Mission Statement
Florida Keys Community College is a comprehensive community college responding to the diverse and changing needs of Monroe County. The college offers quality education and activities that are innovative, accessible and affordable in the areas of university transfer, workforce development, college preparatory, continuing education, distance learning and cultural enrichment. The college provides a student-centered atmosphere conducive to scholarly inquiry, critical thinking, and personal growth.

Vision Statement
Florida Keys Community College prepares students to live and work in a changing world through innovative instruction and leadership.

Florida Keys Community College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097: Telephone number 404-679-4501) to award the associate degree.

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Strategic Objectives for Institutional Improvement

The Strategic Objectives are defined, specific indicators of what the college has set out to accomplish. These objectives are for the years 2004 to 2007 relate to achieving reaffirmation, providing quality education, improving enrollment, retention, and student tracking, acquiring sufficient resources, acquiring senior leaders, strengthening the planning and evaluation functions, responding to community needs, establishing additional community partnerships, maximizing technological resources, providing a safe and productive facility, and encouraging staff and faculty development.

During the annual planning process at FKCC, each Unit develops its own specific objectives that link into and support those College Strategic Objectives. At the end of the planning cycle, each Unit assesses whether it has accomplished its intended objectives. Listed below are the achievements of FKCC’s Units which demonstrate the College’s success in achieving its 2004 to 2005 Strategic Objectives.

1. Fulfill SACS reaffirmation requirement by 2005
   • Second follow-up report submitted and approved by SACs at the December 2005 annual conference. FKCC fully credited.
2. Institute a complete cycle of a structured and comprehensive evaluation process of all programs, services, and general education
   • 100% of Addictions Studies students passed the Florida Certification Board for Addictions’ international exam.
   • 100% of Addictions Studies graduates were placed in fulltime jobs.
   • Five new employers for the Addictions Studies programs were found in the Keys.
   • Two University of Poland students received credit from FKCC’s Business Administration program.
   • 92% of Computer Programming students are satisfied with the new degree.
   • 83% of Computer Programming students completed with a C or higher.
   • Two Basic Corrections Academies had a 100% pass rate on the state exam and 100% are employed.
   • Two Crossover Corrections to Law Enforcement Academies had a 100% pass rate on the state exam and 100% are employed.
   • Total enrollees in the Marine Engineering & Seamanship program have increased 6.4%.
     • 200% increase in number of enrollees in the AS degree.
     • 15.8% increase in number of enrollees in the one-year certificate program.
   • 88% of Marine Engineering students completed with a C or higher.
   • For the past six years, 70-80% of Marine Environmental Technology students have passed with a C or higher.
   • The Marine Environmental Technology unit’s graduation rate has increased 100% from 2002 to 2005.
   • The Ad Hoc Research survey for 04-05 identified 96% of respondents as having satisfaction with the appearance of data, which is processed through the department of Institutional Effectiveness.
   • 79% of the students in the Letters unit completed with a C or higher.
   • 80% of Legal Assisting students completed with a C or higher.
   • 79% of students in the Social Sciences unit completed with a C or higher.
   • 93% of EMS students completed with a C or higher.
   • 87% of Graphic Design students completed with a C or higher.
   • 81% of Foreign Language students completed with a C or higher.
   • The mathematics director has developed three instructional CDs for the following courses: College Algebra & Intermediate Algebra and Math for Liberal Arts.
   • 84% of College Algebra students pass with a C or higher.
   • 90% of Nursing students passed with a C or higher.
   • 82.3% of Nursing students passed the NCLEX on the first try.
   • The enrollment rate in the Physical Sciences unit has increased by 32%.
   • The President has held 12 informal meetings with small groups of new employees as well as faculty meetings at the start of the Program Review follow-up meetings.
   • New President’s monthly forum is now held every third Monday of the month to improve communication within the college.
   • 85% of Biological Sciences students completed with a C or higher.
   • Approximately 99% of Continuing Education students gave the rank of “good” or better on the Continuing Education Questionnaire/Evaluation.
   • The 04-05 Distance Learning Summary Report indicated that DL students earn statistically more “A” grades than traditional students.
   • 95% of Diving Business & Technology students completed with a C or higher.
   • The Office of IE ensured that Program Reviews for the AS program directors were completed and submitted for printing as well as conducted follow-up meetings with program directors in fall 2005.
   • General Education goals were assigned by January and assessed by September 2005.
   • The Office of IE continues to produce newsletters.

FKCC’s Institutional Goals are broad, measurable priorities which enable the college to fulfill its mission and vision, reflect its values, and take into consideration the opportunities and challenges which confront it. It is through the academic programs, continuing education, and community services that FKCC is able to fulfill its mission.

These goals are designed to remain the same year to year, with modifications and revisions performed only under direction of the Strategic Planning Council. Therefore, strategic objectives have been developed which ensure the accomplishment of these goals and direct the energy and focus of the institution to significant issues.

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Florida Keys Community College
2004-2007 Institutional Strategic Goals

1. Provide quality educational programs and services.
2. Actively recruit and successfully retain students by maintaining a strong focus on student learning and goal achievement.
3. Enhance the College’s image, visibility, and distinction as an institution of quality education and life-enhancing opportunities.
4. Provide facilities, technology and support services to meet the educational and cultural needs of our students and community.
5. Facilitate an organizational framework and environment that supports employee development, innovation, and productivity.
6. Seek alternative funding sources and prioritize resource allocations with regards to funding.
7. Uphold an ongoing institutional commitment to programs and services assessment with the objective of continuous improvement.
and informational brochures and hold workshops and meeting to continually educate the college community on the importance of student learning outcomes and methods for integrating them into the planning/assessment/evaluation processes.

- The Office of Institutional Effectiveness published an Annual Achievements Report and Approved Budget Requests brochure and disseminated these documents college-wide at Conference Day.
- IE shared CCSE results college-wide on Conference Day and identified strategies that various units are employing to address any issues that the survey identified.

3. Create incentive grant funding opportunities through FKCC and the Florida Keys Educational Foundation

- FKEF Board reviewed applications submitted for the $25,000 in grant monies that were made available from the Sealy Endowment Fund.
- Emergency Medical Services received $4,190 from the FKEF for a Trauma Manikin & Injury Model.
- Applications for classroom projection equipment were combined into a larger project; to be handled as a renovation project through PECO funding in 2006.
- FKEF Board decided to reissue grant funding available to faculty and staff in the amount of $25,000 for the fall term 2006.

4. Revise the planning and budgeting processes for FKCC

- The Board of Trustees approved the balanced budget on June 28, 2005.
- Lab fees increased $75 for EMT and $25 for first responder courses.
- Due to successful planning, the fund balance was 9.9%, allowing the college to grant budget requests.
- Salaries for all employees increased by 3% and 8.6% for adjuncts.
- Advisory Committee Handbook is being developed.
- Purchasing unit created contracts locally and through the use of COPP and Florida state contracts. Cost savings for FY04-05 exceeded $60,000.
- A new laptop was purchased for the Director of IE.
- Institutional Effectiveness printing budget was increased, allowing the professional printing of the strategic plan, fact book, annual planning and assessment documents, program review compilations as well as a newsletter.
- Interest income increased from $10k in Fiscal 2004 to $40k in Fiscal 2005.
- CIP report approved by DBOT on 08/24/04 and the Capital Outlay Budget was approved on 09/28/04.

5. Foster faculty and staff currency of expertise in their areas of responsibility through support of professional development

- Intelliecheck software was installed. Manually stuffing checks has been eliminated and direct deposit forms are now emailed.
- Zero staff turnover in Administrative & Business Services unit.
- Two Financial Aid staff members were trained in the Financial Aid process.
- The Financial Aid unit has implemented “Common Origination Disbursement” program according to USDOE’s guidelines.
- The Financial Aid administrator completed training for integration with Banner 6.
- Marine Engineering & Seafishanship hired one full time instructor, allowing courses to be offered in proper sequence so students can complete program in allotted time.
- The Library unit’s MLIS candidate completed credits toward her degree and the MA candidate successfully completed her degree.
- Library staff completed training in LINCC, cataloging, reference, and cross database searching.
- Library staff developed a new manual for use with the videoconferencing equipment and trained five new faculty.
- An Institutional Effectiveness assistant was hired.
- Technical Support Services held four staff meetings.
- Technical Support Services held three Adjunct Orientations and two AAS Faculty meetings.
- Job descriptions have been updated and clearly identify the roles and responsibilities between the VP of Instructional Affairs and the Associate Dean of Instruction.
- Technology training sessions were completed.
- Library staff conducted individual technology assessment and trainings with all individual faculty members.
- Meetings were held every term with faculty and adjuncts on online services.
- The Associate Dean of Instructional Affairs has met with the faculty council president at least once a month, which has improved response time to faculty questions and concerns.
- New Nursing faculty as well as a Dean of Health Services were hired.
- Four new computers will be purchased for Nursing faculty.
- Biological Sciences director attended the National Association of Biology Teachers conference in November.
- The Coordinator of Distance Learning is beginning to recruit and train faculty who wish to participate in online learning.
- Each term adjunct orientations took place and included a diverse group of staff providing important FKCC information.
- The Director and Assistant Director of Enrollment Services and Technology Support Services were trained on Banner Web Admission in June 2005.
- The Director of Enrollment Services and Assistant Database Administration received additional training in Banner CAPP (Curriculum, Advising, and Program Planning).
- Enrollment Services purchased and installed an imaging system that integrates with Banner. Old image files were successfully converted and staff were trained on scanning and retrieving data.

6. Track students to assess retention and success

- Ten $500 scholarships were awarded to RAVE students with the highest GPA.
- The ability to duplicate additional information to prep class students assisted in the methodologies employed to improve student learning.
- 75% retention rate for AS degree seeking students who successfully complete Intro to Computer Science and then enroll in Systems Analysis and Design.
- 95% retention rate for AS degree seeking students who successfully complete Intro to Computer Programming and then enroll in Intermediate Computer Programming.
- In both the fall and spring terms, 100% of students who received accommodations from the OSD were satisfied with attainment of educational and career goals.
- The 2004 Gradate Exit Survey identifies that 100% of graduating students with disabilities were satisfied with the OSD, with 69% being very satisfied.
- Two meetings per week occurred for fulltime and part-time Middle Keys students to update academic advisement and graduation checklists.
- 87% of students who successfully completed SPN1120 went on to complete SPN 1121.
- 76% of Intermediate Algebra students taking Test 1, 81% taking Test 2, and 83% taking the final exam were able to complete the test items successfully using the graphing calculator.
- Graduate Exit Survey percentages of student satisfaction: 90% academic services, 92% availability of advisor, 90% value of information provided by advisor, 94% general registration practices.

7. Increase access to and participation in college programs through coordinated and continually improving marketing strategies

- Aquatics & PE flyers were distributed throughout the community and one radio interview was conducted.
- 100% of CROP students completed college or university applications, as well as financial aid applications. 80% enrolled in post-secondary education.
- Advising and Marketing have collaborated for many successful events, including high school visits, kick-off parties, and registration.
- 1,000 flyers were distributed throughout Upper Keys businesses and organizations.
- An Upper Keys representative spoke about the college’s programs and offerings at monthly Chamber of Commerce meetings, Rotary meetings, and on local radio stations.
- 250 catalogs, schedules, and dual enrollment information were distributed to Coral Shores High School students.
- Information about FKCC programs, benefits, and scholarship was presented at Coral Shores High School’s Parent/Senior College Transition Night, Parent/Junior meeting, the College Fair, and Curriculum Fair.
- Registration events provide refreshments, counseling, and on the spot registration held at Upper Keys Center for fall and spring registration.
- Representatives from the Office of Students with Disabilities will be present at Term Kick Offs.
- The OSD inserts brochures in all instructional new hire packets and distribute brochures to current faculty and adjuncts.
- The Middle Keys Center has intensified its marketing strategies by promoting the College on radio talk shows and visiting 30 businesses to discuss how the College can enhance their business.
- Student newsletter, VOICES, will be sent via email beginning this fall.
- Office of Students with Disabilities surveyed students to determine how to best advertise their information. The OSD will increase the visibility of their brochure in the OSD, Admissions area and the Centers.
- The Physical Sciences director has improved communication with students by mailing exams to teleconferencing students. Additional plans to communicate by mail should help further retention and enrollment rates.
- Three nursing orientations were offered using the teleconferencing system.
- The Marketing & Community Relations unit launched a “Faces of FKCC” minority publica-

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• The Marketing & Community Relations unit has run 48 annual ads (print & broadcast) promoting Continuing Education courses offered at the centers and online courses.
• A “presence of FKCC” was developed in the Middle and Upper Keys through participation in various community events, including the Boat Show, Habitat for Humanity, and Leadership Monroe County.
• The Marketing & Community Relations unit attended three Rotary meetings and three Chamber of Commerce meetings in the Middle and Upper Keys. During which, they networked with community leaders, provided college information, and recruited potential continuing education instructors.
• A random sampling of transcript requests showed that Enrollment Services processed 129 requests within an average of five days.
• Continuing Education offered more than 300 CE courses.

8. Expand existing programs and community-oriented cultural and life-enhancing opportunities
• Two addiction studies instructors were hired for the Lower Keys.
• Aquatics & P.E. enhancements including new weights, weight racks, stereo system, lane lines, and pool slide.
• Tutoring set-up for CROP students improved their GPAs.
• “Enrichment activities” held on FKCC campus for CROP students have helped to support academic achievement and decrease absences and disciplinary reports.
• Grant proposal submitted for improving technological resources in the Preparatory Lab unit.
• Computer lab established to assist students in the areas of math, prep lab, and Spanish.
• Two Computer Programming adjuncts were hired.
• MTE 1000C Personal Watercraft Course was added.
• Marine Engineering purchased three new Yanmar Diesel engines, supplies, and tools.
• Marine Environmental Technology students took field trips to the Clark Maxwell Environmental Habitat and Observatory, Operations Management International, Key West Aquarium, Key West Tropical Forest and Botanical Garden.
• Curriculum materials from the local marine related industry were incorporated in both the Marine Biology & MET textbooks.
• Four Marine Environmental students volunteered for the Whale Stranding Volunteer Network and spent 30 hours assisting stranded dolphins.
• A Marine Research Vessel is presently under construction. It provides a research platform for three marine research programs and federal contract programs (Army Corps, Police Divers, & Port Security).
• The Marine Environmental unit has established six aquariums with supporting hardware and aeration for classroom utilization. Scientific and technical equipment for water quality assessment has also been obtained.
• Sociology, Anthropology, and Education courses were offered to all three Centers through videoconferencing in fall 04 and spring 05 terms.
• The Social Sciences unit has developed a course called “The Wisdom of the Bible” that will be available in summer or fall of 2006.
• A new laptop and PowerPoint materials have enriched the EMS program.
• Multimedia & Graphic Design’s lab has been modified, a new color laser printer has been purchased, and GD software has been upgraded.
• Foreign Language software has been installed in the computer lab.
• Math lab purchased and installed four new computers, Mintlab, and Maple 10 software.
• The Purchasing unit installed a new LaserJet printer.
• Six Underwater Port Security courses were offered in RY 05. Enrollment increased 93% from RY 04 to RY 05.
• The Diving Business and Technology unit has developed a new course, titled Diving Coordinator, which is scheduled for the spring term.
• 11 computers were installed in the library prep lab. Equipment and software for the prep lab has been purchased and installed. Faculty Inservice has been provided.
• Banner 6 was implemented for Human Resources in May 2004.

9. Promote the health and economic vitality of the community through partnerships, coalitions, and collaborations
• A Job Fair was held with the Fall Kick-Off Party, benefiting RAVE students, as well as general students.
• Six community outreach sessions were held that presents the RAVE program to prospective students of special populations.
• The Marine Engineering unit established links for students to get Mercury & Bombardier certification. Five Mercury and four Bombardier (100%) certificates were awarded.
• All students who complete the new MTE1000C Personal Watercraft course now receive a State of Florida operator’s license.
• Library staff collaborated with Marine Technology, ENC 1102, ENC 1101, Business Law, Psychology, and Computer faculty to present library instruction units tied to their syllabus or assignments.
• Students in Introduction to Marine Biology or Environmental Biology heard presentations from speakers from the Mosquito Control Board, Advanced Aquatic Products International, and Reef Relief Environmental Education Center.
• The Office of IE compiled an internal and external Environmental Scan report, which was reviewed by the IEC and submitted to the BOT in November 2005.
• The Letters unit pursuing a more involved partnership with the Tropic Cinema and the credit courses offered there.
• Students in Graphic Design and Photography are sharing printing resources.
• Dual Enrollment agreement was expanded and upheld with Monroe County School District. 41% increase in dual enrollment from 2002/RY to 2005/RY.

10. Maintain safe and productive facilities sites for students, staff and community
• Maintenance manual updated with new safety information.
• Two training sessions provided to all employees covering six safety topics.
• The Criminal Justice unit purchased new mats for training.
• The Library electrical infrastructure was upgraded.
• The Facilities unit maintained humidity and temperature at statutory levels.
• Zero workers compensation claims were made regarding air quality. Satisfaction with air quality increased 10%, according to the Employee Survey.
• A new van was purchased for the Facilities unit.
• Facilities applied non-skid surfacing on concrete walkways to prevent slip/fall accidents.
• The Employee Survey identified 80% satisfaction that the facilities at the primary worksite are well maintained. 83% are satisfied that the workplace is healthy and safe.
• The Graduate Exit Survey identified that 97% of graduating students are satisfied with the general condition and appearance of buildings and grounds.
• The energy management system was upgraded and is now more user-friendly and reliable.

11. Develop an online community via FKCC’s website and online services
• The Computer Programming unit has developed a decision-support system program for FKCC’s website. The two AS degrees in Computer Information and Applications are featured, as well as the one certificate in Data Processing.
• Financial Aid services are now available online.
• Aleph Reports module available at Learning Resource Center.
• Library staff developed an online information evaluation and literacy tutorial that was used with five different classes.
• ILL Librarian successfully installed the ARIEL computer program to allow email delivery of ILL documents.
• Library staff completed a total revision of the online LIS 2004 class, which is used statewide.
• An updated handout on accessing journal articles online was distributed to all PSY2012 students.
• The Student Evaluation of Faculty is now available online through KeySurvey software.
• A videoconferencing consultant taught distance learning teaching techniques to Nursing instructors.
• Diving Business & Technology has upgraded their website and included extensive website referral in all their marketing material. They also developed an additional website for Underwater Port Security.
• A Coordinator of Distance Learning was hired to facilitate the development and implementation of curriculum and coursework offerings through various Distance Learning modalities.
• Two new online non-credit courses were created.
• The Continuing Education & Distance Learning unit has successfully implemented a contract with Desire2Learn allowing for the delivery of our online courses.