

# Annual Report

## Part 1

### Section A

## Unit Information

**Unit:**Academic Affairs

### Mission Statement:

Academic Affairs at the Vice President level publicly represents the university. It is responsible for the accountability of the academic programs, student services, instructional technology, planning and institutional performance, curriculum and instruction, sponsored research and library services. Academic Affairs ensures the integrity of the mission of the university. It preserves and supports the plans of the Board of Trustees and those of the Board of Governors. Academic Affairs aims toward the academic excellence of the institution. It guides and supports the work of the colleges, supporting staff units and constituent offices, in creating a climate and opportunities to facilitate student learning. It is committed to ensuring, through careful budgeting, planning and analysis, that students, faculty, and staff have all the facilities and support services they need for success. It safeguards the well being of faculty through the equitable application of policies related to governance, hiring, promotion, tenure, reward, and reappointment. In addition, Academic Affairs (Vice President) participates in university-wide management decision-making as the designated second in command in statewide issues through various councils and committees.

### Section B

## Unit goals set within last year's (2003-2004)

## Annual Report

### Strategic Plan Goal

### Unit Goal

With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?

What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report?](#)

Strategic Plan Goal 8- Ongoing Quality Improvement

Coordinate the remaining tasks in the SACS reaffirmation process

### What action did you undertake to achieve this goal?

- Submission of completed compliance certification document by deadline
- Completion of preparations for off-site compliance certification review
- On-time submission of any follow-up focused reports that result from the off-site review
- On-time submission of FGCU's QEP that meets all SACS requirements
- Completion on-time of all arrangements for the on-site review
- A successful on-site review

**By what means did you assess goal achievement?**

- The submission of completed compliance certification document by deadline
- The Completion of preparations for off-site compliance certification review
- The on-time submission of a follow-up focused report that resulted from the off-site review
- The on-time submission of FGCU's QEP that met all SACS requirements
- The completion on-time of all arrangements for the on-site review
- The completion of a successful on-site review

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

FGCU was found to be in compliance with 70 of 76 SACS requirements and standards. Academic Affairs is working diligently to bring the university into compliance with the remaining 6. By bringing itself towards full SACS compliance, the result is that the university's planning and institutional effectiveness mechanisms have been greatly strengthened.

**What continuous improvement resulted from the use of the assessment data?**

FGCU has begun to more pervasively institute a culture of assessment across the entire university. Every major unit of the university has created an assessment plan that links unit goals to university strategic plan goals. All academic programs have created integrative program matrices that include student learning outcomes and associated assessment methods. Annual reports are produced by every major unit of the university, both administrative and academic that assess goal attainment for the current year and use assessment results to guide establishment of goals for the coming year. Results of the annual reports are used to inform strategic plan priorities for the coming year thus linking planning, assessment, and budgeting to foster continuous improvement throughout the university.

<u>Strategic Plan Goal</u>	Unit Goal
<b>With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?</b>	<b>What were your unit level goals for 2004-2005 as contained in your <u>2003-2004 annual report?</u></b>
Strategic Plan Goal 8 - Ongoing Quality Improvement	Bring to fruition the current cycle of strategic planning with a new plan approved by the Board of Trustees in early 2005.

**What action did you undertake to achieve this goal?**

- A successful August 2004 university leadership retreat
  - Completion of a draft university strategic plan in early fall
  - Creation of a website for the university strategic plan
  - Scheduling and holding a series of public hearings on the draft plan during fall 2004
  - A successful workshop for Board members
  - Adoption of the plan by the Board of Trustees in early 2005
  - Dissemination of the new strategic plan to the university community
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**By what means did you assess goal achievement?**

- Held a successful August 2004 university leadership retreat
- Completed a draft university strategic plan in early fall
- Created a website for the university strategic plan
- Scheduled and held a series of public hearings on the draft plan during fall 2004
- Held a successful workshop for Board members in December 2004
- Adoption of the plan by the Board of Trustees occurring in January 2005
- Disseminated the new strategic plan to the university community through the Web

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

On January 18, 2005, the FGCU Board of Trustees unanimously approved the new strategic plan for the university. The goal was attained.

**What continuous improvement resulted from the use of the assessment data?**

The result is an institutional blueprint for the next five years enhancing enrollment, increasing the faculty and staff, improving facilities, broadening academic and co-curricular opportunities, increased outreach to the community, and pursuing academic excellence in all its forms with appropriate benchmarks for determining progress toward attainment of the goals.

**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Strategic Plan Goal 8 – Ongoing Quality Improvement

Implement new (and enhance existing) institutional effectiveness practices

**What action did you undertake to achieve this goal?**

- Reconstitution of the Long Range Planning Committee as the Long Range Planning and Institutional Effectiveness Committee to make it more effective by integrating planning with institutional effectiveness
  - Establishment of quantifiable benchmarks for assessing goals of the new strategic plan
  - Full implementation of annual reporting mechanism
  - Development of academic learning compacts for all baccalaureate degree programs
  - Administration of CIRP to get baseline data on incoming student attitudes and perceptions
  - Expanded participation in NSSE to include the faculty (FSSE) as well as the student survey
  - Development of a new program review process
  - Establishment of expanded data capability
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**By what means did you assess goal achievement?**

- Appointment of LRPIEC and its holding meetings throughout the year
- Established quantifiable indicators/benchmarks for assessing goals of the new strategic plan and embedding them in the plan itself
- Fully implemented the annual reporting mechanism for 2004-2005 through a new template for compiling the reports
- Drafted policy and implementation procedures for development of academic learning compacts for all baccalaureate degree programs as part of an action plan
- Administered CIRP to incoming students to get baseline data on incoming student attitudes and perceptions
- Expanded participation in NSSE to include the faculty as well as the student survey
- Approval by the Faculty Senate of the creation of a standing committee for Program Review, the Program Review Team
- Hiring a new staff member to serve as assistant director for management information resources

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Academic Affairs fulfilled all stated actions associated with this goal. LRPIEC was appointed by President Merwin in September 2004 and has been meeting periodically ever since. Through LRPIEC indicators/benchmarks were developed for each of the eight goals of the strategic plan and then included in the strategic plan itself. The annual reporting process was fully implemented for the first time this year with all major organizational units of the university drafting an appropriate report utilizing a template connected to a reporting database. CIRP was administered to all incoming first-year students with the analysis shared with student affairs and the university community via FGCU's Planning and Institutional Performance (PIP) website. FGCU, through PIP, participated in both NSSE and FSSE during the spring of 2005. The Faculty Senate at its meeting of April 15, 2005 approved bylaws establishing a standing committee to coordinate program reviews in cooperation with PIP. A new assistant director for management information resources was hired in April 2005 to enhance institutional research and analysis.

**What continuous improvement resulted from the use of the assessment data?**

The introduction of LRPIEC has led to improved accountability and more closely linked planning, accountability, and budgeting to foster continuous improvement. The IE directives approved by LRPIEC provide a basis for implementing the university's new IE model. Improvements being made to the program review process and to the use of integrative program matrices will assist in facilitating further improvements to student learning systematically across all academic programs. The development of Academic Learning Compacts for each undergraduate degree program will assure that all graduates do so from a program with well-defined student learning outcomes with associated assessment methods. CIRP results are providing a useful baseline with regard to new student attitudes and choices concerning FGCU. NSSE results have already been used to identify weakness in the undergraduate experience with regard to diversity and co-curricular engagement. A new proposal to require at least one course covering diversity has emerged as a likely student requirement. Greater student engagement in the co-curriculum has emerged as an emphasis of the university strategic plan. The current administration of NSSE will add valuable trend information on student engagement and the addition of faculty participation through FSSE will provide an additional dimension on faculty attitudes with regard to student learning at FGCU. The creation of the Program Review Team within the Faculty Senate will increase faculty involvement in the process that will contribute to enhanced effectiveness of academic program reviews through

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the use of external peer consultants, the review of student learning outcomes, and response and follow-up meetings involving the Provost, Deans, and program leadership. The hiring of a new assistant director for management information resources will double the institutional research and analysis staff within PIP and allow the undertaking of new data reporting for decision-making

### Strategic Plan Goal

### Unit Goal

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report](#)?**

Strategic Plan Goal 8 – Ongoing Quality Improvement  
Strategic Plan Goal 1 – High Quality Education

Address BOG accountability initiatives

### **What action did you undertake to achieve this goal?**

- Development of performance measures for FGCU in consultation with Division of Colleges and Universities according to BOG's timeline
- Implementation of a new program review guidelines being developed by BOG, when promulgated
- Completion of Academic Learning Compacts according to guidelines and timelines set forth by the BOG

### **By what means did you assess goal achievement?**

- Response to request from Division of Colleges and Universities (DCU) to complete weightings for performance measures in the following areas: degree productivity; licensure pass rates; academic learning compacts; underserved populations; graduation rates; skilled workforce; and world-class programs
- Proposal of goals and objectives in response to Division of Colleges and Universities' request in the areas of access and production of degrees; meeting statewide professional and workforce needs; building world-class academic research capacity; and other forms of national recognition
- Implemented new program review guidelines developed by BOG, after they were promulgated
- Drafting of Academic Learning Compacts according to guidelines and timelines set forth by the BOG

### **Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Completed the weightings as requested and are waiting for the Board of Governors to determine how it will implement its performance assessment of the system. The goals and objectives submitted to the DCU have been incorporated into FGCU's strategic plan. PIP has worked to implement beginning with fall 2005 the new DCU guidelines on program review which require an external consultant in each case and review of associated Academic Learning

Compacts for baccalaureate degree programs. A new policy governing the implementation of Academic Learning Compacts has been approved by the Deans Council and the Faculty Senate and will lead to implementation of the Academic learning Compacts pursuant to criteria set forth by the Board of Governors.

**What continuous improvement resulted from the use of the assessment data?**

As a result of the assessments, FGCU and Academic Affairs were better able to align the goals of FGCU's strategic plan with the goals and objectives of the state. This conjunction allows FGCU to be more responsive to defined state needs in addition to meeting regional needs of Southwest Florida thus positioning the university to better fulfill its mission within the state university system and better demonstrate its effectiveness in doing so.

Strategic Plan Goal

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Goal 1 - High Quality Education

Strengthen the quality and integrity of undergraduate programs

**What action did you undertake to achieve this goal?**

- Established Undergraduate Affairs Committee and implemented committee recommendations
- Charged General Education Council to review and refine general education competencies and learning outcomes
- Developed Quality Enhancement Plan focused on improving student learning outcomes related to ecological perspective and community awareness

**By what means did you assess goal achievement?**

- Established Office of Curriculum and Instruction per Undergraduate Affairs Committee recommendation
- Appointed Associate Vice President for the Office of Curriculum and Instruction per Undergraduate Affairs Committee recommendation
- Reviewed and refined existing general education learning competencies
- Identified four new general education learning competencies
- Quality Enhancement Plan developed and met with overwhelming approval by SACS on site review team.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

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The establishment of an Office of Curriculum and Instruction and the appointment of an Associate Vice President to lead this new office within Academic Affairs demonstrates significant strides in strengthening and enhancing the activities and functions of undergraduate education -

**What continuous improvement resulted from the use of the assessment data?**

The Office of Curriculum and Instruction will be responsible for managing the seamless integration and coordination of Curriculum, Program Development, General Education, Service Learning, Freshman Convocation and Curriculum Systems and has oversight over the First-Year Experience, Learning Academy, Writing Center, Honors Program, Center for Academic Achievement, Center for Civic Engagement, and the Quality Enhancement Plan.

The opportunity to plan and implement curricular experiences for undergraduate education from a university-wide perspective moves the institution forward in its vision to achieve national prominence in undergraduate education.

**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Goal 1 - High Quality Education  
Goal 2 - The Student Community

Increase the number of degree programs in accordance with institutional enrollment and Board of Governors plans.

**What action did you undertake to achieve this goal?**

- Assessed external and internal factors critical to influencing degree programs via Environmental Scan
- Assessed BOG Y-Axis Initiatives in conjunction with FGCU Environmental Scan
- Developed and approved curriculums for the following programs: B.S. in Liberal Studies in Anthropology and Chemistry; B.A in Athletic Training, Bioengineering, Civil Engineering and Environmental Engineering; Professional Golf Management Concentration in B. S. in Resort and Hospitality Management
- Completed successful searches for program leadership to launch two new programs in Engineering and Music

**By what means did you assess goal achievement?**

- Environmental Scan completed and used to inform program development
  - Programs targeted for development as a result of identified BOG targeted programs and Environmental Scan conclusions
  - B.A. and B.S. programs developed in response to State and regional critical need areas
  - Engineering and Music Director hired and in place Spring/Summer 2005
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**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Academic Affairs fulfilled all stated actions associated with this goal. An Environmental Scan was conducted by a FGCU economics faculty member building on two previous studies assessing "Area Educational Program Needs" and "Academic Programs at FGCU". Conclusions from the comprehensive Environmental Scan as well as BOG Y-Axis Initiatives refined and informed academic program development. As a result, seven new degree programs and/or concentrations were developed and two critical faculty positions were filled to direct program implementation. Undergraduate programs in anthropology, chemistry, engineering and professional golf management are aligned with the goals of meeting the academic, cultural and work force needs of the southwest region and State.

**What continuous improvement resulted from the use of the assessment data?**

New degree programs in demand areas for the region and State move FGCU forward in meeting students' academic and professional development needs. Targeted degree programs in areas such as engineering align FGCU with the Board of Governor's Y-Axis Initiatives as well as FGCU's five year strategic plan for increased enrollment and degree production. As FGCU progresses with its five year strategic plan, additional undergraduate and graduate degree programs in education and nursing are on the horizon in the institution's efforts to remain on target with student, regional and statewide workforce needs.

**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Goal 1 - High Quality Education  
Goal 7 - Community Leadership

Promote intellectual engagement and inspire critical and creative thinking on a wide range of topics and issues of local and global significance.

**What action did you undertake to achieve this goal?**

- Established university wide committee to coordinate and implement University Lecture Series
  - Developed University Lecture Series website to promote and educate university and broader community about inaugural University Lecture Series event
  - Launched inaugural University Lecture Series in conjunction with Black History Month by hosting internationally renowned poet and author, Dr. Maya Angelou
  - Developed University Lecture Series guidelines to formalize committee activities and institutionalize series.
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### **By what means did you assess goal achievement?**

- University Lecture Series Committee established and met weekly to implement inaugural lecture in February 2005
- University Lecture Series web site activated in January 2005 to promote and disseminate information regarding lecture series
- Inaugural University Lecture Series hosting Dr. Maya Angelou held on February 28, 2005.
- University Lecture Series Committee formally appointed in May 2005 with representation from academic and administrative units as well as the broader community.
- University Lecture Series Guidelines approved in June 2005 and posted on lecture series website

### **Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Academic Affairs completed all stated activities associated with this goal. The inaugural University Lecture Series was an enormous success as evidenced by a "standing room only" venue of 5000. Broad participation not only included the FGCU community but diverse groups and individuals from the broader community. Low income, minority and middle to high school groups were targeted for participation. Tickets were free and open to the public. Tickets to the lecture series event were issued within the first 30 minutes and a waiting list of over 2000 people was created due to intense demand. Feedback from the University Lecture Series website solicited overwhelming support and accolades for the lecture series with pleas to continue the lecture series in the future.

### **What continuous improvement resulted from the use of the assessment data?**

As a result of the lecture series overwhelming success, the Office of the Provost formally appointed the University Lecture Series Committee and charged them with developing a formalized structure and guidelines to institutionalize the lecture series. Committee members agreed to serve two year terms and the ULS Guidelines were submitted for approval by the Provost. The approved ULS Guidelines provides criteria for committee structure and decision making based on the ULS philosophy and goals. The ULS Guidelines serve as the roadmap for the committee in its decision making process regarding the important task of selecting speakers who promote FGCU's mission to serve as the intellectual and cultural hub of the southwest region. A critical component of the University Lecture Series is integrating the speaker's message into the classroom and curriculum activities. A criteria for speaker selection is their alignment with the selected student learning outcome for the academic year. The selected speaker not only compliments and enhances the student learning outcome but also provides additional opportunities for faculty to incorporate student learning outcomes in lectures, assignments and discussion. The desire to continue the success of engaging the FGCU and broader community in ongoing intellectual dialogue, FGCU is seeking an endowment to fund the lecture series whose speaker for 2005 - 2006 is Nobel Peace Prize winner, President Mikhail Gorbachev whose message will focus on environmental sustainability which is one of the key learning outcomes and guiding principles of FGCU. Continued funding for the lecture series enables FGCU to bring speakers of this caliber to the campus community and citizens of Southwest Florida.

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### Strategic Plan Goal

### Unit Goal

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report](#)?**

Goal 4 - A Talented and Dedicated Faculty and Staff

Successfully negotiate a contract for in-unit faculty with the United Faculty of Florida (UFF)

**What action did you undertake to achieve this goal?**

- Assessed current negotiation process and bargaining team
- Restructured bargaining team
- Successfully concluded contract agreement
- UFF Contract submitted for faculty ratification
- Faculty ratified UFF Contract

**By what means did you assess goal achievement?**

- Assessment of current negotiation process resulted in restructuring of bargaining team
- Reconstructed bargaining team successfully negotiated contract within 3 months
- Faculty ratified UFF Contract by majority vote of 146 - 1 (?)

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Academic Affairs completed all stated activities associated with this goal. After a prolonged process of lengthy negotiations, an assessment of the existing bargaining process identified the need to restructure the bargaining team as a method to facilitate contract negotiations in a timely manner. The restructured bargaining team consisted of two academic deans and a faculty member who not only possessed practical expertise in contract negotiations but also demonstrated creativity and openness to move the bargaining process forward. As a result, a contract was successfully negotiated within 3 months of the newly reconstructed team as opposed to one year of prolonged negotiations yielding agreements on only two articles. The UFF Contract received overwhelming support of the faculty as evidenced by a 64% voter turnout resulting in one dissenting vote. The UFF Contract will be in place by Fall 2005 as targeted in the university wide strategic plan

**What continuous improvement resulted from the use of the assessment data?**

A successfully negotiated and ratified contract moves FGCU forward in creating a supportive structure and climate for in unit as well as out of unit faculty. Faculty salary increases, non-discrimination and intellectual property policies are critical steps in the University's goal to recruit and retain diverse faculty, build community and provide high quality support and services to its constituents. In-service training on the contract as well as formal policies based upon the articles will be developed as a resource to faculty.

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### Strategic Plan Goal

### Unit Goal

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your [2003-2004 annual report](#)?**

Goal 4 - Talented and Dedicated Faculty and Staff

Develop collaborative relationships with faculty, staff and academic administrators that promote academic excellence, improve performance and enhance communication.

**What action did you undertake to achieve this goal?**

- Attended and participated in weekly Faculty Senate Meeting
- Ensured office representation or leadership on university wide, academic and administrative committees
- Provided leadership and direction to faculty and academic deans regarding the Faculty Performance Evaluation Document (FPED)
- Formalized Dean Evaluation process
- Established Academic Affairs Senior Team

**By what means did you assess goal achievement?**

- Provided "Provost Report" at bi-monthly Faculty Senate Meetings
- Designated senior staff member to either lead or serve on multiple committees
- Final draft of Faculty Performance Evaluation Document submitted for Faculty Senate approval
- Annual evaluation of Deans revised and submitted in June 2005
- Senior administrative positions filled in areas of budgeting and faculty affairs and curriculum and instruction.

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Academic Affairs completed all stated activities associated with this goal. Active participation of the Provost in Faculty Senate through the "Provost's Report" engaged faculty in a process that not only resulted in them feeling informed but also enabled them to provide input into administrative decisions and issues directly impacting them or the university as a whole. In addition, critical work of the Faculty Senate was supported by the Provost as demonstrated by her designation of senior office staff to either lead or participate in committees so that she remained informed and accessible. The Provost's leadership and continuous feedback on the FPED resulted in a final draft for Faculty Senate approval after several delays in finalizing a document critical to faculty promotion and professional

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development status. Annual evaluation of Deans was revised to demonstrate the connection of individual performance goals to the university wide strategic plan goals. Academic Affairs also established an organizational structure consisting of 5 senior staff assigned with specific responsibilities in the primary areas of institutional effectiveness, budgeting and faculty affairs, curriculum and instruction, space planning and special projects/initiatives. A communication/organizational model was articulated to the Deans and campus community regarding the establishment of a culture of open and collaborative decision making regarding the above areas with the senior staff serving as a conduit for information sharing, planning and feedback to the Provost.

**What continuous improvement resulted from the use of the assessment data?**

A culture of accountability, collaboration and excellence was established through the leadership and active participation of the Provost in faculty and staff activities. Faculty engagement with the Provost is continually demonstrated in their consistent support of administrative decisions from Academic Affairs. Formal evaluation policies and procedures provide clarity to faculty and Deans regarding performance standards that are aligned with the goals set forth in the university wide strategic plan and result in a collective vision for excellence in teaching, scholarship and service. A newly established organizational/communication model consisting of the Provost's senior staff promotes access and shared decision making between Academic Affairs and the campus community in major administrative areas impacting academic and university life.

**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Goal 5 - State of the Art Infrastructure  
Goal 6 - Research and Sponsored Programs

Conduct academic space plan analysis to identify growth areas and plan for infrastructure needs

**What action did you undertake to achieve this goal?**

- Identify space consultants
- Assess initial space planning concerns and identify scope of work
- Develop space planning proposal
- Launch space planning analysis

**By what means did you assess goal achievement?**

- Space consultants identified
  - Site visit completed with space consultants and academic and administrative leadership to identify scope of work
  - Space planning proposal developed and approved
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- Space planning phases 1 and 2 of 4 implemented

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Academic Affairs completed all stated activities associated with this goal. FGCU's rapid growth coupled with the lack of available space and absence of formal policies regarding space allocation prompted the need to conduct a formal space analysis. No such analysis previously had been completed to date. As a result, space consultants were identified to conduct a needs assessment and space analysis proposal based on this assessment. The consultants completed a site visit that engaged the campus community in a discussion of current conditions, short and long academic space needs, and projected needs based on the university wide strategic plan. A space proposal was developed based on the data and information gleaned from the site visit. The space proposal includes four phases aimed at assessing current and long term space needs and recommendations to address academic space within the context of exponential growth. Due to the timeframe set for completion of the campus master plan, the space planning proposal was accelerated for integration into the campus master plan. Consequently, Phases 1 and 2 are scheduled for completion Summer 2005 with the entire proposal scheduled for completion in Fall 2005 as opposed to Spring 2006.

**What continuous improvement resulted from the use of the assessment data?**

Initiating an academic space analysis proved to be timely as it will inform several university wide activities related to growth and facilities planning. A component of the academic space proposal involved a comprehensive space inventory of administrative and academic space. Currently, FGCU is due to submit an updated space inventory and master campus plan per State requirements. Activities associated with the academic space planning analysis that were also a component of the State space inventory were underway and prepared to inform the state process. Acceleration of the academic space plan analysis will inform master campus planning efforts resulting in a comprehensive, university wide space planning process. Seamless integration and collaboration on academic and administrative space as well as facilities planning is critical in providing an infrastructure that supports projected planned degree programs and enrollment growth. A careful analysis that informs space allocations policies and procedures as well as specific strategies for implementation promote the institution's efforts to provide high quality facilities and an organizational culture that meets the academic, cultural and career expectations of its constituents.

**Strategic Plan Goal**

**Unit Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2004-2005 goal best align?**

**What were your unit level goals for 2004-2005 as contained in your 2003-2004 annual report?**

Goal 2 - The Student Community  
Goal 7 - Community Leadership

Expand academic and continuing education programs throughout the southwest region

**What action did you undertake to achieve this goal?**

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- Partnered with the City of Cape Coral leadership to provide for credit and non-credit opportunities
- Launched for credit and non-credit courses in City of Cape Coral
- Expanded degree opportunities in Charlotte and Collier counties
- Expanded non credit, continuing education opportunities in Cape Coral, Charlotte and Collier County

**By what means did you assess goal achievement?**

- Contract agreement signed between FGCU and City of Cape Coral
- Offered for credit and non-credit courses in Cape Coral in Summer 2005
- Offered additional for credit courses in Charlotte County
- Expanded Renaissance Academy into Cape Coral and Charlotte County

**Describe the assessment results and the conclusions about goal attainment you inferred from them.**

Academic Affairs completed all stated activities associated with this goal. For credit and continuing education courses were expanded in Charlotte, Cape Coral and Collier counties in response to student and community demand throughout the southwest region. Courses in criminal justice, health sciences, nursing, statistics, legal studies and professional writing as well as non credit courses offered through the Renaissance Academy and FGCU's Small Business Development Center are offered with plans to expand within these counties and into Glades and Henry counties as well.

**What continuous improvement resulted from the use of the assessment data?**

Off site centers in Charlotte, Cape Coral and Naples offering for credit, continuing education and distance learning opportunities expand FGCU's outreach efforts and visibility throughout the Southwest region. Solid enrollments in the off site centers support plans to increase course offerings to the regional community. A Director for Continuing Education and Off Site Programming is in place and will oversee the growth of for credit and non credit course offerings in the Naples and Cape Coral Center. Securing additional space is being explored as the Charlotte Center continues to experience rapid growth in enrollments. The success of FGCU's outreach efforts attests to the southwest region's need for deepened academic and cultural opportunities and confirms the institution's mission to serve as the academic and cultural hub of Southwest Florida.

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**Section C**

**Program or Service Specific Assessments**

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**What program or service specific assessment occurred in the current academic**

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**year?**

FGCU's vision to achieve national prominence in undergraduate education prompted an assessment of the quality and strength of its undergraduate programs and general education curriculum. An Undergraduate Studies Task Force was charged by the Provost to review the current status of undergraduate programs, review existing models and evidence based practices in delivering undergraduate programs and provide recommendations for strengthening undergraduate education at FGCU.

**How were the results of the assessment used to improve programs or services?**

As a result of the task force's assessment and recommendations, Academic Affairs established the Office for Curriculum and Instruction. An Associate Vice President for Curriculum and Instruction was appointed to oversee the seamless integration and coordination of Curriculum, Program Development, General Education, Graduate Studies, Service Learning, Freshman Convocation and Curriculum Systems with oversight over the First-Year Experience, Learning Academy, Writing Center, Honors Program, Center for Academic Achievement, Center for Civic Engagement, and the Quality Enhancement Plan. An Office for Curriculum and Instruction centralizes a number of critical programs centered on undergraduate education and student success. By streamlining strategic planning and decision making efforts under the leadership of an Associate Vice President, this process provides overall leadership to enhance the academic quality and integrity of undergraduate education. Through this Office, a unified philosophy, mission and operational structure can be established that is not only aligned with the university wide strategic plan, but also centrally focused on improving student outcomes and learning through critical program areas such as General Education, the Quality Enhancement Plan and Curriculum and Program Development.

**Section D**

**Unit Contribution to President's Performance Measures**

**Please review the President's Performance Measures for 2004-2005. Did your unit contribute to any specific performance goals for the President?** (If so, please indicate whether the measure set was attained and to what degree.)

Goal 5: Build New Facilities on Campus

Academic space planning consultants were hired and will accelerate their proposal to adequately inform master campus planning activities.

Goal 7: Increase/Improve Academic/Community Outreach

For credit course offerings and continuing education opportunities have been expanded in Charlotte, Naples and Cape Coral counties. The inaugural University Lecture Series was launched in February 2005 bringing an audience of 5000 from the campus and broader community.

Goal 14: Goal 2005 Strategic Plan for Board of Trustees Approval

A plan with quantifiable benchmarks for measuring progress was approved by the Board of Trustees at its January 2005 meeting as scheduled. A system for annual reports to describe progress toward the goals has also been put into place.

Goal 15: EAP for Recruitment and Promotion of Women and Minority Professionals

Women and minority representation is evidenced in senior leadership positions in Academic Affairs with the most recent hires of a female Associate Vice President and African-American Associate Vice President and Associate Provost. In addition, administrative leadership positions have experienced an increase in female and minority representation with the appointment of a female as Interim Dean of the College of Arts and Science and an African-American female as Interim Dean of the College of Professional Studies. Academic Affairs also launched the Women Faculty Forum which focuses on professional development and leadership of women faculty at FGCU.

**Goal 16: Faculty Development**

A contract was successfully negotiated with UFF and ratified by the FGCU faculty that includes salary adjustments, intellectual property policy and expansion of non-discrimination policies. Planning initiated for a New Faculty Orientation designed to help faculty feel welcomed, connected and successful

**Goal 24: College Level Accreditations**

Academic Affairs provided guidance and administrative leadership to the Colleges of Education and Health Professions in successfully receiving full accreditation status for their respective programs in counseling and professional golf management.

**Goal 21: SACS Reaffirmation**

PIP submitted a compliance certification and Quality Enhancement Plan that were acceptable to SACS as part of the reaffirmation process. All required documentation was submitted by the designated deadlines. The Off-site and on-site reviews were completed successfully and within the planned schedule.

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**Part 2**

**Section A**

**Unit Goals for Coming Year (2005-2006)**

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal - 8 Ongoing Quality Improvement  
Complete SACS reaffirmation process successfully

**What action(s) will you undertake to achieve the goal?**

Academic Affairs will complete a response to the on-site Committee Review Team report that addresses all outstanding compliance issues.

**By what means will you assess goal achievement?**

Reaffirmation by the Commission on Colleges of the Southern Association of Colleges and Schools.

**How will you know if you have successfully attained each goal?**

A decision concerning reaffirmation of accreditation will be issued by the COC of SACS in

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December 2005.

**How will the results of the above assessments be used to improve student learning or services?**

The reaffirmation decision will confirm the institution's progress in the full implementation of a comprehensive model for institutional effectiveness. This will assure that a systematic and recursive system of setting goals, assessing goals, and using the results to improve programs, services and student learning for the advancement of the university's mission in line with the goals of the university's strategic plan is fully functional.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal - 8 Ongoing Quality Improvement Complete implementation of the new institutional effectiveness model for the university that is integrated with the university's strategic planning process

**What action(s) will you undertake to achieve the goal?**

- Update unit-based assessment plans
- Hold periodic meetings of LRPIEC to assess progress on the implementation of the university strategic plan
- Conduct academic program reviews in conjunction with the newly established Program Review Team of the Faculty Senate
- Complete annual report cycle for the second year with results tied to resource priorities for 06-07

**By what means will you assess goal achievement?**

- LRPIEC review of the implementation of assessment plans
- Summary of results of program reviews scheduled for 05-06 by the Program Review Team
- The establishment of institutional priorities for 06-07 aligned with goals of the university strategic plan goals that is informed by LRPIEC review of annual reports

**How will you know if you have successfully attained each goal?**

- Review of assessment plans will show that all units are continuing to implement their assessment plans, assessing goals, and using the results to improve programs, services, and/or student learning
  - Summaries of program reviews are submitted to the Division of Colleges and
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Universities (DCU) pursuant to DCU policy directive and an action plan for addressing findings of the review is approved by Academic Affairs.

- A progress report on LRPIEC's activities for implementation of the university strategic plan is accepted by the Board of Trustees in 05-06

**How will the results of the above assessments be used to improve student learning or services?**

The results of these assessments will directly impact the student learning environment through the improvement of student and academic support services and academic programs that are the product of these assessments, reviews, and planning activities.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal - 8 Ongoing Quality Improvement Meet Board of Governors' mandates for Academic Learning Compacts

**What action(s) will you undertake to achieve the goal?**

Work with the Undergraduate Curriculum Team and the Program Review Team of the Faculty Senate in the review and approval of Academic Learning Compacts for all undergraduate degree programs

**By what means will you assess goal achievement?**

Status reports to the Division of Colleges and Universities

**How will you know if you have successfully attained each goal?**

By the end of the 05-06 academic year, Academic Learning Compacts will be implemented for all existing undergraduate baccalaureate degree programs.

**How will the results of the above assessments be used to improve student learning or services?**

The ALCs will clearly define the learning outcomes expected for each student in terms of communication, critical thinking, and discipline-specific subject matter with associated assessment methods of student learning. Program faculty will use the results of the student assessments for curriculum revision and other improvements intended to enhance student learning. Students will have a clear understanding of what they should be capable of knowing and doing upon graduation and how they will be assessed as undergraduates in any given FGCU baccalaureate degree program.

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**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Strategic Plan Goal 1- High Quality Education  
Strategic Plan Goal 8-Ongoing Quality Improvement  
Implement Quality Enhancement Plan

**What action(s) will you undertake to achieve the goal?**

Implementation of Phase I of the QEP

**By what means will you assess goal achievement?**

- QEP Director and Coordinator are in place with clearly defined goals, objectives and strategies for QEP implementation
- Baseline assessments are completed.

**How will you know if you have successfully attained each goal?**

QEP is integrated into undergraduate curriculum and assessment activities demonstrate improved student learning outcomes in ecological perspective and community involvement.

**How will the results of the above assessments be used to improve student learning or services?**

The data will be used to make comparisons on development of students' cognitive, affective and psychomotor dimensions from which faculty may draw inferences leading to curriculum revisions that can enhance student learning related to the undergraduate student learning outcome of ecological perspective.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Goal 1 - High Quality Education Strengthen Graduate Education and Enrollments

**What action(s) will you undertake to achieve the goal?**

- Assess current status of graduate education and enrollments with academic and administrative leadership
  - Appoint Director of Graduate Education
  - Develop strategic plan for increasing graduate enrollments, increasing number of graduate assistantships and expansion of graduate programs
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- Meet established benchmarks for graduate education as identified in university and program strategic plan
- Transfer graduate admissions with appropriate non-salary support for marketing and recruiting efforts

**By what means will you assess goal achievement?**

- Development of a strategic plan for graduate education based on needs assessment
- Director of Graduate Education in place to facilitate strategic planning and implementation activities
- University and program benchmarks for increasing graduate enrollments, programs and assistantship are achieved

**How will you know if you have successfully attained each goal?**

Clearly defined goals and benchmarks in the university wide and individual strategic plan for strengthening graduate education will be aligned and achieved within stated timeframes. The Director of Graduate Education will articulate a solid vision for graduate education and execute a variety of strategies resulting in increased enrollments, degree offerings and assistantships.

**How will the results of the above assessments be used to improve student learning or services?**

An explicitly defined vision, structure and process for strengthening graduate education will move FGCU forward in its established vision of expanding recognition for selected graduate programs. Consequently, current undergraduate, transfer or prospective students will view FGCU as a viable option for advancing their academic and professional careers if high quality programming and supportive services are accessible and available.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Goal 5 - State of the Art Infrastructure

Goal 6 - Research and Sponsored Programs

Complete academic space analysis and develop formal policies and procedures regarding space allocations and planning

**What action(s) will you undertake to achieve the goal?**

- Consultants will complete phases 3 and 4 of space analysis proposal
  - Academic space analysis recommendations will be incorporated into approved campus master plan
  - Develop policies and procedures for academic space allocations and planning
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- Define academic space needs for the next five years and address immediate need for classroom and office spaces

**By what means will you assess goal achievement?**

- Academic space analysis is completed
- Approved campus master plan incorporates academic space planning considerations
- Academic space planning policies and procedures developed

**How will you know if you have successfully attained each goal?**

Completed academic space plan analysis will be responsive to current and project space needs per university wide strategic plan and master campus planning efforts. Adequate space is available to meet the academic and service needs of the institution's constituents and a proactive plan is in place to meet future demands. Formal policies and procedures regarding space allocations and planning will be developed and informed by the results of the space analysis.

**How will the results of the above assessments be used to improve student learning or services?**

Adequate classroom, lab and research facilities are instrumental to fostering a climate where student learning is supported and enhanced. A deliberate analysis and process for space allocations is vital to ensuring a supportive infrastructure exists to support faculty, staff and students in the pursuit of academic excellence and student achievement

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Goal 2 - Student Community Goal 7 - Community Leadership Expand academic and continuing education opportunities at off campus sites

**What action(s) will you undertake to achieve the goal?**

- Increase credit and non credit course offerings at Naples, Charlotte and Cape Coral Center
- Hire full time coordinator to assist with administration of Cape Coral Center
- Develop strategic plan for enrollment growth and course offerings for Cape Coral and Naples Center

**By what means will you assess goal achievement?**

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- Credit courses expanded in Naples, Charlotte and Cape Coral Center
- Increased continuing education opportunities in Naples and Cape Coral Center
- Full time coordinator on site at Cape Coral Center
- Strategic plan for planned growth in Cape Coral and Naples Center developed

**How will you know if you have successfully attained each goal?**

- Increased enrollments, credit course and continuing education opportunities in Naples, Charlotte and Cape Coral Center
- Strategic plan for Cape Coral and Naples Center approved

**How will the results of the above assessments be used to improve student learning or services?**

Credit and non-credit course offerings through FGCU off site centers offers flexibility and access to educational and continuing education opportunities to the citizens of Southwest Florida and is aligned with FGCU's mission to meet the academic and cultural needs of the region.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Goal 4 - Talented and Dedicated Faculty Revision and implementation of new FPED to include a university level review

**What action(s) will you undertake to achieve the goal?**

- Consult with Faculty Senate sub-committee regarding revisions
- Final version approved by Faculty Senate
- FPED disseminated to FGCU faculty
- FPED posted on Provost web site

**By what means will you assess goal achievement?**

- FPED approved by Faculty Senate
- FPED disseminated to FGCU faculty
- FPED posted on Provost web site

**How will you know if you have successfully attained each goal?**

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The FPED provides a formal, systematic process for reviewing faculty's performance and achievements in teaching, productivity and research. A clearly defined set of criteria to evaluate performance enable faculty to establish viable professional and personal goals and align their goals with those of the university.

**How will the results of the above assessments be used to improve student learning or services?**

A cadre of highly qualified faculty who are assessed continually for optimal performance and contributions to their discipline, university and community ensure a culture of academic excellence at FGCU. Students are assured that learning is delivered by faculty who are scholars in their field, innovative in their teaching methods and leaders in their community.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Goal 1 - High Quality Education

Goal 2 - The Student Community

Develop new academic degree programs as defined by the BOG Y Axis Initiatives and FGCU Strategic Plan

**What action(s) will you undertake to achieve the goal?**

- Addition of M.A. in History and Environmental Studies, M. S. in Criminal Forensics, B.S in Chemistry, Long Term Care Administration, Advertising; and B. A. in Liberal Studies - Music, Philosophy, and Sociology; and M.A. in Educational Technology

**By what means will you assess goal achievement?**

- Addition of M.A. in History, M. S. in Criminal Forensics, B.S in Chemistry and B. A. in Music

**How will you know if you have successfully attained each goal?**

New degree programs will be available to students.

**How will the results of the above assessments be used to improve student learning or services?**

Additional degree programs in history, criminal forensics, chemistry and music address the growing needs and demands of students and the broader community.

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**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Goal 4 - A Talented and Dedicated Faculty and Staff  
Increase faculty and support staff commensurate with strategic plan goal

**What action(s) will you undertake to achieve the goal?**

- Faculty and staff increase by 5%
- Attainment of competitive salary and benefits level in 05-06
- Increase in professional development opportunities

**By what means will you assess goal achievement?**

- Additional faculty and staff hired
- Salaries increased to 50th percentile of peer group
- Faculty development funds, tuition waivers, and Leadership Academy opportunities increased and fully utilized

**How will you know if you have successfully attained each goal?**

Faculty and staff salary will receive salary increases and professional development opportunities are readily available and optimized.

**How will the results of the above assessments be used to improve student learning or services?**

Faculty and staff who are adequately compensated and supported retain and attract high quality faculty and staff to the university community.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Goal 1 - High Quality Education

Goal 2 - The Student Community

Obtain \$2 million in new lines for the College of Arts and Science and in targeted programs

**What action(s) will you undertake to achieve the goal?**

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Work with deans of the colleges to determine where new hires will be most effective.  
Work with President and Executive Group Colleagues to develop a strategy for funding the new lines up to \$2M.

**By what means will you assess goal achievement?**

The amount of new financial resources to be dedicated to hiring of new full-time faculty.  
The number of new faculty positions advertised and successfully filled in the coming year.

**How will you know if you have successfully attained each goal?**

Progress toward meeting strategic plan objective of doubling the size of full-time faculty during the next five years.

**How will the results of the above assessments be used to improve student learning or services?**

Additional full-time faculty are needed to fulfill strategic plan goal of high-quality education and to provide access to a full range of academic programs characteristic of a comprehensive public university. The additional breadth and depth of knowledge represented by this expansion of faculty will contribute to better student-faculty interaction, increased scholarly activity and public service.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Goal 3 - Co-curricular and athletic programming  
Strengthen relationship with Student Government to ensure student's social and academic development needs are addressed

**What action(s) will you undertake to achieve the goal?**

- Establish Student Advisory Council to the Provost
- Participate in weekly meetings with Student Advisory Council to the Provost
- Conduct weekly meetings with Student Government President and Vice-President

**By what means will you assess goal achievement?**

- Student Advisory Council to the Provost established
- Weekly meetings with Student Advisory Council to the Provost held
- Weekly meetings with Student Government President and Vice President held

**How will you know if you have successfully attained each goal?**

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Students will express satisfaction with the ability to access the Office of the Provost and find value in providing their input into critical areas affecting student learning and life.

**How will the results of the above assessments be used to improve student learning or services?**

Obtaining student input regarding academic programming and student life enhances the Office of the Provost's ability to be responsive to student needs and demands. Continuous improvements to curricula, and co-curricula activities can

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

Goal 6 - Research and Sponsored Programs Increase sponsored research activity in line with President's Performance Measures

**What action(s) will you undertake to achieve the goal?**

- Establish one research park by 2008 that supports FGCU's plans for bioengineering and biotechnology
- Continue progress in land acquisition and site development

**By what means will you assess goal achievement?**

Site evaluation and negotiation.

**How will you know if you have successfully attained each goal?**

Successful identification of a site and proposed plan for acquisition and development.

**How will the results of the above assessments be used to improve student learning or services?**

Establishing a research park will provide additional research space and opportunity to transfer technology from the laboratory to the market. The park will also provide opportunities for students and faculty to engage in cutting edge research together thus adding new dimensions to the education of FGCU's biotechnology and developing bioengineering program.

**Strategic Plan Goal**

**With which 1 or 2 goals from the 8 current strategic plan goals does your 2005-2006 goal best align?**

**Unit Goal**

**Goal for 2005-2006**

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Goal 4 - A Talented and Dedicated Faculty and Staff Develop faculty appointment process

**What action(s) will you undertake to achieve the goal?**

- Establish criteria/policy for faculty appointment process
- Review faculty appointment process with Human Resources, Deans Council and Faculty Senate
- Approve faculty appointment process
- Disseminate policy on faculty appointment process

**By what means will you assess goal achievement?**

- Criteria/policy established for faculty appointment process
- Faculty appointment policy approved by HR, Deans Council and Faculty Senate
- Policy on faculty appointment process disseminated

**How will you know if you have successfully attained each goal?**

A new appointment process will be in effect in the fall of 2005 and will govern all future hiring.

**How will the results of the above assessments be used to improve student learning or services?**

All faculty appointments will be conditional upon thorough documentation of appropriate qualifications for each position. Ensuring appropriately documented faculty credentials will contribute greatly to student success in the classroom.

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**Section B**

**Resources**

**What additional resources have you requested and received a commitment for during 2005-2006 from your area VP or the President that is based on your analysis of assessment data for 2004-2005?**

Nearly \$2.8M in new funds to support academic affairs areas were committed by President Merwin for 05-06. This permits implementation of the university OEP, faculty and staff growth to accommodate student growth, and expansion of off-campus outreach/programming.

**What additional resource needs do you have for fulfillment of your goals that you wish for consideration from your area VP or the President that is based on your analysis of assessment data for 2004-2005?**

At least \$2M in additional resources will be needed in the coming year to permit active recruitment of faculty needed to expand existing degree programs and begin new ones.

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## Section C

### Assessment Plans

**What assessments are you planning to conduct during 2005-2006?**

A unit assessment plan and annual report cycle will be completed. Improvements to services and programs provided by Academic Affairs will be refined based upon this review cycle.

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## Section D

### Coming Year - Strategic Plan Contributions

Goal 1  
Goal 2  
Goal 3  
Goal 4  
Goal 5 - 1.2  
Goal 6 - 2.1  
Goal 7 - 1.1; 1.2; 2.1  
Goal 8

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