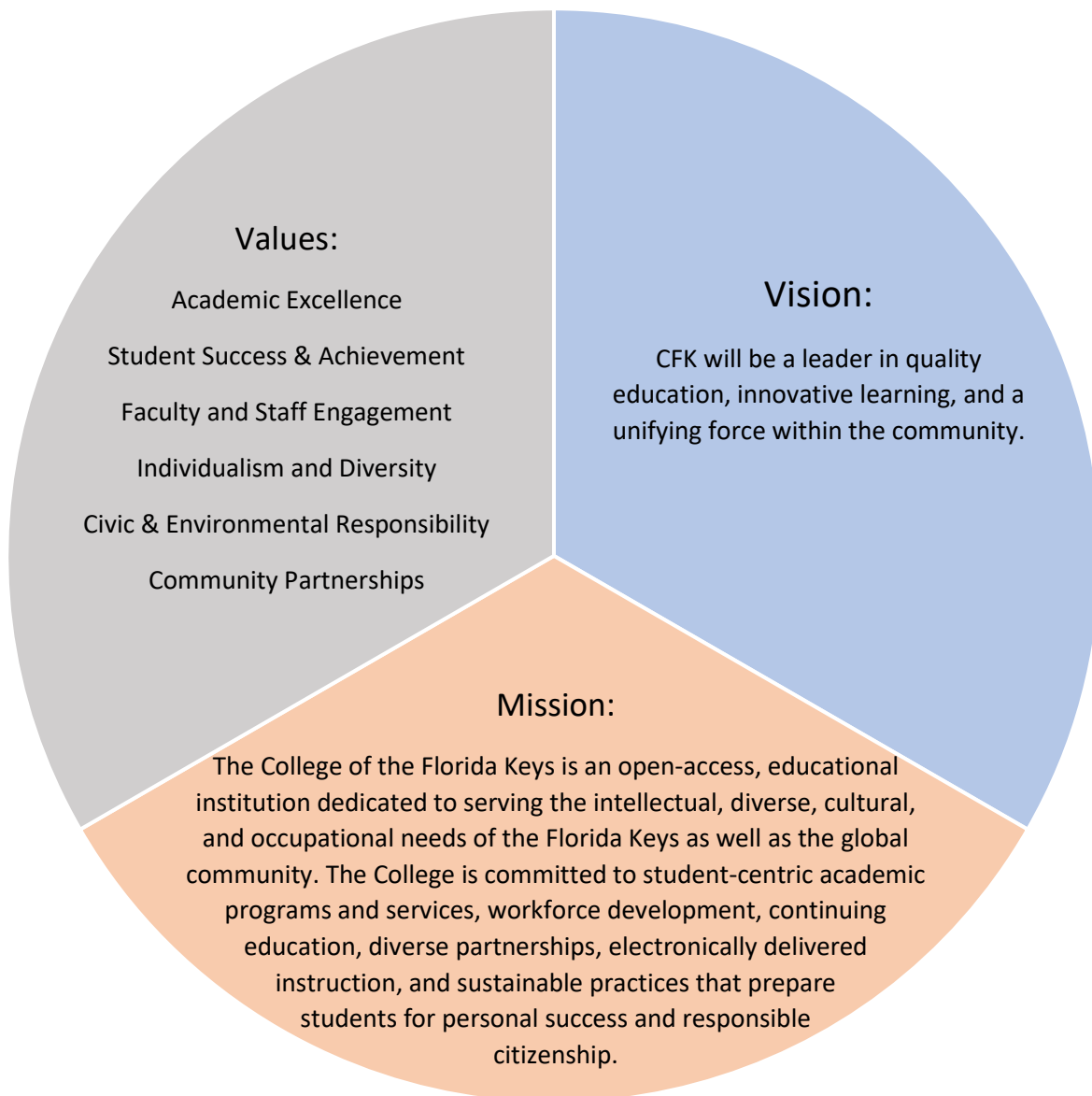




THE
COLLEGE
OF THE
FLORIDA KEYS

2023 – 2028 Strategic Plan



INSTITUTIONAL GOALS



STRATEGY

ACCESS	Expand and Maintain	<ul style="list-style-type: none">•Deliver first-rate educational opportunities to all of our students through campus enhancement and/or development, expansion of student success services, athletics, program diversity, organized communication and cultivation of scholarship and program funding.
ACCOUNTABILITY	Community and Environmental	<ul style="list-style-type: none">•Promote a culture of shared environmental responsibility in the community we serve through assessment of needs, evidence-based decision making, identification and adoption of technology to improve a variety of staff and student functions, and recognition as a key partner in energy efficiency and environmental awareness. Expand community reach through launch of CFK Academy Charter High School.
AGILITY	Institutional and Individual	<ul style="list-style-type: none">•Encourage maximization of existing financial, technological, academic and human resources through revitalization of past processes, innovation for future achievement and effective communication of both. Encourage and support employee professional development and growth.
ACHIEVEMENT	Students and Stakeholders	<ul style="list-style-type: none">•Meet or exceed the Florida College System benchmarks for retention, completion, job placement and starting salaries while improving college readiness and closing skill gaps by purposely 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 additional residence hall on campus.	Finance & Administration
1.2	Launch new and expand existing degree and certificate programs including but not limited to, expansion of CDL offerings, NCCER approved apprenticeships, and BS Exceptional Student Education.	Academic Affairs
1.3	Generate philanthropic support to facilitate a robust array of scholarships & program support.	Advancement
1.4	Implement strategies to ensure a well-rounded employee demographic and explore new approaches to recruitment and retention of employees.	All
1.5	Increase access to College programs and services.	Finance & Administration
1.6	Upgrade and improve athletics facilities.	Finance & Administration Advancement
1.7	Increase CFK Academy enrollment as follows: AY2024-2025: 30%, AY2025-2026: 10%, AY2026-2027: 10%, AY2027-2028: 10%.	Advancement Academy
1.8	Begin offering 12 th grade at the CFK Academy Fall 2024.	Academy Academic Affairs
1.9	Implement strategies to support CFK Academy students in their preparation to begin dual enrollment courses, complete an AA degree upon graduation, and/or pursue industry certifications.	Academy Academic Affairs
1.10	Enhance standard and hybrid classroom experience through upgrades in technology equipment and services.	Finance & Administration

Accountability: Community and Environmental		
Objective	Measurement	Department
2.1	Implement Faculty Load and Compensation (FLAC) module and transfer load letters and adjunct contracts to Banner.	Academic Affairs Finance & Administration

2.2	Open Charter High School	All Departments
2.3	Obtain Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACSCASI) accreditation for CFK Academy.	Finance & Administration Academy
2.4	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.	All Departments
2.5	Seek accreditation with Higher Learning Commission (HLC).	All Departments.
2.6	Assess and revise compliance program for all externally funded projects.	Finance & Administration
2.7	Continue to support and enhance life safety initiatives and practices for all CFK locations	All Departments
2.8	Utilize Minority Business Enterprises.	Finance & Administration
2.9	Monitor statewide approach to consolidation of Career Source regions.	Finance & Administration
2.10	Launch Adult Learners Institute.	Academic Affairs
2.11	Increase non-credit offerings at all locations.	Academic Affairs
2.12	Strategically cultivate partnerships to grow programs, recruit students, place students/alumni in jobs, and raise funds.	All Departments
2.13	Enhance data protection services in accordance with evolving state and federal requirements and cybersecurity threats.	Finance & Administration

Agility: Institutional and Individual		
Objective	Measurement	Department
3.1	Create system that allows the College to regularly monitor and keep pace with non-credit compensation.	Academic Affairs
3.2	Build upon the College's diverse portfolio of sponsored programs and research through the management of \$5 million in awards over a 3-year cycle.	Academic Affairs Finance & Administration
3.3	Maintain current employee industry and professional licensures/certifications.	All Departments

	Acquire new licenses and/or certifications as needed or desired.	
3.4	Update the College's Master Plan	Finance & Administration
3.5	Conduct feasibility studies regarding current facility needs and longevity (TWFAC, Clark Maxwell, new Athletic Center).	Finance & Administration
3.6	Redesign and/or expand parking on the College's main campus in response to institutional growth.	Finance & Administration
3.4	Explore implementing non-financial employee incentives to enhance recruitment and retention of employees based on evidence and best practices.	Finance & Administration Academic Affairs
3.5	Establish student pantries at all College locations	Academic Affairs
3.6	Expand mental health support and resources for students and employees.	Academic Affairs
3.7	Establish student coaching/mentoring program.	Academic Affairs
3.8	Utilize salary study recommendations to inform recruitment and retention strategies for highly qualified employees.	Finance & Administration
3.9	Upgrade technology and network infrastructure capability of the College to support growing needs.	Finance & Administration

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 & Administration
4.2	Achieve or exceed Florida College System Benchmarks with respect to retention and completion rates and postgraduation employment. Rates of increase will vary across programs.	All Departments
4.3	Ensure 85% of retained 9 th graders are dual enrollment eligible by their 10 th grade year.	Academy

4.4	Ensure 100% of Academy students graduate, with first cohort graduating Spring 2025.	Academy
4.5	Effectively position and promote the College locally, nationally, and internationally to increase enrollment.	Advancement
4.6	Develop and implement opportunities to foster alumni involvement.	Advancement
4.7	Enhance and strengthen technology used to recruit and enroll students.	Advancement
4.8	Generate interest and awareness of scholarship opportunities available to students.	Advancement
4.9	Promote, recognize, and celebrate academic and professional accomplishments and success.	All Departments
4.10	Explore and implement opportunities to grow and sustain Athletics.	Advancement
4.11	Create and enhance opportunities to engage a diverse student body in meaningful extracurricular activities.	Advancement
4.12	Evaluate the success of unique programs such as Project ACCESS.	Academic Affairs
4.13	Increase the percent of Marine Engineering Management and Seamanship students earning a Yamaha Certificate.	Academic Affairs
4.14	Increase the percent of Diving Business and Technology Students and Marine Environmental Technology students earning AAUS certification.	Academic Affairs
4.15	Ensure Nursing graduating cohorts meet or exceed national NCLEX Pass Rates.	Academic Affairs
4.16	Maintain Center of Excellence designation.	Academic Affairs
4.17	Maximize revenue of RETV and FKCC2.	Academic Affairs
4.18	Adapt to accommodate the use of Artificial Intelligence in the academic setting.	Academic Affairs
4.19	Continuously increase enrollment for credit courses according to the enrollment strategic plan.	Advancement