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.

FKCC is committed to providing for Equal Access/Equal Opportunity. The College does not discriminate on the basis of color, religion, gender, sexual orientation, age, marital status, national origin or disability in its employment practices or in the admission and treatment of students.

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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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 on-going institutional commitment to programs and services assessment with the objective of continuous improvement.

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.

Strategic Objectives for Institutional Improvement

The Strategic Objectives are defined, specific indicators of what the college has set out to accomplish. The strategic objectives 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 these 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 demonstrates the College’s success in achieving its 2005 to 2006 Strategic Objectives.

1. Initiate a Presidential Search Process
   - Jeff Hockaday Consulting Firm was hired by the District Board of Trustees to facilitate the presidential hiring process
   - Presidential Search Committee members were selected.
   - A Presidential Search timeline was developed.

2. Institute a complete cycle of a structured and comprehensive evaluation process of all programs, services, and general education
   - 93% of students were satisfied with the services provided by Computer Programming and Information Technology unit.
   - According to the Office of Continuing Education Questionnaire/Evaluation, 97% of students rated their class as good or better.
   - 88.8% of students reported satisfaction with Academic Advising services according to the Graduate Exit Survey.
   - Results from the employee survey demonstrate that college employees are beginning to identify their vital role in the planning and assessment processes. This is evidenced by an 11% increase in 2005 from 2003 and 2004 in satisfaction with opportunities to participate in key institutional decisions.
   - For the past three years an average 82% of employees report satisfaction with their opportunities to participate in mission review. This demonstrates effectiveness in the college’s attempts to make planning and assessment broad-based and inclusive.
   - Over 90% of the Math students who took the Student Evaluation of Faculty survey agreed or strongly agreed to questions relating to curriculum and instructor quality.
   - The Equity Report was completed and approved by the Board of Trustees, demonstrating the college’s commitment to diversity in students as well as personnel.
   - College wide and unit based goals and objectives were assessed. Assessment results will be utilized for future years’ plans as scheduled.
   - According to the Graduate Exit Survey, 100% of Students with Disabilities reported satisfaction with information and accommodations that are timely and supportive of attainment of education/career goals.
   - In efforts to unify the Advisory Committee functions and processes, a handbook was created and distributed to all AS/AAS program directors, who were encouraged to use the manual for Advisory Committee Meetings.

3. Create incentive grant funding opportunities through FKCC and the Florida Keys Educational Foundation
   - The Nursing department added two laboratory positions this year, funded from a grant through the Foundation.
   - $24,938 in grants were awarded from the Florida Keys Educational Foundation to Instructional Areas of the College:
     - Foreign Languages: headphones, microphones, scanner & software: $1,444
     - Photography: 4 computers, 3 photo printers, software: $9,224
     - Graphic Design Technology: camcorder, printer, service contract: $10,995
     - Fine Arts: digital camera, besceler copy stand: $2,275

4. Foster faculty and staff currency of expertise in their areas of responsibility through support of professional development
   - The President secured a balanced budget and also received $425,000 in additional funds, 8% more than the previous year, to use for employee salary increases. Faculty and administrative faculty received an 8% increase, adjunct faculty received a 5% increase, career staff received a 6% increase and administrative and professional specialists received a 5% increase.
• All Addictions Studies courses are state certified by the Florida Certification Board.
• A fulltime instructor was hired for the Biological science department.
• A studio art tech was hired to provide additional student attention and support, as well as offering the availability of additional lab time.
• A part-time coordinator was hired for a nighttime Basic Law Enforcement Academy.
• 14 custom technology courses for faculty were offered through Continuing Education (6 in Fall, 8 in Spring), as well as training at each monthly staff meeting.
• Two senior staff members in the Business office were promoted and increased reporting responsibilities in their job function.
• Enrollment Services promoted the Enrollment Services Specialist and the Assistant Director of Enrollment Services.
• The position of Assistant Director, Human Resources Position was upgraded.
• All Library staff completed training on new ILL and Reserve modules, used to more efficiently borrow books from other libraries and to circulate items for specific classes.
• The Library formed effective partnerships with FKCC instruction and programs and community groups by holding 7 community programs and 32 instructional programs.
• Library staff developed collaboratively with 4 faculty members to create curriculum based information literacy instruction for students.
• Library staff assisted faculty to effectively integrate library information literacy and instructional technology into instruction. 16 faculty presentations and 200 individual instructional sessions were held.
• A new fulltime College Preparatory Math instructor and fulltime College Preparatory Reading instructor were hired for the college prep unit.
• Presidential forums were held on a monthly basis, and were open to the college community to share information and to ask questions of the president. These are informal sessions that are structured to be comfortable, informational and supportive.
• The clerical position in the President’s Office was upgraded to ensure that the communication processes of the college are scheduled accordingly and information is disseminated in a professional and timely manner.
• A new History instructor was hired.
• The position of Director of Financial Aid & Support Services was elevated.
• 92% of Student Affairs staff participated in professional development training in the areas of testing, management skills, software, Banner, admissions, veterans’ affairs, international students, and CROP. 100% of staff agreed or strongly agreed that the training was valuable in supporting job responsibilities.
• Conducted Elisa Levy Customer Service training; 92% Student Affairs staff participation; 100% of staff agreed or strongly agreed that the presenter was effective, and knowledge acquired was valuable in supporting job responsibilities.
• The Coordinator of Instructional Affairs hosted Adjunct In-Service programs in efforts to strengthen adjunct faculty relationships.
• The Director of the Middle Keys promoted and to provide support.
• RAVE awarded seven $500 scholarships for academic excellence. 30% of the award recipients felt the possibility of a scholarship gave them the needed incentive to improve their GPA.
• 52% of all students who completed PSY 2012 earned a grade of C or better in the course.
• There was an 83% retention rate in all Psychology courses taught in ’05-06.
• The Psychology director made efforts to ensure equal retention of students in the distance learning section of DEP 2002 compared to the traditional section. The result was a retention rate of 88%, which was higher than the average 83% retention rate in all psychology courses.
• The Enrollment Management Committee hired a consulting firm to provide direction in implementing a plan for improvements to enrollment management & student success. An Inquiry Process was developed & implemented using a Banner recruitment module and was expanded to include FAFSA and SAT/ACT assistance.
• 80% of Studio Arts students participated in the contemporary student art show. Two students were successful in selling their artwork from the student auction.
• 6. Increase access to and participation in college programs through coordinated and continually improving marketing strategies
• Advising Services conducted a series of recruitment activities including 4 military base inductions, 4 high school visits, 1 PACE visit, as well as placement test visits for Dual Enrollment and CROP students at Key West and Marathon high schools. Many potential students were educated as to the programs and services that FKCC has to offer.
• The film class at the tropic is now being held 100% at the cinema. There will also be a mini course offered at night to make it more accessible for students who work fulltime day hours.
• The Director of the Middle Keys promoted FKCC and its activities at Rotary and Chamber of Commerce meetings.
• The Upper Keys Director distributed over 1,000 flyers in ’05-06. He also used his membership in the Islamorada and Key Largo Chambers to place flyers in their monthly bulletin mailings. He distributed flyers and spoke about FKCC at Rotary Club meetings and placed flyers in banks and businesses throughout the community.
• The Upper Keys Director distributed flyers and catalogs at Coral Shores High School during junior and senior lunch hours and provided counseling for students about FKCC. He also met with the Coral Shores’ senior class to promote the benefits of attending FKCC and the BOT and AE Scholarships, in addition to meeting with students at Parent/Senior College Transition Night, Junior/Parent meeting, and the College Fair.
• Prep Writing developed an informational brochure to promote the OASIS writing lab.
• The RAVE Coordinator visited PACE Center for Girls twice and gave a presentation to students and staff regarding financial aid opportunities.
• The RAVE Coordinator also made two visits to the Monroe County Detention Center for Outreach workshops.

7. Expand existing programs and community-oriented cultural and life-enhancing opportunities
• 69 new Continuing Education courses were developed to respond to the communities ever changing needs.
• Advising Services held three career related workshops: Time Management, Stress Management and Career Exploration. Students were educated about programs and services available to help them achieve their educational goals – they were even exposed to the benefits on FACTS.org to assists them in career and educational planning.
• A night-time Basic Law Enforcement Academy was scheduled.
• Some ceramics courses were re-established as credit courses.
• A Distance Learning policy that includes course requirements, training, and technical support protocols was implemented for Online Learning, Telecourses, and Video Conference courses.
• Distance Learning trained 20 instructors to use Desire2Learn learning management system. Faculty has developed 27 courses for either entirely online delivery or through a blended approach of both face-to-face in the classroom and online.
• The Diving Business program held a seminar on Hyperbaric Medicine.
• The Emergency Medical Services program acquired new Medical Emergency Scenario software and an LCD projector to enhance class presentation. An oximeter, skeleton, and oxygen cylinders and regulators were also purchased to improve class instruction.
• The EMS budget was increased, allowing the program to pay for student background investigation, CPR cards and uniform shirts. The director also purchased portable suction units and a manikin that measures chest compression and rate of compression, which will enhance student learning and supports the new CPR standards.

Doctor’s Offices, Spanish for the Front Desk, and Spanish for Restaurants.

• The Middle Keys campus offered Friday evening sections of Psychology and Human Growth and Development. This year, Saturday sections of Environmental Education, as well as the sections of Peoples and Cultures of the Everglades have drawn students form Marathon, Key West and the Upper Keys.
• The Purchasing Office created PO templates, which has cut costs because pre-printed forms are no longer necessary, and has enabled the college to go to electronic transmission of purchase orders to the requisitioner and the vendor.
• The RAVE Director consulted with faculty and purchased remedial academic books for reading, writing, and math, which will be loaned to RAVE student s, as needed.
• A RAVE newsletter was developed and distributed to RAVE students, providing up-to-date academic information and scholarship opportunities from the community.
• Four new brain-mind tapes were purchased by the Psychology instructor and are being used in psychology classes.

8. Promote the health and economic vitality of the community through partnerships, coalitions, and collaborations.

• Immediately following Hurricane Wilma, the Poinciana and Gerald Adams students – 650 – attended workshops with the artist in residence while their classrooms were being repaired.
• Curriculum materials from the local marine related industry were incorporated in both the Marine Biology & MET textbooks. Two new appendices and several audio video materials were provided by steering committee agencies/businesses. The materials and films provided were also used as curriculum in the Research Diving Class requested by both Marine Environmental Technology and our Diving Business programs.
• A plan was developed to utilize a 6,000 sq. ft. space in the new Marathon High School facility by fall 2008. The facility is designed to include full time areas for Nursing, Art, Videoconferencing, Administrative Offices, and General Classrooms.
• The Middle Keys Center added a new member to its Advisory Council.
• The Middle Keys campus was able to offer two Nursing courses through the improved videoconferencing system, freeing students from necessary travel to Key West.
• The Middle Keys campus offered specialized non-credit Spanish courses, such as Spanish for

9. Maintain safe & productive facilities sites for students, staff and community.

• A muratic acid wash was conducted to the pool so that resurfacing will not be necessary for another 5 years and new pool covers were purchased.
• E-Visions was implemented to enhance Business Services productivity for staff and students.
• Two employee training sessions in health, safety, and security awareness were held to reduce accidents.
• The Maintenance manual was reviewed and updated.
• Facilities purchased a new pick up truck to facilitate college needs.
• Less than 100 discrepancies were found in the Annual Health and Life Safety Inspection report, demonstrating that the Facilities Unit is proactive in making FKCC a safer environment.
• 80% of employees report facilities at their worksite are well-maintained; 83% of employees report that their workspace is healthy and safe; 88% of students report satisfaction with classroom facilities.
• The ending fund balance was 8.73%, demonstrating the healthy planning and fund allocation of the college.
• The College received $2 million in PECO funds to improve the Middle Keys Center.
• Ergonomic furniture was purchased for the office of IE and is contributing to improved health and flexibility of employees – providing for a more comfortable and consequently more productive environment.
• The Library layout was re-designed and new equipment and VCR/DVDs were added, thus improving facilities for cooperative learning and instruction.
• Marine Engineering purchased a desktop computer with a CD/DVD writer to enhance instructional ability.
• Marine Engineering purchased replacement parts, gaskets, seals and equipment necessary to allow students to properly reassemble engines.
• The RAVE room has been updated to include academic books for loan. Handicapped computer desks and TV’s with DVD players for training purposes.
• A new entrance was built for the Upper Keys Center, which has enhanced accessibility and permitted the Center to hold night courses.

11. Forge alliances to construct student, faculty, and staff housing

• The Diving program is continuing to campaign in pursuit of student housing.
• Exploring the possibility of student housing remains an important component to recruiting and retaining students and is a topic of discussion with the BOT and faculty.

• The Foreign Languages program was re-established with the return of a full time instructor and 3 scheduled credit courses, resulting in a 150% increase in enrollment.
• Software to establish a language lab is in the process of being implemented and will be ready for use by students in spring 2007. This software will provide students with more access to practice their oral skills.
• The Library has continued ALEPH implementation by adding ILL and Reserves Modules to more efficiently borrow books from other libraries and circulate items for specific classes.
• The Math instructor developed a "Math for Liberal Arts" CD for use in the Math for Liberal Arts course, which has been very well received by students and has been contributing significantly to student success rates.
• The Middle Keys campus was able to offer two Nursing courses through the improved videoconferencing system, freeing students from necessary travel to Key West.
• The Middle Keys campus offered specialized non-credit Spanish courses, such as Spanish for within the FKCC website, where students can access resources for courses offered through the Virtual Campus.
• A Financial Aid webpage was created, allowing students to have immediate access to and knowledge of the status of their financial aid package.
• The Office of Institutional Effectiveness purchased an online survey software subscription and thus transferred all current FKCC surveys to online format. This transition secures total anonymity and allows for timelier reporting.
• Library staff continued to support distance learning resources, including videoconferencing, videotaped courses, online courses, library website, online databases and interlibrary loan.
• Twelve new links were added to the Marine Biology website, providing both prospective and current students to assess job opportunities in our local Marine Industrial base.
• Prep Writing ordered and implemented use of an online program called MyWritingLab.
• The Purchasing director has secured a webpage, publicsurplus.com, for FKCC to sell surplus inventory. The ability to publicize products and equipment on the internet has been very successful and has generated income for the college.

10. Develop an online community via FKCC's website and online services

• The CAP Director is transitioning his program to be completely online.
• Forms Fusion has been partially utilized with regards to Intellecheck in efforts to move toward a paperless environment.
• A distance learning website has been created