# Florida Keys Community College
## Island Living, Island Learning

# *Strategic Plan: 2013-2018*

## VISION STATEMENT

FKCC will be a leader in quality education, innovative learning and community development.

## 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

**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. Expand and Maintain Access

1. Increase the overall number of High School Students engaged in Dual Enrollment

2. Recruit outside the keys and use recruitment initiatives to promote the College

3. Partner with the community to develop alternate funding sources

4. Increase the percentage of standard high school diploma recipients who enroll in FKCC the year following high school graduation

5. Determine the feasibility of building or purchasing an autonomous facility for the Upper Keys

6. Create niche offerings to stabilize enrollment at the centers

7. Assess the need for more evening and weekend courses and programs

8. Develop and implement a systematic and integrated approach to foster student persistence and success

9. Plan for possible baccalaureate degree development in response to identified needs

10. Assess and optimize summer schedule

## 2. Optimize the use of learning technologies

1. Increase percentage of students enrolled in an online/distance learning course

2. Use technology to increase percentage of students earning a grade "C" or better in traditional, online/distance learning, or hybrid courses

3. Develop and market fully on line AA and AS options using a "premium" model

4. Invest in infrastructure to support state of the art delivery of on line courses and programs

5. Invest in infrastructure to support state of the art administrative systems

## 3. Increase Student Success

1. Increase the percentage of students who complete Developmental Education requirements and complete a college-level course in the same subject within two academic years of entry

2. Increase number of institutional and program rankings

3. Increase percentage of students receiving federal, state, local, institutional, or other sources of grant aid

4. Decrease percentage of students receiving Federal student loans and average amount of Federal student loan aid received by students Decrease cohort Default Rate

5. Increase AA retention rate Increase AS retention rate Increase number of degrees and certificates awarded annually

6. Increase graduation rate for first time in college students

7. Decrease average time to associate degree

8. Decrease number of credits required to earn degree

9. Increase percentage of transfers enrolled in SUS

10. Increase the number of transfers in FCS upper division

11. Maintain average of 96% pass rate for students passing licensure exams in nursing

## 4. Educate for Job Creation and Promote Economic Development

1. Capitalize on programmatic offerings that support the unique geographic location of the Keys and the talents of its residents and visitors (including baccalaureate options)

2. Formalize & increase internships- locally & nationally

3. Increase 2 + 2 options and partnerships with other institutions

4. Increase number of industry certifications available to students

## 5. Demonstrate environmental responsibility and leadership

1. Partner with local government to become more environmentally friendly

2. Determine the feasibility of performance contracts

3. Establish FKCC as a regionally recognized name in environmental sustainability

4. Partner with local schools to expand environmental education offerings

5. Create a smoke free campus

6. Begin implementing practices to create a paperless campus

7. Obtain LEED Certifications for buildings

8. Develop options and models for FKCC to more fully utilize renewable sources of energy

**6. Serve underrepresented populations**

1. Work with veterans  to focus on paths to civilian life, education, & career

2. In partnership with Monroe County School district, develop a comprehensive plan to better serve adult education in the County

3. Increase percentage and number of minority students who enroll in FKCCC in the year following high school graduation,

4. Increase percentage and number of low income students who enroll in FKCC in the year following high school graduation,

5. Increase percentage of degree seeking students classified as non-Florida residents for tuition purposes

6. Increase number of students enrolled in workforce and community education programs

7. Increase percentage of bilingual faculty and staff through training, education and hiring practices

8. Seek funding sources to support underrepresented students


**7. Develop an institutional culture that rewards planning, accountability and innovation**

1. Enhance accessibility and awareness of the college

2. Create multiple streams of income

3. Maintain tuition levels commensurate with the CPI for Florida Keys and the State of Florida

4. Create and utilize effective assessment measures

5. Improve communication among senior administration and across all divisions with the College