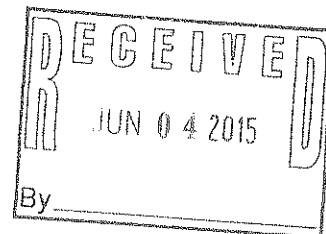




University Campus - MC2187
Post Office Box 6665
Saint Leo, FL 33574-6665
Phone: (352) 588-8242
Fax: (352) 588-8654

May 28, 2015

Ms. Kathryn Hebda
Acting Chancellor
The Florida College System
325 West Gaines Street, Room 1544
Tallahassee, Florida 32399-0400



Dear Acting Chancellor Hebda:

Attached please find Saint Leo University's alternative proposal to Florida Keys Community College's (FKCC's) proposal to offer a Bachelor of Applied Science in Supervision and Management. Saint Leo University proposes to offer a Bachelor of Arts in Business Administration with specializations in logistics, management, and marketing at FKCC and/or at Saint Leo University's location as NAS Key West, just four and a half miles from the FKCC campus.

This alternative proposal would meet the needs of Key West area students and businesses by providing a quality, comparable, existing, four-year Saint Leo University degree program at the FKCC campus at far less cost to the state of Florida and its taxpayers than creating a new program at FKCC.

We look forward to your response to our proposal.

Sincerely,

Arthur F. Kirk, Jr.
President

/cft

cc: Dr. Ed Moore, Independent Colleges and Universities of Florida
Dr. Elizabeth Winslow, Independent Colleges and Universities of Florida
Dr. Ed Dadez, Vice President of Continuing Education and Student Services,
Saint Leo University
Dr. Beth Carter, Associate Vice President of Continuing Education, Saint Leo University
Ms. Susan Paulson, Assistant Vice President of Continuing Education for Key West,
California and Virginia Regions, Saint Leo University



Alternative Proposal
to Provide a
Bachelor of Arts in Business Administration Degree Program with
Specializations in Logistics, Management, and Marketing
at
Florida Keys Community College

Submitted by:
Saint Leo University
May 28, 2015

I. Intent of proposal

This proposal is intended to provide Florida Keys Community College with an alternative plan to offer a four-year degree in Supervision and Management to its student population without need to make investment in the program itself. **Saint Leo University is currently offering a Bachelor of Arts in Business Administration with Specializations in Logistics, Management, and Marketing at NAS Key West, Florida, which is approximately 4.5 miles from Florida Keys Community College.** The Key West Education Center, established in 1975, welcomes Florida Keys Community College students to take courses on the base. Saint Leo is also willing to teach the junior and senior year on the Florida Keys Community College campus. Saint Leo University will be hereinafter referred to as SLU, and Florida Keys Community College as FKCC.

SLU is providing its Bachelor of Arts in Business Administration with specializations in Logistics, Management, and Marketing programs at NAS Key West, Boca Chica. SLU would gladly work with FKCC as a completer program for FKCC students completing their AA or AAS in Business Administration/Management with FKCC to achieve an accredited four-year degree in the discipline. What follows is a review of how this alternative proposal would meet the needs of FKCC students and FKCC geographically-located potential students, how these students would be able to complete their four-year degree through SLU, amount of commitment to this alternative plan by SLU, and amount of collaboration available between SLU and FKCC to deliver a quality academic program.

II. Meeting the unmet need cited by FKCC

FKCC perceives and has determined a need to provide a four-year undergraduate degree in Supervision and Management to students in its geographic locale. This need is invariably generated by local area businesses, chambers of commerce, and associated workforce demands for in-occupation degree completions to meet promotion opportunities, generate better qualified staff recruits, and provide better educated managers in the field. SLU's existing Business Administration with specializations in Logistics, Management, and Marketing programs and alternative proposal to provide same adequately address a proven way to meet this need. SLU currently works quite well with several community colleges in Florida to provide four-year degree programs for community college associate degree graduates.

III. Student degree completion in geographic region served by FKCC

FKCC and available student populations in the FKCC geographic area will be able to complete their undergraduate degree in Business Administration with Specializations in Logistics, Management, and Marketing by virtue of articulation.

The articulation agreement will clearly describe how SLU will accept and articulate FKCC coursework of the student's first and second academic years of study into their last two academic years of study toward completion of a four-year degree (commonly referred to as a 2+2 agreement between institutions like SLU and FKCC). NAS Key West at Boca Chica does allow civilians to take classes on base although students will have to pass a background check for base access. If necessary, SLU and FKCC could develop a concurrent use agreement which would address use of FKCC teaching facilities for providing SLU coursework for ease of student access to the courses to complete their degree in Business Administration: Management or other specializations.

IV. Saint Leo University's commitment to offer its Business Administration with Specializations in Logistics, Management, and Marketing programs

In addition to providing on-ground and online course delivery of its Business Administration program, SLU will dedicate admissions and advising support to all students interested in completing their four-year Business Administration with Specializations in Logistics, Management, and Marketing degrees. All admissions and advising functions would be routinely scheduled at appropriate FKCC campuses to minimize travel requirements for interested students. General program information sessions would be conducted at FKCC campus locations no later than four weeks prior to each term start. Follow-up on-site advising sessions would be scheduled at FKCC campuses, as determined by student demand, two weeks and again one week before each term start.

SLU will commit to routinely promoting the Bachelor of Arts in Business Administration with specializations in Logistics, Management, Marketing degree completion programs offered through FKCC via local print mediums and other media outlets as appropriate.

V. Collaboration of SLU and FKCC for program approval and implementation

SLU's Bachelor of Arts in Business Administration with specializations in Logistics, Management, and Marketing are existing programs currently being offered by the university. Although SLU is providing and funding the expense of instructors to conduct courses in this program at NAS Key West, Boca Chica, SLU will collaborate with FKCC faculty to refine development and curriculum delivery to better meet the needs of FKCC students. This collaboration will also include a complete orientation of SLU's program requirements and components.

Both SLU and FKCC will mutually agree on the Business Administration with specializations in Logistics, Management, and Marketing degree completion programs to be offered by virtue of a fully-executed articulation agreement between the two institutions.

VI. Comparison of student costs between FKCC and Saint Leo offering of Business Administration with Specializations in Logistics, Management, and Marketing programs

As FKCC students would be attending SLU courses, these students would be subject to tuition rates for SLU accordingly. To compare tuition costs between SLU and FKCC:

- SLU 2014-2015 per-course cost (including any applicable technology fee) would be \$750.00 (\$250/credit hour x 3 credit hours; \$6000 for 24 credit hours);
- FKCC current per-course cost (excluding any applicable technology fee) would be **\$327.66** (**\$109.22**/credit hour x 3 credit hours; \$2,621.28 for 24 credit hours);
- The differential being \$3,378.72 per 24 credit hours (exclusive of any applicable FKCC technology fees).

To aid FKCC students in covering the additional tuition costs, the Florida Legislature recently approved Florida Resident Access Grant (FRAG) funding for the 2014-2015 fiscal year at \$3,000 per year, per eligible student, equating to an aid to the FKCC student to bring the cost differential to \$378.72 for 24 credit hours.



Gary Chartrand, *Chair*
John R. Padget, *Vice Chair*
Members
John A. Colón
Marva Johnson
Rebecca Fishman Lipsey
Michael Olenick
Andy Tuck

MEMORANDUM

TO: Mr. Marshall Criser III, Chancellor
State University System of Florida

Dr. Ed Moore, President
Independent Colleges and Universities of Florida

Mr. Samuel Ferguson, Executive Director
Commission for Independent Education

FROM: Ms. Abbey Ivey, Director of Academic Affairs *AI*

DATE: March 26, 2015

SUBJECT: Letter of Intent from Florida Keys Community College

The purpose of this correspondence is to inform you the Division of Florida Colleges (DFC) received a Letter of Intent (LOI) from Florida Keys Community College on March 12, 2015.

The LOI is attached. The degree proposal being developed by Florida Keys Community College is:

- Bachelor of Applied Science in Supervision and Management

Section (s.) 1007.33, Florida Statutes (F.S.), requires the DFC to forward the LOI to the chancellor of the State University System, the president of the Independent Colleges and Universities of Florida and the executive director of the Commission for Independent Education. Please disseminate the information herein to the institutions within your respective systems as appropriate.

Be advised, 2014 legislation amended s. 1001.03(15), F.S., prohibiting the State Board of Education (Board) from approving any new Florida College System baccalaureate degree proposals from March 31, 2014 through May 31, 2015. Statutory provisions in s. 1007.33, F.S., regarding acceptance of LOIs and submission of baccalaureate proposals and alternative proposals remain in effect. The DFC will continue to adhere to the legislative process during the moratorium. However, no proposals will be brought to the Board until after May 31, 2015, contingent upon any action during the 2015 legislative session.

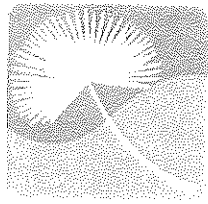
Letter of Intent from Florida Keys Community College
Page Two
March 26, 2015

Please contact me at 850-245-9492 or Abbey.Ivey@fldoe.org if you have questions or concerns.

AI

Attachment

cc: Ms. Pam Stewart, Florida Department of Education (FDOE)
Ms. Kathy Hebda, FDOE
Dr. Christopher Mullin, Division of Florida Colleges (DFC)
Dr. Julie Alexander, DFC
Dr. Jan Ignash, State University System of Florida
Dr. Elizabeth Winslow, Independent Colleges and Universities of Florida
Ms. Susan Hood, Commission for Independent Education
Dr. Jonathan Gueverra, Florida Keys Community College (FKCC)
Dr. Patrick Rice, FKCC



March 11, 2015

Katherine Hebda, Acting Chancellor
Florida College System
325 West Gaines Street, Room 1544
Tallahassee, Florida 32399-0400

Dear Acting Chancellor Hebda:

In accordance with F.A.C. 6A-14.095(3), this letter of intent is submitted to initiate the process to authorize Florida Keys Community College (FKCC) to offer a Supervision and Management program that will result in the conferring of a Bachelor of Applied Science in Supervision and Management (BAS-SM) degree (CIP 1052020100). FKCC expects to admit the first students and to commence offering upper division coursework in this program in fall 2016. In addition, FKCC plans to incorporate a fee structure in this program which will meet the Governor's \$10,000 baccalaureate degree challenge.

Program Description

FKCC proposes to initiate a BAS-SM program for graduates who have completed an Associate of Arts or Associate of Science degree. The FKCC BAS-SM program will be a state approved program including coursework and field experience in supervision and management settings to enable students to integrate theory with practice. Graduates will acquire specialized skills in management, finance, marketing, human resources, and leadership. The BAS-SM program will prepare individuals to develop, plan, manage, and supervise in a variety of workforce settings needed in the South Florida market. Students who have earned associate degrees in specific areas may continue to enhance their education and career progression. Job opportunities available to graduates may include administrative, supervisory or management roles. The BAS-SM program will prepare students for careers within the public, private, and non-profit sectors.

Key Skills Expected of Graduates

Graduates of this program are expected to attain, at a minimum, the following key skills:

1. Apply well-developed critical thinking and problem solving skills in a supervisory or management role.
2. Practice ethical and socially responsible behaviors, and embrace diversity, in cultivating relationships within the organization, and within the broader business community.
3. Demonstrate a practical understanding of the legal environment of business and apply basic business law applications to daily business operations.
4. Use accounting information to make informed decisions about the operating performance and financial position of a company.
5. Lead by example and assist others in developing and promoting exceptional customer service.
6. Explain how marketing relates to the overall management and success of a business enterprise and identify domestic and global marketing opportunities.
7. Demonstrate an understanding of the importance of attracting, developing and retaining a high quality workforce.
8. Function effectively in a managerial or supervisory role within a small business environment and appreciate the challenges and opportunities faced by small business owners.
9. Exhibit polished and effective written, visual, and verbal communication skills.
10. Effectively utilize technology to enhance business planning and operations.

Key skills by occupation, as identified by the Occupational Information Network (O*Net), are listed in Appendix A for potential career opportunities for program graduates.

Career Path/Potential Employment Opportunities for Program Graduates

Students graduating from the BAS-SM program will be prepared to effectively lead and manage business operations in a variety of workforce settings. These include supervising/managing in areas such as organizational management, customer service management, marketing management, human resources management, operations, and production management. Graduates will be well-positioned to advance their skills in the workplace for managerial career opportunities. Department of Labor statistics for the State of Florida indicate that the BAS-SM graduates can expect to earn an annual salary of \$39,440 – \$176,510.

According to the National Center for Education Statistics (NCES), career opportunities for graduates include, but are not limited to, the following occupations:

- Chief Executive (SOC 1011)
- General and Operations Managers (SOC 11-1021)
- Sales Managers (SOC 11-2022)
- Administrative Services Managers (SOC 11-3011)
- Industrial Production Managers (SOC 11-3051)
- Transportation, Storage, and Distribution Managers (SOC 11-3071)
- Construction Managers (SOC 11-9021)
- Social and Community Service Managers (SOC 11-9151)
- Managers, all other (11-9199)
- Cost Estimators (SOC 13-1051)
- Management Analysts (SOC 13-1111)

Based on local employer feedback, the following career opportunities are also viable for BAS-SM graduates:

- First-Line Supervisors of Office and Administrative Support Workers (SOC 43-1011)
- First-Line Supervisors of Housekeeping and Janitorial Workers (SOC 37-1011)
- First-Line Supervisors of Personal Service Workers (SOC 39-1021)
- Human Resource Managers (SOC 11-3121)
- Lodging Managers (SOC 11-9081)
- Food Service Managers (SOC 11-9051)

Evidence of Workforce Demand and Unmet Need

An extensive workforce needs assessment has been conducted within the service district of Monroe County. Monroe County has been identified as a rural area of critical economic concern. Workforce demand and unmet need for graduates of the proposed program were determined using the 2014-15 Regional Demand Occupations List (Workforce Region 23), Florida Department of Economic Opportunity Labor Market Statistics, and the IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Of the seventeen aforementioned career opportunities identified for BAS-SM graduates, eleven of the SOC codes are included in the 2014-15 Regional Demand Occupations List for Region 23. Ten of the career opportunities are listed as "high skill high wage" positions. The 2014-15 Regional Demand Occupations List is detailed in Appendix B.

There are projected to be 57 job openings in management/supervision in 2014 (Table 1). Over the next five years it is estimated that there will be a total of 286 job openings. At this time, residents of Monroe County are forced to pursue online baccalaureate degree programs or to leave Monroe County to complete a baccalaureate degree. Saint Leo University has an Education Center located in Monroe County; however none of the baccalaureate programs are offered in a face-to-face modality. Students must take online classes to complete the baccalaureate degree programs, which is not the preferred modality for many FKCC students.

Table I Management/Supervision Jobs in Monroe County, Florida

SOC	Description	2014 Jobs	2019 Jobs	2014 - 2019 Change	Annual Openings	Openings
11-1011	Chief Executives	42	45	3	<10	<10
11-1021	General and Operations Managers	346	386	40	15	75
11-2022	Sales Managers	41	46	5	<10	<10
11-3011	Administrative Services Managers	39	42	3	<10	<10
11-3051	Industrial Production Managers	<10	<10	<10	<10	<10
11-3071	Transportation, Storage, and Distribution Managers	13	14	1	<10	<10
11-3121	Human Resources Managers	15	16	1	<10	<10
11-9021	Construction Managers	79	92	13	4	20
11-9051	Food Service Managers	82	82	0	<10	<10
11-9081	Lodging Managers	117	118	1	4	19
11-9151	Social and Community Service Managers	14	16	2	<10	<10
11-9199	Managers, All Other	66	70	4	2	11
13-1051	Cost Estimators	58	73	15	5	26
13-1111	Management Analysts	86	92	6	3	14
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	101	106	5	4	18

39-1021	First-Line Supervisors of Personal Service Workers	41	42	1	<10	<10
43-1011	First-Line Supervisors of Office and Administrative Support Workers	329	341	12	10	52
	Total	1,470	1,588	118	57	286

To better understand local employer needs, the College collaborated with the Key West Chamber of Commerce to conduct an employer survey. 93% of the survey respondents indicated that their business had positions which require supervisory and/or management skills. In addition, 98% of respondents stated a preference to hire individuals who have earned a baccalaureate degree.

In a recent survey of FKCC students, 88% of respondents plan to earn a baccalaureate degree. In addition, 76% of the students surveyed indicated they would consider earning their baccalaureate degree from FKCC. 77% of students surveyed stated that cost was the first or second criteria of importance for selecting a baccalaureate program, hence the provision for the \$10,000 baccalaureate degree option.

Summary of Discussions with Other Institutions

Although there are no other public or private college/university campuses within the service area of Monroe County, the college has made every effort to contact those institutions of higher education that partner with FKCC and serve FKCC graduates. Dr. Jonathan Gueverra engaged in personal visits and telephone conversations with regional institutions to engage in need, demand and impact discussions regarding the development of a Bachelor of Applied Science in Supervision and Management program. Although not located in the service district, Florida International University, Nova Southeastern University, Barry University, Hodges University and Miami Dade College were contacted for input. Letters of support from some of these institutions are included.

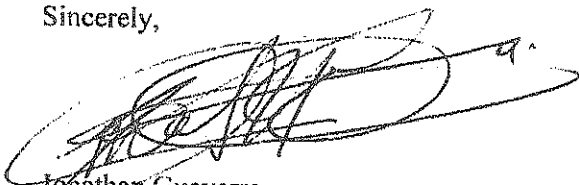
Funding for Program Start-Up Costs

Should the proposal for a BAS Supervision and Management be approved, the first upper division enrollment would begin in fall of 2016. Funds to implement and support the program will be provided in the annual budget development process. In addition, to operational funds appropriated by the Florida Legislature for program FTE, local revenue is produced through tuition and fees. The College is not relying on targeted funding from the State of Florida to implement and operate this program. In addition, the College is planning to afford students in the BAS Supervision and Management a \$10,000 or less tuition option.

The College is in the process of applying to SACSCOC for level change approval.

Armed with evidence of our community needs and with enthusiastic support from our business and community stakeholders our college embarks upon this major academic initiative to benefit our county, region and state.

Sincerely,



Jonathan Gueverra
President/CEO

**Appendix A – Key Skills by Occupation
Per the Occupational Information Network (O*Net)**

Chief Executives:

- Direct or coordinate an organization's financial or budget activities to fund operations, maximize investments, or increase efficiency.
- Appoint department heads or managers and assign or delegate responsibilities to them.
- Analyze operations to evaluate performance of a company or its staff in meeting objectives or to determine areas of potential cost reduction, program improvement, or policy change.
- Direct, plan, or implement policies, objectives, or activities of organizations or businesses to ensure continuing operations, to maximize returns on investments, or to increase productivity.
- Prepare budgets for approval, including those for funding or implementation of programs.
- Confer with board members, organization officials, or staff members to discuss issues, coordinate activities, or resolve problems.
- Implement corrective action plans to solve organizational or departmental problems.
- Direct human resources activities, including the approval of human resource plans or activities, the selection of directors or other high-level staff, or establishment or organization of major departments.
- Establish departmental responsibilities and coordinate functions among departments and sites.
- Preside over or serve on boards of directors, management committees, or other governing boards.

General and Operations Managers:

- Oversee activities directly related to making products or providing services.
- Direct and coordinate activities of businesses or departments concerned with the production, pricing, sales, or distribution of products.
- Review financial statements, sales and activity reports, and other performance data to measure productivity and goal achievement and to determine areas needing cost reduction and program improvement.
- Manage staff, preparing work schedules and assigning specific duties.
- Direct and coordinate organization's financial and budget activities to fund operations, maximize investments, and increase efficiency.
- Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary.
- Determine staffing requirements, and interview, hire and train new employees, or oversee those personnel processes.
- Plan and direct activities such as sales promotions, coordinating with other department heads as required.
- Determine goods and services to be sold, and set prices and credit terms, based on forecasts of customer demand.
- Locate, select, and procure merchandise for resale, representing management in purchase negotiations.

Sales Managers:

- Resolve customer complaints regarding sales and service.
- Oversee regional and local sales managers and their staffs.
- Plan and direct staffing, training, and performance evaluations to develop and control sales and service programs.
- Determine price schedules and discount rates.
- Review operational records and reports to project sales and determine profitability.
- Monitor customer preferences to determine focus of sales efforts.
- Prepare budgets and approve budget expenditures.
- Confer or consult with department heads to plan advertising services and to secure information on equipment and customer specifications.
- Direct and coordinate activities involving sales of manufactured products, services, commodities, real estate or other subjects of sale.
- Confer with potential customers regarding equipment needs and advise customers on types of equipment to purchase.

Administrative Services Manager:

- Direct or coordinate the supportive services department of a business, agency, or organization.
- Prepare and review operational reports and schedules to ensure accuracy and efficiency.
- Set goals and deadlines for the department.
- Acquire, distribute and store supplies.
- Analyze internal processes and recommend and implement procedural or policy changes to improve operations, such as supply changes or the disposal of records.
- Plan, administer and control budgets for contracts, equipment and supplies.
- Monitor the facility to ensure that it remains safe, secure, and well-maintained.
- Hire and terminate clerical and administrative personnel.
- Oversee the maintenance and repair of machinery, equipment, and electrical and mechanical systems.
- Oversee construction and renovation projects to improve efficiency and to ensure that facilities meet environmental, health, and security standards, and comply with government regulations.

Industrial Production Managers:

- Review processing schedules or production orders to make decisions concerning inventory requirements, staffing requirements, work procedures, or duty assignments, considering budgetary limitations and time constraints.
- Direct or coordinate production, processing, distribution, or marketing activities of industrial organizations.
- Develop or implement production tracking or quality control systems, analyzing production, quality control, maintenance, or other operational reports, to detect production problems.
- Review operations and confer with technical or administrative staff to resolve production or processing problems.

- Hire, train, evaluate, or discharge staff or resolve personnel grievances.
- Prepare and maintain production reports or personnel records.
- Set and monitor product standards, examining samples of raw products or directing testing during processing, to ensure finished products are of prescribed quality.
- Develop budgets or approve expenditures for supplies, materials, or human resources, ensuring that materials, labor, or equipment are used efficiently to meet production targets.
- Initiate or coordinate inventory or cost control programs.
- Coordinate or recommend procedures for facility or equipment maintenance or modification, including the replacement of machines.

Transportation, Storage and Distribution Managers:

- Resolve problems concerning transportation, logistics systems, imports or exports, or customer issues.
- Collaborate with other departments to integrate logistics with business systems or processes, such as customer sales, order management, accounting, or shipping.
- Maintain metrics, reports, process documentation, customer service logs, or training or safety records.
- Supervise the work of logistics specialists, planners, or schedulers.
- Direct inbound or outbound logistics operations, such as transportation or warehouse activities, safety performance, or logistics quality management.
- Direct or coordinate comprehensive logistical or reverse logistical functions for product life cycles, including acquisition, distribution, internal allocation, delivery, recycling, reuse, or final disposal of resources.
- Negotiate with suppliers or customers to improve supply chain efficiency or sustainability.
- Direct distribution center operation to ensure achievement of cost, productivity, accuracy, or timeliness objectives.
- Negotiate transportation rates or services.
- Analyze the financial impact of proposed logistics changes, such as routing, shipping modes, product volumes or mixes, or carriers.

Construction Managers:

- Confer with supervisory personnel, owners, contractors, or design professionals to discuss and resolve matters, such as work procedures, complaints, or construction problems.
- Plan, schedule, or coordinate construction project activities to meet deadlines.
- Prepare and submit budget estimates, progress reports, or cost tracking reports.
- Inspect or review projects to monitor compliance with building and safety codes, or other regulations.
- Inspect or review projects to monitor compliance with environmental regulations.
- Plan, organize, or direct activities concerned with the construction or maintenance of structures, facilities, or systems.
- Study job specifications to determine appropriate construction methods.
- Investigate damage, accidents, or delays at construction sites to ensure that proper construction procedures are being followed.

- Prepare contracts or negotiate revisions to contractual agreements with architects, consultants, clients, suppliers, or subcontractors.
- Develop or implement quality control programs.

Social and Community Service Managers:

- Evaluate the work of staff and volunteers to ensure that programs are of appropriate quality and that resources are used effectively.
- Provide direct service and support to individuals or clients, such as handling a referral for child advocacy issues, conducting a needs evaluation, or resolving complaints.
- Recruit, interview, and hire or sign up volunteers and staff.
- Establish and maintain relationships with other agencies and organizations in community to meet community needs and to ensure that services are not duplicated.
- Establish and oversee administrative procedures to meet objectives set by boards of directors or senior management.
- Direct activities of professional and technical staff members and volunteers.
- Plan and administer budgets for programs, equipment and support services.
- Participate in the determination of organizational policies regarding such issues as participant eligibility, program requirements, and program benefits.
- Prepare and maintain records and reports, such as budgets, personnel records, or training manuals.
- Research and analyze member or community needs to determine program directions and goals.

Managers, all others:

- Confer with supply chain planners to forecast demand or create supply plans that ensure availability of materials or products.
- Monitor forecasts and quotas to identify changes or to determine their effect on supply chain activities.
- Define performance metrics for measurement, comparison, or evaluation of supply chain factors, such as product cost or quality.
- Analyze inventories to determine how to increase inventory turns, reduce waste, or optimize customer service.
- Develop procedures for coordination of supply chain management with other functional areas, such as sales, marketing, finance, production, or quality assurance.
- Negotiate prices and terms with suppliers, vendors, or freight forwarders.
- Meet with suppliers to discuss performance metrics, to provide performance feedback, or to discuss production forecasts or changes.
- Implement new or improved supply chain processes.
- Design or implement supply chains that support business strategies adapted to changing market conditions, new business opportunities, or cost reduction strategies.
- Manage activities related to strategic or tactical purchasing, material requirements planning, inventory control, warehousing, or receiving.

Cost Estimators:

- Consult with clients, vendors, personnel in other departments or construction foremen to discuss and formulate estimates and resolve issues.
- Analyze blueprints and other documentation to prepare time, cost, materials, and labor estimates.
- Prepare estimates for use in selecting vendors or subcontractors.
- Confer with engineers, architects, owners, contractors and subcontractors on changes and adjustments to cost estimates.
- Prepare estimates used by management for purposes such as planning, organizing, and scheduling work.
- Prepare cost and expenditure statements and other necessary documentation at regular intervals for the duration of the project.
- Assess cost effectiveness of products, projects or services, tracking actual costs relative to bids as the project develops.
- Set up cost monitoring and reporting systems and procedures.
- Conduct special studies to develop and establish standard hour and related cost data or to effect cost reduction.
- Review material and labor requirements to decide whether it is more cost-effective to produce or purchase components.

Management Analysts:

- Gather and organize information on problems or procedures.
- Analyze data gathered and develop solutions or alternative methods of proceeding.
- Confer with personnel concerned to ensure successful functioning of newly implemented systems or procedures.
- Develop and implement records management program for filing, protection, and retrieval of records, and assure compliance with program.
- Review forms and reports and confer with management and users about format, distribution, and purpose, and to identify problems and improvements.
- Interview personnel and conduct on-site observation to ascertain unit functions, work performed, and methods, equipment, and personnel used.
- Document findings of study and prepare recommendations for implementation of new systems, procedures, or organizational changes.
- Prepare manuals and train workers in use of new forms, reports, procedures or equipment, according to organizational policy.
- Design, evaluate, recommend, and approve changes of forms and reports.
- Plan study of work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis.

First-Line Supervisors of Office and Administrative Support Workers:

- Resolve customer complaints or answer customers' questions regarding policies and procedures.
- Supervise the work of office, administrative, or customer service employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems.

- Provide employees with guidance in handling difficult or complex problems or in resolving escalated complaints or disputes.
- Implement corporate or departmental policies, procedures, and service standards in conjunction with management.
- Discuss job performance problems with employees to identify causes and issues and to work on resolving problems.
- Train or instruct employees in job duties or company policies or arrange for training to be provided.
- Evaluate employees' job performance and conformance to regulations and recommend appropriate personnel action.
- Review records or reports pertaining to activities such as production, payroll, or shipping to verify details, monitor work activities, or evaluate performance.
- Recruit, interview, and select employees.
- Interpret and communicate work procedures and company policies to staff.

First-Line Supervisors of Housekeeping and Janitorial Workers:

- Plan and prepare employee work schedules.
- Coordinate activities with other departments to ensure that services are provided in an efficient and timely manner.
- Inspect work performed to ensure that it meets specifications and established standards.
- Perform or assist with cleaning duties as necessary.
- Confer with staff to resolve performance and personnel problems, and to discuss company policies.
- Establish and implement operational standards and procedures for the departments supervised.
- Investigate complaints about service and equipment, and take corrective action.
- Maintain required records of work hours, budgets, payrolls, and other information.
- Inspect and evaluate the physical condition of facilities to determine the type of work required.
- Check and maintain equipment to ensure that it is in working order.

First-Line Supervisors of Personal Service Workers:

- Assign work schedules, following work requirements, to ensure quality and timely delivery of service.
- Inspect work areas or operating equipment to ensure conformance to established standards in areas such as cleanliness or maintenance.
- Train workers in proper operational procedures and functions and explain company policies.
- Observe and evaluate workers' appearance and performance to ensure quality service and compliance with specifications.
- Meet with managers or other supervisors to stay informed of changes affecting operations.
- Inform workers about interests or special needs of specific groups.
- Apply customer/guest feedback to service improvement efforts.
- Resolve customer complaints regarding worker performance or services rendered.
- Requisition necessary supplies, equipment, or services.
- Analyze and record personnel or operational data and write related activity reports.

Human Resources Managers:

- Serve as a link between management and employees by handling questions, interpreting and administering contracts and helping resolve work-related problems.
- Analyze and modify compensation and benefits policies to establish competitive programs and ensure compliance with legal requirements.
- Advise managers on organizational policy matters such as equal employment opportunity and sexual harassment, and recommend needed changes.
- Perform difficult staffing duties, including dealing with understaffing, refereeing disputes, firing employees, and administering disciplinary procedures.
- Plan and conduct new employee orientation to foster positive attitude toward organizational objectives.
- Identify staff vacancies and recruit, interview and select applicants.
- Plan, direct, supervise, and coordinate work activities of subordinates and staff relating to employment, compensation, labor relations, and employee relations.
- Plan, organize, direct, control or coordinate the personnel, training, or labor relations activities of an organization.
- Represent organization at personnel-related hearings and investigations.
- Administer compensation, benefits and performance management systems, and safety and recreation programs.

Lodging Managers:

- Inspect guest rooms, public areas, and grounds for cleanliness and appearance.
- Greet and register guests.
- Answer inquiries pertaining to hotel policies and services, and resolve occupants' complaints.
- Monitor the revenue activity of the hotel or facility.
- Train staff members.
- Observe and monitor staff performance to ensure efficient operations and adherence to facility's policies and procedures.
- Coordinate front-office activities of hotels or motels, and resolve problems.
- Participate in financial activities, such as the setting of room rates, the establishment of budgets, and the allocation of funds to departments.
- Collect payments and record data pertaining to funds and expenditures.
- Manage and maintain temporary or permanent lodging facilities.

Food Service Managers:

- Monitor compliance with health and fire regulations regarding food preparation and serving, and building maintenance in lodging and dining facilities.
- Monitor food preparation methods, portion sizes, and garnishing and presentation of food to ensure that food is prepared and presented in an acceptable manner.
- Count money and make bank deposits.

- Investigate and resolve complaints regarding food quality, service, or accommodations.
- Coordinate assignments of cooking personnel to ensure economical use of food and timely preparation.
- Schedule and receive food and beverage deliveries, checking delivery contents to verify product quality and quantity.
- Monitor budgets and payroll records, and review financial transactions to ensure that expenditures are authorized and budgeted.
- Maintain food and equipment inventories, and keep inventory records.
- Schedule staff hours and assign duties.
- Establish standards for personnel performance and customer service.

Appendix B

**2014-15 Regional Demand Occupations List
Sorted by Occupational Title**

Workforce Region 23 - Miami-Dade and Monroe Counties

Workforce Estimating Conference Selection Criteria:

- 1 FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- 2 25 annual openings and positive growth
- 3 Mean Wage of \$13.71/hour and Entry Wage of \$11.14/hour
- 4 High Skill/High Wage (HSHW) Occupations:
Mean Wage of \$21.48/hour and Entry Wage of \$13.71/hour

SOC Code†	HSHW ††	Occupational Title†	Annual Percent Growth	Annual Openings	2013 Hourly Wage		FLDOE Training Code	in EFI Targeted Industry?	Data Source††
					Mean	Entry			
132011	HSHW	Accountants and Auditors	1.44	483	33.22	20.62	5	Yes	R
113011	HSHW	Administrative Services Managers	1.35	51	52.34	31.86	4	Yes	R
413011	HSHW	Advertising Sales Agents	0.49	85	24.80	14.53	3	Yes	R
532021	HSHW	Air Traffic Controllers	0.24	26	NA	NA	3	No	R
493011	HSHW	Aircraft Mechanics and Service Technicians	0.75	371	25.25	16.74	3	Yes	S
532011	HSHW	Airline Pilots, Copilots, and Flight Engineers	1.13	96	69.68	45.12	4	Yes	R
132021	HSHW	Appraisers and Assessors of Real Estate	0.59	35	34.51	16.40	3	No	R
493023		Automotive Service Technicians and Mechanics	1.25	1,772	17.95	11.19	3	Yes	S
433031		Bookkeeping, Accounting, and Auditing Clerks	1.14	344	16.64	11.60	4	Yes	R
472021		Brickmasons and Blockmasons	4.49	227	16.37	11.43	3	No	S
493031	HSHW	Bus and Truck Mechanics and Diesel Engine Specialists	0.61	41	25.72	18.00	3	Yes	R
533021		Bus Drivers, Transit and Intercity	1.01	57	NA	NA	3	Yes	R
131199	HSHW	Business Operations Specialists, All Other	1.41	346	32.56	17.75	4	No	R
251011	HSHW	Business Teachers, Postsecondary	1.89	27	59.07	35.50	5	No	R
292031		Cardiovascular Technologists and Technicians	1.81	29	21.66	12.69	3	Yes	R
435011		Cargo and Freight Agents	2.20	413	20.64	12.08	3	Yes	S
472031		Carpenters	1.74	227	17.81	11.44	3	No	R
472051		Cement Masons and Concrete Finishers	2.90	46	15.40	12.05	3	No	R
111011	HSHW	Chief Executives	0.41	88	103.23	60.59	5	Yes	R
172051	HSHW	Civil Engineers	2.39	110	44.02	27.99	5	Yes	R
131031	HSHW	Claims Adjusters, Examiners, and Investigators	0.48	75	27.01	18.24	3	No	R
532012	HSHW	Commercial Pilots	0.53	25	46.71	22.61	3	Yes	R
131041	HSHW	Compliance Officers, Exc. Safety, Agri, Constr & Transp.	1.07	74	33.55	22.48	3	No	R
113021	HSHW	Computer and Information Systems Managers	1.55	33	67.46	43.60	5	Yes	R
151143	HSHW	Computer Network Architects	1.95	57	34.12	22.16	3	Yes	R
151152	HSHW	Computer Network Support Specialists	1.75	43	28.31	19.41	3	Yes	R
151131	HSHW	Computer Programmers	1.62	77	42.42	27.14	3	Yes	R
151121	HSHW	Computer Systems Analysts	2.02	99	44.04	29.41	4	Yes	R
151151	HSHW	Computer User Support Specialists	1.73	152	22.51	14.76	3	Yes	R
474011	HSHW	Construction and Building Inspectors	2.32	49	29.03	18.85	3	No	R
119021	HSHW	Construction Managers	1.63	96	53.14	29.56	4	No	R
333012	HSHW	Correctional Officers and Jailers	0.18	70	NA	NA	3	No	R

131051	HSHW	Cost Estimators	3.26	50	32.16	18.43	4	No	R
151141	HSHW	Database Administrators	2.36	32	40.03	26.05	4	Yes	R
319091		Dental Assistants	2.74	797	16.54	12.27	3	Yes	S
292021	HSHW	Dental Hygienists	3.27	65	24.94	17.62	4	Yes	R
333021	HSHW	Detectives and Criminal Investigators	0.46	30	43.23	26.38	3	No	R
292032	HSHW	Diagnostic Medical Sonographers	3.40	33	29.29	20.66	3	Yes	R
472081		Drywall and Ceiling Tile Installers	2.31	28	16.08	11.98	3	No	R
119032	HSHW	Education Administrators, Elementary and Secondary	1.19	26	47.28	33.67	5	No	R
499051	HSHW	Electrical Power-Line Installers and Repairers	2.33	54	26.78	18.67	3	Yes	R
472111		Electricians	2.26	175	20.47	14.22	3	No	R
252021	HSHW	Elementary School Teachers, Except Special Education	1.89	273	28.44	22.67	5	No	R
292041		Emergency Medical Technicians and Paramedics	2.32	52	14.50	11.98	4	Yes	R
119041	HSHW	Engineering Managers	2.55	33	57.44	36.40	5	Yes	R
436011	HSHW	Executive Secretaries and Administrative Assistants	1.18	228	21.70	15.46	3	No	R
274032		Film and Video Editors	0.72	47	20.14	14.52	4	No	R
132051	HSHW	Financial Analysts	1.65	63	40.18	24.87	5	Yes	R
113031	HSHW	Financial Managers	0.88	75	68.59	40.87	5	Yes	R
332011	HSHW	Fire Fighters	1.13	108	NA	NA	3	No	R
471011	HSHW	First-Line Superv. of Construction and Extraction Workers	2.45	178	31.85	20.52	4	No	R
351012		First-Line Superv. of Food Preparation & Serving Workers	0.93	196	17.38	11.49	3	No	R
371012		First-Line Superv. of Landscaping and Groundskeeping	1.50	37	19.42	13.19	3	No	R
531031	HSHW	First-Line Superv. of Material-Moving Vehicle Operators	1.25	45	27.37	17.18	3	Yes	R
491011	HSHW	First-Line Superv. of Mechanics, Installers, and Repairers	0.91	94	29.82	19.92	3	No	R
431011	HSHW	First-Line Superv. of Office and Admin. Support Workers	1.23	465	26.08	17.65	4	Yes	R
511011	HSHW	First-Line Superv. of Production and Operating Workers	0.47	391	26.81	17.79	3	Yes	S
411012	HSHW	First-Line Supervisors of Non-Retail Sales Workers	0.38	164	44.38	23.56	4	No	R
391021		First-Line Supervisors of Personal Service Workers	1.18	75	20.22	12.72	3	No	R
411011		First-Line Supervisors of Retail Sales Workers	0.55	418	21.18	13.90	3	No	R
119051	HSHW	Food Service Managers	0.41	38	31.54	17.60	4	No	R
111021	HSHW	General and Operations Managers	0.37	242	58.69	29.26	4	Yes	R
472121		Glaziers	4.55	221	17.35	11.38	3	No	S
271024	HSHW	Graphic Designers	0.81	90	23.06	14.15	4	Yes	R
292099		Health Technologists and Technicians, All Other	2.11	215	21.13	13.48	3	Yes	S
499021		Heating, A.C., and Refrigeration Mechanics and Installers	3.57	123	20.01	13.28	3	No	R
492097		Home Entertainment Electronics Installers and Repairers	1.77	42	15.05	11.30	3	No	R
434161		Human Resources Assistants, Exc. Payroll	1.41	57	17.51	13.25	3	No	R
131071	HSHW	Human Resources Specialists	2.11	142	25.95	15.35	4	No	R
172112	HSHW	Industrial Engineers	0.79	27	31.00	20.12	5	Yes	R
499041	HSHW	Industrial Machinery Mechanics	2.60	67	23.94	15.86	3	No	R
151122	HSHW	Information Security Analysts	2.51	151	37.95	23.72	3	Yes	S
413021	HSHW	Insurance Sales Agents	1.70	160	30.36	17.99	3	Yes	R
132053	HSHW	Insurance Underwriters	0.60	27	28.96	18.15	3	Yes	R
271025		Interior Designers	1.42	28	22.34	11.87	4	Yes	R
273091	HSHW	Interpreters and Translators	3.69	38	24.73	14.57	4	Yes	R
252012	HSHW	Kindergarten Teachers, Except Special Education	1.93	49	27.94	21.45	5	No	R
436012		Legal Secretaries	1.10	86	21.03	14.44	3	No	R
292061		Licensed Practical and Licensed Vocational Nurses	2.24	245	21.05	17.69	3	Yes	R
132071		Loan Counselors	2.50	179	21.08	14.98	4	Yes	S
132072	HSHW	Loan Officers	1.28	105	37.08	23.45	4	Yes	R
119081	HSHW	Lodging Managers	0.73	28	39.34	15.73	4	No	R

131081	HSHW	Logisticians	3.95	34	30.38	20.35	5	Yes	R
292035	HSHW	Magnetic Resonance Imaging Technologists	2.53	152	29.64	23.61	3	Yes	S
131111	HSHW	Management Analysts	2.12	188	43.09	22.88	5	Yes	R
131161	HSHW	Market Research Analysts and Marketing Specialists	3.65	152	29.49	18.23	5	Yes	R
112021	HSHW	Marketing Managers	1.51	36	64.53	36.49	5	Yes	R
319011		Massage Therapists	1.41	81	20.78	13.82	3	Yes	R
172141	HSHW	Mechanical Engineers	1.71	29	30.25	18.36	5	Yes	R
292011	HSHW	Medical and Clinical Laboratory Technologists	0.05	27	25.19	17.21	4	Yes	R
119111	HSHW	Medical and Health Services Managers	2.21	62	56.76	33.93	5	Yes	R
499062		Medical Equipment Repairers	3.03	180	20.17	13.19	3	Yes	S
292071		Medical Records and Health Information Technicians	2.13	444	17.33	11.68	4	Yes	S
436013		Medical Secretaries	3.24	109	14.86	11.43	3	No	R
131121	HSHW	Meeting and Convention Planners	2.74	35	24.34	15.88	4	No	R
252022	HSHW	Middle School Teachers, Exc. Special & Voc. Education	1.89	118	29.53	24.59	5	No	R
493042		Mobile Heavy Equipment Mechanics, Except Engines	1.22	27	22.02	12.99	3	No	R
151142	HSHW	Network and Computer Systems Architects and Administrators	2.80	80	37.98	24.05	4	Yes	R
472073		Operating Engineers/Construction Equipment Operators	2.17	53	19.27	13.68	3	No	R
292081		Opticians, Dispensing	1.75	158	18.08	12.24	4	Yes	S
232011	HSHW	Paralegals and Legal Assistants	2.54	163	24.81	17.59	3	Yes	R
132052	HSHW	Personal Financial Advisors	2.58	84	46.85	19.49	5	Yes	R
312021	HSHW	Physical Therapist Assistants	3.65	242	28.00	21.40	4	Yes	S
291071	HSHW	Physician Assistants	2.81	30	45.16	35.50	5	Yes	R
472151		Pipelayers	2.66	29	21.14	13.37	3	No	R
472152	HSHW	Plumbers, Pipefitters, and Steamfitters	2.33	69	21.53	15.26	3	No	R
333051	HSHW	Police and Sheriff's Patrol Officers	1.07	217	NA	NA	3	No	R
272012	HSHW	Producers and Directors	0.67	58	34.45	20.63	5	No	R
119141	HSHW	Property, Real Estate & Community Association Managers	0.32	92	30.56	14.31	4	No	R
273031	HSHW	Public Relations Specialists	1.59	86	35.73	19.33	5	Yes	R
131023	HSHW	Purchasing Agents, Except Farm Products & Trade	0.96	94	25.22	15.64	4	Yes	R
292034	HSHW	Radiologic Technologists	1.95	49	23.96	18.23	3	Yes	R
419021	HSHW	Real Estate Brokers	0.43	32	NA	NA	3	No	R
419022		Real Estate Sales Agents	1.53	2,304	19.91	11.02	3	Yes	S
291141	HSHW	Registered Nurses	1.87	1,019	30.28	24.15	4	Yes	R
211015		Rehabilitation Counselors	1.51	26	17.80	12.54	5	No	R
291126	HSHW	Respiratory Therapists	1.98	48	28.02	20.62	4	Yes	R
472181		Roofers	2.17	609	15.44	11.38	3	No	S
112022	HSHW	Sales Managers	1.09	92	63.05	33.11	5	Yes	R
414011	HSHW	Sales Representatives, Wholesale & Mfg, Tech. & Sci. Products	1.62	229	37.97	17.98	3	Yes	R
414012		Sales Representatives, Wholesale and Manufacturing, Nontechnical	1.26	700	27.69	12.01	3	Yes	R
252031	HSHW	Secondary School Teachers, Exc. Special and Voc. Ed.	0.90	180	33.30	25.48	5	No	R
413031	HSHW	Securities and Financial Services Sales Agents	0.65	116	55.01	21.11	5	Yes	R
492098		Security and Fire Alarm Systems Installers	3.19	46	17.68	14.52	3	No	R
472211		Sheet Metal Workers	2.34	281	17.45	12.06	3	No	S
535031	HSHW	Ship Engineers	NA	NA	43.15	27.14	4	Yes	R
211093		Social and Human Service Assistants	1.33	89	14.95	11.42	3	No	R
151132	HSHW	Software Developers, Applications	2.75	79	36.14	20.99	4	Yes	R
151133	HSHW	Software Developers, Systems Software	1.69	27	41.42	28.06	5	Yes	R
292055		Surgical Technologists	1.79	229	18.98	15.40	3	Yes	S
173031		Surveying and Mapping Technicians	1.85	191	18.90	12.08	3	Yes	S
492022	HSHW	Telecommunications Equipment Installers and Repairers	1.10	69	24.87	16.61	3	Yes	R
131151	HSHW	Training and Development Specialists	2.30	51	29.73	18.17	5	Yes	R

339093		Transportation Security Screeners	1.81	44	18.04	15.56	3	No	R
533032		Truck Drivers, Heavy and Tractor-Trailer	1.00	274	18.56	12.88	3	Yes	R
251194	HSHW	Vocational Education Teachers, Postsecondary	1.55	97	31.17	16.85	4	No	R
252032	HSHW	Vocational Education Teachers, Secondary School	0.26	31	32.79	24.36	5	No	R
151134	HSHW	Web Developers	1.16	29	30.51	19.95	3	Yes	R
514121		Welders, Cutters, Solderers, and Brazers	0.86	38	17.54	12.07	3	Yes	R
131022	HSHW	Wholesale and Retail Buyers, Except Farm Products	1.08	43	30.29	18.63	4	Yes	R
273043	HSHW	Writers and Authors	0.36	32	27.77	13.93	5	No	R

†SOC Code and Occupational Title refer to Standard Occupational Classification codes and titles.

††HSHW = High Skill/High Wage.

†††Data Source:

R = Meets regional wage and openings criteria based on state Labor Market Statistics employer survey data. Regional data are shown.

S = Meets statewide wage and openings criteria based on state Labor Market Statistics employer survey data. Statewide data are shown.

NA = Not Available.

EFI - Enterprise Florida, Inc.



March 9, 2015

Dr. Jonathan Gueverra
President
Florida Keys Community College
5901 College Road
Key West, FL 33040

Dear President Gueverra:

I am writing on behalf of Florida International University (FIU) in support of Florida Keys Community College's (FKCC) proposed Bachelor of Applied Science degree in Supervision and Management.

I want to commend you for your dedication to improving the lives through enhanced educational opportunities for the residents of Monroe County. This bachelor's program will certainly build on the skills gained in FKCC's Associate in Science programs. The proposed degree has an applied focus that differentiates the degree from the business degree programs currently offered at FIU and therefore we would not consider this duplication or competition. We also recognize that many of the students you serve may be place bound due to employment or familial responsibilities. Please know that we are here as a resource for you and your staff.

We wish you much success in this endeavor.

Respectfully,



Elizabeth M. Bejar, Ph.D.
Vice President for Academic Affairs

C: Mark B. Rosenberg, President, Florida International University
Brittany P. Snyder, Provost, Florida Keys Community College



510 GREENE ST. • 1ST FLOOR • KEY WEST, FL 33040 • 305-294-2587 • FAX 305-294-7806 • WWW.KEYWESTCHAMBER.ORG

January 9, 2015

Dr. Jonathan Gueverra
President
Florida Keys Community College
5901 College Road
Key West, FL 33040

Dear President Gueverra:

The Key West Chamber of Commerce (KWCC) fully supports Florida Keys Community College's (FKCC) efforts to develop a Bachelor of Applied Science degree in Supervision and Management. The Department of Labor data for Workforce Region 23 forecast 286 job openings through 2019. In addition, the Key West Chamber of Commerce distributed a survey developed by FKCC to determine the local employer demand for graduates with a baccalaureate degree. Thirteen percent of the KWCC members participated in the survey. An overwhelming 92% of survey respondents indicated a need for employees with supervisory and management skills. Graduates of this program will help meet the employment needs of the Florida Keys.

The business climate today is rapidly changing. As such, Key West businesses rely heavily on a highly adaptable workforce with an extensive knowledge base. An applied bachelor's degree combining hands-on experience and increased knowledge in applied management skills will result in a workforce better prepared to lead and manage.

We wish you much success in this endeavor for the betterment of our community.

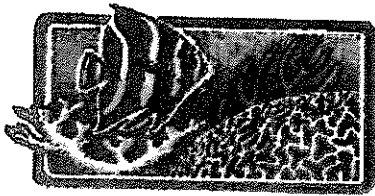
Respectfully,



Virginia A. Panico
Executive Vice President

CC: Board of Directors
Brittany Snyder

"The mission of the Greater Key West Chamber of Commerce is to serve its members and maintain and promote a viable economy for the businesses and working people of Key West."



Legendary
KEY LARGO
Chamber of Commerce

106000 Overseas Highway • Key Largo • FL • 33037 • 305/451-1414 • Fax: 305/451-4726 • keylargo-chamber.org

February 27, 2015

Dr. Jonathan Gueverra
President
Florida Keys Community College
5901 College Road
Key West, FL 33040

Dear President Gueverra:

The Key Largo Chamber of Commerce fully supports Florida Keys Community College's (FKCC) efforts to develop a Bachelor of Applied Science degree in Supervision and Management. The Department of Labor data for Workforce Region 23 forecast 286 job openings through 2019. Many of these job openings will be in the Key Largo area. Graduates of this program will help meet the employment needs of the Florida Keys.

The business climate today is rapidly changing. As such, Key Largo businesses rely heavily on a highly adaptable workforce with an extensive knowledge base. An applied bachelor's degree combining hands-on experience and increased knowledge in applied management skills will result in a workforce better prepared to lead and manage.

We wish you much success in this endeavor.

Sincerely,

Lacey Ekberg
Executive Director
Key Largo Chamber of Commerce

Mission statement

Creating a vibrant business and community environment

February 20, 2015



Dr. Jonathan Gueverra
President
Florida Keys Community College
5901 College Road
Key West, FL 33040

Dear President Gueverra:

The Greater Marathon Chamber of Commerce (GMCC) fully supports Florida Keys Community College's (FKCC) efforts to develop a Bachelor of Applied Science degree in Supervision and Management. The Department of Labor data for Workforce Region 23 forecast 286 job openings through 2019. Many of these job openings will be in the Marathon area. Graduates of this program will help meet the employment needs of the Florida Keys.

The business climate today is rapidly changing. As such, Marathon businesses rely heavily on a highly adaptable workforce with an extensive knowledge base. An applied bachelor's degree combining hands-on experience and increased knowledge in applied management skills will result in a workforce better prepared to lead and manage.

We wish you much success in this endeavor.

Respectfully,



Daniel Samess, M.S.
Chief Executive Officer
Greater Marathon Chamber of Commerce & Visitors Center
Marathon Economic Development Council
ceo@floridakeysmarathon.com
(305) 743-5417



(305) 295-1000
1001 James Street
PO Box 6100
Key West, FL 33041-6100
www.KeysEnergy.com

UTILITY BOARD OF THE CITY OF KEY WEST

February 20, 2015

Dr. Jonathan Gueverra
President
Florida Keys Community College
5901 College Road
Key West, FL 33040

Dear President Gueverra:

I am writing on behalf of Keys Energy Services in support of Florida Keys Community College's (FKCC) proposed Bachelor of Applied Science degree in Supervision and Management. Keys Energy Services currently has several employees enrolled at Florida Keys Community College and I am confident that the degree proposed will provide them, as well as other existing and future business students, with the education to effectively compete in today's fast paced business environment. KEYS needs strong competent managers and graduates of a program such as the one that is proposed.

Please do not hesitate to contact me personally, if I can assist in any way in the development of the degree program.

Respectfully,

A handwritten signature in cursive script, appearing to read "Lynne Tejeda".

Lynne Tejeda
General Manager/ CEO
Lynne.Tejeda@KeysEnergy.com

August 14, 2013

Florida Department of Education
325 West Gaines Street
Tallahassee, FL 32399

To Whom It May Concern,

I am a 12 year resident of Key West and also an employee and graduate of Florida Keys Community College with an Associate degree in Business. Currently, I am the Director of Purchasing and Plant Operations at FKCC. Key West locals have always viewed FKCC as the small island community college that offers residents, graduating high school students and even part time residents an opportunity to further their education before seeking a four year degree at a university outside Monroe County. The opportunity to relocate to a university isn't an option available to me, which is why I'm writing today to urge you to support a Baccalaureate Degree program at Florida Keys Community College.

I advocate and support Florida Keys Community College in a Baccalaureate program for many reasons. Community colleges typically add bachelor's programs in locations where nearby four-year colleges either don't exist or can't meet demand. FKCC is the only college located within 165 miles of the mainland. Having a baccalaureate program at FKCC will afford the opportunity for individuals such as myself, a homeowner and unable to relocate, to continue their education without having to uproot our lives with no employment. I know that online courses are available; however I personally found that I have better success within the traditional classroom setting.

I strongly support FKCC and therefore, I respectfully ask you to carefully consider the benefits of offering a Baccalaureate Degree at Florida Keys Community College.

Sincerely,



Doug Pryor
1402 Olivia Street # 3
Key West, Florida 33040

August 16, 2013

Brittany Snyder
Provost
Florida Keys Community College
5901 College Road
Key West, FL 33040

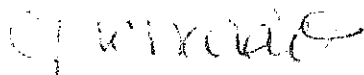
Dear Provost Snyder:

I was born and raised in Key West, Florida. I am currently raising my two children Caden 5, and Gabriella 2 as a single mother. I work full time and attend school full time at night. When I first found out that I was pregnant with my son I was very young with nothing but a High School Diploma and a few college credits from Florida State University. I decided to move home close to family and finish my degree. I worked hard and after a few semesters I was a proud alumnus of Florida Keys Community College. I was able to get a good entry level job and worked very hard for quite a few years. Two years later I was pregnant with my daughter Gabriella. At this time I knew I had to work even harder to move up in the work place and to show to my children the importance of education. However, pursuing a higher education and getting a bachelors degree was almost impossible.

I am a single mother, working full time without the options and opportunity to move away to pursue this degree. There are only two options here in the Keys to pursue a bachelor's degree, both private institutions and both extremely costly. I decided that it would be impossible and not worth the money spent. When my daughter turned two years old I made the decision to put my whole life on hold and finish my degree. In order to get a good job and support my children I had to get my bachelors. I went to a private institution which was extremely costly. In the end I finished my degree, and was able to get a higher level job. I am grateful and proud, but it was a struggle. Since I was able to get my bachelors I now have the opportunity to go further and I am pursuing a Masters in Leadership online. Without a Baccalaureate degree program our education here in the keys is hindered. Students are unable to continue their educational journey. The Keys represent an isolated and rural community so it is very important that a program be accessible here in the Keys.

If Florida Keys Community College offered a 4 year degree it would benefit so many students, and so many single mothers like me. A Baccalaureate program is essential in making our community a better place. Thank you for your consideration.

Sincerely,



Christina Pichardo
Student

Carolina G Canton
1656 Reordan Court Apt. #4
Key West, FL 33040
carolinagcanton@gmail.com

August 15, 2013

To Whom It May Concern:

My name is Carolina Canton and I have recently joined the Florida Keys Community College team as an Accounting Analyst/Accounts Receivable in the Business Office. I earned my Associates in Arts degree in Business Administration at Florida Keys Community College in June of 2009. After my AA completion, I transferred to Saint Leo University to further my education. I obtained my Bachelors degree in Business Administration with a major in Accounting this past May.

From the two Universities Florida Keys residents have, I believe Saint Leo University was my best option to obtain my Bachelors degree given that it not only allowed me to continue to advance my education, but it also let me maintain the lifestyle I was used to. I was able to continue my full-time employment, and still enjoy time with my family. Saint Leo allowed me to get my education at a lower cost by utilizing resources such as the Florida Resident Access Grant.

One feature I enjoyed was their accelerated program design; rather than maintaining four 16-week courses to be considered a full-time student, I only had to maintain two 8-week courses at Saint Leo. Even though the courses are more intense, the program allows students like me to focus on only two subjects at the time, rather than four. Another benefit from Saint Leo University is their VTT (Video Teaching & Teleconferencing) courses; this type of classes allowed me to interact with the instructor and other students during the lecture and outside the classroom.

I strongly support the development of a Baccalaureate degree program at Florida Keys Community College. Among the many advantages, one of the most important ones is the tuition cost. Since FKCC is a state funded college, attendance cost would be lower in comparison with the other two universities, which would lead to higher enrollment rates.

The creation of a four-year degree program would attract many Florida Keys adult residents who are willing to pursue a bachelor's degree but are not able to move and attend a state university because of their families or their job; students would now be able to continue their education from home. At the same time, the program would generate more revenue and job openings. A Baccalaureate degree program would expand and further education in the Keys which would be considered an improvement of our community as a whole.

Sincerely,

A handwritten signature in black ink, appearing to read 'Carolina Canton', with the initials 'CAG' written below it.

Carolina Canton
Accounting Analyst/ Accounts Receivable
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August 14, 2013

To whom it may concern:

I am a lifelong residence of Key West and a graduate of Florida Keys Community College with an Associate in Arts. My teenage sons are now attending FKCC. Currently, I have my own bookkeeping business and enjoy working in the accounting field. Growing up in Key West, Florida Keys Community College has always been the school that offered residents, primarily graduating high school students an AA or AS before going on to a university for a further degree. FKCC has helped many students bridge that gap.

After almost raising my two sons I knew I wanted to further explore the accounting field on higher levels and all the possibilities it offers and crossing over in to other fields. I pursued further education at Hodges University in order to fulfill state requirements in accounting, which meant I needed to obtain a four year degree. With only two schools available in the keys I wanted to use one of them. The only choices available to keys residents are two private universities and while I have not a complaint for Hodges University it was costly. I chose Hodges University for three primary reasons: (1) Hodges University has an agreement with FKCC so alumni can get a discounted rate,(2) the classes are done in a hybrid fashion, therefore I had an instructor available to ask questions and get clarification on anything I did not understand and, (3) the program is done in a condensed method. Since FKCC is a state funded school, tuition costs would be relatively less and financially viable for a single mother.

I advocate and support Florida Keys Community College in a Baccalaureate program for many reasons. Many people want to go back to school to get higher certifications and degrees. Older people are going back to school, like me, to get a higher degree than a two year degree. I talk to people all the time wanting to go back to school and pursue further education. Many are scared or stumped as how to begin the process of attending school in an online manner. As I begin a master's program with a state school I would look forward to perhaps teaching on a Baccalaureate level.

Sincerely,



Robin L. Guieb