



LEADERSHIP
FLORIDA®

STRATEGIC PLAN

AS ADOPTED BY THE BOARD OF DIRECTORS
ON JUNE 5, 2025



Leadership Florida Family and Supporters:

We are excited to present to you Leadership Florida's Strategic Plan as adopted by the Board of Directors on June 5, 2025!

The process to produce this plan has been extensive. The Strategic Plan Committee received, considered, and integrated specific input provided by more than half of our members and a wide variety of stakeholders. The passion that our members and stakeholders have for Leadership Florida is refreshing.

The strategic planning process has validated the important and unique role that Leadership Florida serves and its value to our members and to our state. We have been reminded of precisely what our organization is and what it is not. Our value proposition to current and future members remains our class programs, post-class experiences, and the relationships that we form through active involvement in Leadership Florida - the relationships that equip our members to better serve the state of Florida.

This Strategic Plan is intended to provide a guidepost to ensure Leadership Florida's continued success as we and our members and stakeholders embrace the challenges and opportunities in front of us.

We look forward to partnering with you as we continue to serve Leadership Florida and the state.



David Nicholson
Strategic Planning Committee Co-Chair



Kam Patton
Strategic Planning Committee Co-Chair

With input from the 2024-2025 Leadership Team Members and the Board of Directors.

The directive for this Strategic Plan was to refresh the previous plan by keeping and maintaining successful components and adding new thoughts, ideas, and initiatives to mirror today's changing dynamics across the state and any needs of Leadership Florida that require addressing. No changes have been recommended to the Mission, Vision, or Value statements.

Who is Leadership Florida?

Leadership Florida is a unique organization that takes a holistic view of the conditions and challenges facing our great state and offers a continuum for expanding the impact of community leaders across the state. Created in 1982 by the Florida Chamber of Commerce, Leadership Florida seeks to build a sense of statewide community by identifying and educating individuals who have the passion, commitment, and positioning to help make great things happen.

The individual contributions of more than 1,700 active Leadership Florida members are multiplied by their collective strength and enhanced by the distinct and diverse regions of Florida in which they reside. The members of Leadership Florida are dedicated not only to their local communities but also to the statewide community of Florida. From its vibrant annual classes to active region groups, to its broad committee structure encouraging long-term involvement by all members, Leadership Florida is a dynamic organization designed to promote statewide leadership. While leadership programs exist locally and in many other states, none rival Leadership Florida's ambitious class offerings.

Knowledge is a key element of leadership, and each Leadership Florida program is designed to enhance understanding of issues critical to Florida. Leadership Florida also develops bonds among Floridians who combine their talents and resources to build an even greater Florida community by community.

MISSION

We convene a statewide community of leaders to recharge their leadership skills and to educate and inspire them to work for a better Florida. We provide meaningful forums for sharing essential information and viewpoints; we create opportunities for experiences that are inviting, inspiring, and of lasting value.

VISION

As a strong, trusted, diverse, and growing community of Florida leaders, we are an important catalyst for creating new opportunities for our state through our powerful connection to one another.

VALUES

We are unified in our respect for and accessibility to one another, and in our passion for Florida. We draw strength from our diversity.

A rectangular array of 40 dots arranged in 10 rows and 4 columns.

-



Out of State: 45

A 4x3 grid of 12 dots, arranged in 4 rows and 3 columns.



**** As of July 31, 2025.**

1982
The Florida Chamber of Commerce
launches Leadership Florida.

1986
Glenda Hood, Cornerstone Class 1,
becomes the first female chair;
she later becomes Mayor of Orlando, and
later Florida's Secretary of State.

1988
Leadership Florida hires its
first Executive Director.

1989
Wendy Walker becomes the
Executive Director, a position she
would hold for 28 years.

1990
Leadership Florida begins tradition
of recognizing outstanding service to
our state with awards.

1991
In response to a challenge from
President Jimmy Carter,
Leadership Florida begins its
mission to "create a sense of
statewide community."

1994
Leadership Florida Statewide Community
Foundation, Inc established,
creating a separate 501(c)3.

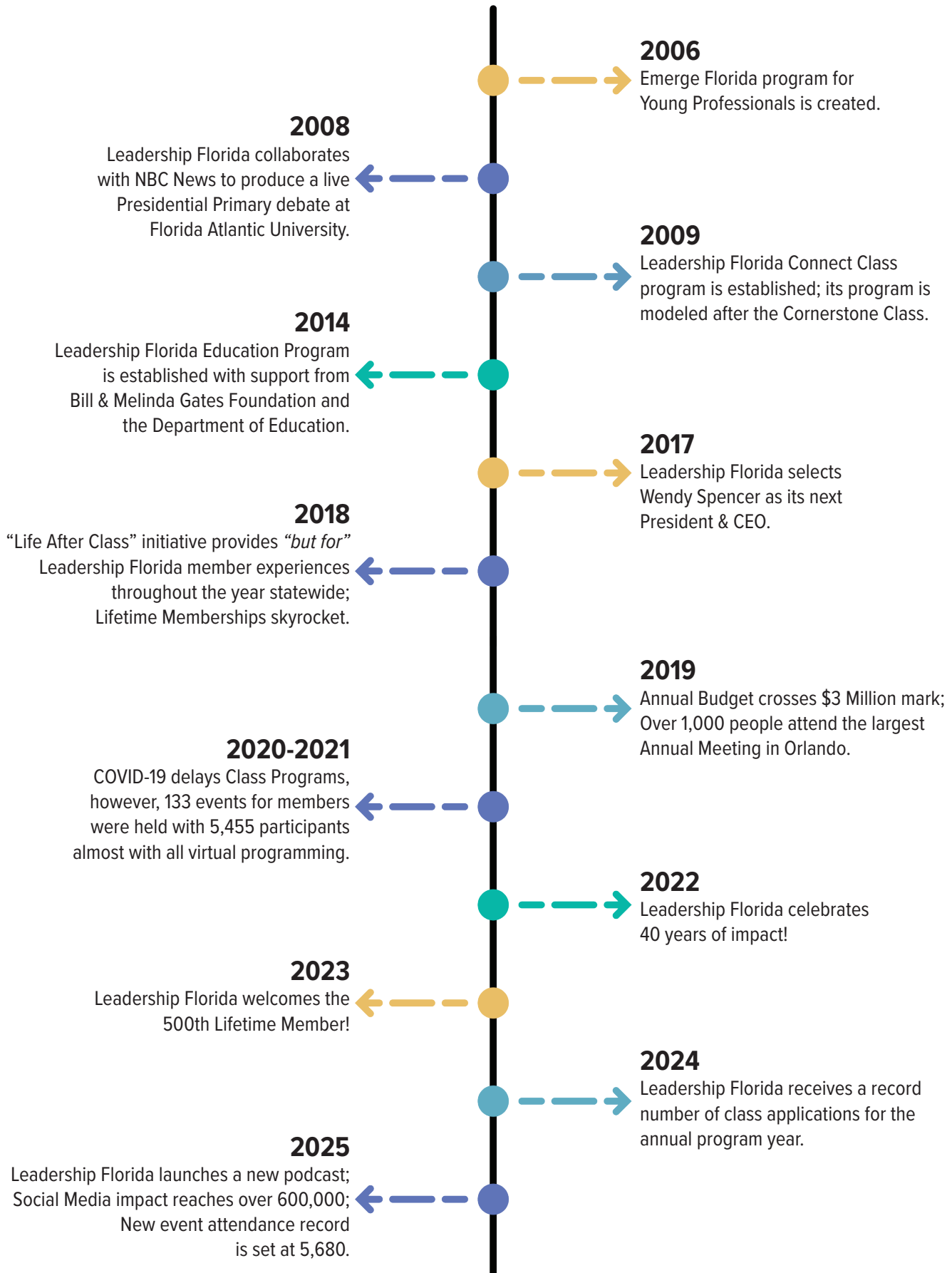
1995
Leadership Florida produces the
Symposium on Statewide Community
for Freshman Legislators.

1997-2016
The Leadership Florida College
Program is established.

1999
Leadership Florida partners to produce
"The Florida Formula," a toolkit to address
problems facing Florida communities.

2001
Leadership Florida creates the first
ever Executive Leadership program.

2002
Leadership Florida launches its "Faces of
Florida" campaign to raise awareness of
prejudice and help to reduce its impact.



At-a-Glance



Members continue to remain engaged with Leadership Florida through various ways.

As of June 30, 2025, Leadership Florida has **23,350 active followers** across its four social media channels; Facebook, Instagram, LinkedIn, and X.

The 2024-2025 year gathered over **600,000 impressions** - and continues to grow!

Across the state, Leadership Florida hosted 106 meetings and events including 5,680 attendees committed to growing its mission.



In recent years, Leadership Florida has explored remarkable "but for" destinations including...

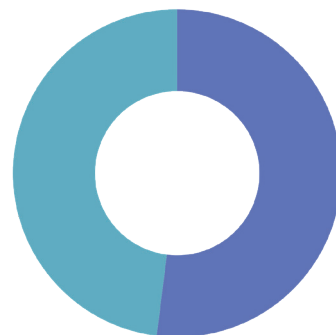
- 2018: London
- 2021: Santa Fe / Albuquerque
- 2022: Rome / Florence
- 2022: Napa Valley
- 2023: Greece
- 2024: Portugal
- 2024: North Carolina Mountains
- 2025: Return to North Carolina Mountains
- 2026: Kentucky
- 2026: Spain

Leadership Florida is in a strong financial position with more than one year of operating reserves in case of emergencies.

Leadership Florida remains dedicated to recognizing and honoring members who hold special designations within our community through directories and spotlights, including:

- Veterans and Active Military
- Public Safety Officers
- Retirees
- Lifetime Members
- La Florida Society Members
- *Florida Trend* 500 Honorees
- Sponsor Spotlights
- *Journeys to Success* Stories
- *Movers and Shakers* Blog
- *Game Changers* Blog
- *Leadership Florida: The Leadership Exchange* Podcast

Of its 315
Retired Members,
48%
remain active in the
organization.



Leadership Florida is committed to delivering a successful and highly engaging Annual Meeting each year, featuring notable speakers such as Jon Meacham, Carla Harris, General Stan McChrystal, Brian Moynihan, John Hope Bryant, Claire Diaz-Ortiz, and more, who inspire, challenge, and elevate our statewide leaders. We will continue to secure distinguished voices to ensure relevant, high-impact programming.

Equally important, we remain dedicated to rotating our Annual Meeting at captivating destinations throughout the state, showcasing Florida's unique environment.

Through this commitment, the Leadership Florida Annual Meeting will remain a signature experience that advances our mission, deepens our connections, and celebrates leadership in Florida.

Recent Annual Meeting Locations:

- 2017: The Breakers, Palm Beach
- 2018: The Ritz-Carlton Sarasota, Sarasota
- 2019: Disney's Grand Floridian Resort, Lake Buena Vista
- 2020: Canceled due to COVID-19
- 2021: The Diplomat Beach Resort, Hollywood
- 2022: Loews Sapphire Falls Resort at Universal, Orlando
- 2023: The Boca Raton Resort, Boca Raton
- 2024: Sunseeker Resort, Charlotte Harbor
- 2025: JW Marriott Tampa Water Street, Tampa
- 2026: Disney's Coronado Springs Resort, Orlando



Leadership Florida Inaugural Choir sings at the Annual Meeting in 2025



Leadership Florida Priority Areas

Recruit Committed Members

Recruit high quality Floridians who care deeply about Florida's future.

Engage and Retain Inspired Members

Educate, engage, communicate, promote, and retain members during class and post-class activities who will remain active leaders for Florida.

Present Quality Programs

Provide quality programs that contribute to lifelong learning and meaningful experiences, while building bonds of friendships and partnerships for life.

Priority #1: Recruit Committed Members

Recruit high quality Floridians who care deeply about Florida's future.

As Florida's demographics shift, Leadership Florida must find new ways to recruit members from a variety of backgrounds and experiences who are likely to become future leaders of the state. To achieve this goal, Leadership Florida will:

- Use new technology and tools to analyze areas and improve recruitment of diverse candidates for class programs.
- Encourage members in each Region to share best practices in effective recruitment.
- Renew the emphasis that Leadership Florida is an opportunity for lifelong engagement well beyond the class program year.
- Communicate to Florida CEOs about Leadership Florida opportunities for the variety of Class Programs offered as the Connect and Education Class programs are still considered new and somewhat unknown.
- Promote Leadership Florida to local Economic Development and Chamber groups about the value of their members joining Leadership Florida. Communicate with local leadership programs for recruiting purposes.
- Consider ways to support quality multi-year applicants.
- Consider roles for retired executives in Leadership Florida, whether that is including them in Class Programs or establishing a program or event for them.
- Strive to recruit members from every county in Florida, keep them engaged, and ask them to recruit others.
- Create a strategy for recruitment to develop a pipeline of quality candidates for each class.
- Continue to attract and retain members with the highest quality credentials and the potential for significant contributions to Florida, their communities, and to the organization.
- Recruit members who can transition from their class into long-term engagement in the organization and its leadership.



“

MASTERFUL.

You guys have nailed the successful footprint of this leadership nurturing model by the visible fruit of intentionality that births the priceless synergy amongst each cohort and across the organization.

I'm sold already after our first session.

- Cornerstone Class Member

”

Priority #2:

Engage and Retain Inspired Members

Educate, engage, communicate, promote, and retain members during class and post-class activities who will remain active leaders for Florida.

As Leadership Florida evolves, its continued success will rely on its ability to retain and engage members for long term participation, service, and leadership.

To achieve this goal, Leadership Florida will:

- Instill the understanding that the Leadership Florida experience goes well beyond the members' class experience.
- Explore member types to feature. Current list includes veterans and military men and women, retirees, Journeys to Success, Lifetime Members, sponsors, and Movers and Shakers. Consider adding law enforcement, educators, La Florida Society members, and others worthy of special recognition. Promote sponsor engagement through recognition programs like podcasts and other added features.
- Continue to showcase members' achievements, job changes, promotions, awards, and other success through social media. This creates a source of pride among members and a method for members to stay informed about each other.
- Provide stimulating educational forums and experiences that will inspire and motivate members to consider:
 - How they can contribute to a better community, state, region, and nation.
 - How they can make a difference in the quality of life for their fellow Floridians.
- Better promote the Interest and Experience Section of the Leadership Florida website so members can access it to be matched with other members who have shared interests, networks, resources, and learning opportunities.
- Use technology to enhance the Leadership Florida experience both in Class and after-Class; continue to enhance the website and all social media platforms for maximum exposure and learning tools.
- Continue to bring value to the Learn and Lead content on the website.
- Develop compelling educational programming to foster personal and professional growth.

- Explore a self-directed mentoring program where members would agree to be listed as available for mentoring and mentor-seeking members would reach out to seek their engagement; the system would allow the mentor to turn on and off their availability based on their schedules or timing.
- Engage the Executive Class alums in a one overnight session one year prior to the next new Executive Class to re-engage, provide meaningful content, and request their assistance in recruitment for the next Executive Class and all Classes. New Executive Class programs convene every third year.
- Leverage retiree engagement in programs, events, awards, and engage them in planning events for post-class programming.
- Identify groups of members by interests and hobbies and provide programming, trips and experiences for those cohorts. Examples are kayaking, wine and food events, fun runs, horseback riding, pickleball, and more.
- Find creative ways to lift up members and their business line of work as in a new podcast to feature members.
- Encourage members to reach out to others for self-organized mentorships; ask membership to be open to participating.
- Measure growth in numbers and engagement by Regions and assess best practices to emulate in Regions with less participation.
- Create events and opportunities to engage members from less populated counties: meeting them where they are.
- Prioritize re-engaging lapsed members with personal invitations and outreach.



Priority #3: Present Quality Programs

Provide quality programs that contribute to lifelong learning and meaningful experiences, while building bonds of friendships and partnerships for life.

Leadership Florida will continue its commitment to high quality programs that exceed members' expectations. To achieve this goal, Leadership Florida will take the following actions in its class and post-class programs.

Class Programs

- Continue to execute excellent high-quality programming for Cornerstone, Connect, Education, and Executive Classes by keeping the programs dynamic, unique, interactive, entertaining, educational, and an exceptional experience that members cannot have outside of Leadership Florida.
- Develop educational experiences that are inclusive of all generations.
- Encourage all class presenters to offer resources for members to individually learn more, volunteer, donate, or advocate for causes and issues that interest members.
- Provide provocative programming that stimulates the dialogue for Florida-centric issues.
- Provide real time content on trends and issues that are on the minds of Floridians.
- Provide a good balance of learning and entertaining experiences to help build lasting bonds of friendship.
- Refresh topics that are current like trainings on AI, advanced technology, autonomous vehicles, etc.

**Leadership Florida
has elevated my career
and relationships...
Most valuable program
I have ever participated in!**





“Life After Class” Programs

- Consider creative and better use of virtual engagement.
- Include program themes around dignity, respect, and honor.
- Consider ways in which AI can enhance member-engagement.
- Offer program of at least one big issue facing Florida at the Annual Meeting.
- Establish quality programs, platforms, classes, and activities for members across the state.
- Explore the value of identifying a group of nonprofit organizations that convene to discuss best practices and establish a learning forum; this could be a fee-for-service as a resource generator for Leadership Florida.
- Engage older members for unique offerings, including intergenerational programming.
- Renew the previously established regional lists of people, places of interest, and events. Use this repository of ideas to create “But For” Leadership Florida experiences that add special components to each activity beyond what members could experience on their own. This special database will be shared with Region leaders to develop events and activities for members in their Regions and across the state, as well as for Class Programs.
- For Regions: include training and technical assistance to pass on institutional knowledge, prepare Region leaders, exchange best practices, offer shared and cross-Region activities, stimulate new member recruitment and integrate new members into the Region network.
- Establish and report on specific Region performance measures and outcomes.
- Create pathways for members to connect to post-class experiences.
- Offer and execute one “But For” trip on an annual (or near annual) schedule for all members. Research member interests for international and national excursions
- Evaluate future programming offerings based on industry growth and change in our state.



Cornerstone Class Program

Leaders are chosen annually to participate in a stimulating and thought-provoking educational program consisting of sessions held in cities throughout the state. These sessions include programming on issues critical to Florida, leadership skills assessment and training, and relevant information on Florida's history, demography, and opportunities.

Established: 1982

Number of Graduates: 2,162

Audience: Leaders, age 40+



Executive Class Program

This by-invitation-only, three-day program provides an exclusive and unique opportunity for top executives in Florida to better understand the state's economic, political, and civic dynamics, and to connect with other statewide decision-makers. Program content includes Florida demographics, history, trends, statewide economic and budget information, and interactive sessions with Florida's top government leaders.

Established: 2001

Number of Graduates: 204

Audience: Florida CEOs & Executives



Connect Class Program

The Connect Class program is the state's only leadership program that spans industry boundaries and focuses solely on developing Florida's existing and emerging leaders. Each session focuses on key issues and opportunities specific to Florida while intertwining leadership skills and development.

Established: 2009

Number of Graduates: 561

Audience: Leaders, age 25-39



Education Class Program

Each session provides participants with a comprehensive look at K-12 education from international, national, and statewide perspectives for the purpose of advancing K-12 outcomes in Florida. Programs focus on educational systems, the examination of best practices, schools, classrooms, partnerships, and innovation. Members of the Education Program are challenged to apply what they learn in their own work, whether it is in a classroom or a boardroom.

Established: 2014

Number of Graduates: 361

Audience: Leaders in Education

Strategic Planning Committee, 2024-2025

DAVID NICHOLSON

Strategic Planning Committee Co-Chair
VP - Legal & General Counsel
TECO Energy
Tampa
Cornerstone Class 35

KAM PATTON

Strategic Planning Committee Co-Chair
Superintendent
Alachua County Public Schools
Naples
Cornerstone Class 31 & Education Class 1

JIM GILMORE

Strategic Planning Committee Member
The Southern Group
Jacksonville
Cornerstone Class 29

JOHN HORNE

Strategic Planning Committee Member
Chief Executive Oyster
Oysters Rock Hospitality
Bradenton
Cornerstone Class 28

RODNEY JACOBS

Strategic Planning Committee Member
Executive Director, Civilian Investigative Panel
City of Miami
Miramar
Connect Class 12

MELISSA LIME

Strategic Planning Committee Member
Principal
St. Johns County School District
St. Augustine
Education Class 8

HENRY MACK

Strategic Planning Committee Member
Senior Advisor, U.S. Department of Labor
US Department of Labor
Tallahassee
Connect Class 9

CORINA VELASQUEZ

Strategic Planning Committee Member
Executive Director, Human Resources
New College of Florida
Hialeah
Connect Class 6

** Occupations and affiliations reflect positions held during Leadership Florida's 2024-2025 year.*

As adopted by the Board on June 5, 2025

Board of Directors, 2024-2025

RON CHRISTALDI

Board Chair

Partner & President/CEO, Shumaker
Advisors Florida
Shumaker
Tampa
Cornerstone Class 36

ASHLEY BROWN

Region Chair Representative

President & CEO
Women's Resource Center
Sarasota
Cornerstone Class 31

ELLICE MARTINEZ

Region Chair Representative

Associate Vice President, Community
Engagement
HCA Florida Healthcare
Coral Springs
Connect Class 10

MICHAEL WYNN

Chair-Elect

President
Sunshine Ace Hardware
Naples
Cornerstone Class 30

BRIAN CARTER

Audit Chair

Partner
Mauldin & Jenkins
Bradenton
Cornerstone Class 38

KAREN MOORE

Florida Chamber of Commerce Rep.

CEO & Founder
The Moore Agency
Tallahassee
Cornerstone Class 14

AMY MANGAN

Past-Chair

Executive Director, AdventHealth Ocala
Foundation
AdventHealth
Ocala
Cornerstone Class 37

KATE COTNER

Connect Class 14 Chair

Director of Community Engagement
Florida Power & Light Company
Juno Beach
Connect Class 12

BEMETRA SIMMONS

Cornerstone Class 42 Chair

President & CEO
Tampa Bay Partnership
Tampa
Cornerstone Class 38

ALLISON HILL

Finance Chair

President/CEO
LifeView Group
Pensacola
Cornerstone Class 36

SCOTT DAIGLE

Cornerstone Class President Co-Chair

Market President - North Florida
TD Bank
Tampa
Cornerstone Class 41

KIM VASSAR

Connect Class President

Fort Lauderdale
Connect Class 13

ROBIN DELAVERGNE

Governance Chair

Senior VP, External Affairs
Tampa General Hospital
Tampa
Cornerstone Class 38

GEORGE FORMAN

At-Large Member

COO
Palm Beach County Sheriff's Office
West Palm Beach
Cornerstone Class 36

JENNIFER VIGNE

Education Class 9 Co-Chair

President & CEO
Education Foundation of Sarasota County
Sarasota
Education Class 4

AUNDRA WALLACE

Development Chair

President
JAXUSA Partnership
Jacksonville
Cornerstone Class 34

CHRIS HAND

Region Chair Representative

Attorney
Hand Law
Jacksonville
Cornerstone Class 36

MARK WILSON

Florida Chamber of Commerce Rep.

President & CEO
Florida Chamber of Commerce
Tallahassee
Cornerstone Class 26

AKIN AKINYEMI

Cornerstone Class 42 Co-President

Property Appraiser
Leon County Property Appraiser
Tallahassee
Cornerstone Class 41

DANTÉ JENNINGS

Education Class President

Director of Strategic Initiatives
Jacksonville Public Education Fund
Jacksonville
Education Class 8

JEANETTE YAEGER

At-Large Member

VP
Greatness, Inc.
Tallahassee
Cornerstone Class 38

MARK BENNETT

At-Large Member

Region Executive
Bank of America
Jacksonville
Cornerstone Class 40

FRED KARLINSKY

General Counsel

Shareholder & Global Co-Chair, Insurance
Regulatory & Transactions
Greenberg Traurig
Fort Lauderdale
Cornerstone Class 36

WENDY SPENCER

President and CEO

President and CEO
Leadership Florida
Tallahassee
Cornerstone Class 24



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