



COLLEGE OF THE FLORIDA KEYS

2018 – 2023 Strategic Plan



INSTITUTIONAL GOALS

ACCESS

EXPAND AND MAINTAIN

ACCOUNTABILITY

COMMUNITY AND ENVIRONMENTAL

AGILITY

INSTITUTIONAL AND INDIVIDUAL

ACHIEVEMENT

STUDENTS AND STAKEHOLDERS

STRATEGY

ACCESS

EXPAND AND MAINTAIN

- Deliver first-rate educational opportunities to each and every one of our students through campus enhancement and/or development of programs and services, expansion of student success services, institutional and programmatic diversity, organized effective communication and cultivation of scholarship and program funding.

ACCOUNTABILITY

COMMUNITY AND ENVIRONMENTAL

- Promote a culture of shared community and environmental responsibility by actively collaborating with our community to conduct needs assessment, use evidence-based decision making strategies, identify and adopt technology and processes to improve operational and strategic outcomes for the college and the community.

AGILITY

INSTITUTIONAL AND INDIVIDUAL

- Encourage and reward maximization of existing financial, technological, academic, and human resource processes through revitalization of existing processes, innovation for future achievement and effective communication of both.

ACHIEVEMENT

STUDENTS AND STAKEHOLDERS

- Meet or exceed the Florida College System benchmarks for student retention, completion, job placement and starting salaries while improving college readiness and closing skill gaps by purposefully aligning education with job competencies. Continue to invest, strengthen and enrich the professional "tool box" of our dynamic faculty and staff.

OBJECTIVES

Access: Expand and Maintain		
Objective	Measurement	Department
1.1	Construction of new Upper Keys Facility.	Finance and Administration
1.2	Support programs and services like Project ACCESS ¹ , Learning Resource Center, Tutoring and other Student Success Services to support the new Upper Keys Center.	Academic Affairs
1.3	Construction of additional residence hall on campus.	Finance and Administration
1.4	Launch new degree and certificate programs including Bachelor of Science in Nursing, Associate of Science Emergency Medical Services, Paramedic, and Apprenticeships for Carpentry, Electrician, Plumbing, and Heating, Ventilation and Air Conditioning (HVAC).	Academic Affairs
1.5	Construction of new front entrance at Key West campus to improve security and traffic flow.	Finance and Administration
1.6	Expand Workforce and Community Education courses and services.	Academic Affairs
1.7	Generate Funding to facilitate a robust array of scholarships & program support.	Advancement
1.8	Encourage Diversity and inclusion through training, education, recruitment and hiring practices.	Finance & Administration / Advancement
Accountability: Community and Environmental		
Objective	Measurement	Department
2.1	Transition from paper based load letters and adjunct contracts to electronic.	Academic Affairs
2.2	Implement Smoke-Free Campus.	Finance and Administration
2.3	Launch the Southernmost Marine Aquaculture Research and Technology Center.	Academic Affairs

¹ Project ACCESS (Accessing Community College Educational Experiences, Social Experiences and Skills for careers) is a unique program that currently offers individuals with intellectual disabilities the postsecondary education and vocational training they need to become gainfully employed and to contribute positively to our community.

Access: Expand and Maintain

2.4	Inform, serve and protect our campus community through development of effective, timely and concise communication.	Advancement
2.5	Implement and/or automate processes and systems that promote ecological awareness and conservation to the benefit of our shared community including, but not limited to, training on storage and handling of hazardous waste/chemicals, implementation of on-campus renewable energy projects and expansion of Student Success Services as needed.	All departments
2.6	CFK will erect a joint purpose building to serve as an EOC and Charter HS. Charter HS will serve 11 th and 12 th grade.	Finance and Administration and Academic Affairs

Agility: Institutional and Individual

Objective	Measurement	Department
3.1	Director level staff, college-wide, to attend at least one national professional development seminar per fiscal year.	All departments
3.2	Ensure increased efficiency and college-wide awareness of Student Success Services programs like the Office of Disabled Student Services, Project ACCESS, Game Changer ² , Early Alert and Career/Internship support.	Academic Affairs
3.3	Build upon the College's diverse portfolio of sponsored programs and research through the management of \$5 million in awards over a three-year cycle.	Academic Affairs
3.4	Manage brand awareness efforts during college name change transition.	Advancement
3.5	Maintain current employee industry and professional licensures/certifications. Acquire new licenses and/or certifications as needed or desired.	All departments
3.6	Increase awareness of Sponsored Programs activity through implementation of one college-wide learning activity each year and by submitting proposals to four new agencies, annually.	Academic Affairs

² Game Changer is a scholar program, which provides a pathway to a debt free Associate in Arts degree for financially underserved high school graduates in the Keys.

Achievement: Students and Stakeholders

Objective	Measurement	Department
4.1	Implement and/or automate processes, systems and software to enhance student, faculty and staff achievement and delivery of services.	Finance and Administration
4.2	Achieve or exceed Florida College System Benchmarks with respect to retention rates, completion rates, job placement and starting salaries. Rates of increase will vary across departments.	All departments
4.3	Effectively position and promote the College locally, nationally and internationally to increase enrollment.	Advancement
4.4	Create opportunities to foster alumni involvement.	Advancement
4.5	Generate interest and awareness of scholarship opportunities available to students.	Advancement
4.6	Promote, recognize and celebrate academic and professional accomplishments and success.	All departments