

GOAL 1: Academic Excellence			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
<p>1. Expand the breadth of academic programs available to meet state and regional needs.</p>	<p>1.1: Implement the Ed.D. and the B.A. in Journalism in fall 2011.</p>	<p>1.1: Admit at least 15 students into the Ed.D. and 30 students in the B.A. in Journalism program.</p>	Provost
	<p>1.2: Implement at least seven new degree programs in the next three years.</p>	<p>1.2: Two new programs to be implemented in 2011-2012; up to four more to be developed in 2011-2012.</p>	Provost
	<p>1.3: Make existing programs more accessible to Floridians.</p>	<p>1.3: Master of Science in Special Education will be offered entirely online and the B.S. in Software Engineering will replace the existing B.S. in Computer Science in fall 2011.</p>	Provost
<p>2. Demonstrate and improve academic quality through assessment, institutional accreditation and accreditation of academic programs.</p>	<p>2.1: Conduct BOG-mandated academic program reviews.</p>	<p>2.1: Carry out 7-9 academic program reviews.</p>	Provost
	<p>2.2: Create process for selection of Quality Enhancement Plan.</p>	<p>2.2: Choose a QEP topic by May 2012.</p>	Provost
	<p>2.3: Choose an assessment/accreditation management system to facilitate assessment and accreditation documentation.</p>	<p>2.3: Acquire/implement as soon as practicable.</p>	Provost
	<p>2.4: Follow-up on any reports/documentation needed as a result of the Fifth-Year Interim Report to the COC of SACS.</p>	<p>2.4: Meet deadlines for submission of such a response if requested.</p>	Provost
	<p>2.5: Examine University Student Learning Outcomes for continuing efficacy.</p>	<p>2.5: Make revisions as deemed necessary.</p>	Provost

GOAL 1: Academic Excellence			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
	<p>2.6: Evaluate student preparation for professional practice.</p> <p>2.7: Continue existing specialized accreditation for professional programs and seek it for other programs.</p>	<p>2.6: Licensure/certification pass rates in health professions programs to meet or exceed the national average.</p> <p>2.7: Conduct self-studies/reviews in Business, Education, Music, Nurse Anesthesia, Physical Therapy, and Athletic Training during 2011-12.</p>	<p>Provost</p> <p>Provost</p>
<p>3. Strengthen diversity through internationalization</p>	<p>3.1: Increase the number of students from abroad studying at FGCU through special recruitment efforts.</p> <p>3.2: Improve coordination of faculty-led study abroad.</p>	<p>3.1: The number of F visa students will rise by 5% over the next three years.</p> <p>3.2: Implement an improved centralized support system with a software management system and new processes.</p>	<p>Provost</p> <p>Provost</p>

GOAL 1: Academic Excellence			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
<p>4. Provide effective academic support and library and information technology services to support the University's academic endeavors and student learning.</p>	<p>4.1: Expand access to academic support services through enhanced space, state-of-the-art technology, additional training of faculty and staff in the use of IT, and through support of information literacy instruction.</p>	<p>4.1: Satisfaction survey results of end users; improved grades/retention of students.</p>	<p>Provost</p> <p>Provost</p> <p>IRC, Provost, VP Admin Svcs.</p> <p>IRC, Provost, VP Admin. Services</p>
	<p>4.2: Enhanced tools and response in support of E-Learning/Distance Learning. Conduct review of best practices in the administration of D-L.</p>	<p>4.2: Tracking usage and visitor trends of the e-learning blog, Angel support request statistics, ANGEL student demonstration classroom, and ANGEL Faculty Support Site. Satisfaction survey results of end users. Implement use of Quality Scorecard for the Administration of Online Programs.</p>	
	<p>4.3: Review current business practices throughout the organizational structure associated with IT and its delivery to foster continuous improvement.</p>	<p>4.3: Implement IRC recommendations as feasible concerning advising, assessment/accreditation management, transcript handling, document imaging, virtualization of student computer labs, faculty activity tracking, and student internship tracking and reporting.</p>	
	<p>4.4: Excel in retaining and promoting development of IT staff.</p>	<p>4.4: Implement career progression practices and benchmark results.</p>	
<p>5. Provide special opportunities for students to pursue studies, research and scholarship at FGCU.</p>	<p>5.1: Increase Foundation scholarship support to students.</p> <p>5.2: Continue to support student travel, undergraduate and graduate student research assistantships, and Research Day.</p>	<p>5.1: Launch initiative to dramatically increase scholarship support.</p> <p>5.2: Increase amount of support by 5%.</p>	<p>University Advancement Provost</p>

GOAL 2: Student Life, Growth, and Development			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
1. Promote programs that build professional identity.	1.1: Heighten awareness of co-curricular initiatives that expose students to professional values.	1.1: Increase participation in College-based honors and recognition societies.	Provost
2. Conduct assessments to determine efficacy of programs and services and foster improvements to them.	2.1: Implement University Policy 2.009 Institutional Effectiveness Directives	2.1: Achieve maximum compliance with regard to the requirements of the policy.	Provost
	2.2: Determine assessment strategy for advising staff to further enhance student advising.	2.2: Council of Deans to provide recommendations in consultation with the Academic Advising Council by March 2012.	Provost
3. Expand programs and services that contribute to the student experience and student success.	3.1: Enhance student convenience.	3.1: Expanded use of Eagle ID; to include passport photos and processing; consider rebate/discount/ or incentive program for using the ID card. Expanded use of eCommerce and Touchnet.	VP Admin. Services
	3.2: Enhance student growth and development through programs that engage them and develop skills and judgment.	3.2: Implement revised student code of conduct and judicial process; implement ongoing orientation program for newly elected SG Senators; expand student participation in the summer freshman retreat program; increase student/faculty interaction within the FYRE program; develop plan for new Campus recreation Center; retain 80% of Student Support Services STEM program participants in their chosen majors.	VP Student Affairs
	3.3: Make intercollegiate athletics an example of student success and engagement.	3.3: Ensure student athletes maintain or exceed GPA of student body as a whole; use athletics as a means to enhance student camaraderie and school spirit through increased attendance at sporting events; finish in the top half of the regular season A-Sun/Coastal Collegiate Swimming Association for at least 50% of sports eligible to compete.	Athletic Director

GOAL 3: Strategic Growth			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
1. Hire additional faculty/staff to support and enhance the academic mission of the university.	1.1: Increase faculty and staff to keep pace with growth in student enrollment and to add depth and breadth to programs and services.	1.1: Model resource needs and make allocations of faculty and staff positions as program needs dictate subject to budgetary capacity.	Provost / VP Admin. Services
2. Use tools to deliver and/or monitor quality of programs and services in support of enrollment growth.	2.1: Use information technology to enhance record-keeping and tracking. 2.2: Devise and revise existing policies and processes as necessary to improve efficiency.	2.1: Improved audit results; improved disbursement of student financial aid; expanded use of P-card for purchases; and improved student advising (e.g., acquisition of DegreeWorks). 2.2: Areas to be addressed include tax compliance; retention and disposition of university records; human resources; and campus reservations.	Provost / VP Admin. Services VP Admin. Services

GOAL 3: Strategic Growth			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
<p>3. Ensure necessary resources (financial and physical) in support of growth are available.</p>	<p>3.1: Provide support for graduate studies.</p>	<p>3.1: Expand the role of Graduate Studies in support of graduate programs through closer collaboration with the programs, the Graduate Student Organization and implementation of the new admissions regulation.</p>	<p>Provost</p>
	<p>3.2: Provide support for summer faculty and adjunct needs to avoid lack of course sections for student progress.</p>	<p>3.2: Increase adjunct and summer budgets in line with projected enrollment and revenue growth.</p>	<p>Provost</p>
	<p>3.3: Ensure adequate space for delivery of programs and services.</p>	<p>3.3: Complete updating of the Campus Master Plan with space analysis.</p>	<p>VP Admin. Services</p>
	<p>3.4: Determine revenue necessary to sustain overall enrollment growth and enhance quality of programs and services.</p>	<p>3.4: Conduct ongoing budget analyses and modeling; set goals for information technology funding based on a five-year technology plan that is then centrally funded.</p>	<p>PBC/Budget Committee</p>
	<p>3.5: Maintain safety and security as growth continues.</p>	<p>3.5: Expand police force in line with enrollment growth; expand use of technology to increase security profile; improve traffic control.</p>	<p>VP Admin. Services</p>

GOAL 3: Strategic Growth			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
<p>4. Expand enrollment in line with available resources.</p>	<p>4.1: Enhance recruitment efforts to meet University goals for increasing FTICs, transfer students, students of color, international students and other underrepresented groups.</p>	<p>4.1: Complete implementation of Banner Relationship Management (BRM) system; meeting targets for applications and admissions for these various populations; improved processing speed of admissions materials through implementation of EDI and High School Transcript Processing.</p>	<p>VP Admin. Services</p>
	<p>4.2: Expansion of directed efforts to recruit more diverse student body.</p>	<p>4.2: Targeted visits to high schools and community colleges; use of high school alums; partnership agreements.</p>	<p>VP Admin. Services</p>
	<p>4.3: Further improve graduate student diversity and retention of non-traditional graduate students.</p>	<p>4.3: Greater numbers of minority and non-traditional students enrolled and earning graduate degrees.</p>	<p>Provost</p>

GOAL 3: Strategic Growth			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
<p>5. Increase degree production to meet BOG-defined targets for FGCU and the SUS.</p>	<p>5.1: Increase degree production at all levels and in key areas designated by the BOG as critical to the state and region through expanded enrollment, improved retention, and additional degree programs.</p>	<p>5.1: Implement ERMCM Retention Action Plan as practical; *Bachelors--annual total will increase as will each of the following categories: Awarded to minorities (African American and Hispanic); Awarded to Pell recipients; Awarded in STEM fields; Awarded in specified health profession critical needs areas; Awarded in specified education critical needs areas. *Masters--annual total; Awarded in specified STEM fields; Awarded in specified health profession critical needs areas; Awarded in specified education critical needs areas. Implement the Doctorate in Education (EdD) (fall 2012),and develop the Doctor of Nursing Practice (2012).Retention and Graduation Rates will improve by cohort for FTIC (6yr), AA transfers (4yr), and other (5yr) transfers.</p>	<p>ERMCM</p> <p>Provost/ VP Admin. Services</p>
	<p>5.2: Implement actions to position and align units within Academic Affairs to support enrollment growth and additional degree production.</p>	<p>5.2: Establish Whitaker College of Engineering; reconfigure Office of Curriculum and Instruction to become Undergraduate Studies; complete planning for movement of College of Professional Studies' divisions to Colleges of Arts and Sciences, Lutgert College of Business, and College of Health Professions. Reconfigure Graduate Studies to include research. Establish consistent internal structure for all colleges to facilitate resource allocation.</p>	<p>Provost</p>

GOAL 4: Provide an Enhanced Campus Climate

GOAL 4: Provide an Enhanced Campus Climate			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
1. Continue to diversify faculty and staff.	1.1: Continue to enhance the diversity of hiring pools.	1.1: Meet annual hiring objectives as set forth in the annual Equity Report. Identify and implement strategies and best practices for search committees and hiring authorities to maximize the opportunity to hire individuals who embrace diversity, tolerance and respect. Adopt and implement revisions to the Search and Screen guidelines.	Provost/VP Admin Svcs.
2. Provide opportunities for faculty/staff professional development.	2.1: Offer opportunities to faculty and staff to enhance their professional performance and career development.	2.1: Implement recommendations of the CORE Report as deemed practical. Number of programs and participants.	VP Admin. Services
3. Identify areas in need of improvement and recommend necessary strategies.	3.1: Use results of Campus Climate Survey and follow-up input sessions to craft actions to realize change covering topics such as communication, compensation, morale, and trust.	3.1: Implement recommendations of the CORE Report as deemed practical.	VP's

GOAL 5: Environmental Sustainability and Innovation			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
1. Promote energy conservation and efficiency.	1.1: Implement and promote strategies to reduce energy consumption.	1.1: Implement the recommendations of the Environmental Sustainability Committee's (ESC) Strategic Plan; all new buildings will be built to at least LEED standards; automate buildings and retrofit to reduce energy consumption; realize approximately \$150,000 in energy consumption savings during 2011-12 from these actions.	PBC/VP's VP Admin. Services
2. Sustainability as it applies to the Campus environment in its myriad ways will be pursued.	2.1: Update campus master plan with embedded considerations of environment and safety; mitigate campus natural areas to sustain habitat.	2.1: Receive UBOT approval of updated Campus Master Plan; continue fuel reduction program, develop Master Landscape Plan.	VP Admin. Services

GOAL 6: Community Engagement			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
1. Use FGCU's public media to fulfill expressed community needs.	1.1: WGPU will maintain its position as one of the most watched public television stations in the U.S. and its radio station within the top ten in its market.	1.1: Retain high ratings; produce 4 "Your Voice" initiatives; produce 200 one-hour "Gulf Coast Live" programs; use its resources to continue 48 minutes of weekday local radio newscasts. Complete HD TV production equipment, HD radio antennae installation by fall 2011 and antennae relocation/transmitter upgrade by end of spring 2012.	Provost
	1.2: WGPU will produce and broadcast FGCU Perspectives monthly and increase visibility of FGCU in association with the station and the community.	1.2: Produce 12 "Perspectives" broadcasts; publish faculty articles; work with the Foundation; continue to produce FGCU Sports Report-September thru May.	Provost
	1.3: Enhance, support, and maintain the FGCU Internet presence.	1.3: Monthly analysis of FGCU Internet usage and visitor trends.	Provost

GOAL 6: Community Engagement			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
	2.1: Efforts to improve attainment of the learning goal involving community awareness and involvement will be made.	2.1: Assessment of the Foundations of Civic Engagement course; over 3,000 service hours contributed by the Athletics Department student athletes and staff; and at least 10,000 hours of service learning focusing on environmental sustainability contributed by Colloquium students.	Provost VP Student Affairs Athletic Director
3. Engage the community in efforts to raise funds in support of University programs and services that fulfill FGCU's mission and benefit the community.	3.1: Identify donors and community partners to support academic programs; secure funding for priority facilities; significantly expand student scholarship program; meet Foundation fundraising goal; support Athletics; document new revocable and irrevocable deferred gifts; increase alumni base; enhance community outreach; maximize use of media; continue support for minority programs intended to have middle and high school students move on to college.	3.1: Gifts solicited; gifts funded; dollars raised; students served.	VP University Advancement

GOAL 6: Community Engagement			
STRATEGY	ACTIONS	BENCHMARKS/GOALS FOR 11-12	Responsible Agent
<p>4. Foster business/community partnerships to stimulate economic development and promote professional growth.</p>	<p>4.1: Create partnerships and programs that are regionally responsive to the economic development needs of SW Florida and that are strengthened through state, national, and global outreach through programs of the Center for Leadership Innovation and its constituent units (e.g., like the Small Business Development Center, Regional Economic research Institute, and Institute for Entrepreneurship); Exploration of private/public partnerships (e.g., with Algenol, and environmental sustainability enterprises); create a Campus Conference Program; development of a strategic plan for the use of the Buckingham site; enhanced professional development programming through the IOG and COE.</p>	<p>4.1: As appropriate, participant statistics, reports, presentations, partnership agreements, and programming plans.</p>	<p>Provost/ VP Admin. Services</p>

GOAL 7: Discovery and Application of Knowledge

STRATEGY	ACTIONS	BENCHMARKS/GOALS 11-12	Responsible Agent
<p>1. Support scholarship and research.</p>	<p>1.1: Leverage University faculty, staff, students and facilities to enhance regional economic diversification.</p> <p>1.2: Continue to provide support for grant-seeking to increase scholarly productivity; continue funding for faculty travel to present at professional conferences.</p>	<p>1.1: Pursue private public partnerships (e.g., with Algenol, and environmental sustainability enterprises-IHUB) to promote alignment of FGCU academic programs and research with the external community.</p> <p>1.2: Number of proposals submitted and funded; number of publications reported; BOG--Federal Academic Research and Development expenditures will increase from \$6.8M (07-08) to at least \$7.1M (11-12); BOG--Total Academic Research and Development Expenditures will increase from \$11.7M (07-08) to at least \$12.2M (11-12); Licensing Income and Licensing Options Executed will increase.</p>	<p>Provost</p> <p>Provost</p>