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**DATE:** November 7, 2025  
**TO:** District Board of Trustees  
**FROM:** Brittany Snyder, Executive Vice President and CFO  
**DEPARTMENT:** Finance and Administration  
**SUBJECT:** Division Report – Dr. Brittany Snyder

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### **Executive Summary**

The Division continues to make progress across operations, technology, grants, personnel, and research initiatives. The Business Office reports increased student receivables primarily due to aid reversals and veteran deferments. Information Technology successfully upgraded all systems to Windows 11 and deployed new equipment campus-wide. Sponsored Programs is preparing for a state compliance review while actively pursuing and securing external funding to support academic and community initiatives. The TADA team is advancing recruitment, benefits implementation, and employee training efforts. The Office of Science and Research highlights significant growth in STEM enrollment, internships, and graduation rates through the NSF DREAM STEM program, along with community engagement through research outreach and innovation.

### **Business Office**

Student receivables for fall 2025 as of November 5, 2025, total \$36,661. Balances are primarily due from students with a veteran affairs deferment, at \$10,212, and reversal of aid, at \$26,449. The total number of students who owe a balance on their account has tripled compared to the prior year due to the increase in the reversal of aid and veteran affairs deferments. The Business Office has identified eight students who are slated to be voided for non-payment.

<b>Payment Category</b>	<b>Head Count Total</b>	<b>DE Head Count</b>	<b>FTE Total</b>	<b>DE FTE Total</b>
Owes All	8	0	2.9	0
Paid in Full	1322	271	431.3	62.9
Partially Paid	19	0	5.8	0
<b>Total</b>	<b>1349</b>	<b>271</b>	<b>440.0</b>	<b>62.9</b>

### **Information Technology (IT)**

The IT department deployed 17 new workstations, including laptops. Special projects completed in October included upgrading all computers to the Microsoft Windows 11 operating system. This was a critical project as Microsoft ended technical assistance for Windows 10 as of October 15, 2025. The following are IT tickets completed in the past 15 months.

Month 2024 / Qtr 2 FY 25	Tickets Completed	Month 2025 / Qtr 3 FY 25	Tickets Completed	Month 2025 / Qtr 4 FY 25	Tickets Completed	Month 2025 / Qtr 1 FY 26	Tickets Completed	Month 2025 / Qtr 2 FY 26	Tickets Completed
October	202	January	391	April	333	July	118	October	297
November	197	February	274	May	268	August	141	November	
December	372	March	231	June	80	September	186	December	
	771		896		681		445		297

## **Sponsored Programs**

The College has been selected for a Quality Assurance Compliance (QAC) review by the Florida Department of Education (FLDOE) for its Career & Technical Education (CTE) grant programs, which include the Perkins, Pathways to Career Opportunities Grant (PCOG), and Equipment Upgrade and Modernization (EUM) programs. PCOG was awarded in 2020 to support the expansion of the College's apprenticeships. The official request, along with detailed questions, is expected by the end of November from FLDOE. The review is currently scheduled to occur in early February 2026.

The College submitted a proposal to:

- The Ocean Reef Community Foundation for \$25,220 to support the initial establishment and launch of an Entrepreneurship Incubator Lab at the Upper Keys Center. Dr. Jesus Vazquez, Faculty, Supervision & Management, is the lead on this proposal.
- The Fred M. Klaus and Harold L. Murphy Charitable Foundation for \$10,000 to support the Tuga Shelves by increasing the distribution of frozen meals. Dr. Lana Gaspari, VP Advancement, is the lead on this proposal.

The College was awarded:

- \$16,882 from Perkins 25-26 rollover funding. These funds primarily support the purchase of new equipment for Marine Science and Technology, as well as Culinary Arts.

## **Talent Acquisition, Development, and Accountability (TADA)**

The College is currently recruiting six (6) full-time and 37 part-time positions. Since the last meeting, TADA processed 13 personnel actions. These actions included hiring full-time administrative personnel, hiring part-time employees, and separations.

TADA successfully closed the open enrollment period for employees' 2026 benefit elections and is coordinating with the College's database administrator to implement benefit changes for 2026.

The team hosted training for CFK supervisors, focused on the Family and Medical Leave Act (FMLA), sick leave, and employee evaluations, and participated in Florida Retirement System Employer Training.

Manager, Institutional Effectiveness, Richaunda Whitely, completed the "Title IX Decision-Making for Higher Education" training hosted by the Association of Title IX Administrators. The College continues to provide quarterly accreditation reports to the Florida Department of Education.

## **Office of Science and Research**

The Office of Science and Research recently submitted the Annual Report for the National Science Foundation DREAM STEM grant. The acronym DREAM STEM stands for Developing Reliable Educational Avenues to Manifest Science, Technology, Engineering, and Mathematics. The program

focuses on 3<sup>rd</sup> grade through post-secondary education and uses mentorship (e.g., CFK student STEM Ambassadors), and technology (e.g., Mobile STEM Laboratory; virtual reality, etc.) to promote the excitement and discovery of STEM to overcome the fear and anxiety that often manifests as young people consider the pursuit of STEM careers. The DREAM STEM program identifies obstacles and challenges that young students face as they pursue their dreams and provides resources to help them overcome these issues, creating a pathway to college and ultimately into the STEM workforce. Highlights include:

(1) 28% of those who participated in DREAM STEM outreach activities since 2023 changed their career goal from Non-STEM to STEM (Figure 1).

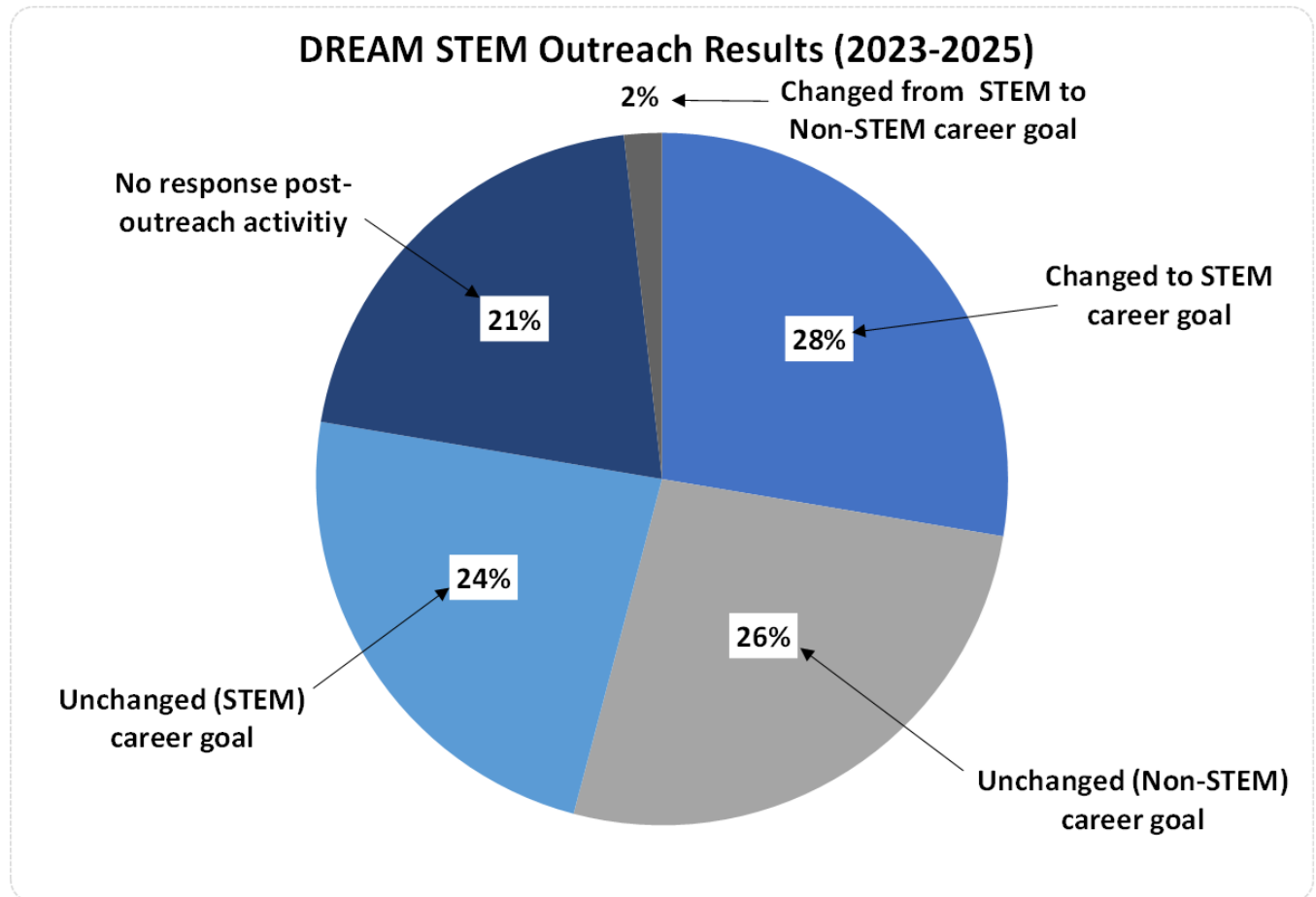


Figure 1. DREAM STEM outreach results from 2023-25.

(2) An overall increase in STEM enrollment at CFK of 105% and a 238% increase from Monroe County (Figure 2).

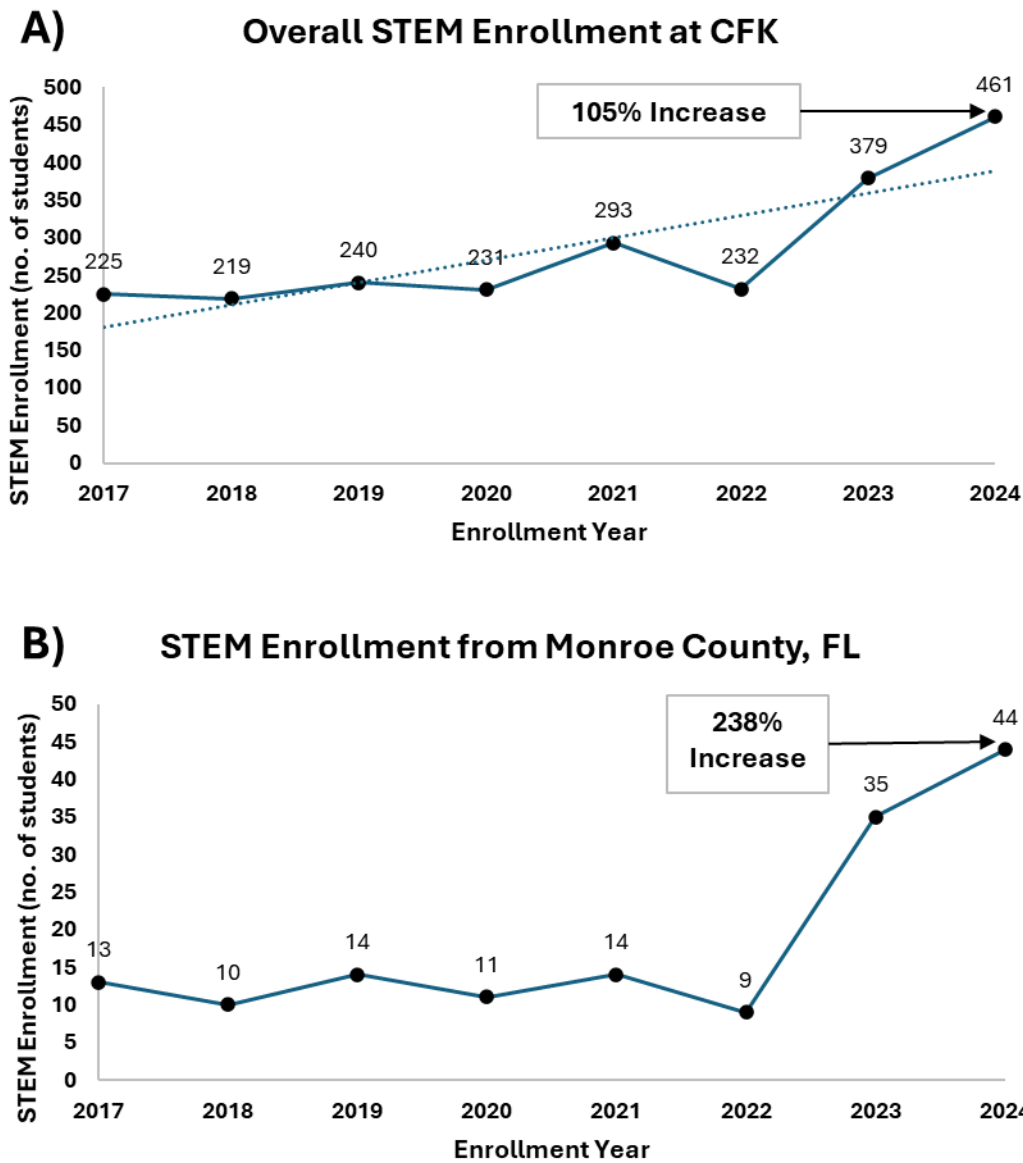
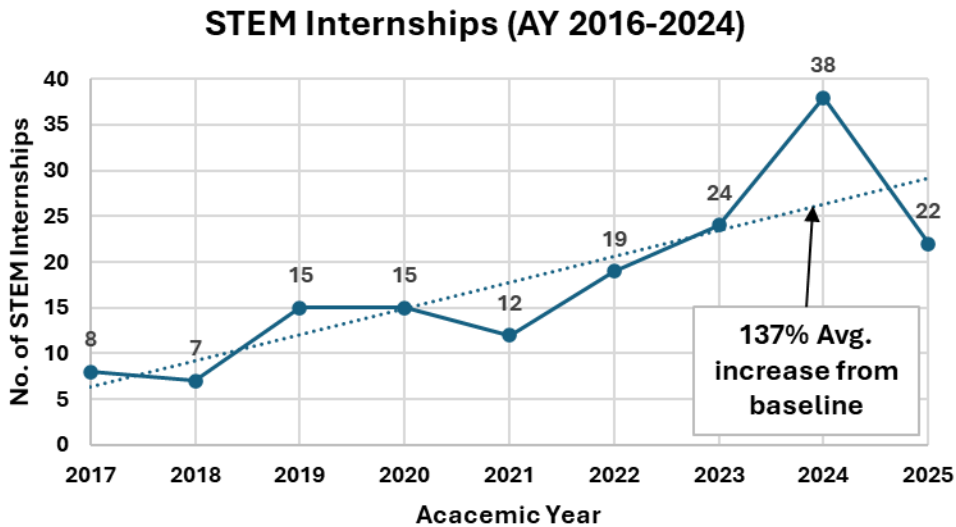


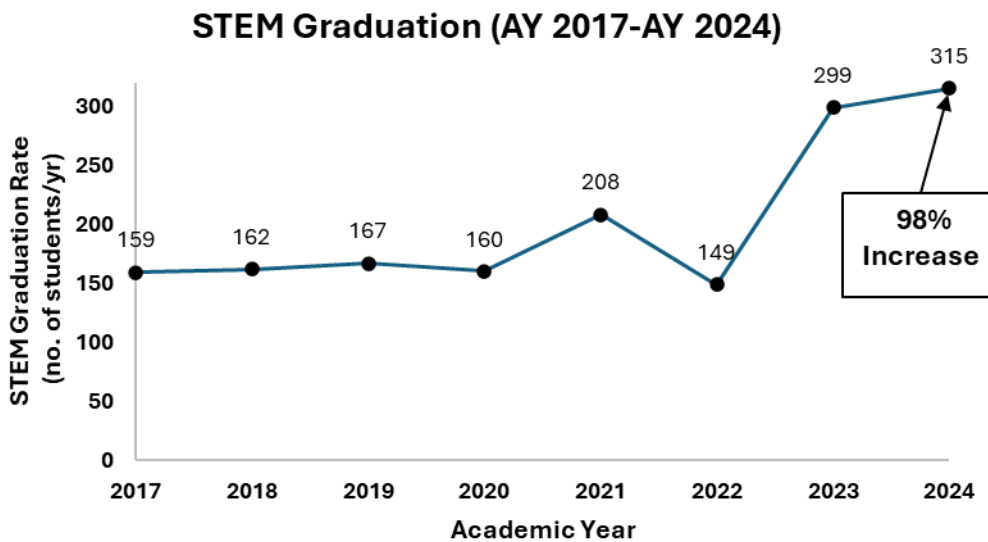
Figure 2. Enrollment in STEM programs at CFK from AY 2017 to AY 2024. Note – AY stands for Academic Year, which starts during the fall semester of a specific year and ends after the following summer in the subsequent year (e.g., AY 2017 starts in fall 2017 and ends after summer 2018). A) STEM enrollment trend at CFK from Monroe County, FL, and (B) overall enrollment in STEM programs at CFK.

(3) A 137% increase in STEM Internships from 2016 to 2024 (Figure 2).



**Figure 3. STEM internships at CFK since AY 2017.**

(4) All resulting in a 98% increase in graduation from STEM programs (Figure 4).



**Figure 4. STEM graduation rate at CFK since AY 2017.**

Dr. Patrick Rice, CFK Chief Science & Research Officer, has been invited as a guest panelist to attend and speak at the 50<sup>th</sup> Anniversary showing of JAWS at the Tropic Cinema. Dr. Rice will have the honor of discussing CFK shark research and other shark-related issues on stage after the movie with ocean conservationist, Wendy Benchley. Mrs. Benchley is the wife of Peter Benchley, the author of the best-selling novel JAWS. Before the movie, Dr. Rice and his team will have a table at the event to promote CFK and demonstrate the latest marine science virtual reality application called King of the Sea: Shark Simulator. This interactive virtual reality (VR) program allows users to explore the ocean from the perspective of a shark, utilizing all its senses (See the image below). The VR application was

developed for the CFK marine science program in partnership with Purdue University Northwest – Center for Innovation through Visualization and Simulation (CIVS) and support from the National Science Foundation DREAM STEM grant.

