

VISION STATEMENT:

FKCC will be a leader in quality education, innovative learning and a unifying force within the community.

MISSION STATEMENT:

Florida Keys Community College is an open-access, educational institution dedicated to serving the intellectual, diverse, cultural, and occupational needs of the Florida Keys as well as the global community. The college is committed to student-centric academic programs and services, workforce development, continuing education, diverse partnerships, electronically delivered instruction, and sustainable practices that prepare students for personal success and responsible citizenship.

VALUES:

At FKCC, we value:

Academic Excellence

- *continuous improvement and growth in all areas of the college*

Student Success and Achievement

- *fulfillment of intended educational and personal goals*

Faculty and Staff Engagement

- *collaboration, teamwork, and cooperation among faculty and staff*

Individualism and Diversity

- *respecting diverse views, fostering an open exchange of information, ideas, and feelings*

Civic and Environmental Responsibility

- *individual, institutional, and societal accountability*

Community Partnerships

- *community pride, economic development, and unity*

INSTITUTIONAL GOALS AND STRATEGIC OBJECTIVES:

1. Uphold a student-centered environment that promotes excellence in teaching and effective learning

1. Encourage and support quality education through innovation in content, services and delivery methods
2. Ensure quality education and student learning through effective assessment measures
3. Develop a systematic and integrated approach to foster student persistence and success
4. Create new programs, revise existing programs, and plan for possible baccalaureate degree development in response to identified needs
5. Ensure equitable access to quality education and services among the college's centers

2. Engage the Keys community to strengthen relationships and develop identified programs and services

6. Actively pursue relationships and collaborations with community organizations, including but not limited to, business, industry, military, governmental, and educational institutions
7. Strengthen the workforce and continuing education offerings

3. Foster a sustainable, healthy, and productive organizational environment focused on achieving the college's mission

8. Procure and sustain resources that support the college's mission
9. Provide a safe, clean, and accessible environment to meet the needs of students, faculty, staff and community members
10. Recruit and retain quality faculty and staff
11. Establish a culture of continuous improvement and integrity

4. Promote the college and its unique offerings throughout the Keys and global community

12. Capitalize on the unique geographical location of the Keys and the talents of its residents and visitors
13. Enhance accessibility and awareness of the college

GOAL #1

Goal 1: Uphold a student-centered environment that promotes excellence in teaching and effective learning

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
1. Encourage and support quality education through innovation in content, services and delivery methods	1. Participation in ISLE tutoring will increase by 7% annually	Ms Snyder	Arts & Sciences	In progress
	2. The college will identify professional development opportunities that address changing student learning needs	Dr Charles	Provost	In progress
	3. Transition manual operational processes into electronic processes	Dr Kehoe	Administrative Services	In progress
	4. Conduct two D2L trainings for faculty and staff each semester	Ms Skinner	Distance Learning	In progress
	5. Perform an analysis of instructional technological needs for all 3 campuses and Smart classroom transitions	Mr Gilchrist Mr Monroe Ms Skinner	Information Technology Administration Distance Learning	In progress
	6. 80% of students will report that they are satisfied with student affairs services on the graduating student survey	Dr Heck	Student Affairs	In progress
	7. Explore flexible scheduling opportunities to meet the needs of students on breaks and summer	Dr Charles Dr. Freeman	Provost Centers	In progress

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
2. Ensure quality education and student learning through effective assessment measures	1. Standardize course learning outcomes and link to competencies	Ms Snyder Dr Rice Mr Allish	Arts & Sciences Marine Sciences Nursing	In progress
	2. Adopt a Quality Enhancement Plan that will effectively enhance student learning	Dr Charles	Provost	In progress
	3. Demonstrate college-level competency achievement by multiple measures	Dr MacWilliams	Accreditation & Assessment	In progress
	4. Increase college preparatory success rates by 3% for each area: reading, writing & math (Accountability data)	Ms Snyder	Arts & Sciences	In progress

	5. Revise the Library's information literacy assessment tools to better identify student progress in learning	Ms Careaga	Library	In progress
	6. AA, AS, and AAS success rates for 2009 will increase by 5% (Accountability data)	Dr Charles	Provost	In progress
	7. AS, AAS, and PSAV retention rates for 2009 will increase by 4% (Accountability data)	Dr Charles	Provost	In progress
	8. Vocational completers placed in the field will remain at 90% or higher (Accountability data)	Dr Charles	Provost	In progress
	9. 2.5 or higher GPA performance for AA students who transfer to the SUS will be 75% or higher (Accountability data)	Dr Charles	Provost	In progress

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
3. Develop a systematic and integrated approach to student persistence and success	1. Enhance campus life through awareness of campus events and student support services in all Centers	Dr Heck	Student Affairs	In progress
	2. Ensure articulation agreements are current and applicable	Dr Charles	Provost	In progress
	3. Increase developmental/remedial progression from first to second levels by 4%	Ms Snyder	Arts & Sciences	In progress
	4. Increase dual enrollment in FKCC-based classes by 3%	Dr Charles	Provost	In progress
	5. Fully implement Degree Works advising system	Mr Gilchrist Ms Cherry Ms Malsheimer	Information Technology Advising Services Enrollment Services	In progress
	6. The number of students who transfer to the SUS prior to achieving their AA degree will decrease by 9% (articulation data)	Dr Heck	Student Affairs	In progress
	7. Implement a comprehensive enrollment management system using Banner Administrative software	Mr Gilchrist Dr Heck	Information Technology Student Affairs	In progress
	8. Review and update the prerequisite requirements for courses that comprise the AA and AS program	Curriculum Committee Chair, Ms Farrell	Instructional Division	In progress

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
4. Create new programs, revise existing programs, and plan for possible baccalaureate degree development in response to identified needs	1. Conduct a needs assessment for college-wide programmatic demand; specifically a 4-year degree in Marine Sciences or Nursing	Dr Charles	Provost	In progress
	2. Enhance the Marine Science program with a certification in aquaculture	Dr Rice	Marine Sciences	In progress
	3. Enhance the allied health offerings by continuing the pursuit of NLN accreditation	Ms Allish	Nursing	In progress
	4. Identify other allied health programs (paramedic) for our communities – especially for the Upper and Middle Keys	Dr Charles Ms Allish	Provost Nursing	In progress

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
5. Ensure equitable access to quality education and services among the college's centers	1. Explore the potential to increase fulltime faculty in the Upper and Middle Keys	Dr Charles Ms Tinker	Provost Human Resources	In progress
	2. Enhance the library services and resources provided to students in the Upper and Middle Keys	Ms Careaga	Library	In progress
	3. Develop and implement a plan to ensure that the Centers are visited by faculty and student services staff based in KW at least once per month to assist student needs	Dr Charles Dr Heck	Provost Student Affairs	In progress

GOAL #2

Goal 2: Engage the Keys community to develop programs and services that contribute to cultural, economic, educational, and societal improvement

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
6. Actively pursue relationships and collaborations with community organizations and industry	1. Student internship opportunities will be developed in cooperation with Program Advisory Committees	Dr Charles Ms Snyder	Provost Arts & Sciences	In progress
	2. Investigate the potential for a college-wide advisory council, comprised of community, business and military leaders	Dr Charles Dr Kehoe	Provost Administrative Services	In progress
	3. Investigate the potential for a Middle and Upper Keys Center advisory council, comprised of community and business leaders	Dr. Charles Dr. Freeman	Provost Centers	
	4. Establish contacts with the military to identify educational needs	Dr Charles Ms. Estenoz	Provost Workforce Development	In progress
	5. Encourage community organizations to utilize the facilities of the college to host their meetings/events	Dr Kehoe	Administrative Services	In progress

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
7. Strengthen the workforce and continuing education offerings	1. Bundle workforce training courses and certificate programs	Dr Charles Ms Estenoz	Provost Workforce Development	In progress
	2. Investigate potential for offering certifications in: <ul style="list-style-type: none"> a. energy sustainability b. hospitality and culinary c. fire sciences 	Dr Charles Ms. Estenoz	Provost Workforce Development	In progress
	3. Develop continuing education and lifelong learning opportunities for the growing 65+ population	Ms Torres	Continuing Education	In progress

GOAL #3

Goal 3: Foster a sustainable, healthy, and productive organizational environment focused on achieving the college's mission

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
8. Procure and sustain resources that support the college's mission	1. Garner philanthropic support from individuals, community organizations and businesses	Dr Tyree	President	In progress
	2. Develop and enhance budgeting procedures and processes	Dr Kehoe	Administrative Services	In progress
	3. Enhance the college's relationship with the Florida Keys Community College Foundation	Dr Tyree	President	In progress
	4. Pursue other potential alternative funding opportunities	Dr Tyree	President	In progress
	5. Evaluate current technological resources for instruction and administration	Mr Gilchrist	Information Technology	In progress

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
9. Provide a safe, clean and accessible environment to meet the needs of students, faculty, staff and community members	1. Housing development opportunities will continue to be explored	Dr Kehoe	Administrative Services	In progress
	2. Update policies and procedures regarding college and classroom safety	Dr Charles Dr Kehoe	Provost Administrative Services	In progress
	3. Identify potential funding/donations to establish facility independence for the Centers	Dr Tyree	President	In progress
	4. The mean ratings on the 2010 employee survey for campus security will increase to 3.35 satisfaction level	Dr Kehoe	Administrative Services	In progress
	5. The mean ratings on the 2010 employee survey for campus cleaning services will increase to 3.45 satisfaction level	Mr Cole	Facilities	In progress
	6. Promote sustainability by making more efficient use of existing resources	Mr Cole	Facilities	In progress

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
10. Recruit and retain quality faculty and staff	1. Employee turnover will decrease by 2% from 2009 to 2010	Ms Tinker	Human Resources	In progress
	2. The college will host 2 on-site faculty and staff professional development trainings annually	Dr Charles Dr Kehoe Ms Tinker	Provost Administrative Services Human Resources	In progress
	3. Ensure equitable performance evaluations, promotion and, resources permitting, compensation systems for all faculty and staff	Ms Tinker	Human Resources	In progress
	4. The mean ratings on the 2010 employee survey regarding ample opportunities for professional development will increase to 3.00 agreement level	Ms Tinker	Human Resources	In progress

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
11. Establish a culture of continuous improvement and integrity	1. Complete the compliance report and QEP proposal for successful reaffirmation of SACS accreditation	Dr MacWilliams Mr Wood	Accreditation & Assessment Business Faculty	In progress
	2. Audit reports ensure 100% compliance with Federal, State and Institutional policy and procedure when delivering financial aid services	Dr Heck Ms Urban	Student Affairs Financial Aid	In progress
	3. Review and update student affairs policies and procedures	Dr Heck	Student Affairs	In progress
	4. Encourage college-wide participation in the institutional effectiveness processes	Dr MacWilliams	Accreditation & Assessment	In progress
	5. The mean ratings on the 2010 employee survey regarding The College's promotion of good communication, teamwork, and cooperation among employees will increase to a 3.5 agreement level	Dr Charles Dr Kehoe Ms Tinker	Provost Administrative Services Human Resources	In progress

GOAL #4

Goal 4: Promote the College and its unique offerings throughout the Keys and global community				
Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
12. Capitalize on the unique geographical location of the Keys and the talents of its residents and visitors	1. Recruiter to attend 3 national college recruiting events	Ms Love	Recruitment	In progress
	2. Program directors network with colleagues to identify potential educational collaborations	Dr Charles	Provost	In progress
	3. Invite guest speakers at community educational events– host 1 annual event at each center	Dr Charles Ms Snyder Dr Rice Ms Allish	Provost Arts & Sci. Marine Sci. Nursing	In progress
	4. Conduct outreach to marine science researchers and environmental scientists	Dr Rice	Marine Sciences	In progress
	5. Enhance arts and cultural programs and services through the Library hosting exhibits and educational programs presented by local artists and authors	Ms Careaga	Library	In progress

Strategic Objective	Performance Measure for 2010 - 2011	Key Administrator	Unit	Status
13. Enhance accessibility and awareness of the college	1. Lead a widespread communication initiative through local media, internal forums, and community relations to share FKCC news, events, programs, and services	Ms Ernst-Leonard	Public Relations	In progress
	2. Acquire additional Library resources in foreign languages to accommodate learning needs	Ms Careaga	Library	In progress
	3. Create an international student club to provide academic and services support to new international students	Dr Heck	Student Affairs	In progress
	4. Plan for the potential of Cuba opening to accommodate educational, cultural, and travel opportunities	Dr Charles Ms Torres	Provost Continuing Education	In progress