4. Provide facilities, technology and support services to meet the educational and cultural needs of our students and community.

Strategic Objectives:
- Forge alliances to construct student, faculty, and staff housing
- Maintain safe and productive facilities sites for students, staff, and community
- Develop an online community via FKCC’s website and online services

5. Facilitate an organizational framework and environment that supports employee development, innovation, and productivity.

Strategic Objective:
- Foster faculty and staff currency of expertise in their areas of responsibility through support of professional development

6. Seek alternative funding sources and prioritize resource allocations with regards to funding.

Strategic Objective:
- Create incentive grant funding opportunities through FKCC and the Florida Keys Educational Foundation

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

Strategic Objectives:
- Institute a complete cycle of a structured and comprehensive evaluation process of all programs, services, and general education
- Revise the planning and budgeting processes for FKCC

**At FKCC, we value:**
- Our college’s mission, vision and goals
- Quality instruction
- Unique students
- Individual learners
- Responsive student services
- Lifelong learning
- Individual employees
- Collective employee endeavors
- Community service
- Integrity, honesty, inclusiveness and diversity
- Planning and assessment

**District Board of Trustees**
Carey Goodman, Chair
Brian Schmitt
Sandi Bisceglia
Dr. Ann Henderson
Ed Scales

**EQUITY STATEMENT:** Florida Keys Community College is committed to providing equal access/equal opportunity. The College does not discriminate on the basis of color, race, sexual orientation, religion, gender, age, national origin, marital status or disability in admission to, or employment in, its education programs or activities. FKCC complies with the Florida Educational Equity Act and with Title IX of the Education Amendments of 1972. Inquiries concerning application and implementing regulations may be referred to the College’s Equity Coordinator, Lisa Weirshank, Office 1512, Human Resources, 5001 College Road, Key West FL 33040, (305) 809-3248 or to the Office for Civil Rights of the U.S. Department of Education.

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

**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.

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FKCC is on the threshold of developing new strategic planning initiatives for the 2007 to 2010 years. As the college initiates this process, the 2004 to 2007 Institutional goals and objectives outlined in this brochure are evaluated to identify achievement. Accompanying this evaluation is a comprehensive review of the opportunities and challenges that will be confronting the college for the next several years.

As the college embarks on this upcoming planning cycle, there are some issues that the assessments of the current goals and objectives have brought to the forefront. The primary item is that of preparing for presidential leadership transition. After 27 years of service to FKCC and the community, the president is retiring, charging the College Board of Trustees with the selection of new leadership.

The other significant issues identified to influence the college over the next several years are all external factors; however, they have a direct impact on the college’s internal composition. For example, the demographics of Monroe County are dramatically changing; the median age is 43 years, enrollment in the PK-12 school system is steadily decreasing, housing costs have skyrocketed, and the traditional college-aged student population is declining. These issues are paramount when establishing the direction of the college.

Mother Nature is yet another external factor that has had a monumental impact on the workings of the college. Summer 2005 hosted four hurricanes throughout Monroe County, creating economic, environmental, and emotional hardships for the population as well as the college. National research organizations have predicted a 30-year period of heightened hurricane activity, requiring the college to consider environmental concerns throughout all planning activities.

Finally, it is the community of Monroe County that sustains the college. The population of Monroe County ranks highest in the State of Florida, as well as the Nation, for educational achievements. This fact demonstrates the constituency’s devotion to education and life long learning. Within the county reside many artists, scholars, poets, writers, musicians, and those with appreciation for creative expression. The College reflects this aspect of the community with its continually developing and expanding fine arts programs, offerings, and special events.

The seven institutional goals and the supporting objectives listed herein have been instrumental in helping the College achieve its mission for the past three years. Their results demonstrate the college’s responsiveness to its constituency and its progressive approach to program and services development. As FKCC moves farther into the new millennium and considers all internal and external factors in the development of its overall vision, it is with utmost confidence that the College will continue to pursue opportunities for advancement and growth.

### Institutional Goals and Strategic Objectives for

1. **Provide quality educational programs and services.**
   
   **Strategic Objectives:**
   - Initiate a Presidential search process
   - Expand existing programs and community-oriented cultural and life-enhancing opportunities

2. **Actively recruit and successfully retain students by maintaining a strong focus on student learning and goal achievement.**
   
   **Strategic Objectives:**
   - Track students to assess retention and success
   - Increase access to and participation in college programs through coordinated and continually improving marketing strategies

3. **Enhance the College’s image, visibility, and distinction as an institution of quality education and life-enhancing opportunities.**
   
   **Strategic Objective:**
   - Promote the health and economic vitality of the community through partnerships, coalitions, and collaborations