



**REQUEST FOR ESTABLISHMENT  
OF A  
FLORIDA KEYS COMMUNITY COLLEGE  
SPECIAL PURPOSE ALLIED HEALTH CENTER  
IN NORTH MONROE COUNTY**

Proposal to the  
Chancellor of the Division of Community Colleges  
for the State Board of Education.

By

Dr. John Kehoe  
Vice President for Finance & Administrative Services

Florida Keys Community College  
5901 College Road  
Key West, FL 33040

**Table of Contents**

Executive Summary ..... ii

Criteria A: The proposed Special Purpose Center is a part of, and consistent with, the long-range master plan of Florida Keys Community College..... 1

Criteria B: The expanded or new instructional and support services are necessary to adequately serve the community college district..... 1

Criteria C: The projected enrollments for the proposed special purpose center justify the need for an additional site for the college .....4

Criteria D: Facilities at the existing campus, center and special purpose centers are substantially complete and utilized .....4

Criteria E: The special purpose center is being proposed in cooperation with other educational agencies within and adjacent to the College’s district .....5

Criteria F: Alternatives to the proposed expansion, such as underutilized, vacant facilities, or leased facilities were considered .....5

Appendices.....7

Attachment A: Florida Keys Community College Strategic Plan .....7

Attachment B: Board of Trustees Approval, January 28, 2008.....8

Attachment C: Florida Keys Educational Foundation Approval.....9

Attachment D: Target Region, Maps and Demographics.....10

Attachment E: Letters of Support.....11

In accordance with the State Board of Education Rule 6A-14.0061, FAC, the Florida Keys Community College Community College District Board of Trustees desires to establish an Allied Health Education Facility in North Monroe County. The following narrative explains how this request meets the criteria established by the Division of Community Colleges of the Florida State Board of Education for a center.

### **Executive Summary**

The Florida Keys Community College (FKCC) Board of Trustees and administration, with the financial support of the Florida Keys Educational Foundation (FKEF), will plan, develop, and construct a limited access Special Purpose Allied Health Facility on Overseas Highway in North Monroe County.

**Purpose:** The purpose of the Florida Keys Community College Special Purpose Allied Health Facility is to train a comprehensive workforce to satisfy those workforce needs of the expanding healthcare industry. This proposed center would provide, but is not limited to, the following:

1. Increase a more educated workforce for training to work in the expanding healthcare industry in North Monroe County.
2. Broaden opportunity for more collaboration efforts between the institution and local healthcare facilities to provide customized training for expanding healthcare needs.
3. Increase training opportunities for employees of city, county governments, and local businesses.
4. Increase access to postsecondary education.
5. Increase educational support services to the local citizens.
6. Increase the opportunity for the local residents to participate in continuing and community education learning programs.

In this area, a major source for training skilled workers for the workplace is Mariners Hospital in North Monroe County. It is critical that the College be flexible to rapidly respond to local workforce training needs of the community.

**Need:** The Special Purpose Allied Health Facility has an educationally underserved target population within a twenty-mile radius of Key Largo. In addition to young high school dual admission students and graduates, the new Center will include a diverse population of rural and mostly low income Caucasian, Afro-Americans, and Hispanics. The target population of the Center

will include all age groups, including seniors and an estimated 80% female population.

Studies show a direct correlation between economic status and educational attainment. Economically disadvantaged individuals are less likely to have attained a high school diploma or have attained a college education than those individuals of middle-income levels. This segment of the population is underserved, resulting in the need for education in developmental, adult, and technical education. This target area, specifically, has a critical need for higher education and workforce development opportunities.

**Objective:** To build a new Allied Health Facility that will take care of unmet educational needs of the local citizens and provide an adequate facility to meet the current demands of the College's instructional and community programs. This facility will serve to increase the opportunities for higher education to a lost, underserved, low-income population so they can achieve the education they need to be able to find better employment and partake in our society as productive citizens.

**Implementation:** For its diverse and educationally disadvantaged population, the Special Purpose Allied Health Facility will provide counseling, financial aid and assistance, and registration for its day, evening and weekend classes. These will include a strong mix of Nursing-RN, Certified Nursing Assistant, Emergency Medical Technician, and Certified Addictions Programs. In addition, we are currently in the process of developing the course curriculum for a Phlebotomy Technician, Pharmacy Technician (in conjunction with CVS Pharmacies) and Paramedic program/certifications.

**A. The proposed Special Purpose Center is a part and consistent with the long-range master plan of the college.**

FKCC focuses on strengthening the connections between the campus and the community to foster common purpose and partnership. Florida Keys Community College has an unqualified commitment to its community and demonstrates this commitment through active involvement with area civic, education and workforce leaders, organizations and businesses.

By establishing an Allied Health Education Facility, FKCC will enhance its mission by continuing to provide accessible quality education, provide quality transfer, occupational, and continuing education; business support; and community service programs at a reasonable low cost in response to local and state needs. The

mission of FKCC is to educate citizens in our region by providing quality education, training, and educational services delivered at sites and using modes of instruction that are both affordable and convenient for students. The Allied Health Education Facility will enable FKCC to offer workforce training to healthcare employers and employees and to students seeking careers in health care at a convenient location to satisfy areas of critical needs in the healthcare industry throughout Monroe County.

Florida Keys Community College seeks to influence the educational vitality of our region by improving the competency of the health care workforce. FKCC intends to use the new Allied Health Education Center to:

1. Create a larger pool of educated employees through Workforce Development for the healthcare industry of Monroe County.
2. Broaden the opportunity for more collaborative efforts between the FKCC and local industry.
3. Provide customized training for new and expanding healthcare positions that are technical in nature.
4. Increase training opportunities for employees of local healthcare settings, city and county governments.
5. Increase access to postsecondary education for residents of Monroe County.
6. Increase educational support services to local residents.
7. Increase the opportunity for local residents to participate in continuing and community education learning programs.
8. Increase access for residents of North Monroe County to seek careers in healthcare.
9. Provide an alternate program site(s) for students who are unable to obtain access to healthcare education programs due to lack of faculty resources.

The College's Institutional Goals include a commitment to increase enrollment and provide the necessary services for optimal success of each student and promote the College as our region's premier community development and provider of trained health care professionals. Institutional objectives list the creation of a more learner-focused institution and to strengthen the connections within the College's local and global communities. The proposed Center will position the College as a premier health care educational institution for lifelong learning, career and workforce development, and community initiatives.

While the planning process provides an operational blueprint for the college, institutional effectiveness relies on outcomes-based assessment of actual achievement comparing outcomes to intended results. A variety of data collection devices are used to compile both quantitative and qualitative results of the college's performance. Florida Keys Community College's Institutional Effectiveness Strategic Plan focuses on outcomes related to the following goals.

**Goal 1: Differentiate & Revitalize:**

We will differentiate ourselves by establishing a clear and distinctive mission for our college and, in so doing, will define a direction for curriculum development, establish areas of excellence, and revitalize the FKCC academic experience.

**Goal 2: Contribute to Economic Development**

We will be responsive to the needs of the Florida Keys economy by addressing workforce and continuing education needs and producing a positive economic impact on our communities.

**Goal 3: Increase Enrollment**

We will increase enrollment and, in so doing, will position ourselves as an institution capable of employing faculty in a range of disciplines and offering a full gamut of programs and services for an optimal educational experience.

**Goal 4: Create Financial Strength**

We will create financial strength through ensuring fiscal propriety and seeking new sources of financial support while continuing a positive relationship with the state.

**Goal 5: Optimize Technology**

We will utilize technology to improve student learning, services, and efficient college operations.

Florida Keys Community College'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 development of new academic and vocational programs, responsible fiscal management, community services and outreach, and relationship building that FKCC is able to fulfill its mission.

**B. The new instructional and support services are necessary to adequately serve the community college district.**

As part of the College's strategic planning process, Florida Keys Community College Office for Institutional Effectiveness has identified those areas within this region of the Florida Keys which the College would serve to meet the educational needs of the residents in its service area. In keeping with its vision and goals, the President of the College, the District Board of Trustees and the Florida Keys Educational Foundation decided that the College would reach out to the rural, remote areas at the far North end of Monroe County, to provide additional education facilities for the advancement and enhancement of healthcare education for current and future residents.

The strategy to locate satellite centers throughout the Florida Keys has been consistent with the vision and goals of the College with the support of the Florida Keys Educational Foundation. In observing the trend of increasing growth in North Monroe County, and with the knowledge of increasing unmet educational needs of the citizens residing in this target area, the College's executives, Trustees, and the members of the Florida Keys Education Foundation realized the viability and potentiality of an Allied Healthcare Education Facility. This proposed center would enhance the capabilities of Florida Keys Community College by severing the restraints imposed on our growth by the controlling factors from the Monroe County Board of Education, thus assisting Florida Keys Community College to meet its mission.

**C. Projected enrollments for the proposed special purpose center justify the need for an additional site.**

In addition to its main campus in Key West, Florida Keys Community College has joint-use centers at Marathon and Coral Shores Senior High Schools. These satellite centers are extremely limited based on the following:

1. The number of hours we are open to our students and the time(s) of day we can hold classes.
2. Number of students per class based on the unusually small class size we have been allotted from the Monroe County School Board.
3. Florida State restrictions that inhibit the college aged students from sharing the same common space, including the cafeteria, bathrooms, and library facilities with high school aged students.

The Allied Health Educational Facility will be situated in the small town of Key Largo in North Monroe County on U.S. Highway 1, Overseas Highway. The Facility will be approximately 10,000 to 20,000 square feet and will consist of classrooms, computer labs, clinical simulation labs, child day care and administrative offices. Additionally, the facility will house a community boardroom and common areas. Courses in healthcare disciplines, developmental, adult, and continuing education will be offered. It is estimated that 100-200 potential local employees will be trained annually at the proposed center. And, in about five years, this facility, at full capacity, will serve nearly 300 to 500 students per annum.

**D. Facilities at the existing campus, center and special purpose centers are substantially complete and utilized.**

Florida Keys Community College serves Monroe County, a 220-mile long region comprised of 1,034 square miles, consisting, in large part, of a string of small islands stretching from the tip of the mainland peninsula to the island city of Key West and beyond. Forty-six islands are connected by a two-lane highway that traverses 43 bridges. FKCC is the southernmost college in the continental United States. In addition to its main campus in Key West, Florida Keys Community College has joint-use centers at Marathon and Coral Shores Senior High Schools.

FKCC has no existing facility in North Monroe County to serve the training and conference needs of the community. The joint-use facilities for FKCC are currently over-utilized and/or do not possess the structures to meet the needs of the Center.

The Center will be FKCC's first facility designed to meet the specific needs of the community of North Monroe County.

**E. The proposed expansion is in cooperation with other educational agencies within the community college district and adjacent to the district.**

The Key Largo Allied Health Education Training Facility will play a vital role in assisting healthcare facilities in the region by providing a comprehensive workforce to accommodate needs related to health science technology and industry. The College has the potential to become a catalyst in maintaining professional growth and development for area healthcare facilities and health related businesses for economic renewal.

**F. Alternatives to the proposed expansion, such as underutilized, vacant facilities, or leased facilities were considered.**

Because this proposed site is in a developing business and industrial area, underutilized, vacant facilities or leased facilities are not available.

### **Justification for Designation**

The healthcare industry of the Upper and Lower Florida Keys has become an area of critical needs for professionals in the nursing and allied health vocations in recent years; and the administration of Florida Keys Community College has given much attention to the potential of this industry from pharmacy, phlebotomy, respiratory, patient care and Emergency Medical Technicians, to Registered and Practical Nurses. In Florida, just as the national crisis and trending data support, the nursing shortage has reached a critical threshold and the average age of a Registered Nurse in the State of Florida is 55 years old. As these nurses continue to age and retire, the shortage is only going to worsen. The Key Largo Allied Health Education Training Facility in North Monroe County will allow Florida Keys Community College to:

1. Expand the number of nursing students we take into the nursing program
  - a. We have already been approved by the Florida Board of Nursing to expand our program from 48 to 72 seats
2. Based on several requests from healthcare leaders throughout the Keys, provide an Articulated Certified Nursing Assistant Program
  - a. The curriculum for this program is nearing the completion of development to begin next semester).
3. Seek additional healthcare programs to meet the needs of Monroe County.
  - a. “Capture” students who are being denied access to alternate nursing programs and/or being placed on extensive waiting lists.
  - b. 85% of our current nursing students are driving an extended distance for the training offered at the Coral Shores joint-use facility. Three students drive to Marathon, Fisherman’s Hospital for clinical rotations.

*ISLAND LIVING, ISLAND LEARNING*

2007-2010

---

**A COMPACT**  
WITH  
OUR COMMUNITIES



**A VISION**  
FOR  
OUR COLLEGE

## MISSION

---

Enriched by its unique island location, Florida Keys Community College provides student-centered post-secondary degrees, life-long learning opportunities, and workforce development initiatives which enhance the educational, recreational, economic, and cultural environment of the Florida Keys.

## VISION

---

The college will be the premier educational and cultural center of the Florida Keys

## VALUES

---

Florida Keys Community College values education that prioritizes student success & learning, innovation & entrepreneurialism, individualism & community, environmental awareness, and the official Florida Keys philosophy that we are all of “One Human Family.”\*

**Student Success & Learning**

Timely and timeless learning, both theoretical and practical that is accessible to students of all ages and backgrounds.

**Innovation & Entrepreneurialism**

Exploration, inquiry and entrepreneurship that anticipates and responds to the needs of students, business, and community, through a supportive educational environment which promotes success

**Individualism & Community**

Appreciation of the community we serve and the learning community we create while nurturing and supporting independent thought

**Environmental Awareness**

Conscientious conservation, appreciation for, responsible actions toward, and care in sustaining the world in which we live

**One Human Family**

Dignity of each individual, expressed through fairness and just treatment; Appreciation for diversity and the unique contributions of all individuals; open communication and the free, civic exchange of thoughts and ideas

\*"One Human Family" philosophy was developed by J.T. Thompson, the Founder of the One Human Family Foundation. This philosophy was officially adopted by the City of Key West in 2000 and by Monroe County in 2001. FKCC received written approval on April 23, 2007, from J.T. Thompson to use this philosophy in our publications and in communicating the importance of unity, equality and dignity for people everywhere.

# STRATEGIC GOALS AND OBJECTIVES TO 2010

---

## **GOAL 1: DIFFERENTIATE & REVITALIZE**

**WE WILL DIFFERENTIATE OURSELVES BY ESTABLISHING A CLEAR AND DISTINCTIVE MISSION FOR OUR COLLEGE AND, IN SO DOING, WILL DEFINE A DIRECTION FOR CURRICULUM DEVELOPMENT, ESTABLISH AREAS OF EXCELLENCE, AND REVITALIZE THE FKCC ACADEMIC EXPERIENCE.**

- OBJECTIVE 1. Create a Center of Excellence by ensuring quality, relevancy, and currency of our curricula and programs in meeting the needs of students and the communities of the Keys.
- OBJECTIVE 2. Strengthen current partnerships and seek out opportunities for substantive, new partnerships to provide world-class educational and cultural opportunities that belie our small size.
- OBJECTIVE 3. Create a comprehensive master facilities plan and master staffing plan that is aligned with and supportive of the educational needs of the college.

## **GOAL 2: CONTRIBUTE TO ECONOMIC DEVELOPMENT**

**WE WILL BE RESPONSIVE TO THE NEEDS OF THE FLORIDA KEYS ECONOMY BY ADDRESSING WORKFORCE AND CONTINUING EDUCATION NEEDS AND PRODUCING A POSITIVE ECONOMIC IMPACT ON OUR COMMUNITIES.**

- OBJECTIVE 4. Investigate the potential for developing new or enhanced mission-driven credit and non-credit programs and offerings.

**GOAL 3: INCREASE ENROLLMENT**

**WE WILL INCREASE ENROLLMENT AND, IN SO DOING, WILL POSITION OURSELVES AS AN INSTITUTION CAPABLE OF EMPLOYING FACULTY IN A RANGE OF DISCIPLINES AND OFFERING A FULL GAMUT OF PROGRAMS AND SERVICES FOR AN OPTIMAL EDUCATIONAL EXPERIENCE.**

- OBJECTIVE 5. Establish and implement marketing planning for all Centers of the College that identifies differentiated approaches for the various constituents we seek to attract with a particular focus on full-time students.
- OBJECTIVE 6. Maximize and expand student support services and initiatives to enhance quality and accessibility.

**GOAL 4: CREATE FINANCIAL STRENGTH**

**WE WILL CREATE FINANCIAL STRENGTH THROUGH ENSURING FISCAL PROPRIETY AND SEEKING NEW SOURCES OF FINANCIAL SUPPORT WHILE CONTINUING A POSITIVE RELATIONSHIP WITH THE STATE.**

- OBJECTIVE 7. Ensure good fiscal stewardship of the institution to ensure best practices, cost efficiencies and an overall model for optimal performance.

**GOAL 5: OPTIMIZE TECHNOLOGY**

**WE WILL UTILIZE TECHNOLOGY TO IMPROVE STUDENT LEARNING, SERVICES, AND EFFICIENT COLLEGE OPERATIONS.**

- OBJECTIVE 8. Create a more technologically advanced institution through improved infrastructure, and increased online services, training and distance education courses.