

**Florida Gulf Coast University Board of Trustees
April 18, 2006**

**SUBJECT: Satellite Centers Supplement to the Florida Gulf Coast
University Strategic Plan for 2005-2010**

PROPOSED BOARD ACTION

Approval

BACKGROUND INFORMATION

At its September 2005 meeting, Board members requested information on how the development of FGCU's regional centers addresses the University's Strategic Plan. Following the meeting, President Merwin charged the University's Long-Range Planning and Institutional Effectiveness Committee (LRPIEC), co-chaired by Provost Bonnie Yegidis and Vice President Joe Shepard, to study the further development of its current and future satellite centers. LRPIEC was asked to provide recommendations concerning the future (over the next 10-15 years) of these centers as a supplement to the University Strategic Plan. A working group of LRPIEC conducted an environmental scan, analyzed results, created a vision statement, and drafted goals to guide future off-campus developments. These materials were subsequently reviewed and endorsed by LRPIEC and reviewed by the University community at a Forum held on January 27, 2006. The FGCU Board of Trustees conducted a workshop on February 9, 2006 and provided constructive advice on the aforementioned vision statement and goals that led to the conception of this supplement. The supplement includes goals for regional outreach for the next five years (short-term), ten years (medium-term), and beyond (long-term). Upon approval, the supplement will be disseminated and its implementation will be coordinated by LRPIEC.

Supporting Documentation Included: Serving Southwest Florida: Regional Outreach and Florida Gulf Coast University, a Supplement to the Florida Gulf Coast University Strategic Plan for 2005-2010

Prepared by: Associate Provost for Planning and Institutional Performance Paul Snyder

Legal Review by: N/A

Submitted by: Provost and Vice President for Academic Affairs Bonnie Yegidis,
and Vice President for Administrative Services Joe Shepard

Serving Southwest Florida: Regional Outreach and Florida Gulf Coast University

A Supplement to the Florida Gulf Coast University Strategic Plan for 2005-2010

**Long Range Planning and Institutional Effectiveness Committee (LRPIEC)
Co-Chairs: Provost Bonnie Yegidis and Vice President Joe Shepard
April 2006**

Executive Summary

Florida Gulf Coast University (FGCU) is committed to serving the five-county region of Southwest Florida that encompasses Charlotte, Collier, Glades, Lee, and Hendry Counties, including adjacent communities in neighboring counties that currently do not have access to a comprehensive public university. The region is experiencing explosive growth with the population expected to expand by 70% in the next 25 years. Main campus development alone will not be able to accommodate the increased demand for higher education. While the Southwest Florida region as a whole has many common features, the needs of the constituent counties vary. The conclusion is that in the short-term (next 5 years) FGCU must accelerate the development of its nascent regional satellite centers in Cape Coral, Charlotte County, and Naples and develop its presence in Hendry and Glades counties. In the next 5-10 years FGCU should establish permanent facilities to support activities at its regional centers, and within the next 15 years, one or more regional centers should evolve into more complex learning centers such as a branch campus.

Introduction

FGCU has been growing dramatically and dynamically in synch with the growth of the region it serves. Campus master planning indicates that the main campus in Estero will be built out within the next ten to fifteen years if growth continues at its current pace. Space planning analysis indicates that this growth will be punctuated with periods when classroom, laboratory, research, and office space either will be severely constrained or inadequate to meet the demands placed upon it. In order to meet the needs of the region, it is incumbent upon the university to creatively and efficiently deploy its resources where they can be used optimally.

Under the direction of the university board of trustees, in September 2005 FGCU President Merwin launched a planning initiative to determine how best to meet these needs. The university's Long-Range Planning and Institutional Effectiveness Committee conducted an environmental scan, conceived a vision statement, and drafted goals that were subsequently reviewed by the university community at a University Forum held on January 27, 2006 and then a university board of trustees workshop conducted on February 9, 2006. Feedback from these events led to the development of this supplement to the Florida Gulf Coast University Strategic Plan for 2005-2010.

Environmental Scan Conclusions

The environmental scan had both external and internal components intended to gauge the university's strengths, weaknesses, opportunities, and challenges. Key findings of those scans follow and the full documents are available as appendices to this report.

External Scan Findings

- **Demographics**
 - Population growth in the region will continue to be explosive increasing by 70% between now and 2030 from 1.1 million to nearly 2 million. Key college-going populations (18-24 and 25-44) will expand by roughly the same 70%.
- **Demand for Higher Education**
 - Statewide demand will grow dramatically in the coming decade with enrollments potentially jumping 24% to 43%. In the next five years alone the number of new public high school graduates in Southwest Florida will grow from just over 7,177 to 8,324 annually.
 - The state’s Board of Education/Board of Governors Access Task Force commends efforts to address higher education needs of underserved areas of the state. Southwest Florida is one of these areas.
 - Satellite centers are viewed as important access points especially for the 25-44 year age group who are often place-bound due to work and family obligations.
- **Regional Growth in Southwest Florida**
 - Lee, Charlotte, and Collier counties are projected to lead statewide population growth in the next 15 years at just over 70% with Hendry and Glades counties projected to grow by roughly 45% during this time.
 - Emerging regional growth corridors are located in Cape Coral and Lehigh Acres, along Burnt Store Road in southern Charlotte County, State Road 80 in Hendry County, State Road 31 and County Road 74 in SE Charlotte County, and Immokalee in Eastern Collier County.
- **Infrastructure**
 - Current infrastructure in most of these areas is lacking and will need to be developed to absorb the projected population growth.
- **Challenges and Opportunities**
 - Local governments view higher education as a critical element in their economic development plans.
 - While FGCU is their first choice, if it cannot participate, the local communities will seek the services of other higher educational institutions that are not as cost-effective or of as high a quality as FGCU.
 - Local land developers view FGCU as a potential partner and pivotal presence in their development plans.
 - There are currently multiple opportunities for FGCU public/private partnerships in Cape Coral, Charlotte County, Naples, and possibly Hendry County as well.
 - FGCU should evaluate the potential for such partnerships paying due consideration to criteria such as:
 - Revenue streams to support such a presence.
 - Funds for building or facility development.

- Roadway, utilities, parking and other site infrastructure.
- Value added to the surrounding community.

Internal Scan Findings

- **Build-Out of the Main Campus**
 - The main campus is expected to grow to support 20,000 students within the next ten to fifteen years.
 - Even with the current list of projected facilities either in construction or planned for construction, FGCU will experience periods where it cannot provide all necessary facilities to support anticipated enrollment growth on its main campus.
 - Lack of adequate space will retard enrollment growth, limit access, and negatively impact regional economic development.
 - Additional space and facilities located off-campus in centers of regional population density confer a number of positive benefits for FGCU that can mitigate the negative consequences of delayed main campus expansion:
 - Less congestion and optimal use of existing and planned facilities.
 - More direct access to higher educational programs and services for targeted populations.
 - Reduced commuting costs for students and less time wasted in traffic.
 - Enrollment growth in line with state-approved enrollment plans that in turn generate revenues to sustain growth both on-campus and off.
- **Human Resources**
 - Based on current enrollment projections, it is currently estimated that FGCU will face a potential deficit of 11,000 square feet of office space by 2011.
 - To maintain enrollment growth in line with enrollment projections, it may be necessary to identify space for 67 full-time faculty and staff off campus.
 - Southern Association of Colleges and Schools accreditation for any regional center will require appropriate staffing levels providing a range of services: student, academic support, and technical.
 - Staffing of regional centers can be accomplished through a number of means including full-time assignments, split assignments, cross-training of personnel, and the use of technology.
 - The actual configuration necessary will be dependent upon the mission and scope of services to be provided at each regional center.

- **Mission Differentiation**
 - FGCU is a Carnegie Classification Master’s I university offering a broad array of baccalaureate and master’s programs.
 - The university emphasizes programs in the life and social sciences, the arts and humanities, business, the health professions, education, and professional studies.
 - FGCU also offers a wide range of research, service, and outreach activities that typify a comprehensive university.
 - Consequently the university has the capacity to support the full-range of higher education needs found throughout the Southwest Florida region.
 - FGCU can best serve regional interests by tailoring its programs to local needs.
 - In Cape Coral there is a preliminary focus on general education possibly in connection with the development of a charter high school and business; in Charlotte County the emphasis is upon general education and professional programs in fields like education, business, and nursing; and in Naples the developing focus is upon general education, business, lifelong learning, healthcare, and the arts.
 - Additional needs assessments will further define the unique mission of each regional center while all regional centers will share FGCU’s overall mission.
- **Infrastructure**
 - FGCU’s current array of physical facilities can support limited additional capacity on campus.
 - This argues strongly for simultaneous development on-campus and at strategically sited regional centers.
 - FGCU’s greatest strength is its technological infrastructure that includes:
 - A high-speed network backbone.
 - A functionally integrated Enterprise Resource Planning system.
 - Interactive video capability.
 - An advanced course management system.
 - Web-accessible library resources.
 - This infrastructure provides the capacity for FGCU to project resources beyond the main campus.
 - Limiting factors include:
 - The current lack of identified permanent off-campus sites where technological investment and deployment can occur.
 - Local staffing for operation and maintenance.
 - However, these challenges can be overcome through additional planning and development.

- **Organization and Administration**
 - Staffing
 - Initially, a strong dependence upon the main campus is needed:
 - Through telecommunications and IT-facilitated contact touching upon all major administrative service units.
 - Contact will be facilitated through on-site regional center staff, including at a minimum:
 - A director/coordinator and technical/clerical support.
 - Additional staff will be added as individual center plans are developed, enrollment grows, and permanent facilities are acquired.
 - Funding
 - Principles
 - Enrollment at each regional center is incremental and in line with enrollment growth projections for the university as a whole.
 - Enrollment growth occurring at the regional centers will not divert resource allocations from the main campus.
 - Viability of operations
 - Based on existing funding mechanisms and current expenditures:
 - FTE-generated state revenues should exceed expenditures.
 - State funding will be supplemented through non-credit lifelong learning offerings, contracts, and auxiliary services.
 - Capital funding
 - Can be addressed through public/private partnerships such as those envisioned in Cape Coral, Charlotte County, Naples, and possibly Hendry County.
 - More exact cost-benefit analyses will be required based upon the unique characteristics of each regional center.

Vision Statement for Regional Outreach

The results of the environmental scan, consideration of the university mission, and review of the University Strategic Plan led to the conception of the following vision statement for regional outreach:

Florida Gulf Coast University's Regional Satellite Centers (RSC) will continue to advance the University's commitment to meet the educational, economic, and socio-cultural needs of Southwest Florida. Through these centers, FGCU will expand access to its high quality undergraduate and graduate courses and programs; its professional development opportunities; and its lifelong learning experiences to the broadest range of local residents possible.

Goals

Following from the vision statement, short-term, mid-term, and long-term goals were developed to realize the vision and fulfill the university's mission statement. The short-term goals are intended to cover actions occurring in the next five years and are accompanied by indicators of success. The mid-term goals build upon the outcome of the short-term goals and will guide FGCU's strategy from five to ten years from now and the long-term covers developments sometime in the next fifteen years.

Goals - definition

- Short-term 2006-2010
- Medium-term 2011-2015
- Long-term 2016 and beyond

Goals: *Short-Term 2006-2010*

ST1 - Identify locations/facilities in five-county service area for possible expansion

- Proactively identify potential sites and develop options in Cape Coral and Naples, and the counties of Charlotte, Hendry and Glades.
- Explore expansion/extension of existing leased space arrangements.
- Enhance infrastructure at leased facilities as necessary.

ST2 - Establish facilities at selected sites

- Review possibilities in Cape Coral, Naples, and the counties of Charlotte, Hendry and Glades.
- Break ground where resources permit and opportunity exists.

- Emphasize philanthropic and private funding to leverage FGCU resources and ensure that resources are not diverted from main campus priorities.
- Ensure such facilities have appropriate infrastructure to support the educational mission of each center.
 - **Indicators of success goals ST1 and ST2**
 - Provide at least one site option in each locale within the next 24 months.
 - Define parameters for a land banking program to support off-campus growth within the next 12 months.
 - Sign lease agreements in Cape Coral and Naples within the next 12 months .

ST3 - Conduct additional needs assessment for the FGCU service area and track student demand to further tailor programs to local needs (both curricular and non-curricular) in each location.

- Build upon existing programming in Cape Coral, Charlotte County, and Naples.
- Work closely with local communities and agencies to identify additional needs.
- Explore collaborative planning possibilities in Cape Coral and southern Charlotte County.
 - **Indicators of success**
 - Additional needs assessments conducted within the next 12 months.
 - Results translated into programming in the next 24 months.

ST4 - Offer courses in most relevant subjects at undergraduate and graduate levels and supplement such offerings with lifelong learning opportunities

- Remove pressure on high demand sections at main campus.
- Offer general education classes as appropriate in each location.
- Prioritize degree programs that will be offered at each regional center.
- Expand use of distance learning to make programs as accessible as possible:
 - Ensure student/faculty interaction at each site.
- Introduce/expand Renaissance Academy programming.
- Make use of continuing education to meet demand and need for expedited training and education.
 - **Indicators of success**
 - Number of courses/sections offered face to face and through distance learning.
 - Percentage of enrollment capacity reached in the courses/sections offered.

ST5 - Enhance marketing

- Expand outreach to regional populations.
- Employ multimedia approach.
- Work with Edison College, local government, non-governmental organizations, local school districts and local businesses.
 - **Indicators of success**
 - University marketing plan includes regional centers next 12 months.
 - Marketing plan implemented within the next 12 months.

ST6 - Establish base level of administrative and student support for each center

- Provide advising services at regional centers at least once a week
- Provide library support by tying in to the university's available electronic library services.
- Provide access to registration, financial aid, and cashier functions by tying in to the university's available electronic student services.
- Develop a plan for providing tutoring, supplemental instruction and writing support services at regional centers.
- Hire and post part-time staff to manage technology for each center.
- Develop a student orientation DVD for students enrolled in regional centers.
- Ensure mechanisms for ongoing assessment and evaluation are established in conformance with those employed on the main campus.
- Evaluate the educational process to achieve efficiencies and enhance service to students.
 - **Indicators of success**
 - Service level agreements with each support unit providing services to each center within the next 12 months.
 - Base level support staff sited at each center within the next 36 months.
 - Inclusion of each center in institutional effectiveness and budgeting cycle within the next 24 months.

ST7 - Grow enrollment by at least 10% per year, subject to available space and resources

- Provide an innovative state-of-the art technological infrastructure that keeps pace with enrollment growth both at main campus and at each regional center.
- Establish a website for each regional center that will provide prospective students with a seamless process to facilitate admission and enrollment.
 - **Indicators of success**
 - Meeting yearly enrollment targets as defined in the university enrollment plan.
 - Establishment of websites within the next 12 months.

ST8 - Develop partnerships externally with local communities and internally with key university constituencies

- Use the partnerships to provide the programs and services needed at each center.
- Leverage resources in a synergistic fashion.
- Involve the partnerships in the promotion and further development of each center.
- Use partnerships to enhance the university service learning mission and to facilitate meeting educational requirements.
 - **Indicators of success**
 - Formal agreements developed for the partnerships within the next 24 months.
 - Number of events scheduled in conjunction with the partners within the next 24 months.
 - Development of service learning opportunities through the partnerships within the next 24 months.

Goals: *Medium-term 2011-2015*

MT1 - Expand permanent facilities at each location based on need and available resources

- Use partnerships with local communities, the state, private developers and donors to accomplish this.
- Accommodate existing and projected future demand.

MT2 - Add full-time faculty to each location based upon demand

- In line with enrollment growth at each center.
- To develop a cadre of faculty at each center.
- To promote institutional growth while making best use of existing space.
- To increase FGCU's physical presence in the 5-county service region.

MT3 - Ensure that outcomes assessment is ongoing

- To demonstrate quality.
- To foster continuous improvement.
- To inform planning.

MT4 - Conduct updated needs assessments

- To inform new degree and non-degree programming.
- Adjust mix of existing program.

MT5 - Enhance facilities for distance learning (DL) delivery

- Hire staff as necessary both at regional centers and at main campus.
- Provide faculty with DL development assistance.

MT6 - Proactively plan to augment on-site administrative and student support services as needed

- Employ full-time advising and student support personnel at each site.
- Increase staffing in line with enrollment growth at each center.
- To promote institutional growth while making best use of existing space.

MT7 - Provide space for community-based sponsored contracts and research

- Develop sponsored contracts and research program that builds upon existing strengths.
- Expand programs that meet local community needs to stimulate regional growth and economic development.

MT8 - Analyze impacts/potential of becoming official branch campus

- In accordance with Southern Association of Colleges and Schools requirements and standards.
- In response to the expressed needs and goals of the Board of Governors.
- In terms of funding incentives.

MT9 - Acquire off-site locations in Hendry and Glades counties

- Work with local governments, private developers, and donors.

Goals: *Long-term 2016 and Beyond*

LT1 - Evolve regional learning centers (i.e., have administrations and budgets)

- At locations in heavily populated/need-based communities.

**Florida Gulf Coast University Board of Trustees
April 18, 2006**

**SUBJECT: Environmental Stewardship Management Plan by FGCU
Environmental Stewardship Advisory Council (ESAC).**

PROPOSED BOARD ACTION

Information only

BACKGROUND INFORMATION

Florida Gulf Coast University opened its doors in 1997 with a commitment to exemplifying responsible environmental stewardship. President Merwin formed the Environmental Stewardship Advisory Council (ESAC) to create policies and plans for environmental stewardship and sustainability that serve as a blueprint for operating activities at the University and a model for the community. The plan includes tasks to accomplish goals identified by working groups over the past 5 years. The Director for Environmental Health and Safety is the contact point to address or bring to the ESAC issues related to environmental stewardship at the University.

Supporting Documentation Included: Environmental Stewardship Management Plan

Prepared by: Christine Andrews, Environmental Stewardship Advisory Council Chairwoman

Legal Review by: N/A

Submitted by: President Bill Merwin, and Vice President for Administrative Services Joe Shepard

ENVIRONMENTAL STEWARDSHIP MANAGEMENT PLAN

Introduction

Florida Gulf Coast University opened its doors in 1997 with a commitment to exemplifying responsible environmental stewardship. The Environmental Stewardship Advisory Council (ESAC) was formed by President Merwin to create policies and plans for environmental stewardship and sustainability that serve as a blueprint for operating activities at the University and a model for the community. The Environmental Stewardship Management Plan is the result of years of work and study by the faculty, staff, and students of Florida Gulf Coast University. This plan demonstrates a commitment to excellence and our plan to improve our environmental impact. It is a working document and will continue to change as the University learns from this process. The Environmental Stewardship Management Plan was formally approved by the ESAC on February 17, 2006.

Content

This plan encompasses a broad spectrum of life at Florida Gulf Coast University. The plan includes goals organized according to the “Seven Critical Dimensions of Higher Education” by University Leaders for a Sustainable Future. Each goal includes tasks identified by working groups over the past 5 years. Each task has a short description and reports the current status of the task, the area responsible, and the timeline to accomplish the task. Goals are organized into the following categories and summarized briefly below:

1. **Curriculum** goals include integration of sustainability issues into academic life
2. **Research and scholarship** goals incorporate an outward focus on our watershed supported by a conference hosted by FGCU on watershed issues
3. **Operations** goals focus broadly on facility design and construction standards, recycling, campus transportation, wildlife populations, and ecological systems
4. **Faculty and staff development** focuses primarily on new employee orientation emphasizing FGCU’s environmental goals
5. **Outreach and service** catalogues the University’s participation in community environmental education and service
6. **Student opportunities** increases environmental awareness and involvement of the student body
7. **Institutional mission and planning** directs the creation and maintenance of comprehensive policies relating to environmental and health issues

Implementation and Annual Review

Tasks are identified to accomplish specific goals relating to the categories above. During the period of implementation, members of the ESAC will be available to promote and facilitate the tasks. The Director for Environmental Health and Safety will provide a contact point to address or bring to the ESAC issues related to environmental stewardship at the University. Goals are subject to annual review by ESAC and both goals and tasks can be modified, added to or deleted at that time.