

*ST. PETERSBURG COLLEGE
2006-2009 STRATEGIC DIRECTIONS
AND
2008-2009 INSTITUTIONAL OBJECTIVES*

Key to Column Indicators

Each of the proposed 2008-2009 Institutional Objectives, represented by the numeric statements on the following pages, have been coded with information as follows: 1) President's Cabinet current view of priority; 2) Perceived linkages to the State Board of Education's Strategic Objectives; 3) President's Cabinet current view of funding level; 4) Whether the objective is in the startup or on-going monitoring phases; and 5) If the objective is related to the College's Quality Enhancement Plan (QEP). Legend and Column Indicators below provide explanations of the coding.

Priority	Short Name	Long Description
1	Essential/Mandate/SBE Imperative	Federal, State, SACS, or Board of Trustees mandate; directly supports one or more State Board of Education (SBE) Imperative(s); or contractual obligations.
2	Critical/Academic Mission/Access Expansion	Critical to College's core academic mission; direct impact on academic programs, classrooms, teaching and learning; New initiatives aimed directly or indirectly at enhanced access
3	Supportive/Student Services /Student Activities	Continues, enhances, and/or discontinues an existing support service for students and faculty; includes, for example, counseling, advising, athletic programs, etc.
4	Productivity/Quality/Organization	Improves productivity or quality, addresses an organizational/staffing issue.
5	Desirable Objective	Desirable and beneficial objective, but may be deferred or carried forward, depending on availability of resources, without adverse impact on College operations.

Note 1 (Column A): State Board of Education Strategic Imperatives

1. Increase the supply of highly effective teachers
2. Set, align and apply academic curricular and testing standards funding
3. Improve student rates of learning
4. Improve the quality of instructional leadership
5. Increase the quantity and improve the quality of education options
6. Align workforce education programs with skill requirements of the new economy
7. Align financial resources with performance
8. Coordinate efforts to improve higher student learning

Note 2 (Column B): Funding Levels

1. Sufficient/Adequate
2. Some funding, but requires additional
3. Unfunded

Column C:

1 = Start-Up; 2 = On-going Monitoring

Column D: *** Objective required as part of 2007 SACS reaccreditation

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	A. DELIVER EXCELLENT EDUCATIONAL PROGRAMS & IMPROVE LEARNING OUTCOMES USING A VARIETY OF LEARNER-CENTERED APPROACHES				
2	1. Develop and implement two new A.S./Certificate programs/program tracks and/or noncredit program in high-demand areas in response to workplace and student demands (June 30, 2009) COOPER	3,6	1	1	
2	2. Continue to provide new pedagogies for improving student access, class scheduling flexibility, and success, by increasing the number of blended course sections by 5 percent college-wide. (June 30, 2009) ALL CAMPUS PROVOSTS	3	1	2	
2	3. Continue to explore and implement new approaches to make Online learning a college-wide responsibility. (June 30, 2009) OLLIVER	3,5	1	2	
2	4. Expand outreach to county high schools, private high schools, and home school students in an effort to increase the number of students making the transition from high school to college through Dual Credit and Early Admissions programs. Specifically, expand the Early College program on the Seminole Campus to add 125 students in the fall of 2008. (June 30, 2009) BENWARE	3,5	2	1	

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	A. DELIVER EXCELLENT EDUCATIONAL PROGRAMS & IMPROVE LEARNING OUTCOMES USING A VARIETY OF LEARNER-CENTERED APPROACHES (cont'd)				
1	5. Use 2007-2008 campus financial analysis data to recommend, gain approval, and implement transformations to campus education programs and services, program administrations, and costs. (June 30, 2009). VITTETOE	5	2	1	
4	6. Continue outreach to new business clientele for the use of the Collaborative Labs at the EpiCenter, with the goal of making net revenue of \$500,000. (June 30, 2009) VITTETOE	6	2	2	
2	7. Continue development of signature courses to insure consistency and quality. Three courses will be developed in the General Education Core. (June 30, 2009) ALL CAMPUS PROVOSTS	3, 6	2	2	
1	8. Continue to evaluate and improve strategies for academically under-prepared students to achieve greater success, including enhancements to the Education Plan, Early Alert and SLS0003 with a goal of 10% more students progressing from College Prep courses. (June 30, 2009). CLAY/RINARD	3, 5, 8	2	2	

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	B. PROVIDE EXCELLENT SERVICE TO STUDENTS TO ENHANCE THEIR LEARNING EXPERIENCES AND HELP THEM ACHIEVE				
2	1. Achieve college-wide year-over-year 5% increase in the retention rate of non-graduating until SPC retention ranks in the top quartile of student retention for Florida Community Colleges. (June 30, 2009) CLAY/RINARD	3, 5, 8	1	2	
3	2. Use 2007-2008 financial aid data to recommend and implement changes in the distribution formula to better assist SPC students with financial need to increase the number of students served. (June 30, 2009) COOPER/RINARD	5,8	1	1	
3	3. Achieve a 5% improvement in the customer satisfaction rating on the Enrolled Student Survey, in the areas of food services and parking. (December 2009) CARNEY / REITER	5	2	2	
1	4. Continue to identify and implement improvements in career counseling and employment services, online career center and other initiatives, as measured by improved ratings in the Enrolled Student Survey. (June 30, 2009) COOPER/RINARD	5, 6	1	2	
2	5. Achieve state accountability results equal to or exceeding the Florida Community College System (FCCS) mean for similar Colleges with particular emphasis on college preparatory math results. (June 30, 2009) CLAY	2, 6, 8	1	2	
2	6. Continue the development of the Honors College in order to achieve a 10% increase in the number of students enrolled in the Honors College. (June 30, 2009) COOPER	3, 5	1	2	
1	7. Continue the critical thinking initiative launched in January 2008 to conclude the work with the first four programs and begin the next cycle, plus continuation of the Critical Thinking Academy, academic roundtables and other activities included in the QEP. (June 30, 2009) COOPER		1	2	***

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	B. PROVIDE EXCELLENT SERVICE TO STUDENTS TO ENHANCE THEIR LEARNING EXPERIENCES AND HELP THEM ACHIEVE (cont'd)				
2	8. Develop and implement a multi-faceted training program for personnel to assist during seasonal/peak times at the campuses to serve as advisors and related support personnel in the business, registration, and financial aid areas (June 30, 2009) COOPER		2	1	
3	9. Develop recommendations, gain approval, and implement enhancements to email and other communications to students with the goal of increasing student use of email to 70%. (June 30, 2009) CARNEY/CLAY/CAREY	3, 5	2	2	
3	10. Redesign the delivery of key student services on selected campuses to include providing many services in one location by heavily cross-trained student services generalists. Cross-training to include: admissions, student records, registration, advising, financial assistance, and certain student financial processes. (January 2009) COOPER/RINARD/PURGA/HAFNER		1	1	
4	11. Evaluate the feasibility and viability of in-sourcing the College's bookstore operations as an alternative to the Follett contract which expires June 2009. (December 2008) CARNEY/VITTETOE			1	

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	C. STRENGTHEN INTERNAL PLANNING, SYSTEMS AND PROCESSES TO IMPROVE EFFICIENCY AND EFFECTIVENESS, FOSTER COMMUNICATION, AND PROVIDE ACCESS TO INFORMATION FOR INSTITUTIONAL MANAGEMENT AND DECISION-MAKING				
1	1. Evaluate alternative e-portfolio systems and deploy enhanced e-portfolio technology to meet SACS QEP requirements. Use e-portfolio systems to link student work (“artifacts”) to learning objectives in at least 12 courses, including the charter high school. (June 30, 2009) OLLIVER/BENWARE/CARNEY				***
1	2. Continue to improve the PeopleSoft Student System by completing the upgrade to new software version 9.0 and providing training and support to all end-users on the campuses, including the charter high school. (June 30, 2009) CARNEY/RINARD	3, 5	1	2	
4	3. Continue to increase the efficiency of employee time-entry, management review and approval, and payroll processing by completing the roll out of the WebTime System collegewide and implementing phase I enhancements, including time and effort tracking for multi-year grants and employee self-services via MySPC Portal. (June 30, 2009) CARNEY / DUNCAN/VITTETOE		2	1	

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	C. STRENGTHEN INTERNAL PLANNING, SYSTEMS AND PROCESSES TO IMPROVE EFFICIENCY AND EFFECTIVENESS, FOSTER COMMUNICATION, AND PROVIDE ACCESS TO INFORMATION FOR INSTITUTIONAL MANAGEMENT AND DECISION-MAKING (cont'd)				
4	4. Continue to enhance the collegewide PeopleSoft Financial System, including financial reporting on a task and project basis for multi-year grants, implementation of electronic requisitioning, and by completing implementation, testing, and staff training. (June 30, 2009) CARNEY/BROCK/REITER		2	2	
2	5. Initiate implementation of phase 1 of the selected business intelligence software solutions, including predictive analytics, with particular emphasis on improving institutional effectiveness, student tracking, and assessment of student learning outcomes. (June 30, 2009) CARNEY / VITTETOE	3, 8	2	1	
4	6. Strengthen and improve the College's planning and budgeting process in order to: 1) achieve a satisfaction rating in excess of the 5.0 baseline, 2) "close the loop" by promptly reporting the results of the budget approval process to individual budget supervisors, and 3) refine the capital equipment request "Yellowsheet" process to insure that needs are prioritized and addressed consistently. (December 31, 2008) VITTETOE		1	2	
1	7. Continue to refine the College's Emergency Preparedness Plan including procedural and systems testing of the critical first phases. (June 30, 2009) REITER / CARNEY/VITTETOE	5	1	2	
5	8. Conduct tabletop exercises and drills of the College's Emergency Preparedness Plan (December 31, 2008) VITTETOE/GREY				
4	9. Enhance the College's web services by implementing the Content Management System (CMS) with a goal of advancing to world-class, dynamic web services for future students, current students, employees, alumni and donors. OLLIVER				
1	10. Implement internal compliance controls to decrease errors in student related auditable decisions related to educational and financial assistance records. Provide consistent communication and training related to changes in Federal, State, and Local laws, rules, and				

	procedures to reduce the chance for such errors. COOPER/RINARD				
--	---	--	--	--	--

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	D. STRENGTHEN COMMITMENT TO ACCESS, EQUITY AND DIVERSITY				
2	1. Achieve a 3% annualized increase in student enrollment collegewide through better retention and expanded internal and external marketing and recruitment. (June 30, 2009) CLAY/PROVOSTS/ RINARD	3	1	1	
1	2. Successfully complete the final year of the college's U. S. Department of Education Title III Grant to increase the rate of academic progress and the persistence of developmental students as compared to the general student population. (June 30, 2009) CLAY	3, 5, 8	1	2	
2	3. Continue to provide support for international students who wish to study at SPC through online classes, targeted extra-curricular activities, the creative use of interactive technologies, and four-year program initiatives. (June 30, 2009) Cooper/Furlong	3,5	1	2	
2	4. Continue to enhance study abroad program offerings, and explore additional opportunities for faculty exchanges, internships, and sister college relationships. (June 30, 2009) WHITE	3,5	1	2	
2	5. Continue to enhance policy formation for SPC's full range of international initiatives, including partnerships, collaborations, and linkages with other institutions, agencies, consortia and governments. (June 30, 2009) WHITE	3,5	1	2	
1	6. Maintain critical healthcare program offerings to address shortages of trained professionals in these fields by applying for at least one grant that would maintain the current enrollment in the Health Care Program. (June 30, 2009) WISE	6	2	2	
4	7. Monitor the SPC workforce analysis data to ensure the SPC workforce represents the diversity of the community as compared to Local and National Census Data. (June 30, 2009) MCKENZIE	6	1	2	
2	8. Implement at least one creative program to recruit and retain qualified faculty in Nursing & EMS fields. (June 30, 2009) WISE	6	2	1	
2	9. Expand and improve the Male Outreach Initiative with the goal of increasing participation in the program by 10%. (June 30, 2009) COOPER	3, 5	2	1	

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	D. STRENGTHEN COMMITMENT TO ACCESS, EQUITY AND DIVERSITY – (cont'd)				
2	10. Maintain the improvements in the percentage of recent minority high school graduates attending college and explore strategies to further improve that percentage as measured by state accountability criteria. (June 30, 2009) CLAY/MACK/RINARD	3	1	2	
2	11. Explore and enhance recruitment strategies of Dual Credit programs that will lead to a 5% increase over the prior year in minority enrollment. (June 30, 2009) BENWARE	3	2	1	

Priority	2006-2009 Strategic Directions and 20087-20098 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	E. PROVIDE FACULTY AND STAFF PROGRAMS, SERVICES AND SUPPORT TO IMPROVE PRODUCTIVITY, PERFORMANCE, AND RETENTION				
4	1. Implement initiatives that train faculty and staff to use available and emerging technologies such as e-portfolio, Business Intelligence solutions, PeopleSoft Financials, Peoplesoft_Student Administration, and the Angel upgrade and Microsoft Office Suite. Improve internal and external services and communications through regular classes attended by at least 300 staff college-wide. (June 30, 2009) OLLIVER /VITTETOE/CARNEY/ RINARD	5	1	2	
2	2. Continue an annual professional development program, (Bridging The Gulf conference) and other support for faculty and staff, to work with diverse students with special learning needs or disabilities. (June 30, 2009) VITTETOE/CLAY	3,4	1	2	

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	F. STRENGTHEN THE COLLEGE'S IDENTITY AS A VITAL RESOURCE AND COLLABORATIVE PARTNER WITH THE LOCAL COMMUNITY, NATIONALLY AND GLOBALLY, WITH AN EMPHASIS ON ACADEMIC EXCELLENCE, ECONOMIC DEVELOPMENT AND TARGETED LEADERSHIP AND/OR SOCIAL INITIATIVES				
4	1. Expand marketing of programs college-wide and activities to the community to achieve enrollment growth objectives for College programming and to showcase business development services as well as other academic credit and noncredit programs. (June 30, 2009) O'KEEFE / COOPER / FURLONG	5,8	2	1/2	
1	2. Reassess local and regional corporate and business training needs, including those of international partners; assess and transform existing offerings, and continue to improve the financial performance of the college's corporate training function; with the goals of introducing new offerings and progressing towards \$500,000 financial surplus. (June 30, 2009.) VITTETOE	3,5,6	2	1	
2	3. Continue to improve ties with the community by offering, supporting, and participating in local cultural and recreational events and activities (e.g., Hispanic awareness) with an increase of one event or activity per site. (June 30, 2009) VITTETOE/PROVOSTS/REITER	5	1	2	

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	F. STRENGTHEN THE COLLEGE'S IDENTITY AS A VITAL RESOURCE TO THE LOCAL COMMUNITY, NATIONALLY AND GLOBALLY, WITH AN EMPHASIS ON ECONOMIC DEVELOPMENT AND TARGETED LEADERSHIP INITIATIVES - (Cont'd)				
1	4. Complete phase one of the endowment aimed at achieving a level of financial self sufficiency of the Leepa-Rattner Museum of Art operations. (June 30, 2009) KUTTLER/T. WILLIAMS	5,8	2	2	
1	5. Lobby State of Florida Governor's Staff, State Legislators, Local Delegations, and the Division of Community College Staff with the goals of achieving increased funding for high-cost, high-demand academic programs, full funding the Community College Funding Formula, and tying student fee increases to the Consumer Price Index. (June 30, 2009) KUTTLER/FURLONG	7, 8	2	2	
2	6. Continue working with community arts organizations to enhance Performing Arts and Fine Arts offerings in Downtown St. Petersburg through partnerships with the City of St. Petersburg, civic leaders, and major donors. (June 30, 2009) KUTTLER/REITER	3, 6	2	2	
2	7. Continue to leverage the College's eCampus strengths, academic content, expertise, leadership, and technology by exploring and entering other global education markets. (June 30, 2009) FURLONG/OLLIVER	3, 6	2	2	
2	8. Complete programs, implement recommendations to enable the Leepa Rattner Museum to complete the American Association of Museum accreditation process and self-study by the year 2011. WILLIAMS			2	
5	9. Compliment state and county grant applications for researching, developing and promoting a national travel exhibition of Abraham Rattner. WILLIAMS			1	
4	10. Increase enrollment in non-credit programs by implementing software to allow online registration and tracking productivity. (December 31, 2008) VITTETOE			1	

Priority	2006-2009 Strategic Directions and 20087-20098 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	G. PROVIDE QUALITY FACILITIES AND EQUIPMENT TO MEET STUDENT AND COMMUNITY NEEDS				
3	1. Update the planning, design and/or construction for the following major projects with continued emphasis on community, county and private partnerships: Natural Habitat Park/Environmental Center at Seminole Campus, Bay Pines with Pinellas County, the Library Expansion at the Dennis L. Jones Seminole Community Library at Seminole Campus Annex 2 at the EpiCenter with the Juvenile Welfare Board, American Stage and the Florida Orchestra at the Downtown Center, the Veterinary Technology Facility at the Pinellas County School Board Vocational Site; and additional potential partnerships with private donors and the City of St. Petersburg. (June 30, 2009) REITER	5	2	1	
2	2. Update General Maintenance (deferred maintenance) and construction plans for both Community College and University Programs collegewide. (June 30, 2009). REITER	3,5	2	1	
4	3. Continue to provide a leadership role working with the Florida Department of Education (FLDOE), and staff of community colleges and universities to develop and modify statewide facilities issues and processes related to legislative, administrative, budget, and building code changes. (June 30, 2009) REITER	8	1	2	
4	4. Provide a leadership role to the newly established FACC Facilities Commission, working to develop statewide standards best practices, training and professional development opportunities, and legislative liaisons for facilities related issues such as funding, sustainable design, code and regulatory issues etc. (June 30, 2009) REITER	7	1	2	
2	5. Continue the planning and construction for the District Office building. Develop plans for the use of Annex 1 site at the Epicenter which may include partnerships with other agencies (June 30, 2009) REITER	1,3,6,5	2	2	

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	G. PROVIDE QUALITY FACILITIES AND EQUIPMENT TO MEET STUDENT AND COMMUNITY NEEDS (Cont'd)				
1	6. Continue the college-wide Workplace Safety Program and upgrade facilities to meet the College's ADA Transition Plan and revised SREF and building codes. (June 30, 2009) REITER	1,3,6	2	2	
2	7. Begin planning for the space needs generated by the distribution of eCampus FTE and consider this impact on the development of the annual Capital Improvement Program funding requests. (June 30, 2009) REITER/FURLONG	1,3,6	3	1	
2	8. Make changes to the new five-year Facilities Survey as recommended and implement the spot survey process for new initiatives to continue the planning process for design and construction of the College Plant, including maintenance. (June 30, 2009) REITER	3,5	3	2	
2	9. Continue the construction for the replacement of the former library on the SP/Gibbs Campus with a new Student Services Center, International Center, and Collegiate High School. (Spring 2009) REITER	3,5	2	1	
2	10. Continue planning for the facilities needs generated by the expansion of the four-year programs college-wide. Modify the five-year Facilities Survey as needed. (June 30,2009) REITER	3,5	2	2	
3	11. Continue to improve college-wide parking with renovated parking lots. Consider parking garages at the Seminole Campus and the Palladium. (June 30, 2009) and begin planning and design of the west parking lot St. Petersburg/Gibbs Campus and the relocation of the traffic light on 5 th Ave. N. (August 31, 2009) REITER	3,5	3	1	

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	G. PROVIDE QUALITY FACILITIES AND EQUIPMENT TO MEET STUDENT AND COMMUNITY NEEDS (Cont'd)				
2	12. Pursue alternate funding sources to enhance limited PECO funding, including local, state, and federal grant opportunities and private funding for consideration to match funds where possible. (June 30, 2009) REITER/KUTTLER/FURLONG	3,7	2	1	
2	13. Complete the planning and begin the construction for the 2 nd Phase of Olympia buildout to include the College of Education, Community College program space, roof replacement, code upgrades, and tie-in to the main campus central utility plant. (June 30, 2009) REITER	1,3,5,6	2	1	
2	14. Complete the construction of the new building on the Clearwater Campus to house Natural Science, Math, and the College of Education using Student Capital Improvement Fee Bond funds for completion of construction and occupancy of the building by Fall 2009. (Fall 2009) and complete the design of Phase II for the Clearwater Campus remodeling/new construction for functions housed in the Social Science and Business Technology Buildings. (December 31, 2009) REITER	1,3,5,6	2	1	
2	15. Continue to develop and implement a college-wide energy conservation and manage program emphasizing a reduction in utility and operational costs. (June 30,2009) REITER	1,3,5,6	3	2	

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	G. PROVIDE QUALITY FACILITIES AND EQUIPMENT TO MEET STUDENT AND COMMUNITY NEEDS (Cont'd)				
4	16. Continue to improve operations related to college-wide services including the warehouse, moving, and disposal of surplus property with emphasis on additional warehouse space for use college-wide. (June 30, 2009) REITER	5	1	2	
3	17. Continue to improve the college-wide security plan for all sites with focus on campus consistency and enhanced safety measures. (June 30, 2009) REITER	5	1	2	
2	18. Continue the planning for Phase II and complete the construction of Phase I for the addition to the Downtown Center to house food service, retail/bookstore and American Stage with additional shelved space for future college use. Complete the design and start the construction of the buildout for the remaining spaces on the 4 th floor of the existing Downtown Center to house college programs and support areas. (June 30, 2009) REITER	1,3,5,6	2	1	
5	19. Continue to investigate opportunities for student housing and complete the planning and start construction for the Scholarship House in conjunction with the Business and Professional Women's Organization and the college Foundation. (June 30, 2009) REITER				
5	20. Continue to work with Community partners in developing educational and workforce housing possibilities for college faculty, staff and students. (June 30, 2009) REITER				
2	21. Update construction and operations guidelines and specifications to include sustainable (LEED) criteria for all new and remodeled facilities. Set in place processes for the evaluation and purchase of sustainable materials and products. Develop operational procedures for their use college-wide. (June 30, 2009) REITER				
2	22. Develop a process to implement the new requirements for tracking in-depth details on construction contractor payments on all projects at least once annually. (June 30, 2009) REITER				
2	23. Provide a safe, clean, comfortable, and attractive environment for students, faculty and staff. REITER				

Priority	2006-2009 Strategic Directions and 2008-2009 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	H. SECURE ADDITIONAL RESOURCES AND PROGRAMS THROUGH TARGETED FUND RAISING AND CREATIVE PARTNERSHIPS				
2	1. Evaluate fund-raising efforts and develop a plan for future initiatives. (June 30, 2009) KUTTLER	1-8	1	2	
2	2. Conduct targeted fund-raising related to identified program needs and unfunded priorities related to academic program areas, particularly the Orthotics and Prosthetics (O&P) Program and Banking. (June 30, 2009) KUTTLER/ /FURLONG	3,5,6	2	1/2	
2	3. Further develop program funding by seeking additional partnerships with community organizations that will result in increased enrollment (June 30, 2009) CAREY/VITTETOE/WISE	3,5	2	2	
3	4. Increase funding available through the Foundation for need-based and merit-based scholarships. KUTTLER	3,5	2	1	
3	5. Increase the number of male students receiving scholarships by 5%. KUTTLER				

Priority	2006-2009 Strategic Directions and 20087-20098 Institutional Objectives	Column A Imperative Supported (Note 1)	Column B Funding Level (Note 2)	Column C Phase	Column D Required for SACS reaccreditation
	I. EXPAND ACCESS TO BACHELOR'S DEGREES AND GRADUATE DEGREES IN PINELLAS COUNTY, PARTICULARLY IN CRITICAL SHORTAGE AREAS				
1	1. Maintain quality in our current Bachelor's Degree Programs and increase enrollment by ten percent (10%). (June 30, 2009) FURLONG / BURNISTON	1,3,8	1	2	
2	2. Maintain University Partnership Center enrollment at approximately 1500+ students, including the addition of new programs. Explore the addition of a partnership between UF Vet School and UPC, as well as a partnership with a Chiropractic College and USF's Graduate Certificates. (June 30, 2009) FURLONG/KENNEDY	5,8	1	2	
1	3. Market SPC's baccalaureate programs and partnerships in our three-county service area and our online programs statewide and nationally, as appropriate. Initiate an online marketing plan. Continue pursuing marketing initiatives for statewide programs such as Banking in cooperation with statewide associations. (June 30, 2009) FURLONG / BURNISTON	1,3,8	1	2	
1	4. Increase baccalaureate or partnership opportunities by adding four targeted new programs or concentrations. Programs under consideration include Public Safety Certificate, Paralegal Certificate, Biotechnology, , Informatics, Child and Family Studies, Middle Grades English Education, Middle Grades Social Studies Education, and Foreign Language Education. (June 30, 2009) FURLONG / BURNISTON	1,3,8	1	1	
1	5. Fully implement the five new majors: Interdisciplinary Health and Human Studies, Management & Organizational Leadership (including the following tracks: Entrepreneurship, Sustainability, Real Estate, and Not-for-Profit), Educational Studies, Middle School General Science Education and Middle School Math Education. (June 30, 2009) FURLONG / BURNISTON	1,3,8	1	2	
2	6. Continue to explore the possibilities of growth in Baccalaureate Programs at all campuses, and in Pasco and Hernando counties. (June 30, 2009) FURLONG / BURNISTON	1,3,8	1	1	
2	7. Achieve national accreditation for new Bachelor of Applied Science in Orthotics & Prosthetics; continue to prepare for national teacher education accreditation (NCATE or TEAC—visit expected in 2010). (June 30, 2009) FURLONG	1,3,8	1	1	

1	<p>8. Support the College’s QEP activities by encouraging baccalaureate faculty and staff to attend critical thinking training, which will provide skills needed to begin to integrate and enhance related activities into upper division classes. (June 30, 2009)</p> <p>FURLONG</p>	1,3,8	1	1	
2	<p>9. Continue to develop and support international exchanges and programs to assure global awareness is a critical strategic direction in all baccalaureate programs at the College. Initiate a new partnership with Hungary in relation to the Banking, International Business and Life Sciences majors. Explore additional partnerships with India and South America. (June 30, 2009)</p> <p>FURLONG</p>	5,8	1	2	