



8,200 DEGREES TO PROSPERITY

THREE-YEAR GOALS & METRICS
2018-2021

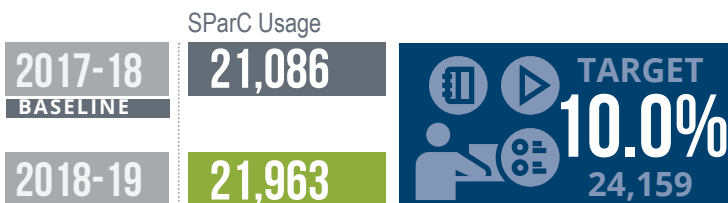
DECEMBER 2019

SPC St. Petersburg
College

PILLAR 1: Academic Excellence

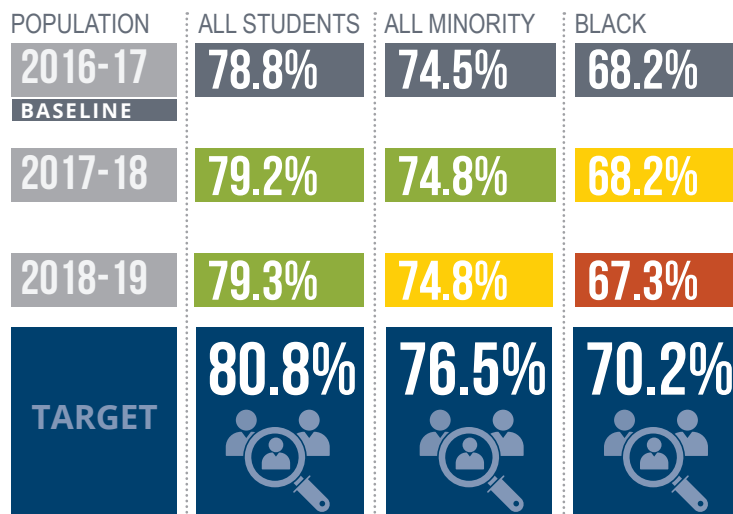
Priority 1 - Enhance the learning experience

GOAL #1: INCREASE EARLY ALERT FACULTY TOOL (SParC) Usage by 10%



Priority 2 - Close achievement gaps

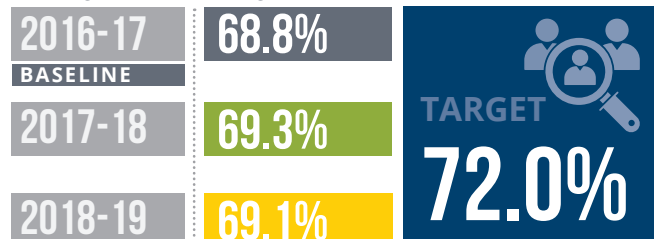
GOAL #1: INCREASE OVERALL COURSE SUCCESS RATE BY 2%



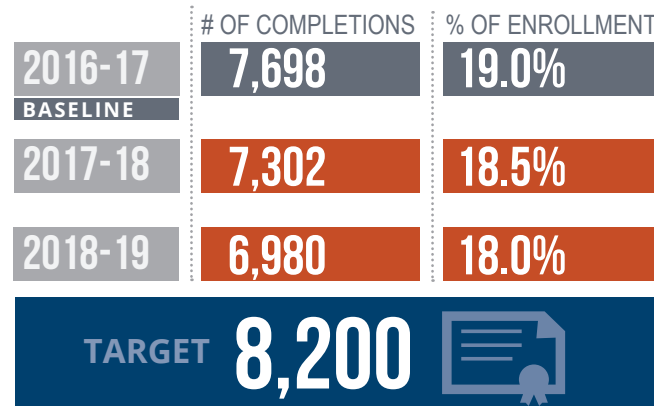
Priority 3 - Maintain student progression through to attainment/completion

GOAL #1: INCREASE RETENTION RATE BY 3.2%

FALL TO FALL RETENTION

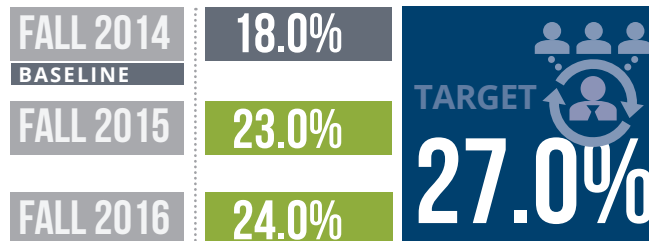


GOAL #2: INCREASE THE NUMBER OF DEGREE AND CERTIFICATE COMPLETIONS BY 6.5%



GOAL #3: INCREASE INTERNAL FALL FTIC 150% COMPLETION RATE BY 50%

FTIC COMPLETE IN 3 YEARS



PILLAR 2: Economic Mobility

Priority 1 - Expand access

GOAL #1: DEVELOP NEW PROGRAMS THAT SUPPORT ENROLLMENT GROWTH AND RESPOND TO INDUSTRY DEMAND

	CREDIT NEW DEGREES/ SUBPLANS	NEW TRANSFER PLANS	NON-CREDIT NEW PROGRAMS	MAJOR MODIFICATIONS
2017-18 BASELINE	5	17	42	22
2018-19	14	5	59	15

Priority 2 - Drive enrollment growth


GOAL #1: INCREASE BACCALAUREATE, A.S. AND CERT. ENROLLMENT BY 5%

	B.S.	B.A.S.	A.S.	CERTIFICATE	TOTAL
2017-18 BASELINE	2,641	3,451	11,599	1,116	18,807
2018-19	2,595	3,374	11,745	1,187	18,901
TARGET	2,773	3,623	12,179	1,172	19,747

Priority 3 - Supply opportunities for students to explore programs that meet their career goals


GOAL #1: OFFER WORK-BASED LEARNING AS PART OF LEARNING EXPERIENCE

INTERNSHIPS

2016-17 BASELINE	2,256	TARGET 3,500 
2017-18	3,206	
2018-19	3,368	

GOAL #2: INCREASE THE NUMBER OF INDUSTRY CERTIFICATIONS EARNED BY 19.4%

#FUNDED INDUSTRY CERTIFICATIONBS

2016-17 BASELINE	731	TARGET 900 
2017-18	754	
2018-19	836	

PILLAR 3: Community Engagement

Priority 1 - Promote civic leadership

GOAL #1: INCREASE CIVIC ENGAGEMENT

SELF-REPORTED DATA
FROM ENGAGE FOR
CHANGE SURVEY

2016-17

BASELINE

2017-18

[11/1/18]

2018-19

[11/1/19]

EVENT ATTENDANCE

1,572



1,317



1,626



VOLUNTEER HOURS

25,979



27,120



14,728



ESTIMATED ECONOMIC
IMPACT

\$598,367



\$654,675



\$374,528



CORNERSTONE: Employee Experience & Engagement

Priority 1 - Enrich equity and diversity in the workplace


GOAL #1: INCREASE DIVERSITY OF BUDGETED STAFF TO BE COMPARABLE TO PINELLAS COUNTY DEMOGRAPHICS

	PINELLAS COUNTY (2018 CENSUS)	ALL SPC FULL-TIME EMPLOYEES	ALL SPC FULL-TIME FACULTY	ALL SPC FULL-TIME A&P	ALL SPC FULL-TIME CAREER SER.
2017-18 [11/1/18]					
BLACK	11.1%	15.0% BLACK	10.8% BLACK	16.5% BLACK	16.5% BLACK
HISPANIC	10.0%	7.2% HISPANIC	5.7% HISPANIC	7.4% HISPANIC	8.1% HISPANIC
WHITE	73.8%	71.1% WHITE	78.6% WHITE	71.3% WHITE	66.3% WHITE
ALL OTHER MINORITIES	5.1%	6.7% OTHER	4.9% OTHER	4.8% OTHER	9.1% OTHER
2018-19 [11/1/19]					
BLACK	11.1%	15.8% BLACK	11.5% BLACK	17.8% BLACK	16.9% BLACK
HISPANIC	10.0%	7.7% HISPANIC	6.2% HISPANIC	6.8% HISPANIC	9.2% HISPANIC
WHITE	73.8%	69.9% WHITE	77.9% WHITE	71.6% WHITE	63.8% WHITE
ALL OTHER MINORITIES	5.1%	6.6% OTHER	4.4% OTHER	3.8% OTHER	10.1% OTHER

Priority 2 - Expand professional development

GOAL #1: INCREASE FULL-TIME FACULTY ENGAGEMENT IN PD BY 10%


FT FACULTY ENGAGED IN PD

2017-18 BASELINE	1,127	TARGET  1,396
2018-19	1,269	

Priority 3 - Ensure engagement and retention

GOAL #1: INCREASE EMPLOYEE RETENTION BY 1.5%

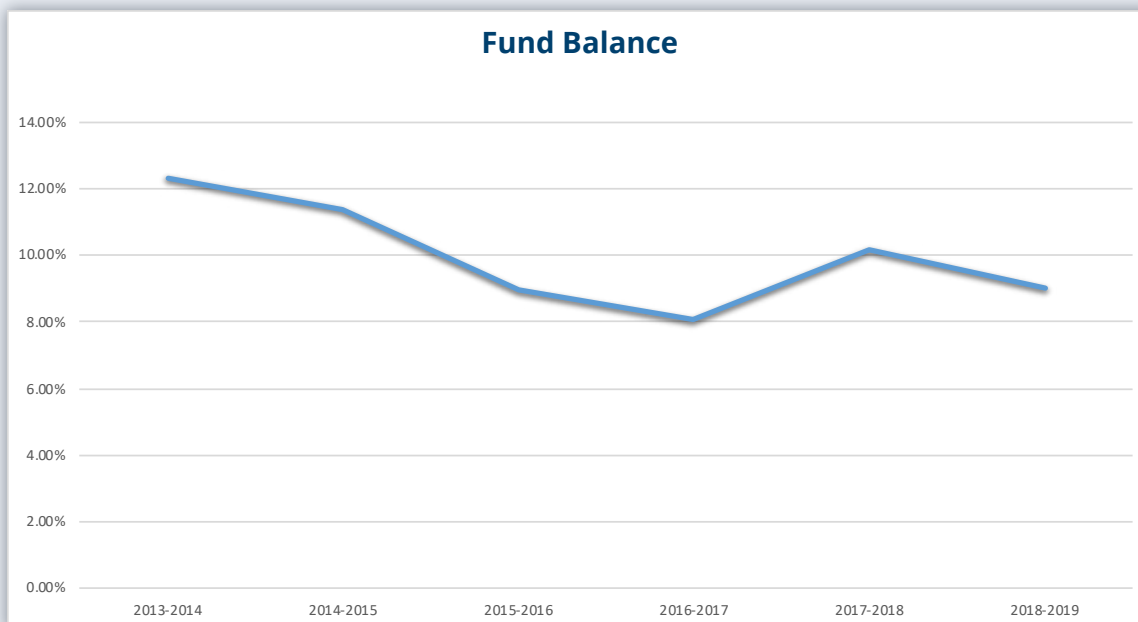
EMPLOYEE RETENTION RATE

2017-18 BASELINE AS OF 11/1/18	88.5%	TARGET  90%
2018-19 AS OF 11/1/19	87.0%	

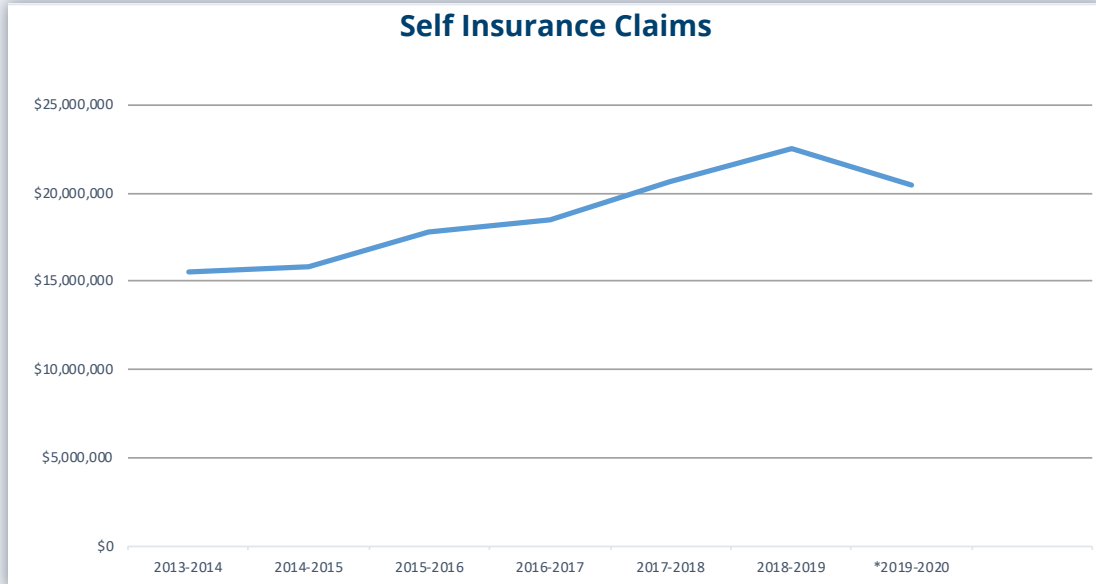
Supplemental document

Overall, SPC is in good financial condition including a strong net position of \$203.8 million and cash and cash equivalents of \$37.5 million as of June 30, 2019. SPC's State reported fund balance ratio came in at 9.01%. The College's financial position is trending in the right direction due to addressing previous areas of concern. First, SPC's self-insurance plan claims have shown significant improvement in calendar year 2019 with projected claims of approximately \$20 million which is down from \$22.8 million in 2018 or a 12.3% decrease. In addition, the Resource Alignment committee is focusing on funding opportunities that include impact driven grants, other revenues (auxiliary services, leases, etc.), and Foundation fund raising. The College is working toward right-sizing our physical footprint and leveraging properties with enrollment and student modality preferences in mind. SPC is continuing to look for ways to reorganize, eliminate vacant or outdated positions, or consolidate job functions. Our most recent effort led to approximately \$900,000 in savings. While the College has made great strides in improving our financial vitality, much work remains. Below are financial trends which validate improvements we are reporting and opportunities where we can do better.

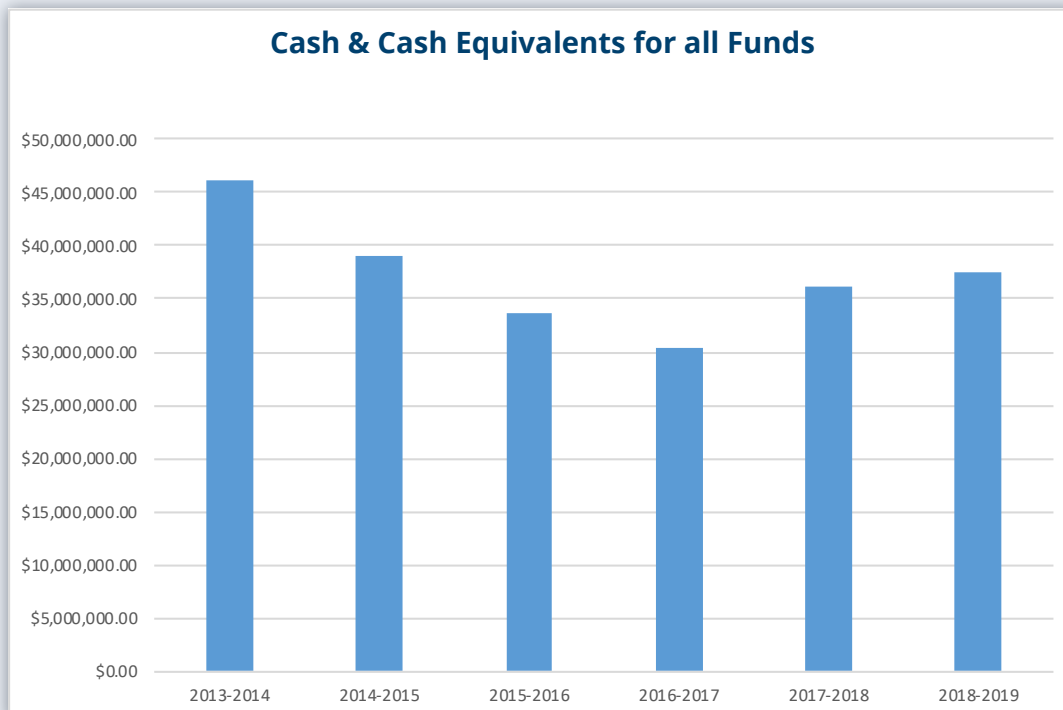
- (1) **SPC Fund Balance** – Fund balance has landed in the range of 8% - 10% for the past four fiscal years. All State Colleges will be required to have a spending plan for anything above 7% fund balance as of June 30, 2020. Similarly, Colleges will be required to have a plan to increase amounts below 7%.



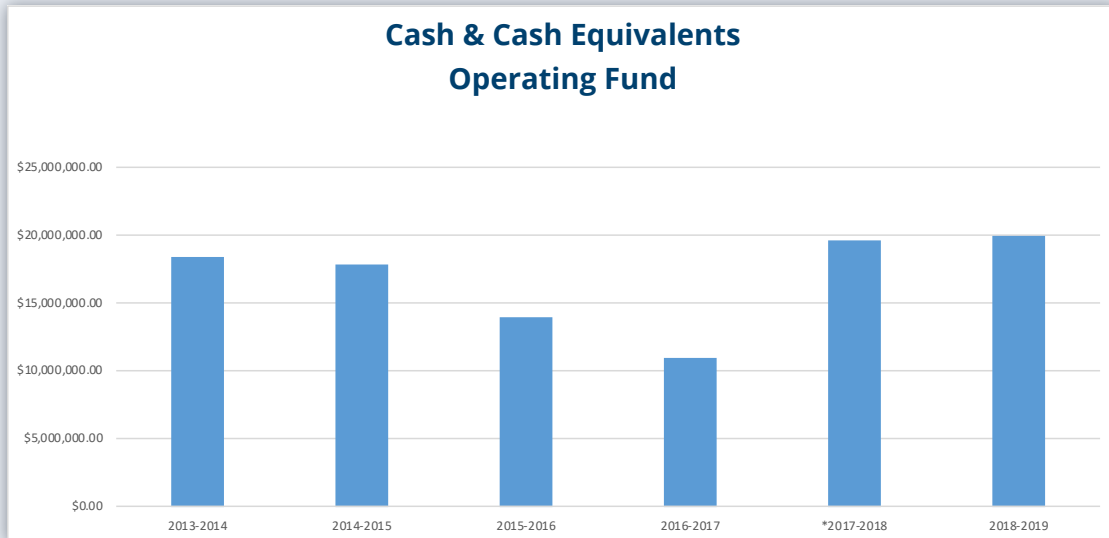
- (2) **SPC Self-Insurance** – Claims have risen every year since FY 2013-14, averaging almost a 10% increase annually. For FY 2019-20, the College is seeing a decline in claims attributable to plan changes implemented last year. The self-insurance plan is reviewed annually for opportunities to reduce or more appropriately align cost.



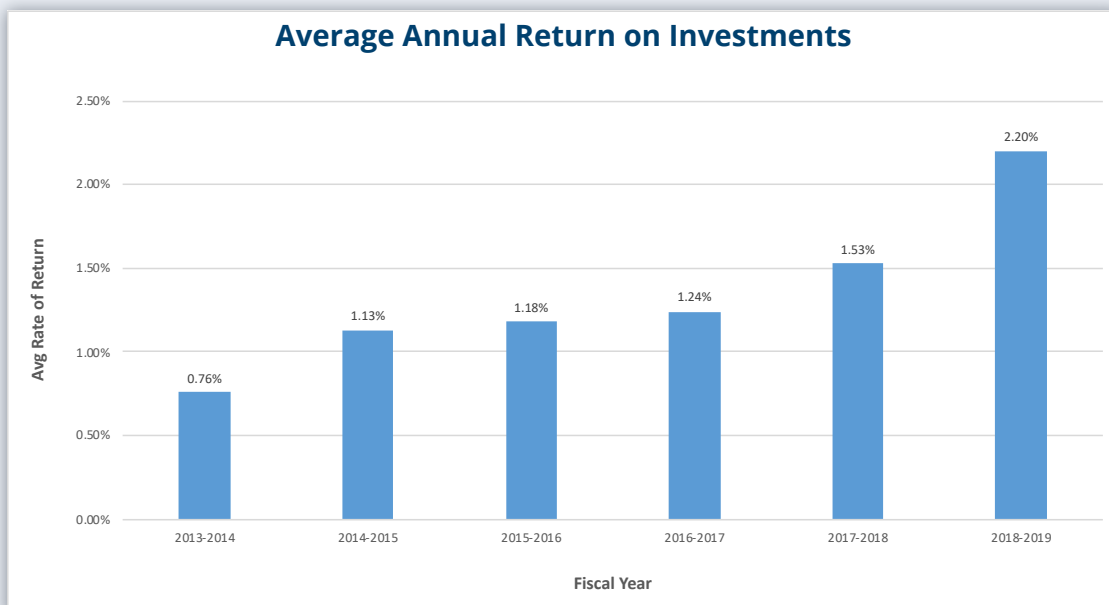
- (3) **Cash and Cash Equivalents for all Funds** – An overall decline from FY 2013-14 (\$46.2 million) to FY 2016-17 (\$30.4 million). FY 2017-18 includes \$6.3 million provided by the Foundation which boosted cash to \$36.2 million and during the FY 2018-19 cash increased by \$1.3 million to \$37.5 million.



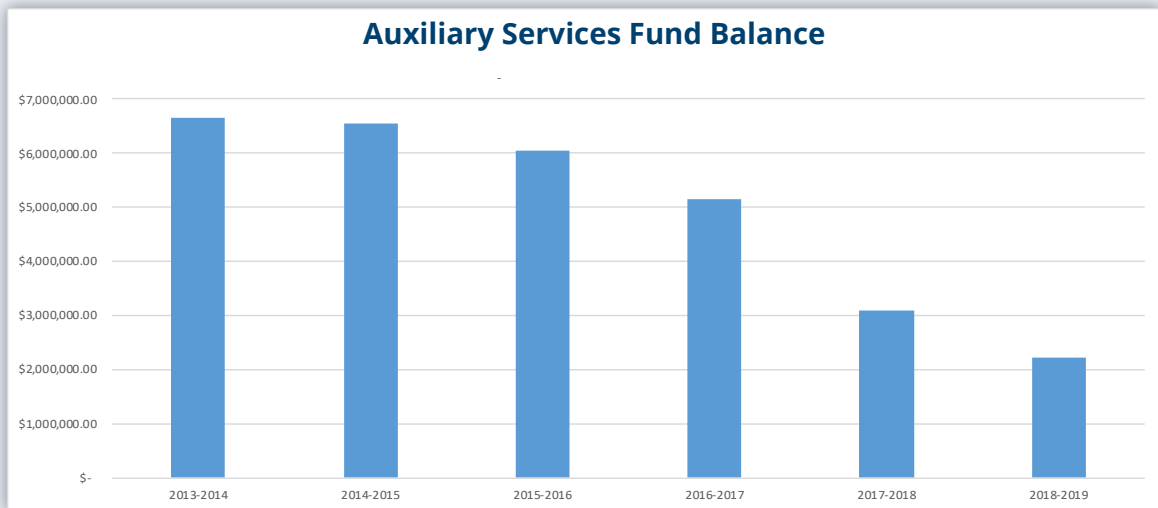
- (4) **Cash and Cash Equivalents for Operating Fund** – An overall decline from FY 2013-14 (\$18.4 million) to FY 2016-17 (\$10.9 million). FY 2017-18 includes \$6.3 million provided by the Foundation. Operating cash increased by \$300,000 for FY 2018-19 and for this year we are expecting another increase in operating cash.



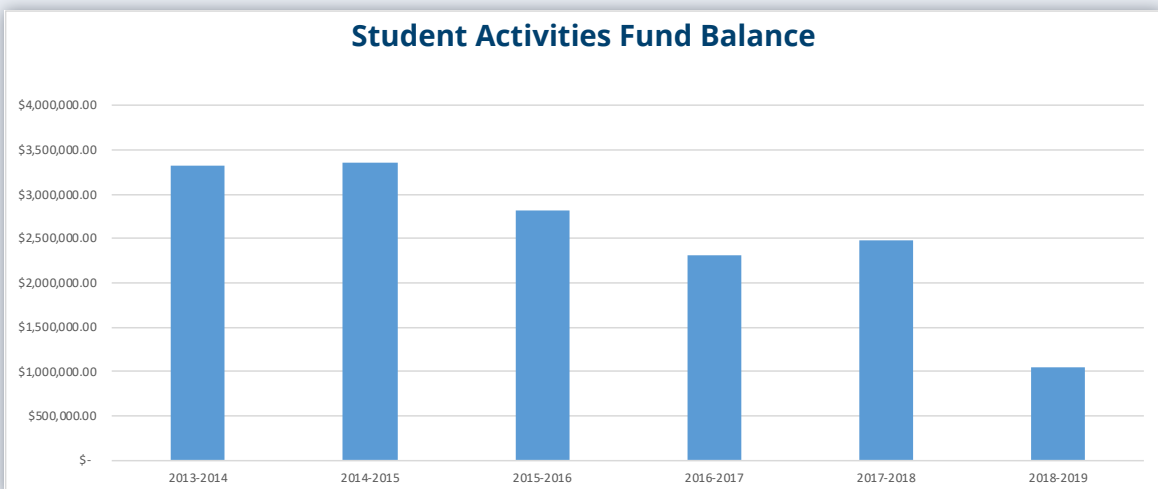
- (5) **Average Annual Return on Investments** – As market rates continue to rise, the average return has risen over the last five years. SPC's investment pool includes Special Purpose Investment Accounts (SPIA), State Board of Administration (SBA), and Certificate of Deposits (CD's).



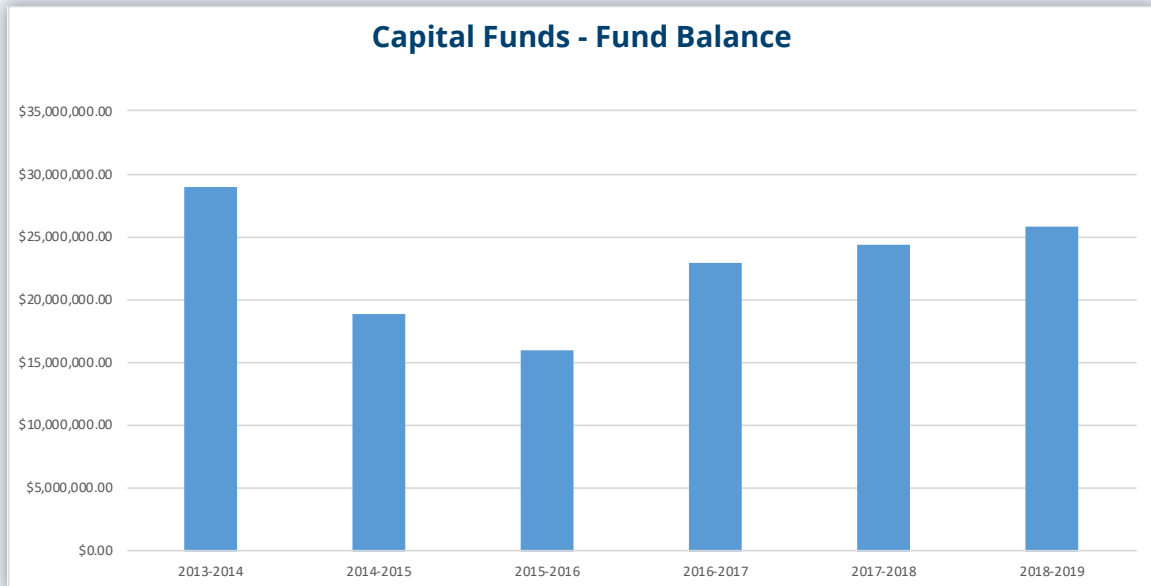
- (6) Auxiliary Services Fund Balance** – One area of concern is SPC’s reliance on the Auxiliary Services fund, which includes revenues from book store sales, Ethics text book royalties, tower leases, pay-for-print services and vending machine commissions. This fund has steadily decreased from \$6.6 million in FY 2013-14 to \$2.2 million in FY 2018-19. Of the \$4.4 million decrease, \$2.4 million was transferred to the Self-insurance (health) fund (\$1.4 mil in FY 2017-18 and \$1 mil in FY 2018-19). In addition, the fund has experienced a decline in revenues (from \$3.4 mil in FY 2013-14 to \$2.7 mil in FY 2018-19). The College is pursuing opportunities to increase these revenues.



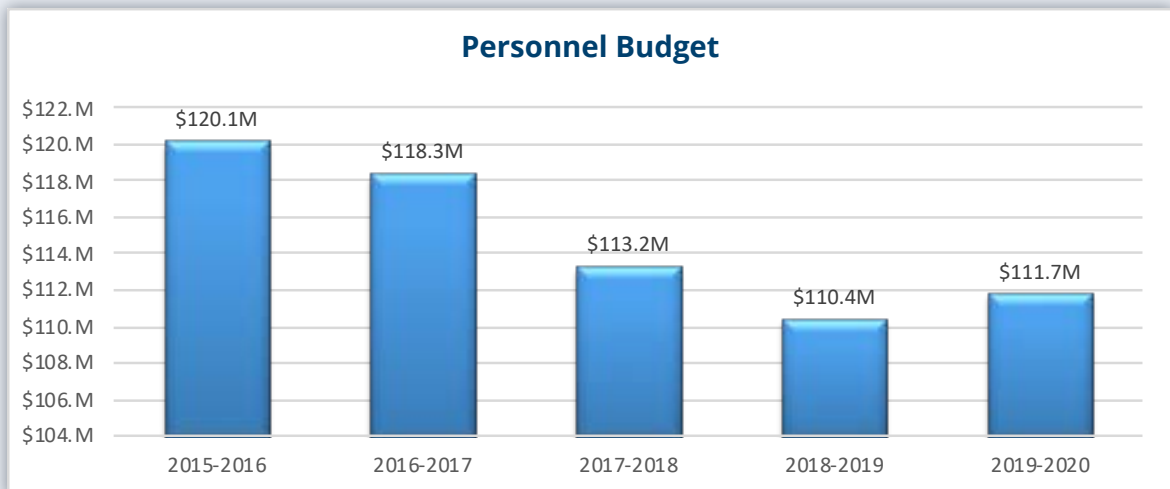
- (7) Student Activities Fund Balance** – The fund balance in student activities is down to \$1.1 million, which is a reasonable balance. These funds are restricted and utilized for student activities such as campus specific activities, student leadership, tutoring, athletics, etc.



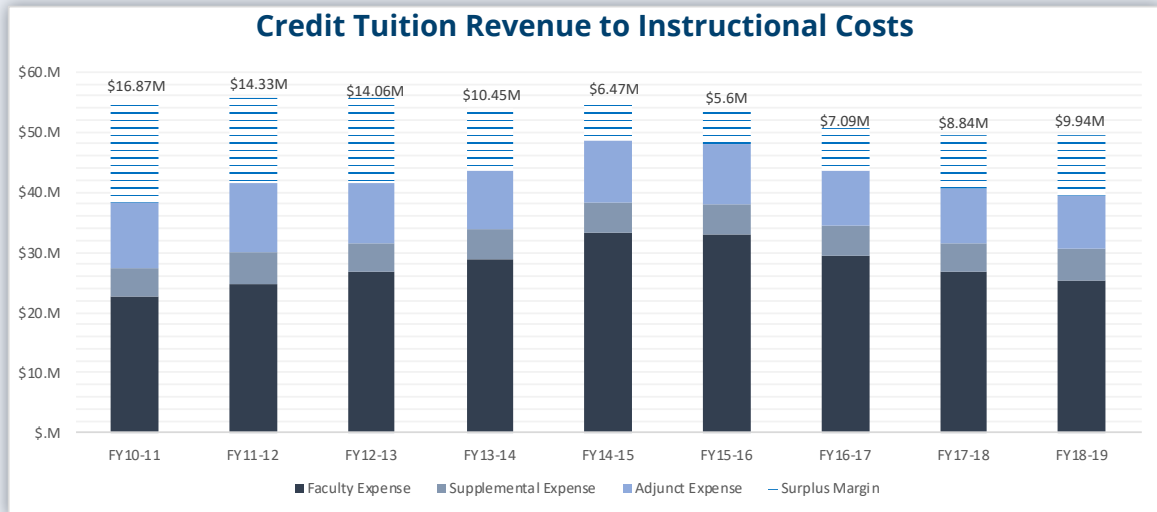
- (8) Capital Funds Fund Balance** – Fund balance at FY 2018-19 totaled \$25.8 million of which \$12.4 million is Public Education Capital Outlay (PECO) and \$7.7 million is Student Capital Improvement Fees (SCIF). Capital funds are largely driven by State funding and vary from year to year, depending on current or anticipated capital projects.



- (9) Personnel Budget** – In the last five years, the college has decreased personnel expense, the largest expense in the College's operating budget, by \$8.4 million, with the largest reduction occurring in FY 2017-18 (\$5.1 M). To achieve this reduction, SPC reviewed the need for numerous vacant positions, eliminated outdated or vacant roles, and consolidated duties.

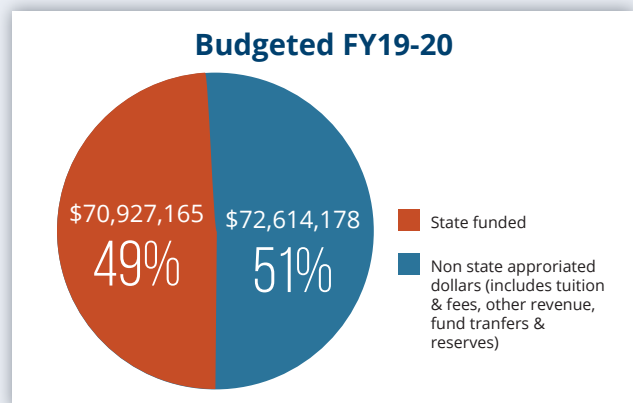


(10) Increased efficiencies lead to increased surplus margins. The chart below displays the surplus margin between credit tuition and instructional expense general ledger codes. The surplus margin has increased by 40.2% from \$7.09 million to \$9.94 million, over the past three years.



SPC's financial position has improved significantly over the past few years. The College continues to streamline, find efficiencies and improve operations, such as in the following areas:

- Increasing the surplus margin;
- Reviewing course modality as face-to-face shifts to online enrollment and how course delivery impacts physical footprint;
- Developing a more student-centered course schedule;
- Updating and expanding program offerings;
- Analyzing health insurance expenses, projecting health insurance costs and making necessary plan modifications;
- Evaluating positions to curb personnel expense;
- Implementing various strategies and tactics to stabilize and improve enrollment;
- Forming beneficial community partnerships that lead to new funding and cost saving opportunities and;
- Leveraging real estate assets to increase operating efficiencies and decrease costs.





THROUGH A COMMUNITY OF CARE & EQUITY LENS

ACADEMIC
EXCELLENCE

ECONOMIC
MOBILITY

COMMUNITY
ENGAGEMENT

FINANCIAL VITALITY

EMPLOYEE EXPERIENCE & ENGAGEMENT

OUR MISSION

Empower our students and community to achieve success and economic mobility through academic excellence and engagement

OUR VISION

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

SPC St. Petersburg
College

The Board of Trustees of St. Petersburg College affirms its equal opportunity policy in accordance with the provisions of the Florida Educational Equity Act and all other relevant state and federal laws, rules and regulations. The college will not discriminate on the basis of race, color, ethnicity, religion, sex, age, national origin, marital status, pregnancy, sexual orientation, gender identity, genetic information, or against any qualified individual with disabilities in its employment practices or in the admission and treatment of students. Recognizing that sexual harassment constitutes discrimination on the basis of sex and violates this Rule, the college will not tolerate such conduct. Should you experience such behavior, please contact Pamela Smith, the director of EA/EO/Title IX Coordinator at 727-341-3261; by mail at P.O. Box 13489, St. Petersburg, FL 33733-3489; or by email at eaao_director@spcollege.edu

12/2019