

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Technical College</b>	The purpose of this major priority is to launch and develop the Florida Coast Career Tech. The purpose of FCCT is to provide a world class technical education to our students that is responsive and relevant to the human resource needs of the region's employers.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Brian Mann, Vice President and Executive Director, Florida Coast Career Tech	Martin Smith	In development and execution	Completed: 1) Mission statement; 2) year one staffing plan implemented; 3) enrollment development strategy; 4) enrollment development plan implementation; 5) employer engagement plan implementation; 6) program specific needs assessment in progress; and 7) marketing plan implemented. Under development: 1) social media based community launch; 2) FCCT culture development across all campuses and centers; 3) FCCT campus presence; 4) FCCT internal processes and committees; 5) FCCT employer processes and committees; and 6) process documentation and continuous quality process system.
<b>Governance Model</b>	The governance model is established to ensure the meaningful participation of the College's constituent groups in the decision making processes at the College.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Steven Wallace, College President	Dr. Christal Albrecht, Dr. Christine Arab, Dr. Judith Bilsky, Mr. Steve Bowers, Dr. Margarita Cabral-Maly, Dr. Barbara Darby, Dr. Donald Green, Ms. Jana Kooi, Ms. Susan Lehr, Dr. Brian Mann, Ms. Jeanne Miller, Dr. Tracy Pierce, Dr. Rob Rennie, Mr. Robert Stamp, RADM Jim Stevenson, Jr., USN (ret.), Dr. Steven Wallace, Dr. Denis Wright	In development and execution	The Governance Model remains fully operational as we work through updates with affected constituencies. As of February 2012, approximately a third of the plan has been updated. The fully updated plan will go the District Board of Trustees for approval on June 5, 2012.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Enhanced Admission Processes</b>	The organization of the college into divisions and the elevation to the level II baccalaureate institution required modification of admissions processes to better serve students and to meet the specific needs of each division. The purpose of this initiative is to appropriately align all admissions processes to provide an extraordinary student experience and to meet the specific processing needs of each division.	4. Provide to students an extraordinarily positive experience in every engagement with the College.	Dr. Tracy Pierce, Vice President of Student Development and Community Education	Peter Biegel, Rosalind Harris	Being executed at this time	The following objectives have been achieved, or will be achieved, relative to this initiative: 1. Alignment of District Welcome Center to provide best possible service to new students. 2. Alignment of Campus Welcome Centers to provide best possible services to new students presenting on campus. 3. Complete revision of College Admissions Policy stratified according to divisional requirements. 4. Enhanced acceptance process and program manager interface with Orion for Baccalaureate admissions. 5. Implementation of new admission, registration, and payment portal for continuing education students. 6. Implementation of admissions priority dates for each term and session (implementing Summer 2012). 7. Enhanced process for program of study selection, verification and control (implementation beginning Summer 2012). 8. Design and development of First Year Experience college onboarding program (see related initiative of the same name).
<b>First Year Experience</b>	The College has identified the onboarding of new students as a significant strategy for improvement of student engagement and integration into the College's academic and social community. Data from SENSE and CCSSE support an enhanced orientation strategy. The purpose of the First Year Experience program is to successfully manage the transition of new students into the institution and to integrate new students into the intellectual, cultural and social climate of the college.	1. Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Tracy Pierce, Vice President of Student Development and Community Education	Kim Hardy, Denis Wright, and a large task force	In development and execution	Following a successful pilot of an academically focused orientation in the summer of 2010, a joint faculty and administrative team re-conceptualized orientation as a first year process instead of an episodic event. Faculty experiences in the pilot drove the creation of a three-stage approach to orientation: stage one admissions, stage two advising, and stage 3 learning. On January 13, 2011, the concept team turned the policy and program recommendation over to a task force. The task force has accomplished the following: 1. Drafted curriculum for each of the stages. 2. Entered into production of curriculum materials and Web resources to support students at each stage. 3. Identified a systems flow for students and student information across stages and into enrollment. 4. Created a staffing plan, including all roles, responsibilities and reporting relationships, to support the initiative.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Service Excellence Initiative</b>	The purpose of Service Excellence is to explicitly define the College's expectations for service excellence, align organizational infrastructure to those expectations, and begin a practice of measurement and improvement toward the standard. As an initiative, service excellence emerges from the 2008 Student Success Strategic Plan and ongoing evidence from SENSE and CCSSE as well as other ad hoc surveys that service standard improvements are of importance to the overall student experience.	4. Provide to students an extraordinarily positive experience in every engagement with the College.	Dr. Tracy Pierce, Vice President of Student Development and Community Education	Chris Arab, Peter Biegel	Being executed at this time	The College allocated required funding for this initiative during the 2011-12 mid-year budget re-allocation process. The project is in the early stages of execution.
<b>Collegiate Life (FT students)</b>	On becoming a baccalaureate institution, the college leadership recognized an increased duty to provide a collegiate life program that enhances the academic experience and contributes to the overall developmental experience of a college education. Subsequently, the institution adopted college goal two that explicitly articulates collegiate learning dimensions of ethical leadership, social responsibility, informed civic engagement, cultural appreciation, multi-cultural awareness and continued learning. As a commitment to this college goal, the Collegiate Life initiative seeks to align co-curricular activities through student life and leadership to achieve learning outcomes along these broad developmental dimensions.	2. Inspire students to a lifetime commitment to continued learning, informed civic engagement, ethical leadership, cultural appreciation, social responsibility and multicultural awareness in an interconnected world.	Dr. Tracy Pierce, Vice President of Student Development and Community Education	Kim Hardy	Being executed at this time	The pursuit of this initiative has been characterized by the achievement of the following related objectives. 1. Creation of a taxonomy of current and potential student experiences under the major learning dimensions of College Goal Two. 2. Alignment of current student life and leadership activities with the relevant learning dimensions described in College Goal two, according to the taxonomy referenced above. 3. Development of a faculty steering committee to evaluate current programming within the taxonomy and to evaluate, recommend and implement modifications and adaptations of programming for stronger curricular relationships and stronger student participation. 4. Survey of faculty to determine broad faculty interest in programmatic partnership, integrating the collegiate life experience with the core curriculum. 5. Creation of specifications and RFI for a digital portfolio system to track student learning along these dimensions and to provide students with a system to demonstrate applicability of learning experiences to other career and personal interests.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Lifestyle Integration (PT students)</b>	The Lifestyle Integration initiative recognizes that a high percentage of the College's student population is part time students with many competing responsibilities such as career and family that must integrate with degree pursuits. The College's baccalaureate degrees have captured, as they were designed to capture, prospective students who lacked access to traditional university degrees because of these life-stage responsibilities. The purpose of the Lifestyle Integration initiative is to assess every touch point of part-time students with the college and to optimize that touch point for part-time, predominantly non-traditional learners.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Tracy Pierce, Vice President of Student Development and Community Education	Kim Hardy	In development and execution	Objectives accomplished in pursuit of this initiative include the following. 1. Alignment of the District Welcome Center to focus on new students with optimal customer support in first year admissions, enrollment, advising and financial aid services. 2. Establishment of Welcome Center customer contact/call center stations at each campus to improve capability to serve existing students remotely. 3. Evaluation and planned enhancement of Collegiate Life initiatives to enhance online and remote participation for students who do not have time to be on campus. 4. Evaluation and refinement of accelerated college completion programs and methods and professional development of campus staff to begin moving accelerated methods from "boutique" programs to a more pervasive deployment through the college.
<b>Financial Aid and Scholarship Processes</b>	This project will result in more efficient delivery of financial aid to students.	3.Optimize access to College programs and services.	Mr. Steve Bowers, Vice President of Administrative Services	Michele Bowles	Being executed at this time	New procedures for monitoring satisfactory academic progress and for reviewing student loan applications being executed. Star Opportunity Scholarship fund increased 13% over prior year and in execution. Additional staff to campus financial aid and scholarship offices in place. Replacement options for scholarship search software for student ease of use and added functionality to be reviewed and executed in Spring 2012; completion target June 2012.
<b>College Completion Strategy</b>	The purpose of this major priority is to develop a set of recommendations regarding the enhancement of college completion rates.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	Margaret Clark, Kim Hardy, BJ Hausman, Donna Martin, Holly Masturzo, Jim Simpson, Jamie Stewart	In Development	Thus far, a collegewide advisory board has met once and will meet again this semester. Institutional research is in progress regarding college completion rates, and a white paper with the advisory board's recommendations will be forthcoming by the end of the Spring 2012 semester.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>SIRIUS College Completion &amp; HB1255 Collaboration</b>	Assist high school students to pass the college entrance exams prior to completing high school. Initial pilot is with Duval County High Schools.	3.Optimize access to College programs and services.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	Patti Levine Brown, Rick Granger, and Ruth Dellinger. Coordination with Duval Schools provided by Leila Mousa.	Being executed at this time	The 5 Pilot Schools have completed the first semester of their Sirius College Readiness courses in reading and math. The 5 Pilot Schools have also administered the PERT exam to students. Data are being collected and analyzed for results. DCPS has purchased the materials for continuing the Sirius Pilot in the same 5 schools for the second semester. FSCJ and DCPS staff participated in a collaborative meeting to discuss the use of the Sirius curriculum in all DCPS high schools during the 2012-13 school year. Ongoing meetings will be scheduled as decisions are made by the school system as to how to meet the mandates of HB 1255 and the requirement of college readiness remediation.
<b>Threat Assessment Processes &amp; Management Team</b>	Develop a collegewide plan for Threat Assessment and Threat Management to provide Campus Presidents with a structured plan for evaluation and response.	3.Optimize access to College programs and services.	Dr. Denis Wright, South Campus President	Fred Culvyhouse, DAS; Stan Jurewicz, MPSS; Sherry David, Risk Manager; Steve Park, Dean of Student Success, Kent; Amy Perkins, DAS, North; Jana Kooi, Campus President, Open; Lisa Moore, General Counsel's Office; and Dr. Bita Haynes, Faculty, Licensed Psychotherapist, South	In development and execution	APM has been developed and submitted to President's Cabinet. Awaiting final decision on implementation.
<b>Student Assistance Program</b>	Changing environmental conditions including the prolonged recession resulted in significant anecdotal evidence from faculty and student success staff of increasing types of stress and other emotional issues that are not conducive to academic success or a health environment for teaching and learning. The purpose of the student assistance program initiative was to provide a mechanism for students to independently seek or be proactively referred to counseling services from appropriately trained and licensed counselors to manage social and emotional issues that have a probability of impacting academic performance.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Tracy Pierce, Vice President of Student Development and Community Education	Peter Biegel/Student Success Deans	Priority has been completed	The following objectives have been accomplished and this initiative is effectively completed. 1. Adaptation of relevant policies and procedures. 2. Development of campus referral procedures. 3. Staff and Faculty training. 4. Fall 2011 program roll-out. 5. Student marketing and awareness. 6. Counseling services provided to 370 students in first term.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Instructional Materials Consolidation Pilots II &amp; III</b>	Ensure that every FSCJ student has complete course materials at time of entry into the course, thus helping to increase student retention and success. Pilot study using SIRIUS course materials to combine payment for course materials with payment for college tuition and fees during the registration/payment process.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	Peter Shapiro, Darlene Pike, Larry Snell, Chris Martin, Lori Collins, Nancy Yurko	Being executed at this time	The following numbers of FSCJ students have participated in the pilot study: 10,548 in Spring 2011, 6,788 in Summer 2011, and 11,199 in Fall 2011.
<b>Brewer Early Learning Center Lab School</b>	FSCJ, through a partnership with the City of Jacksonville and the Chapelle Early Learning Centers to operate Brewer Center. The intent was to use the center as a laboratory school and internship site for the Baccalaureate in Early Childhood Education, thereby providing students with hands on learning experience in a real world setting.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Christal Albrecht, Downtown Campus President	Lynn Mobley, Director of Administrative Services, Dean of Education	Priority has been changed	Due to withdrawal of funding from the City of Jacksonville, the Brewer Center was closed August 19, 2011. Inventory was completed and equipment belonging to the college was returned to the college. The City was invoiced for expenses owed and they paid in full.
<b>Student Debt Minimization</b>	The purpose of this priority is to minimize the borrowing behavior of our students, to educate students regarding appropriate conditions and uses for student loans, and to improve their overall awareness and knowledge in topics of personal finance.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Tracy Pierce, Vice President of Student Development and Community Education	Mr. Bowers, Kim Hardy, Michele Bowles, Matthew Davis	Being executed at this time	This initiative has been in development and now execution over two academic years. During this time the College has completed new procedures for reviewing student loan applications, developed a new financial literacy tutorial for students actively pursuing loans, implemented procedures to assess, and possibly control student borrowing at appropriate debt trigger points, and developed a broad personal finance awareness co-curricular program called "Save the Moolah." This program is being implemented as of March 2012.
<b>Student Employment</b>	to connect the strategic interests of the student with the opportunities to develop real world work experience that the College has to offer.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Christine Arab, Vice President of Human Resources	Barbara Hunter, Sonja Cross, Janet Meigs, Michelle Bowles	In Development	Ms. Hunter and team have reviewed all information collected during past 18 months related to how student employment has been delivered on the campuses in a decentralized leadership model, including the gap analysis. Project planning has begun with the goal of Office of Student Employment opening Sept.1

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Nickname</b>	The purpose of this initiative is to develop a new college nickname consistent with and appropriate for a state college, to enhance the brand associated with the college's athletic programs, and to increase institutional identity and student identification with the College.	2.Inspire students to a lifetime commitment to continued learning, informed civic engagement, ethical leadership, cultural appreciation, social responsibility and multicultural awareness in an interconnected world.	Dr. Tracy Pierce, Vice President of Student Development and Community Education	John Kerr, George Sanders	Being executed at this time	After multiple iterations of brainstorming, testing, surveys, focus groups and refinements, the nickname "The Blue Wave" was selected. Another series of creative development and refinement including student focus groups and ongoing dialog with student athletes led to the final development of The Florida State College Blue Wave logo. The logo was presented to the Board at its Strategic Conversation in February. The full roll out of the logo is being planned for April and conversion of athletics and other implementations for the 2012-13 academic year.
<b>Faculty Contract</b>	Negotiate the new collective bargaining agreement that governs terms and condition of employment for FT faculty.	3.Optimize access to College programs and services.	Dr. Christine Arab, Vice President of Human Resources	Jeanne Miller and Don Green, External Labor Attorney	Priority has been completed	Collective Bargaining Agreement was ratified by the Faculty and the Board of Trustees on December 6, 2011
<b>Faculty Rank Advancement</b>	Develop the Administration's recommendation for the Board of Trustees to recognize exemplary faculty through the establishment of the Trustees Professor rank.	3.Optimize access to College programs and services.	Dr. Christine Arab, Vice President of Human Resources	College President and Cabinet	In development and execution	A draft recommendation has been presented to Cabinet and is under consideration
<b>Academic Success Center Curriculum, Courseware &amp; Processes</b>	The purpose of this major priority is to foster ongoing enhancement of Academic Success Center curriculum, courseware, and processes.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	The Academic Success Center Council, which consists of college-wide faculty, staff, and administrators, is instrumental to the design and execution of this priority.	In Development	A major priority on which the Academic Success Center Council has focused thus far in the 2011-2012 academic year is the development of end-of-course assessments to replace the state exit exams which are being retired at the end of the Summer 2012 semester. Faculty, in consultation with testing specialists, are developing end-of-course assessments for the six developmental courses, with an anticipated completion date of August 2012.
<b>Pathways Academy 2.0</b>	Pathways Academy 2.0 involves a continuous improvement of Pathways Academy and the implementation of the Gateway to College National Network Model. Both efforts are focused on students earning their HS diploma while completing dual enrollment courses.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Christal Albrecht, Downtown Campus President	Erica Trent, Pathways Academy Director	In development and execution	The Gateway to College model is being implemented. Students have been enrolled in the database and are being tracked. We exceeded the number of newly enrolled students. In addition, we examined the organizational structure of the Pathways Academy Gateway to College model and decided it was in the best interests of the program and students to combine the duties of the curriculum coordinator and the guidance counselor and hire an Assistant Director.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>General Education Goals Assessment Plan</b>	This priority is associated with the Assessment of Student Learning Outcomes. Through on-going assessment of our students' competencies, the appropriate General Education disciplines can plan effective program improvement.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Judith Bilsky, Vice President and Provost	Dr. Nancy Webster-Yurko/ Professor Youlanda Henry	In development and execution	Each General Education discipline area has determined their assessment strategies for their defined competency areas and is executing those strategies now. Data is scheduled to be returned to the office of Liberal Arts and Sciences before the end of March in order to prepare reports for the faculty groups by Mid April. Once the reports of assessment results are distributed, the groups will begin their strategy for the annual summary report to be input to Weave and their next year's action plan.
<b>Strategic Planning Model</b>	The purpose of this priority is to design a visual depiction and tracking of the strategic planning activities of the College.	The College will be innovative, resourceful, effective and accountable in the pursuit of these goals. Student completion of degrees and certificates is a priority. Standards of performance for employees and organizational units will be of the highest order with a clear expectation of continuous quality improvement. Ultimate accountability shall pertain to demonstrated outcomes and other definitive evidence of success pursuant to the College's comprehensive institutional effectiveness program.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	All Cabinet Members, Lynne Crosby, Roxanne Jordan	In development and execution	A visual depiction of strategic planning activities has been developed, however it would be helpful include a flow chart for each of the planning activities. The Major Priorities serve as the primary feature of the Strategic Planning Model. Other components of strategic planning activities include budget planning, facilities planning, the collegewide strategic planning council, and campus-based strategic planning. Documentation of these activities needs to be collected, along with a description of their relationship to resource allocation and use of data. All of these activities are reviewed twice/year at the President's Cabinet Retreat, to enhancing institutional visioning, analyze strengths and areas for improvement, current and future major priorities, and staffing needs. The strategic planning council has modified its approach, and has not awarded any council initiatives to date in this fiscal year.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Institutional Effectiveness</b>	The purpose of this priority is to monitor and improve the implementation of an ongoing, cyclical process by which the institution, its divisions, its degree and certificate programs, and its units gather, analyze and use data to ascertain how well it is accomplishing its mission and goals and to make continuous improvements based on assessment results. Each department and unit within the institution identifies expected outcomes consistent with the mission of the College. Then assessment tools to measure and analyze the degree of its performance and levels of success in achieving its proscribed goals are developed, administered and analyzed. Ultimately, the purpose of assessment is to make improvements based upon the assessment data.	The College will be innovative, resourceful, effective and accountable in the pursuit of these goals. Student completion of degrees and certificates is a priority. Standards of performance for employees and organizational units will be of the highest order with a clear expectation of continuous quality improvement. Ultimate accountability shall pertain to demonstrated outcomes and other definitive evidence of success pursuant to the College's comprehensive institutional effectiveness program.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	All Cabinet members, Lynne Crosby, Roxanne Jordan, Holly Masturzo, Naomi Sleep, Joy Haney, Stephanie Fisher, and members of the Collegewide Institutional Effectiveness Committee	Being executed at this time	At this time, Number of Programs and Units Participating in Annual IE Assessment Cycle: 124 Academic Programs and Disciplines; 12 Educational Support Services Units; 54 Administrative Support Services Units; 5 Human Performance Enhancement Units; 12 Community/Public Service Units. 207 Total Programs and Units. OIEA revises this list, based on development of new programs or units, and inactivation of existing programs. The Collegewide Institutional Effectiveness is developing recommendations for improving the outcomes assessment process of Institutional Effectiveness.
<b>SACS (including new QEP)</b>	The purpose of this Major Priority is to prepare the institution for reaffirmation activities and required reports, continually comply with SACSCOC Substantive Change policy, and develop a new Quality Enhancement Plan.	The College will be innovative, resourceful, effective and accountable in the pursuit of these goals. Student completion of degrees and certificates is a priority. Standards of performance for employees and organizational units will be of the highest order with a clear expectation of continuous quality improvement. Ultimate accountability shall pertain to demonstrated outcomes and other definitive evidence of success pursuant to the College's comprehensive institutional effectiveness program.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	All Cabinet members, Lynne Crosby, Naomi Sleep, Joy Haney, Stephanie Fisher, members of related committees	Being executed at this time	Substantive Change Team developed APM on Substantive Change. The Office of Institutional Effectiveness and Accreditation (OIEA) developed collegewide process, and associated forms and employee training for Substantive Change. OIEA continually notifies and seeks approval of Substantive Changes from SACSCOC as appropriate. OIEA following up with appropriate employees on remaining incomplete Readiness Audit items. OIEA and OGC assisting with revisions to Board Rules and APMs. OIEA conducted training for employees serving as lead writers for the required Compliance Certification for each standard. OIEA facilitated a QEP Topic Selection Committee that implemented web surveys, focus groups, white papers, etc., and presented information to President/Cabinet for decision. Final selection and announcement of QEP topic will be made as soon as possible, in order to move on to the Plan development phase.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Key Performance Indicators (feedback systems)</b>	The purpose of this major priority is to assist the institution in identifying and tracking strategic key performance indicators. Those include indicators related to enrollment management, student achievement, CPR, resource allocation, and state reporting accountability measures.	The College will be innovative, resourceful, effective and accountable in the pursuit of these goals. Student completion of degrees and certificates is a priority. Standards of performance for employees and organizational units will be of the highest order with a clear expectation of continuous quality improvement. Ultimate accountability shall pertain to demonstrated outcomes and other definitive evidence of success pursuant to the College's comprehensive institutional effectiveness program.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	All Cabinet members, Lynne Crosby, Theresa Lott, Greg Michalski, Jim Simpson, Nancy Yurko, Pete Biegel.	In development and execution	CPR process is executed annually and data is available for several years. Student Analytics and Research and Collegewide Data Reporting offices are working on the design and development of a Fact Book to house much of the strategic KPI data from year to year.
<b>USDOE Regulations (new)</b>	Ensure the college is complying with USDOE Regulations	3.Optimize access to College programs and services.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	Theresa Lott, Michelle Bowles	In development and execution	All major components of the "gainful employment" provisions that were effective July 1, 2013 have been implemented by the College.
<b>Academic Success Center (outcome evaluation)</b>	The purpose of this major priority is to ensure an iterative approach to outcome evaluation for Academic Success Center courses and programs.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	An Academic Success Center institutional effectiveness team, involving faculty leadership from Professors Marilyn Metzcher-Smith, Mimi Folk, and Jamie Stewart, is responsible for the development, execution, and tracking of this major priority.	In Development	The Academic Success Center institutional effectiveness team is in the process of implementing the I.E. plans for the reading, writing, and math programs as well as the advising and facilities components of the ASCs. Thus far, assessments have been disseminated, via a random sampling model, to ASC faculty for dissemination in their courses, and the data will be analyzed this spring. In addition, a series of faculty and student focus groups were conducted on the campuses in the fall term, and data will be analyzed and reported this spring.
<b>Orion III</b>	The purpose of Orion III is to enhance the stakeholder experience through improved interfaces and expanded support for new technologies, devices, and features; including deeper integration to external systems.	4.Provide to students an extraordinarily positive experience in every engagement with the College.	Dr. Rob Rennie, Vice President of Technology	IT Leadership Team	In development and execution	The services layer and mobility features are in full production and preparation for integration to new cloud services is in progress.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Administration Systems Replacement Planning</b>	Replacement of the Finance and HR modules of Orion will enable increased productivity of staff.	4. Provide to students an extraordinarily positive experience in every engagement with the College.	Mr. Steve Bowers, Vice President of Administrative Services	Larry Snell, Peggy Boord, Chris Arab, Rob Rennie	In Development	Replacement of installed Imaging Systems, with expansion for finance and purchasing, in contract negotiations. Replacement of current function by Spring 2012, expansion for finance and purchasing by December 2012. Hiring of IT consultant for main Orion replacement to execute in spring 2012. Issuance of RFP for Orion replacement summer 2012. Preparation of budget for Orion replacement started with February Board action to reserve \$2 million. Further reserve action expected August 2012. Start installation of Orion replacement Dec. 2012 with completion of first modules, HR and Payroll, by June 2013. Additional modules, purchasing, financial aid, facilities, general ledger targeted for installation June/July 2014.
<b>Technology Refresh</b>	The purpose of the Technology Refresh is to provide students with the best possible technology-enhanced learning environment and to ensure currency.	1. Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Rob Rennie, Vice President of Technology	IT Leadership Team	Being executed at this time	The first major acquisitions and depreciations have been executed resulting in a sustainable inventory of computing equipment. Two more iterations of the process employed will result in a sustainable four-year refresh cycle.
<b>Performance-Based Pay Plan Redesigns</b>	To revise performance based pay programs to align with the changes to employee evaluations systems and to help leverage the collegewide organizational development effort to create a College culture of extraordinary human performance	1. Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Christine Arab, Vice President of Human Resources	Human performance Collaborative members, task force team members from CEC and APC, external consultants, B. Hunter, M. Ferren, etc.	In Development	Currently in project planning phase based on Green Paper approval by Cabinet, and mid-year budget reallocation to support continued engagement of consultant teams
<b>Business Administration (BS)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing/broadening access to a bachelor degree in this field.	5. Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	Being executed at this time	Program is being delivered. FTE enrollment has grown from 23% of bachelor degree level FTE in 2010-11 to 44% in Spring 2012
<b>Biomedical Sciences (BS)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing and broadening access to a bachelor's degree in this field.	5. Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	Being executed at this time	The Degree program has been approved by SACS and began enrolling students in Fall 2011.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Converged Communication (BS)</b>	Develop and submit proposals to Florida Department of Education and the Southern Association of Colleges and Schools (COC) for a new bachelor of science degree.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Denis Wright, South Campus President	Dr. Margaret Clark and supporting help from the office of the Associate V.P. for Workforce and the Institutional Effectiveness staff.	In development and execution	Received approval from Florida DOE but awaiting decision from SACS-COC as of February 13, 2012. Have developed course planning, informational material for publication, informal list of potential advisory committee members, and adjunct faculty recruitment plan. All of these plans await the SACS-COC decision before we can begin. Still planning a Fall 2012 start.
<b>Logistics (BAS)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing and broadening access to a bachelor's degree in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	In Development	The District BOT has approved activities to begin development of this degree program proposal, and a letter of intent has been submitted to the Division of Florida Colleges. A need/demand analysis is underway, and meetings have been held with advisory groups.
<b>Financial Services (BS)</b>	Address local and regional unmet educational and workforce needs for student and employers by providing and broadening access to a bachelor's degree in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	In Development	The Financial Services baccalaureate proposal has been completed and submitted to the Division of Florida Colleges for forwarding to the State Board of Education for approval at its April 2012 meeting.
<b>Digital Media (BAS)</b>	Address local and regional unmet education and workforce needs for students and employers by providing/broadening access to bachelor's degree in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	In development and execution	The program was approved by SBOE in 2011 and the curriculum was approved in Fall 2011. The program received SACSCOC approval and will begin enrolling students in Fall 2012
<b>Human Services (BS)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing/broadening access to a bachelor's degree in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	In Development	The baccalaureate proposal for Human Services has been completed and submitted to the Division of Florida Colleges for forwarding to the State Board of Education for approval consideration at their April 2012 meeting.
<b>Healthcare Administration/Services (AS/BS)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing/broadening access to bachelor degrees in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	In Development	Preliminary labor market study was completed. It was recommended that the College consider the program as a concentration under the BAS Supervision degree.
<b>Medical Laboratory Technology (BS)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing/broadening access to a bachelor's degree in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	In Development	Preliminary analysis has been performed, utilizing Mayo and Shands reports, which indicated that the program would serve 25 or fewer students. UNF is planning to offer the program. Waiting on further cabinet action.
<b>Interior Design (BS)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing/broadening access to a bachelor's degree in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	Priority has been dropped due to further considerations	Insufficient labor market demand to support the program. Program was removed from the major priority list.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Cardiovascular Technician (AS)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing/broadening access to an associate's degree in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	In development and execution	The labor market study indicated sufficient demand to support the program. North Campus has taken the lead in development and will house the program at the Nassau Center. FSCJ BOT has approved the program. Perkins funds were allocated to purchase the equipment and equipment has been purchased. Program will admit its first students in the 2012-2013 academic year. The program is awaiting SACS approval.
<b>Instructional Services (AS)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing/broadening access to an associate degree in this field by evaluating the feasibility of offering the program	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	Priority has been completed	Feasibility study indicated sufficient employer demand to support the program. Program is on the Region 8 targeted program list. WorkSource has supported the recommendation to develop. Next steps is for a Campus to elect to develop the program.
<b>Gaming /Simulations / Animation (AS)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing/broadening access to an associate's degree in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	Priority has been completed	Labor market study was completed in 2010 which indicated that Region 8 did not have sufficient employment to support the program. Recommendation was not to develop the program at this time and to reinvestigate the feasibility of offering the program at a later time.
<b>Diagnostic Medical Sonography (AS/Certificate)</b>	Address local and regional unmet educational and workforce needs for students and employers by providing/broadening access to an associate's degree in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	In Development	Labor market study indicated that sufficient workforce demand existed to support the program. WorkSource confirmed the FSCJ findings. Occupation on Region 8's targeted occupation list and high wage/high skill list. Waiting on a Campus to begin development of the program.
<b>Avionics (Certificate)</b>	Address local regional unmet educational and workforce needs for students and employers by providing/broadening access to a program in this field.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Judith Bilsky, Vice President and Provost	Jim Simpson	Priority has been dropped due to further considerations	The only state authorized curriculum frameworks for this program exist as a PSAV program. Currently four PSAV curriculum frameworks exist for avionics ranging from 600 to 2120 clock hours in length. An avionics program currently exists in the FCCT inventory as a "suspended" local level PSAV program (FSCJ POS 5900). The Avionics program which had an effective date of 20061 was suspended due to low enrollment and low program performance on College CPR measures.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>International Communications &amp; Technology Institute</b>	To apply FSCJ's specialty in IT-based instructional design to the needs of Information Security practitioners.	3.Optimize access to College programs and services.	RADM Jim Stevenson, Jr., USN (ret.), Vice President of Military, Public Safety and Security Division	Dr. Paul Herman	In Development	Three of ultimately ten electronic device-based training modules are complete; compliance with industry standards is being established; and marketing overtures are being launched. Some five electronic device-based training modules are complete; industry approval of FSCJ modules as appropriate for Continuing Education Units is secured; and at least one set of fee-paying InfoSec professional are participating.
<b>Florida Tactical Training Center</b>	To provide the latest in firearms training to military personnel and members of the federal, state and local law enforcement communities.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	RADM Jim Stevenson, Jr., USN (ret.), Vice President of Military, Public Safety and Security Division	Frank Mackesy, Rick Lewis, J.T. Revenaugh	In Development	The mid-year review indicates that a limited number (4) of law enforcement agencies are contracting to use the Florida State College Tactical Weapons Center, Cecil for their firearms training. The possibility of a strategic plan for various components of the MPSS organization is under discussion for possible implementation in April, 2012. If the strategic plan is implemented the marketing and use of this training facility will be integrated into the overall plan to ensure maximum utilization of the facility. The strategic plan will include the components of a long-range relationship with Cecil Commerce Center to include the possible development of a state-of-the-art firing range and training facility to be developed and built on an expanded parcel of land. This would entail a 40 year lease and the use of PECO dollars for development.
<b>Sirius Academics</b>	Develop high quality, online interactive faculty development programs and high quality, interactive general education courses emphasizing critical thinking for delivery in all modes at low costs to Florida State College at Jacksonville students and to students at colleges and universities forming the SIRIUS Academics educational consortium.	2.Inspire students to a lifetime commitment to continued learning, informed civic engagement, ethical leadership, cultural appreciation, social responsibility and multicultural awareness in an interconnected world.	Dr. Donald Green, Executive Vice President, Instruction and Student Services	Jack Chambers, Pete Shapiro, Bill Ganza, and Jeff Kissinger	In development and execution	Faculty development program has been updated, 25 SIRIUS Academics courses have been completed and are in use by about 30,000 student duplicated headcounts annually, and 24 colleges and universities have joined the SIRIUS Academics educational consortium. Within the coming year the number of completed courses is expected to reach 34.
<b>Criminal Justice Center &amp; Range</b>	To provide comprehensive and up-to-date training for professionals in the law enforcement field. This training is to include best in-field PSAV programming while exploring and implementing opportunities for enhanced training through the development of CWE type courses.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	RADM Jim Stevenson, Jr., USN (ret.), Vice President of Military, Public Safety and Security Division	Frank Mackesy, Rick Lewis	In Development	PSAV programming continues to progress as scheduled. The exploration and design of new CWE courses is currently under development and should be offered to the law enforcement community in a limited capacity prior to the end-of-year status report.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Commercial Driving Course &amp; Building</b>	Phase 1 and Phase 2 of the Commercial Vehicle Driving program is essential to the growth and sustainability of this FCCT program. The program graduates 12 students every 16 weeks and places them in the Florida workforce.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Margarita Cabral-Maly, Kent Campus President and Interim Provost	Executive Director, Paul McNamara	Being executed at this time	Phase 1 of the project is completed and Phase 2 is under construction and is on-time and " on budget".
<b>Bartram</b>	The new Bartram Degree Completion Center will predominantly serve adult students seeking to complete Bachelors Degrees. Courses will be delivered via a hybrid format and will include a wide range of academic disciplines. This Center will provide business and industry training for corporate community members, as well.	3.Optimize access to College programs and services.	Ms. Jana Kooi, Open Campus President	Dr. Sheri Litt, Open Campus Academic Dean; Melanie Clark, Open Campus Associate Dean of Student Success; Dr. Jose Fierro, Open Campus Associate Dean; Dawn Button, Open Campus Operations Manager ; Karen Arlington, Interim Program Manager; FSCJ Facilities Planning Department: Chuck Stratman, AVP, Facilities Planning; Rose Zurawski, Facilities Planning Manager; Linda DeLeo, Facilities Planner	In Development	The campus and the facilities department have conducted facility tours and identified key architectural elements needed in the new Center. The Campus has provided a space plan with extensive detail on the projected needs. A Request for Qualification for an architectural services is underway. Twenty firms have responded and the process is expected to be completed in time to be included on the March 6 BOT Agenda.
<b>Institute for Food Safety</b>	The IFS Phase I has been very successful. This priority is focused on expanding the institute by developing a 30,000 sq. ft. free standing building to house the IFS Phase 2.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Christal Albrecht, Downtown Campus President	Dr. Kathryn Birmingham; Maggie Hightower, Foundation office	In Development	A capital campaign was launched in October 2012, to raise funding for the building. To date, \$1,000,000 has been donated (\$4,000,000 goal). A new website and glossy collateral materials have been developed and will begin being distributed in February, 2012. Since there are no PECO funds, the building will be constructed with externally raised funding.

2011-2012 MAJOR PRIORITIES

Name of Major Priority	Purpose of the Major Priority	Associated College Goal	Assigned Cabinet Member	Team Members	Mid-Year Status of Achievement	Summary of Mid-Year Status of Achievement
<b>Academic Health Center</b>	To construct a state-of-the-art educational facility that provides increased enrollment capacity for health care programs, provides for interdisciplinary teaching and learning among health care faculty and students, encompasses a Wellness Clinic that supports the delivery of health care services to students, employees and community members by physicians, health care faculty and students in an authentic practice setting.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	Dr. Barbara Darby, North Campus President	Dr. Neal Henning, Steve Park, Steve Bowers, Robert Stamp, Chuck Stratmann	In development and execution	The Academic Health Center has been designated the Mary and Jim Winston Academic Health Center. A private fund development campaign in support of the Center has been completed and the Mary and Jim Winston Academic Health Center Leadership Council has been established to plan and implement the public phase of the fund development campaign to capitalize the initiative. The Council is being led by Foundation Board of Governors member, Carl Cannon. The public phase of the campaign will be launched early spring 2012. KBJ Architectural Firm has developed the initial Schematic Design documents and budget estimate for inclusion in the fund development campaign materials. The construction of the Center has been conceptualized into 4 phases.
<b>Burn Plane</b>	Acquisition of Aircraft Fire Fighting & Rescue (ARFF) simulator for the purpose of certifying fire personnel to FAA standards.	1.Prepare students for distinctive success in their academic, career and personal goals through collaboration within the College community and individual initiative.	RADM Jim Stevenson, Jr., USN (ret.), Vice President of Military, Public Safety and Security Division	Frank Mackesy	In development and execution	Bids received and opened for simulator, placed on Feb. Board agenda. Process of soliciting bids for infrastructure/site work and new ARFF vehicle instituted for May Board approval. After comprehensive review of specifications with the design team, purchasing, and college consultants requests for bid for the ARFF simulator were solicited. Two bids were received, evaluated and deemed in compliance with the request. Conditional award of the bid is on the Feb. Board agenda. Subsequent to award of the bid, a solicitation has been developed for requisite site work and infrastructure. In addition, a Request for Information has been issued by Purchasing for the subsequent solicitation of bids for an ARFF vehicle.
<b>Saft Learning Center</b>	This proposed Renewable Energy Storage Learning Center is a private and public partnership. The project will promote the feasibility, benefits and reliability of a grid connected storage enabled Photovoltaic system to train green energy technology workforce.	5.Contribute significantly to the ongoing economic development of the Northeast Florida region.	Dr. Margarita Cabral-Maly, Kent Campus President and Interim Provost	Dr. Steven Wallace and Exec. Director, Paul McNamara	In Development	Case statement and building renderings are underway and site procurement is in negotiation. Capitalization plan has yet to be finalized.