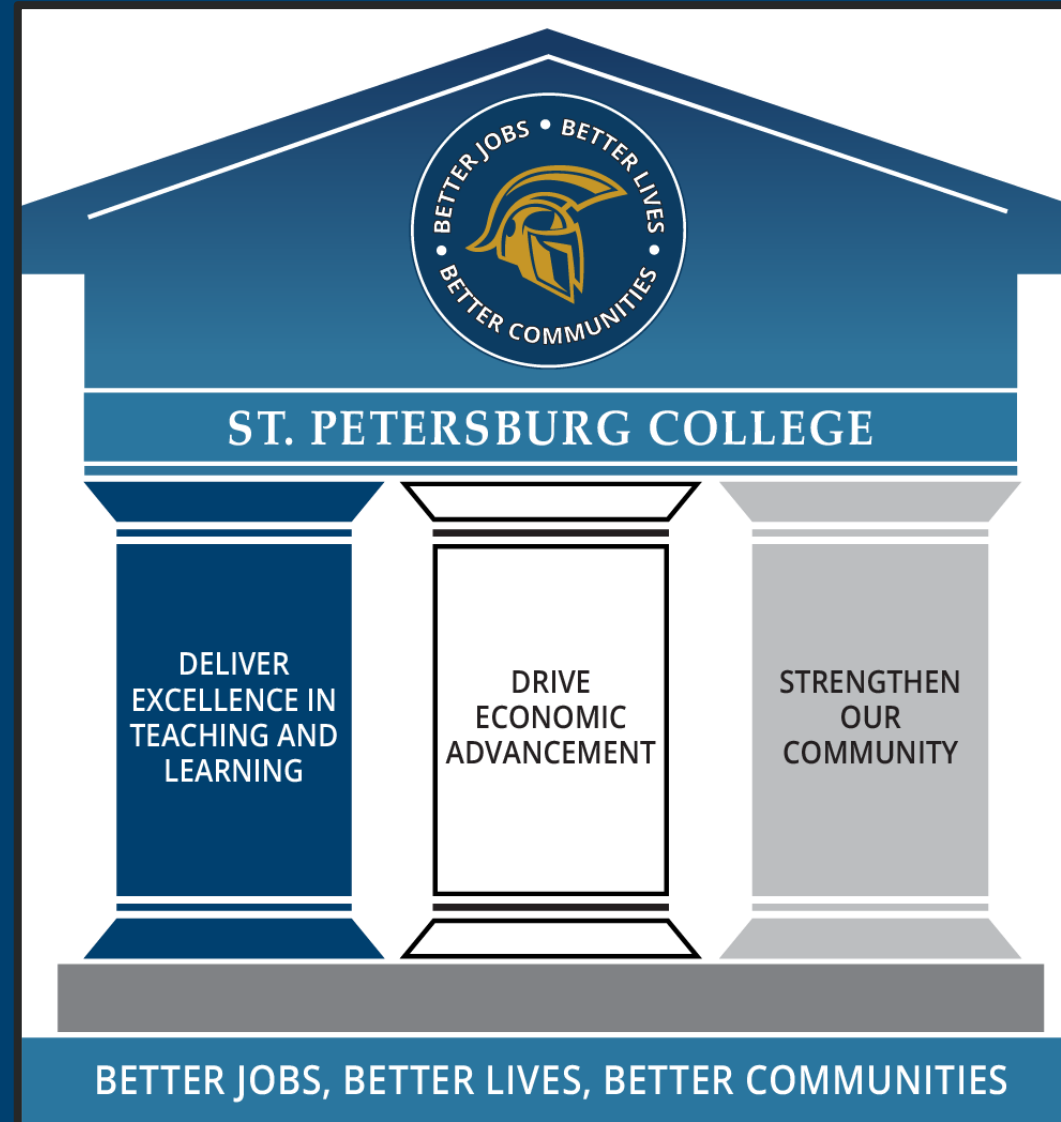
# Strategic Plan Goals and KPIs

## Increase High-Value Program Enrollment

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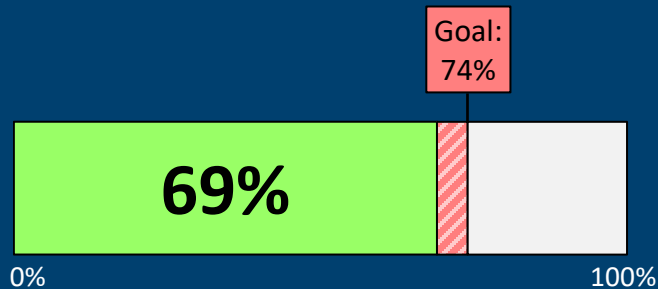
## Enhance Student Persistence

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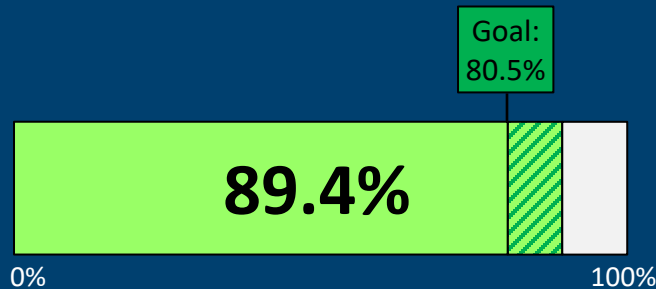
## Boost Completion

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

## Reduce Low-Value Programs

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

## Deepen Corporate Partnerships

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

## Maximize In-Demand Job Placement

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

## Foster Institutional Community

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

## Engage Alumni

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

## Elevate Pinellas

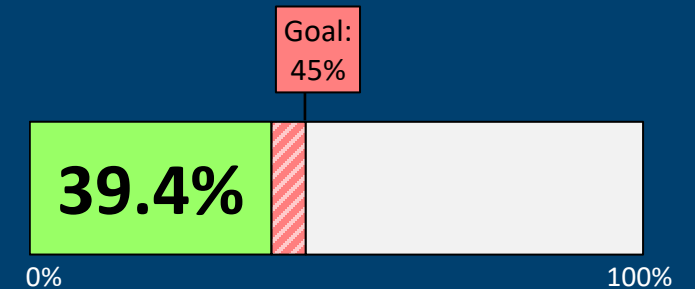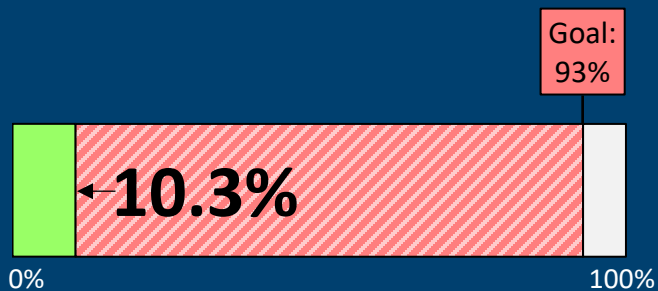Connect with 16,529 disengaged community members to share the benefits of higher education by the end of June 2027.
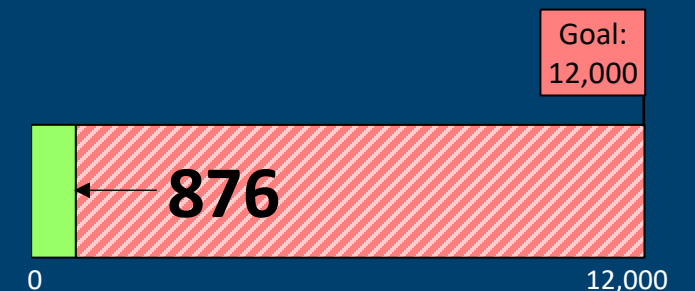
# Strengthen Our Community

Engage SPC students and employees as champions for community change.
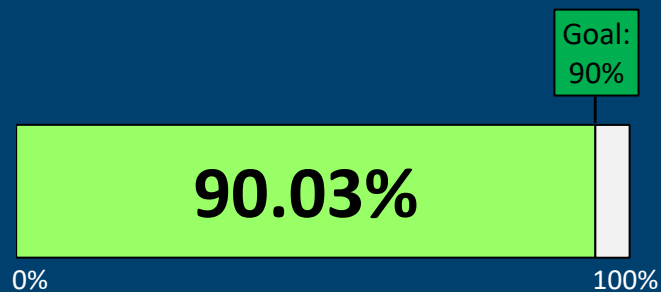
## Foster Institutional Culture

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

Goal: 90%

**90.03%**

0%  100%

## Engage Alumni

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

Goal: 3%

**15.59%**

0%  20%

## Elevate Pinellas

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

Goal: 16,529

**837**
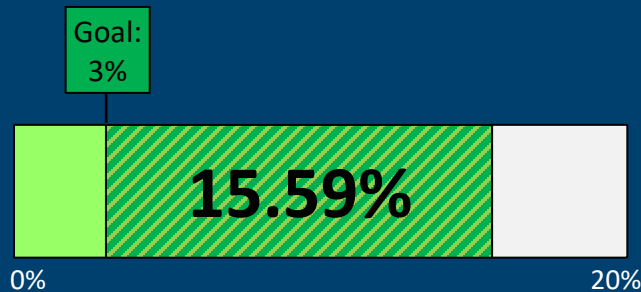
0  16,529

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

# A Living Plan Rooted in Innovation and Efficiency

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

DELIVER EXCELLENCE IN TEACHING & LEARNING

DRIVE ECONOMIC ADVANCEMENT

STRENGTHEN OUR COMMUNITY

# Spotlight 1: College-wide Job Placement Roadmap

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

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

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

# Spotlight 2: Prior Learning + Back2Finish

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

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

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

# Spotlight 3: Governance Modernization

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

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

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

# Aligning Budget to Strategy

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

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

## Distribution of 2025/26 Budget
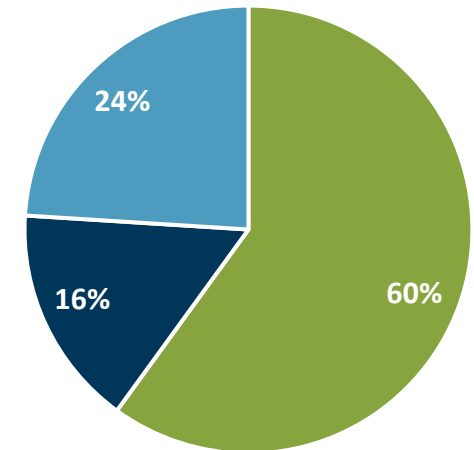
24%

16%

60%

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

# Year 1: Building a Culture of Strategic Thinking

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

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

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

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

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

# Years 2 & 3: What's Next?

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

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

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

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

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

**Everyday operations to strategic linkages**
- Unit scorecards and owner-named tactics
- Manager check-ins tied to KPIs
- Department/division-level dashboards
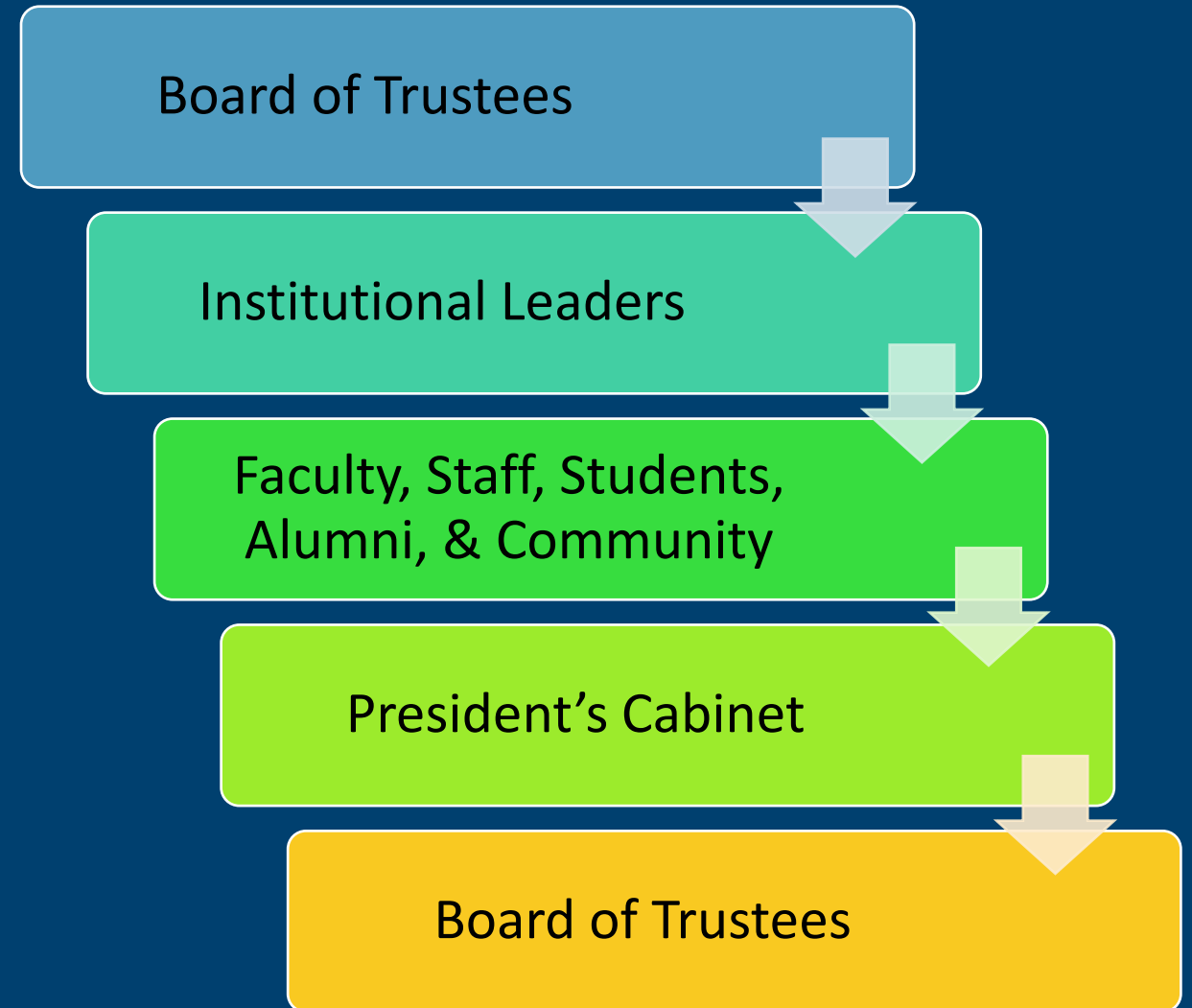
**Risks and mitigations**
- Change adoption and capacity: phased rollouts and training
- Accreditation timing: hold major program changes until complete
- Data maturity: standard definitions and cadence refreshes

# Re-evaluating the Mission, Vision, and Values

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

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

Board of Trustees

Institutional Leaders

Faculty, Staff, Students, Alumni, & Community

President's Cabinet

Board of Trustees

# Better Jobs, Better Lives, Better Communities

**Timeline for the next two years:**

**Summer/Fall 2026**

Year 2 strategic plan status update.

**July 1, 2027**

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

**2025-2026**

Complete accreditation process.

**Spring/Summer 2026**

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

**Fall 2026/Spring 2027**

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

**Summer/Fall 2027**

Year 3 strategic plan status update for current plan.

Questions?