Enriched by its unique island location, Florida Keys Community College provides student-centered post-secondary degrees, life-long learning opportunities, and workforce development initiatives which enhance the educational, recreational, economic, and cultural environment of the Florida Keys.

The college will be the premier educational and cultural center of the Florida Keys.
Strategic Planning Process

The 2007 to 2010 strategic plan was developed through participation and input from internal stakeholders as well as external constituencies. This broad-based planning approach resulted in the development of a mission and vision that captured the “island living, island learning” concept of the college and the unique, educative benefits that it offers.

This inclusive planning process also provided the opportunity to create five institutional goals that best direct the college in fulfilling its mission. These institutional goals are broad, measurable priorities that focus on the development of new academic and vocational programs, responsible fiscal management, community services and outreach, and relationship building.

In addition, strategic objectives have been developed to ensure the accomplishment of the goals and direct the energy and focus of the institution to significant and timely issues. The college reviews these objectives annually to determine success rates, make modifications according to outcomes findings and refine for subsequent years. Listed below are highlights of college’s strides toward achievement of its mission and progression toward its vision.

Institutional Goal #1

Differentiate and Revitalize

We will differentiate ourselves by establishing a clear, distinct mission for our college and, in doing so, will define a direction for curriculum development, establish areas of excellence, and revitalize the FKCC academic experience.

Strategic Objective 1: Create a Center of Excellence by ensuring quality, relevancy and currency of our curricula and programs in meeting the needs of students and the communities of the Keys

Duplicated Enrollment Totals by Reporting Year 2005-2009

The college reviews enrollment trends as one of the methods for identifying quality education through student demand. Credit course enrollment experienced an 8% increase from the 2008 to 2009 reporting year. In addition, post secondary adult vocational courses, such as the criminal justice program, experienced an 82% increase and the new Educator Preparation Institute had a 139% enrollment increase. The college attributes these successful results to its ability to meet programmatic and vocational demands and also to the improvements made to the schedule of course offerings, which enabled students to increase their credit load.

Strategic Objective 2: Strengthen current partnerships and seek out opportunities for substantive, new partnerships to provide world-class educational and cultural opportunities that belie our small size
The college strengthened its partnerships by enhancing communication and outreach with the public. An example of partnership improvement is the 93% increase in the dual enrollment program with Monroe County School District from academic year 2007-2008 to 2008-2009. This was achieved by the college incorporating the Council of President’s new standards into the articulation agreement and also reviewing dual enrollment course outlines and syllabi to ensure college-level quality and outcomes assessment. The advising services division further strengthened outreach by offering ongoing testing for appropriate placement of dual enrollment students.

**Strategic Objective 3:** Create a comprehensive infrastructure and master facilities plan that is aligned with and supportive of the educational needs of the college

An action that developed from the college’s commitment to infrastructure and facilities was the establishment of a new marine technology center. First, the college received approval of $4.5 million in PECO funding from the state. Then, in 2009, the college received a $1 million grant from the Lockwood Foundation to strengthen the diving and marine technology programs. These funding sources have supported the college’s ability to expand and improve its infrastructure by initiating planning for the new, state-of-the-art marine technologies building.

**Institutional Goal #2**

**Contribute to Economic Development**

We will be responsive to the needs of the Florida Keys economy by addressing workforce and continuing education needs and producing a positive economic impact on our communities.

**Strategic Objective 4:** Investigate the potential for developing new or enhanced mission-driven credit and non-credit programs and offerings

**Duplicated Enrollment in the Educator Preparation Institute**

<table>
<thead>
<tr>
<th>Year</th>
<th>2008 RY</th>
<th>2009 RY</th>
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<tbody>
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<td></td>
<td>83</td>
<td>198</td>
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The college implemented many programmatic innovations, changes, and revisions over the past two years. The most notable innovations include the development of an Educator Preparation Institute to support Monroe County School District’s teaching needs. Other new programmatic changes that support the demands of the community include an Associate of Science in Early Childhood, an Associate of Science in Fire Sciences, Five New Diving Certifications, and a Captain’s course. In compliance with the Southern Association of Colleges and Schools’ substantive change policy, the college submitted and received approval for all of the above-listed programmatic advancements.
Institutional Goal #3

Increase Enrollment

We will increase enrollment and, in so doing, will position ourselves as an institution capable of employing faculty in a range of disciplines and offering a full gamut of programs and services for an optimal educational experience.

Strategic Objective 5: Establish and implement marketing planning for all Centers of the College that identifies differentiated approaches for the various constituents we seek to attract with a particular focus on full-time students.

Unduplicated Fulltime Enrollment for Fall 2007 through Fall 2009

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<thead>
<tr>
<th></th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
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<tbody>
<tr>
<td></td>
<td>264</td>
<td>339</td>
<td>503</td>
</tr>
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</table>

The marketing and promotional initiatives instituted over the 2007 to 2009 years have proven successful in recruiting students. For example, overall enrollment from the fall 2007 to fall 2009 semester has increased by 30%, with a 85% increase in fulltime enrollment. In addition, the amount of first time in college students grew by 55% for the same time period. The college’s attempts to recruit transfer students have also been successful, evidence by a 90% increase in transfers from fall 2007 to fall 2009.

Strategic Objective 6: Maximize and expand student support services and initiatives to enhance quality and accessibility.

Financial Aid Recipients from Fall 2007 to Fall 2009

<table>
<thead>
<tr>
<th></th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>376</td>
<td>403</td>
<td>638</td>
</tr>
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</table>

Financial aid assistance is a valuable support service that the college promotes to students. Financial aid options have been widely publicized at recruitment and informational events throughout the community, county, state, and nationally; and as a result, the awards have grown considerably. For instance, from the 2007-2008 to 2008-2009 reporting years, the amount of Pell Awards has increased by 40%; with the total amount of awards increasing from $611,755.91 to $859,179.39.

Institutional Goal #4

Create Financial Strength

We will create financial strength through ensuring fiscal propriety and seeking new sources of financial support while continuing a positive relationship with the state.

Strategic Objective 7: Ensure good fiscal stewardship of the institution to ensure best practices, cost efficiencies and an overall model for optimal performance.
The college has expanded its efforts to diversify revenue streams and obtain support from both private and public sources. Donations amounting to over $1 million from the State in the form of Perkins and College Reach-Out Grants have assisted in funding 2 college positions and services for underserved and financially at-risk students. The college was also awarded $4.5 million in Public Education Capital Outlay funding from the DOE to build a new marine technology center. Another substantial donation was $1 million from the Lockwood Foundation, which enabled the college to create the Lockwood Center for Diving.

The Florida Keys Educational Foundation has also offered considerable financial assistance to the college over the past several years. Most prominent is the Foundation’s 178% increase in scholarship awards from FY2007 to FY2009 to help students fund their education.

**Institutional Goal #5**

**Optimize Technology**

We will utilize technology to improve student learning, services, and efficient college operations.

**Strategic Objective 8:** Create a more technologically advanced institution through improved infrastructure, and increased online services, training and distance education courses

The technological advancements at the college over the past two years have been extensive. Institution-wide improvements include an open-access wireless network and an emergency notification system/mass telephone communication system. Instructional technological progress involved a $30,000 investment into classroom upgrades such as 7 multimedia classrooms and 2 super classrooms. In addition, a transportable laptop station was created to assist instructors with integrating technology into their curricula.

**Online Course Enrollment**

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<th>Spring 2008</th>
<th>Spring 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>370</strong></td>
<td><strong>508</strong></td>
<td></td>
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</table>

Progress in distance learning was demonstrated by a 75% increase in online offerings and a 37% increase in enrollment from spring 2008 to spring 2009. To support this distance learning growth, 20 faculty and staff trainings were conducted with over 150 participants.

Technological upgrades were also conducted to the college’s administrative software. A new Enrollment Management System was implemented so swiftly and efficiently that the distributor, SunGardHE, recognized FKCC as an early adopter and consequently appointed the college as a mentor organization for other institutions. This accomplishment resulted in FKCC being named as one of six finalists for information technology achievement in competition with 58 entries representing 35 countries.
Florida Keys Community College is an equal access/equal opportunity institution and complies with the ADA. Discrimination/Harassment on the basis of color, race, religion, gender, age, marital status, national origin, sexual orientation or disability is prohibited. Any form of discrimination/harassment should be reported immediately to the Equity Coordinator, Joanne Dinkel, Building H, Office 1510, (305) 809-3248.

Florida Keys Community College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award the associate degree. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Florida Keys Community College.

A complete, comprehensive version of the 2007 to 2009 progress report can be accessed at:

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**Key West Campus**
5901 College Road  
Key West, FL 33040  
(305) 296-9081

**Middle Keys Center** at Marathon High School  
900 Sombrero Beach Road  
Marathon, FL 33050  
(305) 743-2133

**Upper Keys Center** at Coral Shores High School  
89951 US Highway 1  
Tavernier, FL 33070  
(305) 852-8007