

Florida Gulf Coast University

Strategic Plan for 2005–2010

**Long Range Planning and Institutional Effectiveness Committee (LRPIEC)
Co-Chairs: Provost Yegidis and Vice President Shepard
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TABLE OF CONTENTS

I. The University	
• Institutional Profile	Page 3
• History	Page 4
II. The Strategic Planning Process	
• Overview	Page 6
• Environmental Scan and Conclusions	Page 11
III. The Strategic Plan	
• Goal 1: High Quality Education	Page 15
• Goal 2: The Student Community	Page 20
• Goal 3: Co-Curricular and Athletic Programming	Page 26
• Goal 4: A Talented and Dedicated Faculty and Staff	Page 30
• Goal 5: State of the Art Infrastructure	Page 32
• Goal 6: Research and Sponsored Programs	Page 37
• Goal 7: Community Leadership	Page 40
• Goal 8: Ongoing Quality Improvement	Page 45
IV. Long Range Planning and Institutional Effectiveness Committee (LRPIEC) Members	Page 47

I. The University

Institutional Profile:

Florida Gulf Coast University (FGCU) is a member of the State University System of Florida, and is a new, rapidly growing institution of higher learning. Situated on 760 acres in dynamic Southwest Florida, FGCU opened for students in August of 1997 as Florida's tenth state University.

In its young history, FGCU has been highly successful by any measure. Enrollment has more than doubled since opening day to more than 6,000 students today in 2004, with students from all 50 states, the District of Columbia and more than 70 countries. The number of residential students living on campus has grown from 200 in 1998 to over 1,500 today. The University also has become increasingly diverse from 12.6% minority students to nearly 16% minority today, and the quality of the undergraduate student body has steadily improved with SAT scores of first-time-in-college students increasing from 1025 to 1047. And, first-year retention rates have improved from roughly 43% to approximately 70% today.

Growth in full-time faculty and staff mirrors that of the student body from nearly 400 in 1997 to more than 700 today. The campus has grown from a handful of buildings in 1997 to 52 buildings today, and includes a complement of social, recreational and athletic facilities for students. Instruction is offered through five colleges (Arts and Sciences, Business, Education, Health Professions, and Professional Studies) with 37 baccalaureate degree and 20 master's degree programs. FGCU is accredited by the Southern Association of Schools and Colleges (SACS), and fifteen academic programs are now covered by specialized accreditation.

The University's contracts and grants have grown from \$3.5 million in FY1999 to \$11.2 million this past year, and FGCU has successfully reached its first capital campaign goal of \$125 million launched in December of 2003. In 2004, FGCU's athletics program gained membership in NCAA Division II. Student-athletes hold an impressive average 3.2 grade point

average, and compete in men's and women's tennis, men's and women's golf, baseball, softball, men's and women's basketball, men's and women's cross country, and women's volleyball. Intramural sports and a variety of nearly 100 clubs and organizations offer students opportunities to develop leadership skills in areas related to their personal interests.

Recently FGCU was ranked highly by Consumer's Digest as a national "best value," and FGCU's student-centered mission also received strong validation from 2003 National Survey of Student Engagement (NSSE) results that indicated FGCU students are highly engaged in their University education. FGCU's solid growth and development will continue into the future as it meets the higher educational needs and aspirations of the people of Southwest Florida – and serves as the region's catalyst for an even greater quality of life intellectually, culturally, scientifically, socially, economically and civically.

History:

The history of Florida Gulf Coast University is a visionary one built on support for providing higher education opportunities in Southwest Florida. Area citizens began the initiative to bring a state University to this part of Florida, and their early requests were quickly supported by elected officials at the local and state levels.

The former Florida Board of Regents formally recommended in January 1991 the development of Florida's tenth state university to be located in Southwest Florida, and in May 1991, then Governor Lawton Chiles signed the legislation authorizing the new university. Southwest Florida's support for a university was never more evident than during the next year, when private landowners offered more than 20 gift sites for the University campus. In early 1992, the Board of Regents selected the site offered by Ben Hill Griffin III and Alico, Inc. of 760 acres of land located just east of Interstate 75 between Alico and Corkscrew Roads.

Roy McTarnaghan was named founding University president in April 1993. Initial staff was hired that summer, and the University's academic and campus planning began in earnest. Plans for the first phase of campus construction were unveiled in February 1994, and shortly thereafter, the Florida Legislature named the institution as "Florida Gulf Coast University." The vision for the University was one that would address emerging higher education needs for the 21st century, including the use of technology in the learning/teaching process and multi-year contracts as an alternative to faculty tenure. The Board of Regents approved an agreement in May 1995 with the United Faculty of Florida allowing FGCU to offer a contract system for faculty.

Campus groundbreaking was held on November 28, 1995, with more than 600 people participating in the celebratory event for Southwest Florida. With aggressive academic program and campus development schedules slated to culminate in an opening day of August 25, 1997, the early staff and faculty were busy meeting deadlines every month. Inaugural degree programs were approved by the Board of Regents in March 1996. The FGCU Foundation, a private fundraising arm of the University, gained extraordinary financial support for an institution that at the time could only be seen on a drawing board. Faculty members throughout the country were attracted to FGCU for the opportunity to offer higher education in new and innovative ways.

The first FGCU student, Mariana Coto, was admitted in January 1997, and she participated in the historic ribbon cutting on the University's August 25, 1997 opening day. The Southern Association of Colleges and Schools awarded FGCU accreditation candidacy later that year, and a comprehensive self-study was launched. The first commencement was held in May 1998, with 81 FGCU graduates. In August 1998, the first phase of student housing opened. In September, Founding President McTarnaghan announced his intention to step down on May 1, 1999.

FGCU's second commencement ceremonies, held May 1999, marked the last official act of the founding president. The Board of Regents launched a national search held during the spring and summer for FGCU's second president, and the University received official notification in June 1999 that it had achieved, in record time, accreditation by the Southern Association of Colleges and Schools.

In July 1999, the Board of Regents named William C. Merwin as FGCU's second president. President Merwin arrived on campus for his first day on September 16, 1999. He immediately initiated a highly participatory strategic planning process for students, faculty, and staff to carry the young institution to its next stage of development.

The Florida Legislature established governing boards of trustees for state universities in 2001, and 13 members were appointed to the Florida Gulf Coast University Board of Trustees. This governing board provides leadership that is community based, responsive to the market, and nimble. Trustees work closely with FGCU President Bill Merwin to meet the needs of today and the future.

As FGCU moves forward, student applications and admissions are dramatically increasing; campus construction of academic and support buildings remains aggressive; an athletics program and other new initiatives have been launched;

new degree programs are being added; the Foundation's private fundraising continues to be successful, and the excitement level for FGCU's future is high.

II. The Strategic Planning Process

Overview:

In Fall 2001, FGCU President Bill Merwin appointed a Long Range Planning Committee (LRP), whose membership was representative of all University constituencies. The LRP determined that a new strategic plan would need to do the following: (1) remain grounded in the demand for higher education in the immediate five county service area; (2) reflect the demographic changes in Southwest Florida that has brought more young people to this region; (3) continue to emphasize student-centered learning, and (4) emphasize the need for appropriate training and employment opportunities for the residents of the region.

As an initial step in the process of updating the University's current strategic plan, a comprehensive review of the existing mission statement was conducted. This led to the adoption of the following revised mission and vision statements by the FGCU Board of Trustees in December 2002.

Vision Statement

Florida Gulf Coast University will achieve national prominence in undergraduate education with expanding recognition for selected graduate programs.

Mission Statement

Established on the verge of the 21st century, Florida Gulf Coast University infuses the strengths of the traditional public University with innovation and learning-centered spirit, its chief aim being to fulfill the academic, cultural, social, and career expectations of its constituents.

Outstanding faculty upholds challenging academic standards and balance research, scholarly activities, and service expectations with their central responsibilities of teaching and mentoring. Through these efforts, the faculty and University transform students' lives and the southwest Florida region.

Florida Gulf Coast University continuously pursues academic excellence, practices and promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, cultivates habits of lifelong learning, and keeps the advancement of knowledge and pursuit of truth as noble ideals at the heart of the University's purpose.

Based on the revised mission statement, the Long Range Planning Committee (LRP) then conceived a set of five key strategic directives to guide the development of FGCU during the next five years. The five strategic directives were broadly discussed throughout the University during the 02-03 academic year, and then formally adopted by the FGCU Board of Trustees in September 2003.

Strategic Directives

Strategic Directive 1: Student Recruitment – *Recruit and attract a diverse and academically talented student body relative to the resources provided by the State of Florida.*

Strategic Directive 2: Student Success – *Retain and graduate the best undergraduate students from Florida and the nation by providing challenging and innovative approaches to learning and civic engagement. Foster the academic growth and professional development of the best graduate students in the region through applied master's degrees, and recruit the best candidates from Florida and the nation for graduate work in selected programs.*

Strategic Directive 3: Academic Programs – *Promote nationally recognized undergraduate programs distinguished by student research and scholarship opportunities. Continue to develop applied master's degrees appropriate for the region, and begin exploration for doctoral programs aligned with state needs.*

Strategic Directive 4: Student Life – *Promote the intellectual, social, and character development of all students through quality teaching and advising, dedicated career preparation and placement, and active*

student life programs. FGCU will encourage community responsibility, foster an understanding of diversity, and advance ethical values in theory and practice.

Strategic Directive 5: Research and Service – *Serve as an intellectual center for southwest Florida through research and service, while contributing to the economic growth, environmental sustainability, and cultural richness of the region.*

The strategic directives are intended to support the University's founding guiding principles.

Guiding Principles

The founding of Florida Gulf Coast University at the advent of a new century is a signal event. It comes at a moment in history when the conditions that formed and sustained American higher education are fundamentally changing, and at a time when rapid shifts wrought by technology and social complexities are altering the very nature of work, knowledge, and human relationships. As a public institution, Florida Gulf Coast University eagerly accepts the leadership opportunity and obligation to adapt to these changes and to meet the educational needs of Southwest Florida. To do so, it will collaborate with its various constituencies, listen to the calls for change, build on the intellectual heritage of the past, plan its evolution systematically for the twenty-first century, and be guided by the following principles:

Student success is at the center of all University endeavors. The University is dedicated to the highest quality education that develops the whole person for success in life and work. Learner needs, rather than institutional preferences, determine priorities for academic planning, policies, and programs. Acceleration methods and assessment of prior and current learning are used to reduce the time it takes to earn a degree. Quality teaching is demanded, recognized, and rewarded.

Academic freedom is the foundation for the transmission and advancement of knowledge. The University vigorously protects freedom of inquiry and expression and categorically expects civility and mutual respect to be practiced in all deliberations.

Diversity is a source of renewal and vitality. The University is committed to developing capacities for living together in a democracy whose hallmark is individual, social, cultural, and intellectual diversity. It fosters a climate and models a condition of openness in which students, faculty, and staff engage multiplicity and difference with tolerance and equity.

Informed and engaged citizens are essential to the creation of a civil and sustainable society. The University values the development of the responsible self grounded in honesty, courage, and compassion, and committed to advancing democratic ideals. Through Service Learning requirements, the University engages students in community involvement with time for formal reflection on their experiences. Integral to the University's philosophy is instilling in students an environmental consciousness that balances their economic and social aspirations with the imperative for ecological sustainability.

Service to Southwest Florida, including access to the University, is a public trust. The University is committed to forging partnerships and being responsive to its region. It strives to make available its knowledge resources, services, and educational offerings at times, places, in forms and by methods that will meet the needs of all its constituents. Access means not only admittance to buildings and programs, but also entrance into the spirit of intellectual and cultural community that the University creates and nourishes.

Technology is a fundamental tool in achieving educational quality, efficiency, and distribution. The University employs information technology in creative, experimental, and practical ways for delivery of instruction, for administrative and information management, and for student access and support. It promotes and provides distance- and time-free learning. It requires and cultivates technological literacy in its students and employees.

Connected knowing and collaborative learning are basic to being well educated. The University structures interdisciplinary learning experiences throughout the curriculum to endow students with the ability to think in whole systems and to understand the interrelatedness of knowledge across disciplines. Emphasis is placed on the development of teamwork skills through collaborative opportunities. Overall, the University practices the art of collective learning and collaboration in governance, operations, and planning.

Assessment of all functions is necessary for improvement and continual renewal. The University is committed to accounting for its effectiveness through the use of comprehensive and systematic assessment. Tradition is challenged; the status quo is questioned; change is implemented.

To evaluate the efficacy of the new FGCU strategic directives as an organizing framework for the evolving draft strategic plan, colleges and other units were asked in October 2003 to develop for each of the directives, objectives that had particular relevance to the unit. They were also asked to: (1) prepare an action plan for each objective; (2) develop a background justification for each action; (3) provide an estimate of resources and associated cost for each action, (4) identify a source for these resources; (5) develop a time line for the completion of the action, and (6) establish a set of unit-based priorities.

Also, an enrollment planning committee was appointed by President Merwin in Spring 2004 to evaluate the current program mix, identify new programs planned, and determine enrollment growth and degree projection data by discipline for the next decade. This committee provided enrollment and degree projections for the developing strategic plan. During this time, a strategic planning committee was named to develop a set of draft goals with associated action strategies and indicators. Simultaneously, an environmental scan was produced to provide needed information on demographic, economic, and social trends in the Southwest Florida region.

In August 2004, a leadership retreat reviewed the progress of the strategic plan's development to date and sought input from the University's faculty and administrative leadership. They discussed plans and projected resources for their implementation and reviewed an organizational framework for completion of the new strategic plan with associated timelines. A new organizational framework to oversee the completion of the strategic plan, coordinate its implementation, and monitor its progress was announced, and the Long Range Planning and Institutional Effectiveness Committee (LRPIEC) will provide oversight and ensure the integration of planning, budgeting, assessment, and accountability to foster continuous improvement. This committee is co-chaired by the Provost/Vice President for Academic Affairs, and the Vice President for Administrative Services.

The initial draft of the strategic plan was produced by LRPIEC in October 2004, and then shared with the University community for comment through public forums co-sponsored by the Faculty Senate and the Staff Advisory Council, and a workshop of the FGCU Board of Trustees before final adoption in January 2005.

Environmental Scan and Conclusions

The 2004 environmental scan conducted by an FGCU economics faculty member, Ms. Carol Sweeney, builds on two studies previously conducted: (1) the MGT “Area Educational Program Needs Assessment” in June 2000, and (2) the Koch, Sullivan, Harnage report “Additional Academic Programs at Florida Gulf Coast University: The Needs of the Lee/Collier/Charlotte Area” in March 2003. Both of these reports involved interviews of hundreds of FGCU’s internal and external stakeholders, and analysis of extensive data series. The new environmental scan updated the results found in these two studies and was intended to identify those factors, internal and external to the University, with the greatest likelihood of shaping the programs and services offered in the next few years.

External Scan Conclusions

The scan was intended to identify those factors in the external environment with the greatest potential to influence FGCU’s future evolution and success.

- **Competition**
 - Will increase but demand, mission differentiation, and cooperation will mitigate potential adverse impacts.

- **Economic Diversification**
 - Regionally will be catalyzed by the presence of a major public comprehensive University.
 - At the state level by targeted investment directed at higher education and industry.
 - Will require a college-educated workforce.

- **Government**
 - Federal actions will increase competition within higher education, increase regulatory burdens, and slow the rate of growth of research.
 - State actions will also increase competition and regulatory burdens.
 - Local authorities will seek to use higher education as a means to stimulate economic development.

- **Growth**

- The regional college-going student pool will continue to expand dramatically and the percentage of such students seeking higher education will increase.
- The population of the elderly in the region and state will continue to expand with commensurate needs for health services, recreational/educational opportunities, and social programs.

- **Funding**

- Federal and state revenues to support higher education will continue to be constrained and subject to volatility in the economy.
- Private funding will track larger economic trends but will continue to be of great strategic value regionally.

Internal Scan Conclusions

The scan was intended to identify institutional strengths and areas of challenge that can affect the successful realization of our mission and the attainment of FGCU's vision.

- **Quality and Growth**

- The quality of the student body must increase at the same time as it grows and diversifies.
- Exceptional faculty must be added and retained in order to sustain growth and quality.
- The current range of academic programs will need to grow in breadth and in depth to serve the region and the state.

- **Infrastructure**

- A wide range of new facilities and locations will be required to support the rapid growth of the University while maintenance of existing physical plant will also grow in importance.
- Academic support services will need to be expanded to accommodate a growing number of students and to ensure their success.
- Support services will grow and require a higher degree of automation to provide anytime/anywhere access.

- There will be growing dependence on all forms of Instructional Technology and delivery of service. Access, security, and reliability will be critical to University plans.
- Local agencies will seek to use higher education as a means to stimulate economic development.

III. Florida Gulf Coast University Strategic Plan for 2005–2010

GOAL 1: HIGH QUALITY EDUCATION

FGCU's Vision: Pursue academic excellence to achieve national prominence in undergraduate education and expanding recognition for selected graduate programs.

As the region's only public comprehensive University, FGCU is committed to the pursuit of academic excellence. Strategies to be implemented will focus on acquisition, maintenance and improvement of high-quality facilities and equipment; faculty knowledge and innovation; an academically competitive and supported student body; enhanced academic support services; improved educational resources, and high-demand academic programs. By pursuing these strategies FGCU will move closer to realizing its vision of achieving national prominence in undergraduate education and expanded recognition for selected graduate programs.

GOAL 1: HIGH-QUALITY EDUCATION

FGCU's Vision: Pursue academic excellence to achieve national prominence in undergraduate education and expanding recognition for selected graduate programs.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
<p>1. Advance faculty knowledge through scholarly activity, and create learning opportunities for students that incorporate that knowledge. Utilize the Quality Enhancement Plan as an integrated model of curriculum revision, faculty development, faculty/student research, and assessment leading to student learning gains.</p>	<p>1.1: FGCU faculty demonstrates contributions to scholarship through professional activities, publication, and research.</p> <p>1.2.a: Implementation of the Quality Enhancement Plan (QEP).</p> <p>1.2.b: Faculty have engaged students in action research where possible melding it with civic engagement, service learning and the Quality Enhancement Plan (QEP).</p> <p>1.3: Implementation of new courses that embed service learning goals and total service hours, and maintenance of service learning opportunities.</p>	<p>1.1: Results of activity will be included in college annual reports.</p> <p>1.2.a: Implementation of the University Quality Enhancement Plan (QEP) for student learning goals related to ecological perspective and community awareness and achievement of goals set forth in the QEP.</p> <p>1.2.b: NSSE benchmark index scores in top quartile for public comprehensive institutions in key areas based on results received in 05-06.</p> <p>1.3: Student service learning hours should increase from 80,541 in 03-04 to 92,541 for 05-06 and credit-bearing service-learning sections should increase from 38 course sections currently to 43 for 05-06.</p>

GOAL 1: HIGH-QUALITY EDUCATION

FGCU's Vision: Pursue academic excellence to achieve national prominence in undergraduate education and expanding recognition for selected graduate programs.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
<p>2. With staff support, attract, retain and engage in learning, high quality students through appropriate academic programs and financial resources including financial aid, scholarships, and assistantships.</p>	<p>2.1: Report of the undergraduate studies task force intended to bring greater integrity to the undergraduate experience.</p> <p>2.2: Improved academic profile of entering freshmen.</p> <p>2.3.a : FGCU graduates demonstrate Florida employment/continuing studies rates above the average for the SUS as a whole. To be reported by FLORIDA EDUCATION AND TRAINING PLACEMENT INFORMATION PROGRAM (FETPIP) for 05-06.</p>	<p>2.1: Review and implementation of recommendations of the task force.</p> <p>2.2: Average combined SAT scores for entering Freshmen (1047 for Fall 2004) will approach 1055 by 05-06 and high school GPAs for these students will rise from 3.54 (Fall 2004) to roughly 3.57 on a 4.0 scale. SATs will rise from the 53rd percentile nationally to 56th percentile by 07-08 and to the 58th percentile by Fall 2009 while the high school GPA will rise to 3.66 by Fall 2007 and to 3.72 by Fall 2009.</p> <p>2.3.a: Fall 2003 FETPIP report SUS average 62% for all baccalaureate graduates; FGCU goal greater than 62%. Those continuing their education after graduation 19%, SUS average 19%.</p>

GOAL 1: HIGH-QUALITY EDUCATION

FGCU's Vision: Pursue academic excellence to achieve national prominence in undergraduate education and expanding recognition for selected graduate programs.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
	<p>2.3.b.: Graduates in professional fields will demonstrate professional competencies.</p> <p>2.4: Increase in students enrolled in honors program by 20% and increase in the average amount of honors scholarship funding by 20%.</p> <p>2.5: Increased number of graduate assistantships.</p>	<p>2.3.b. Results of licensing/certification exams and employer surveys beginning in 06-07.</p> <p>2.4: Current number is 95 students goal would be 114. Average scholarship award would increase from \$1300 currently to \$1560.</p> <p>2.5: Current number is 12, increase to 17 (or 42% increase) in 05-06, 27 in 07-08, and 37 in 09-10.</p>
<p>3. Create and develop innovative academic programs that attract the best students and faculty.</p>	<p>3.1: Systematic academic program review and assessment is performed and informs curriculum revision and new program development.</p> <p>3.2 Implement University Lecture Series to expand intellectual exchange of views.</p> <p>3.3: Assessment results from the QEP will be used to foster curricular revisions.</p>	<p>3.1.a: Progress reflected in the annual report of the General Education Council to the Faculty Senate.</p> <p>3.1.b: Implementation of new Faculty Senate committee for academic program review.</p> <p>3.1.c: Results of systematic academic program review and progress on the development of BOG-mandated Academic Learning Compacts will be reported as appropriate in colleges' 05-06 annual reports.</p> <p>3.2: Bring two internationally acclaimed scholars to campus.</p> <p>3.3: Achievement of QEP first-year goals for curriculum revision involving the University Colloquium.</p>

GOAL 1: HIGH-QUALITY EDUCATION

FGCU's Vision: Pursue academic excellence to achieve national prominence in undergraduate education and expanding recognition for selected graduate programs.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
	<p>3.4: Programmatic accreditation is earned for each discipline for which there is a nationally prominent and accepted accrediting body.</p> <p>3.5: Annual degree production in BOG targeted programs will rise by approximately 13%. (Y-Axis)</p>	<p>3.4: Results of Division of Colleges and Universities' (DCU)'s annual accreditation survey will show FGCU has earned or is seeking appropriate professional accreditations for its eligible programs in 05-06. Programs to be considered for accreditation include the MPA, Human Performance (Athletic Training), Nurse Anesthetist, and Counseling.</p> <p>3.5: Precise numbers of degrees to be determined in consultation with the BOG in early 2005.</p>
<p>4. Provide library resources, information literacy instruction, tutoring, advising, and a writing center to ensure students have the resources and services they need beyond the classroom for academic success.</p>	<p>4.1: Students have access to appropriate library resources and services for every academic program.</p> <p>4.2: Tutoring, advising, supplemental instruction and writing development are available to students as needed and result in genuine and sustained skill development.</p>	<p>4.1.a: Results of LibQual survey (benchmark for user satisfaction currently 7.5 expected to increase to 8.0 by 06-07) and academic program reviews.</p> <p>4.1.b: Acquisition of the ArtStore database.</p> <p>4.1.c: Increased funding for collection development of 10% from \$1.2M currently to \$1.32M.</p> <p>4.2: Establishment of baselines included in appropriate unit assessment plans in 05-06 and subsequently reported on through annual reports.</p>

GOAL 2: THE STUDENT COMMUNITY

Provide quality educational opportunities serving the region, underrepresented populations, the State of Florida and beyond.

At the heart of the Florida Gulf Coast University (FGCU) mission is the delivery of access to high quality educational opportunities for residents of Southwest Florida who historically have had limited postsecondary choices. This includes the population of the five-county region of Charlotte, Collier, Glades, Hendry, and Lee and the wider surrounding geographic region of southern Florida. It also extends to traditionally underrepresented populations: African Americans, Hispanics, Native Americans, first-generation students, the economically disadvantaged, adult students, and the disabled. As it continues to grow to meet the needs of the region, FGCU will ensure that all who can benefit from its programs and services will have access to the University through initiatives focused on student recruitment, student retention, student diversity, student aid, and expanded educational choices at all degree levels.

GOAL 2: THE STUDENT COMMUNITY

Provide quality educational opportunities serving the region, underrepresented populations, the State of Florida and beyond.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
<p>1. Recruitment - Increase enrollments and improve the quality/profile of the student body.</p>	<p>1.1: Annual growth increases in accordance with institutional and Board of Governors enrollment plans and the quality of enrolled first-time-in-college students should improve.</p>	<p>1.1.a: Student headcount for 05-06 should reach 7400 (from 6151 currently) and generate 3951 full-time equivalent students (current est. 3511 for 04-05) (subject to full funding from the state). Benchmarks for 07-08, headcount 10,169 and FTE 4,999 and 09-10, 12,925 headcount and 6,135 FTE.</p> <p>1.1.b: At the same time the entering freshmen combined average SAT should rise to 1055 (from 1047 currently) and average high school GPA should rise from 3.54 currently to 3.57. SATs will rise from the 53rd percentile nationally to 56th percentile by 07-08 and to the 58th percentile by Fall 2009 while the high school GPA will rise to 3.66 by Fall 2007 and to 3.72 by Fall 2009.</p>
<p>2. Retention - Improve student retention and progress toward degree/program completion, through University-wide collaboration.</p>	<p>2.1: Annual retention/progress rates increase in accordance with institutional and Board of Governors enrollment plan.</p> <p>2.2: Number of students persisting and graduating should increase in line with institutional and BOG enrollment plans.</p>	<p>2.1: First-year retention rates should reach 71% for 05-06 (the rate for Fall 2003 was 70%). Retention rate for Fall 2007 should be at least 73% and for Fall 2009 at 75%.</p> <p>2.2.a: 4-yr and 6-yr graduation rates of native undergraduate students and two-year and four-year rates for transfer students should approximate SUS averages by 2010. Current SUS averages are: 32% 2-yr and 69% 4-yr for community college transfers and FGCU rates are 31% and 57% for these students. The 4-yr rate for SUS native students is 33% and the 6-yr rate is 62%.</p>

GOAL 2: THE STUDENT COMMUNITY

Provide quality educational opportunities serving the region, underrepresented populations, the State of Florida and beyond.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
		<p>2.2.b: The total number of students receiving degrees should increase from 896 (03-04) to approximately 1030 for 05-06 and exceed the rate of growth projected for the system as a whole on an annual basis of 4%. (Y-Axis) Degree production will reach 1384 for 07-08 and 1867 for 09-10.</p>
<p>3. Diversity - Enhance and expand outreach strategies with deliberate intention of diversifying the student population.</p>	<p>3.1: Demonstrate an increase in enrollment of students of color, international students, students with disabilities, first-generation-college students and returning adult students in accordance with institutional and BOG plans.</p>	<p>3.1.a: Students of color will constitute roughly 16% (app. 1176) of total student headcount enrollment in 05-06 up from 973 in Fall 2004. The total should reach 1609 in 07-08 and 2045 by 09-10.</p> <p>3.1.b: International (and non-U.S.) students should constitute approximately 5% (app. 411) of total student headcount enrollment in 05-06 up from 340 in Fall 2004). The total should reach 508 in 07-08 and 646 in 09-10.</p> <p>3.1.c: Non-traditional aged students (25+) should comprise about 30% (app. 2230) of the University's total student headcount in 05-06 up from 2056 in Fall 2004. The total should reach 3051 in 07-08 and 3878 in 09-10.</p> <p>3.1.d: First-generation in college, Federal Low Income, and Disabled student enrollment together should account for roughly 20% (app. 1486) of the University's total student headcount in 05-06 up from 1393 in Fall 2004. The total should reach 2034 in 07-08 and 2585 in 09-10.</p>

GOAL 2: THE STUDENT COMMUNITY

Provide quality educational opportunities serving the region, underrepresented populations, the State of Florida and beyond.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
	<p>3.2: Facilitate an increase in the number of students of color earning degrees annually in line with BOG goals.</p>	<p>3.2: Total degrees earned annually by African American, Hispanic, and Native American students will increase by 16% (from 124 in 03-04 to 144) in 05-06 and well above the rate of increase projected for SUS as a whole. (Y-Axis) The total should reach 194 in 07-08 and 261 in 09-10.</p>
<p>4. Scholarships/Grants - Increase the number and amount of scholarships and grants supporting students especially with regard to underrepresented students and need based aid.</p>	<p>4.1: The percentage of students receiving financial aid in the form of scholarships/ grants will result in less dependency upon loans even as the student body continues to grow.</p>	<p>4.1.a: Increase the number of scholarships/grants awarded annually by 5%. 03-04 awards 3162 and \$8.5M; goal is 3486 and \$9.4M.</p> <p>4.1.b: Increase percentage of financial need met by .5% each year from current benchmark of 74%.</p> <p>4.1.c: Approximately 60% of all student financial aid awards in 05-06 will be in the form of a grant and/or scholarship and the amount of total student financial aid comprised of loans will not exceed 65% (currently 59% or 12.6M of total 21.3M in financial aid awarded in 03-04).</p>

GOAL 2: THE STUDENT COMMUNITY

Provide quality educational opportunities serving the region, underrepresented populations, the State of Florida and beyond.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
<p>5. Educational programs – Using periodic environmental scans and BOG identified priorities, increase the number of degree programs, non-degree programs including professional and personal development; certificate courses; institutes; and accommodate needs of students with regard to the availability of courses offerings.</p>	<p>5.1: Increase in number of degree programs in accordance with institutional enrollment plan and BOG plan and extend University outreach in the region.</p> <p>5.2: Expansion of credit-bearing and degree-seeking opportunities to students in Charlotte, Collier, Glades, and Hendry counties and in Cape Coral.</p> <p>5.3: Increase the number of continuing education opportunities including but not limited to professional/personal development and certificate courses.</p>	<p>5.1.a: The University will add the following degree programs in response to needs determined by the Board of Governors, and FGCU environmental scans from 2000, 2003, and 2004: Undergraduate-Bioengineering, B.S.W., Civil and Environmental Engineering, Engineering Management, Chemistry, Anthropology, Child Development, Sociology, Long-term Care Administration, Dietetics; Graduate: Criminal Forensics, Environmental Studies, History.</p> <p>5.1.b: Identify donors and community partners to support development of proposed undergraduate and graduate programs.</p> <p>5.2: Charlotte-degree opportunities include Elementary Ed, Health Science, Criminal Justice, Legal Studies, and Nursing. Collier-credit-bearing instruction will be introduced in Naples with 8 credit-bearing courses with total enrollments over 100. Hendry and Glades-Elementary Ed being planned. Offer distance learning (DL) opportunities in Cape Coral through the SBDC.</p> <p>5.3.a: Renaissance Academy classes (214 in 03-04) and participation (2098 in 03-04) each will rise by 10% in 05-06. These rates will continue to increase by 10% annually thereafter.</p> <p>5.3.b: Center for Leadership and Innovation will increase the number of certificates of completion it awards from 260 in 03-04 to 286, and the Institute of Government (IOG) will increase the number of workshops it offers from 250 in 2004 to 275 and the number of IOG participants will rise from 5,500 in 2004 to 5610 in 05-06.</p>

GOAL 2: THE STUDENT COMMUNITY

Provide quality educational opportunities serving the region, underrepresented populations, the State of Florida and beyond.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
	<p>5.4: Increase in sections of distance learning (DL) and blended/DL courses offered in AY05-06 in line with student needs.</p>	<p>5.4.a: Increase Web-delivered course sections from 302 in 03-04 to over 370 by the end of 05-06, 555 in 07-08 and 833 in 09-10.</p> <p>5.4.b: Increase enrollments in distance learning courses from 38% to 50% of total student body by 2010. (Y-Axis)</p> <p>5.4.c: Enrollment in DL courses will rise from 1,968 in Fall 2004 to 2,445 in Fall of 2005 to 3767 in 07-08 and 5792 in 09-10.</p>

GOAL 3: CO-CURRICULAR AND ATHLETIC PROGRAMMING

Offer quality co-curricular and athletic programming that promotes and enhances student development and community engagement.

FGCU recognizes that academic excellence in the classroom must be complemented by co-curricular and athletic programs which promote and enhance student development, perspective, social responsibility, health, cultural appreciation, and civic engagement. FGCU will maximize student potential and success through initiatives to enhance student leadership; broaden faculty and staff participation in the co-curriculum; offer a comprehensive athletics program, and provide expanded career development and advisement services.

GOAL 3: CO-CURRICULAR AND ATHLETIC PROGRAMMING

Offer quality co-curricular and athletic programming that promotes and enhances student development and community engagement.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
<p>1. Enhance the existing comprehensive student leadership development program.</p>	<p>1.1: Increase in the number of students participating in co-curricular activities.</p> <p>1.2: Increase in the type and number of programs.</p> <p>1.3.a: Increased number of recognized clubs</p> <p>1.3.b: Expanded Greek System.</p>	<p>1.1: Approximately 3800 currently; goal is 10% increase to 4180.</p> <p>1.2: Approximately 250 offered now; increase by 20% to 300.</p> <p>1.3.a: Currently 96 will increase to 110 by the end of 05-06.</p> <p>1.3.b: Inter-Fraternity membership from 4 to 5; National Panhellenic Conference membership from 3 to 4; and National Panhellenic Council membership from 2 to 4.</p>
<p>2. Design and operationalize a plan to increase and enhance faculty and staff participation in co-curricular activities.</p>	<p>2.1: Plan development by end of 05-06.</p>	<p>2.1: Completion of a plan with appropriate indicators of progress included.</p>
<p>3. Promote a comprehensive student development model.</p>	<p>3.1: Establishment of benchmark data to support/track program achievement and overall success (05-06).</p> <p>3.2: Implementation of a student development survey to determine needs and assess available services (05-06).</p>	<p>3.1: Results to be included in annual report for student affairs.</p> <p>3.2: Results to be included in annual report for student affairs.</p>

GOAL 3: CO-CURRICULAR AND ATHLETIC PROGRAMMING

Offer quality co-curricular and athletic programming that promotes and enhances student development and community engagement.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
	<p>4.3: Increased attendance at athletic events.</p>	<p>4.3.a: Attendance at athletic events will rise by 33% by 2010.</p> <p>4.3.b: Complete a baseball/softball clubhouse/concession area.</p> <p>4.3.c: WGPU media will increase promotion of athletic events as WGPU expands.</p>
<p>5. Provide career development and advisement services for students prior to graduation and for alumni after graduation.</p>	<p>5.1: Implementation of an assessment program for career development services provided to students and alumni.</p>	<p>5.1: Results to be provided in the annual report for student affairs.</p>

GOAL 4: A TALENTED AND DEDICATED FACULTY AND STAFF

Build a diverse team of exceptional faculty and staff who support the mission and guiding principles of the University.

The most important asset of any successful University is a talented and committed faculty and staff who provide leadership, vision and dedication to students and the public. Key to FGCU's continued growth and success will be the addition of new faculty and staff. As student enrollment is projected to double in the next five years, the number of faculty and staff will also need to be significantly increased to meet the needs of our students. FGCU will aggressively recruit a diverse team of exceptional faculty and staff; offer competitive compensation; support faculty and staff development; and implement strategies to retain quality faculty and staff.

GOAL 4: A TALENTED AND DEDICATED FACULTY AND STAFF

Build a diverse team of exceptional faculty and staff who support the mission and guiding principles of the University.

STRATEGY	INDICATORS	BENCHMARKS/GOALS FOR 05-06
<p>1. Recruit and retain a diverse faculty who possess and exhibit: exceptional skills; teaching excellence; scholarly productivity and service that reflect knowledge of subject matter and pedagogy; student focus; sense of community; and commitment to building a University for the future. Complement the faculty with the recruitment and retention of a diverse, educated staff that provides high quality support and service to the University and its constituents.</p>	<p>1.1: FGCU full-time faculty and staff increased by 5% for the 05-06.</p> <p>1.2: Faculty peer evaluation process for instruction by 2006.</p> <p>1.3: Attainment of competitive salary and benefits levels in 05-06.</p> <p>1.4: Successfully negotiate a contract for in-unit faculty with the United Faculty of Florida.</p> <p>1.5: Increased professional development opportunities for faculty and staff.</p> <p>1.6: Feasibility study of internship or service learning opportunities within the University to provide students with work experience to be initiated.</p> <p>1.7: Feasibility study of volunteer service to support administrative needs of the University to be initiated.</p>	<p>1.1.a: Full-time faculty and staff will grow from 709 to 744 and will grow to 1040 by 2010.</p> <p>1.1.b: The percentage of full-time faculty with terminal degrees will rise from 83% in 2003 to 85% in 05-06.</p> <p>1.1.c: Adjunct faculty will generate no more than 30% of total student credit hours in any given year.</p> <p>1.2: Faculty Affairs Team of the Faculty Senate will develop and recommend a process in 05-06.</p> <p>1.3: Provide salary increase to 50th percentile of peer group.</p> <p>1.4: Contract is in effect for Fall 2005 appointments.</p> <p>1.5: Faculty development funds to increase from \$70K to \$84K complemented by tuition waivers, Leadership Academy and other opportunities to promote educational attainment and encourage advancement for faculty and staff.</p> <p>1.6: Report from Staff Advisory Council with recommendations.</p> <p>1.7: Report from Staff Advisory Council with recommendations.</p>
<p>2. Achieve diversity goals in the University's Employment Accountability Plan for faculty and staff.</p>	<p>2.1: Match expectations for diverse faculty and staff versus actual numbers obtained for 05-06.</p>	<p>2.1: Hire 1 minority senior level administrator; 1 female, 1 Hispanic and 1 African-American administrators/directors; 1 African-American and 3 female full professors; 1 minority - other, 2 female and 1 African-American associate professors; 2 female, 1 minority – other and 1 Hispanic assistant professors; and 2 female instructors.</p>

GOAL 5: STATE OF THE ART INFRASTRUCTURE

Maintain a state-of-the-art campus that harmonizes with the environment and includes high quality facilities, furnishings, technology, equipment and support services.

As an evolving comprehensive University, FGCU must provide a superior, reliable, and flexible infrastructure that accommodates expanding numbers of students and multiple centers at off-campus locations. FGCU is committed to expanding its presence throughout the five-county region with an emphasis on the principal population centers located in Charlotte, Collier, and Lee counties but also with growing attention to unique needs and opportunities in Hendry and Glades counties as well. State-of-the-art facilities are critical to success.

GOAL 5: STATE OF THE ART INFRASTRUCTURE

Maintain a state-of-the-art campus that harmonizes with the environment and includes high quality facilities, furnishings, technology, equipment and support services.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
<p>1. In an attractive campus setting, provide high quality facilities, furnishings, technology and equipment within an organizational culture that meets the academic, cultural, social, and career expectations of the University's constituents.</p>	<p>1.1: Addition of 125,000 gross square feet of classroom, lab and office space by end of 05-06.</p> <p>1.2: Completed space analysis by the end of 05-06.</p> <p>1.3: Campus master planning that complements the strategic plan is completed.</p> <p>1.4: Investment of \$5M in infrastructure improvements.</p> <p>1.5: A sustainable environmental plan is drafted for FGCU that is functional and enhances the aesthetic beauty of FGCU.</p>	<p>1.1.a: Currently 52 buildings, goal completion of Academic 5 and library expansion. By 2010 an increase of 1.3M gross square feet of space and a total of approximately 80 buildings.</p> <p>1.1.b: Break ground on Sugden Resort and Hospitality Management and WCI Green buildings, housing phase 7 (288 additional beds), parking structure.</p> <p>1.2: Prioritized results for further action.</p> <p>1.3: Updated Campus Master Plan by 05-06 that balances growth with campus beautification.</p> <p>1.4: Construct second modular office building, expansion of central energy plant, office/ lab renovations, and completion of north entrance road.</p> <p>1.5: Completion of the plan by end of 05-06.</p>

GOAL 5: STATE OF THE ART INFRASTRUCTURE

Maintain a state-of-the-art campus that harmonizes with the environment and includes high quality facilities, furnishings, technology, equipment and support services.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
<p>2. Establish and support a high-speed, reliable and ubiquitous telecommunications network that facilitates electronic information sharing and retrieval for students, faculty, and staff from both on and off-campus locations, and defines the University as a member of the global electronic community.</p>	<p>2.1: Maintenance by Computing Services of high speed Internet access at acceptable levels.</p> <p>2.2: Gains in capacity for research computing to meet the computing needs of the evolving engineering and biotechnology programs.</p>	<p>2.1: Measure of throughput of data across the network. Satisfaction levels of users.</p> <p>2.2: Identification of needed capacity and resources necessary for its attainment.</p>

GOAL 5: STATE OF THE ART INFRASTRUCTURE

Maintain a state-of-the-art campus that harmonizes with the environment and includes high quality facilities, furnishings, technology, equipment and support services.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
<p>3. Provide FGCU students, faculty and staff with access to computing platforms, software, multimedia presentation tools and network resources that enhance faculty, staff and student productivity, teaching and learning effectiveness, and scholarly activity and sponsored programs.</p>	<p>3.1: The Technology Advisory Committee annually provides a needs assessment to ensure that all short, medium and long-range requirements for new technology are continuously identified and incorporated into the University-wide Technology Acquisition and Replacement Plan.</p> <p>3.2: Annual assessment of progress towards University service and usage standards for all technology support units, as defined by the Technology Advisory Committee. (these include helpdesks, podium systems, equipment loan, computer labs and classrooms, server capacities, network speed and reliability, and equipment maintenance).</p> <p>3.3: Implementation by 05-06 of an annual survey of software needs.</p>	<p>3.1: Invest over \$1.6M in technology upgrades and replacements between 04-05 and 05-06.</p> <p>3.2.a: Annual report of the Technology Advisory Committee.</p> <p>3.2.b: Complete campus wide wireless plan. 05-06 goal will be to add wireless to 50% (from 20% currently) of the academic buildings, 100% by 06-07.</p> <p>3.3: Results included in annual report of the Technology Advisory Committee.</p>

GOAL 5: STATE OF THE ART INFRASTRUCTURE

Maintain a state-of-the-art campus that harmonizes with the environment and includes high quality facilities, furnishings, technology, equipment and support services.

STRATEGY	INDICATOR	BENCHMARKS/GOALS FOR 05-06
4. The University will focus its information technology resources and network infrastructure on supporting students' needs and on electronic access to the University's services throughout the region.	4.1: Establishment of benchmarks for client satisfaction with electronic information systems, including the University Website by end of 05-06.	4.1: Results included in the annual report of the Technology Advisory Committee.

GOAL 6: RESEARCH AND SPONSORED PROGRAMS

Foster research and sponsored programs that engage faculty, challenge students and promote public/private academic collaboration.

FGCU is committed to providing the highest quality educational opportunities to its students through active faculty engagement in scholarly activity and sponsored programs that clearly define FGCU as the intellectual epicenter of Southwest Florida. Expanding research capacity, increasing scholarly contributions of faculty, fostering multidisciplinary research, adding new research space and technological support, and providing greater regional outreach are strategies FGCU will pursue in the next five years to realize this goal.

GOAL 6: RESEARCH AND SPONSORED PROGRAMS

Foster research and sponsored programs that engage faculty, challenge students and promote public/private academic collaboration.

STRATEGY	INDICATORS	BENCHMARKS/GOALS FOR 05-06
<p>1. Articulate at the unit level scholarly activity and sponsored program goals and a strategic plan to achieve them.</p>	<p>1.1 Each College has a plan for research/scholarly activity that is updated annually by 05-06.</p> <p>1.2: By 05-06, every ranked faculty member's Professional Development Plan includes research/scholarly activity expectations that contribute to achievement of mutually defined college goals.</p>	<p>1.1: Annual report submitted by colleges will show an increase in scholarly productivity as measured by number of publications, proposals submitted for funding, number of performances, exhibits, and scholarly presentations.</p> <p>1.2: Annual faculty evaluations ensure faculty members are engaged in achieving the colleges' research goals and are appropriately documented.</p>
<p>2. Establish research programs to support unit scholarly activity and sponsored activities, including those that are multidisciplinary, and provide appropriate research space and technological support.</p>	<p>2.1: University space analysis conducted and results prioritized.</p>	<p>2.1: Begin implementation of recommendations from the space analysis report.</p>

GOAL 6: RESEARCH AND SPONSORED PROGRAMS

Foster research and sponsored programs that engage faculty, challenge students and promote public/private academic collaboration.

STRATEGY	INDICATORS	BENCHMARKS/GOALS FOR 05-06
<p>3. Foster outreach to the region and maintain an online directory of faculty, staff, student, and community expertise to assist the region.</p>	<p>3.1: Number of formal external research relationships (e.g., with Scripps Research Institute) to benefit the region.</p> <p>3.2: Online ORSP directory reflects faculty, student, and community partner research interests and expertise they offer others, e.g., questionnaire development, qualitative methods, statistical consultation, methodology by end of 05-06.</p> <p>3.3: Establishment of a Charter Developmental Research School by 2008. (Y-Axis)</p> <p>3.4: Establishment of at least one research park by 2008 that supports FGCU's plans for bioengineering and biotechnology. (Y-Axis)</p>	<p>3.1: Plan for engaging Scripps researchers with evolving FGCU biotechnology and bioengineering programs and with the mission of the Whitaker Center.</p> <p>3.2: Directory updates reflect increased participation annually.</p> <p>3.3: Site acquisition and funding identified.</p> <p>3.4: Site acquisition and funding identified.</p>
<p>4. Recognize and reward faculty and staff efforts in research, scholarship and sponsored programs to foster increased productivity.</p>	<p>4.1: Grants and Contract expenditures increase by 5% annually in constant dollars. (Y-Axis)</p> <p>4.2: ORSP staff member hired to provide faculty and staff with expertise on statistics, survey design, and grantsmanship.</p>	<p>4.1: From an expenditure base of \$10.3M on 169 proposals to \$11.2M on 182 proposals.</p> <p>4.2.a: Number of faculty assisted by ORSP with grant proposals.</p> <p>4.2.b: Increase in amount of internal seed money awards to obtain external grants in line with growth in full-time faculty and staff.</p>

GOAL 7: COMMUNITY LEADERSHIP

Position FGCU in a leadership role to address the educational, cultural, social and economic interests of Southwest Florida.

Southwest Florida is a region characterized by burgeoning growth in its population and diversity, and FGCU has an important responsibility to provide leadership that advances the educational, cultural, social, and economic needs of the region. To achieve this goal, FGCU will strengthen faculty service to external constituencies; ensure that its centers and institutes are geared toward engagement with regard to the region's economic, environmental, social, and health challenges, and expand its visibility and cultural offerings.

GOAL 7: COMMUNITY LEADERSHIP

Position FGCU in a leadership role to address the educational, cultural, social, and economic interests of Southwest Florida.

STRATEGY	INDICATORS	BENCHMARKS/GOALS 05-06
<p>1. Create internal structures that encourage and reward staff and faculty service to external constituencies and build community leadership expectations into staff and faculty evaluation processes.</p>	<p>1.1: Establishment of benchmarks for the participation of staff and faculty members in external organizations.</p> <p>1.2: Establishment of benchmarks for the number of staff, faculty and administrators who are in leadership roles in external organizations including membership on boards of directors.</p>	<p>1.1: Directory of staff and faculty participation in external organizations.</p> <p>1.2.a: Directory of staff and faculty who are in leadership roles among external organizations.</p> <p>1.2.b: Establishment of a faculty/staff award for outstanding leadership of an external organization.</p>
<p>2. Strengthen civic engagement through course-embedded service learning.</p>	<p>2.1: Course embedded service learning will become the norm for fulfilling student service learning requirements.</p>	<p>2.1.a: Student service learning hours will grow from 80,541 in 03-04 to 92,541 hours.</p> <p>2.1.b: The number of credit-bearing service learning courses will grow from 38 to 43.</p> <p>2.1.c: Implementation of the Quality Enhancement Plan.</p>
<p>3. Link staff and faculty development to existing FGCU Centers, Institutes, and programs and ensure that they address external regional needs.</p>	<p>3.1: By 05-06 establish benchmarks for the number of staff and faculty listed or associated with Centers and Institutes.</p> <p>3.2: Rookery Bay Marine Science Center will be established by 2010.</p> <p>3.3: By 05-06, the Kleist Health Education Center facility will be inaugurated</p>	<p>3.1: Provide directory of faculty and staff associated with formally recognized Centers and Institutes.</p> <p>3.2: Identify potential donors for the Marine Science Center.</p> <p>3.3: Occupancy of the Kleist Health Education Center facility.</p>

GOAL 7: COMMUNITY LEADERSHIP

Position FGCU in a leadership role to address the educational, cultural, social, and economic interests of Southwest Florida.

STRATEGY	INDICATORS	BENCHMARKS/GOALS 05-06
	<p>and provide a locus for health education and increased awareness for the region.</p> <p>3.4: The Real Estate Development concentration in Executive MBA will be implemented in 05-06.</p> <p>3.5: Center for Positive Aging programs/services that address regional geriatric issues.</p> <p>3.6: Full implementation of the Early Learning Literacy Model (ELLM) curriculum in preschool centers in Collier county and at the Family Resource Center on the FGCU campus.</p> <p>3.7: Center for Leadership and Innovation. Expanded outreach.</p> <p>3.8: Whitaker Center growth.</p>	<p>3.4: Lucas Institute in collaboration with the College of Business enrolls first cohort of students.</p> <p>3.5 Expanded outreach of programs for the Center for Positive Aging.</p> <p>3.6: Number of participating schools and children served included in College of Education annual report.</p> <p>3.7: Center for Leadership and Innovation will increase the number of certificates of completion it awards from 260 in 03-04 to 286 and the Small Business Development Center will increase the number of clients served by 5% and expand its presence in Cape Coral.</p> <p>3.8.a: Secure endowment for Whitaker Center Office of Faculty Support of Educational reform.</p> <p>3.8.b: Increase Whitaker Center funded projects by \$2M.</p> <p>3.8.c: Expand Project LAUNCH activities to two additional</p>

GOAL 7: COMMUNITY LEADERSHIP

Position FGCU in a leadership role to address the educational, cultural, social, and economic interests of Southwest Florida.

STRATEGY	INDICATORS	BENCHMARKS/GOALS 05-06
	<p>3.9: Southwest Florida Library Network (SWFLN) participation continues to grow.</p>	<p>statewide regions. 3.9: The value of workshops offered on behalf of SWFLN will increase by 34% to 160K per year.</p>
<p>4. Through WGCU Public Media, provide Southwest Florida access to information, ideas, and continual learning opportunities of regional, national, and international significance.</p>	<p>4.1: Arbitron, Neilson and Media Audit ratings data for WGCU-FM, WGCU-TV, and Expressions magazine (i.e., listenership, viewership, circulation). 4.2: Range of programs and community outreach events scheduled each year. 4.3: National, regional, and local awards and recognition for quality programming.</p>	<p>4.1: Ratings and membership figures will increase at a rate of at least 3% annually, current benchmarks, weekly television viewers 225,000, FM listeners 110,000, and members 13,500. 4.2: WGCU will organize at least five community outreach projects annually and will maintain a balance of local, regional, national and international topics through its radio and television program schedule. 4.3: WGCU TV & FM each will realize a combination of at least three regional or national programming awards annually.</p>
<p>5. Expand the Renaissance Academy to deepen cultural opportunities for the general public and continue collaboration with Edison College.</p>	<p>5.1: The Naples Center, including the Renaissance Academy, will be expanded and provided with a permanent facility by 2008. 5.2: Addition of one new collaborative degree program and expanded transfer possibilities.</p>	<p>5.1.a: Potential sites will be identified. 5.1.b: Renaissance Academy offerings will be expanded to Cape Coral and Charlotte County. 5.2: Introduce baccalaureate program in child development and create dual admissions application process. Pursue funding for joint use facility in Charlotte county.</p>

GOAL 7: COMMUNITY LEADERSHIP

Position FGCU in a leadership role to address the educational, cultural, social, and economic interests of Southwest Florida.

STRATEGY	INDICATORS	BENCHMARKS/GOALS 05-06
<p>6. Leverage the strength of the Foundation and the Division of University Advancement to further the University's contribution to the community.</p>	<p>6.1: Announcement of \$200 million capital campaign over the next three years.</p> <p>6.2: Maintenance of an aggressive program of community outreach to include placement of information, ads, and advertorials in high penetration outlets with mass circulation in the Southwest Florida region and beyond.</p>	<p>6.1.a: Raise \$25 million in Foundation in 05-06. Benchmark – raised \$28 million in 04-05.</p> <p>6.1.b: Increase the number of written proposals for funding 25% from 32 to 40 proposals.</p> <p>6.1.c: Identify donors for engineering building, scholarships, and the performing arts center (hire music director).</p> <p>6.1.d: In 05-06, funding is expected for 10 scholarship packages worth \$120,000.</p> <p>6.1.e: Increase alumni association, dues paying members and programs.</p> <p>6.2.a: Community outreach efforts include 18 chamber memberships, speakers bureau referrals, broad dissemination of publications, print, electronic and Website advertising, advertorials in publications such as Gulfshore Business magazine, radio and television broadcasts.</p> <p>6.2.b: Maximized use of mass media outlets and additional strategies for generating high volume market penetration as evidenced by newspaper and magazine circulation, Arbitron and Nielsen ratings of radio and television programs.</p>

GOAL 8: ONGOING QUALITY IMPROVEMENT

Implement and sustain an institutional effectiveness model for the University that is based on a culture of assessment, results in continuous improvement, and supports the University in effectively accomplishing its mission.

Planned growth requires careful attention to quality, efficiency, and effectiveness. To this end, FGCU is dedicated to a comprehensive program of ongoing quality improvement. Under the leadership of the Provost/Vice President for Academic Affairs and the Vice President for Administrative Services, FGCU's Long Range Planning and Institutional Effectiveness Committee (LRPIEC) will implement and sustain an institutional effectiveness model for the University that is based on a culture of assessment, results in continuous improvement, and supports the University in effectively accomplishing its mission. By so doing, FGCU will meet accountability requirements of the State of Florida, the Commission on Colleges of the Southern Association of Colleges and Schools, and professional accrediting bodies.

GOAL 8: ONGOING QUALITY IMPROVEMENT

Implement and sustain an institutional effectiveness model for the University that is based on a culture of assessment, results in continuous improvement, and supports the University in effectively accomplishing its mission

STRATEGY	INDICATORS	BENCHMARKS/GOALS FOR 05-06
<p>1. Assess current state of the University as it relates to assessment, institutional effectiveness (IE), and continuous quality improvement (CQI) processes.</p>	<p>1.1: Recommendations of the Southern Association of Colleges and Schools (SACS) review team as included in its 05-06 decision on reaffirmation.</p> <p>1.2: Fulfillment of Action Plans as reported to SACS in response to SACS recommendations.</p>	<p>1.1: Reaffirmation of SACS accreditation in December 2005.</p> <p>1.2: Continuing accreditation thereafter.</p>
<p>2. Create an organizational structure that integrates assessment and accountability with planning and budgeting that leads to continuous improvement.</p>	<p>2.1: Development and implementation of unit assessment plans with appropriate metrics and progress on them reported annually in unit annual reports.</p> <p>2.2 Systematic evaluation of the Quality Enhancement Plan (QEP) to foster improvement in student learning.</p>	<p>2.1: The Long-Range Planning and Institutional Effectiveness Committee will report on progress in its annual report.</p> <p>2.2 Annual assessment of student learning, program and administration of the (QEP).</p>

LONGE RANGE PLANNING AND INSTITUTIONAL EFFECTIVENESS COMMITTEE (LRPIEC) MEMBERS
Co-Chairs: Provost Yegidis and Vice President Shepard

George Alexander
Jose Barreto
Colin Benner
Leslie Bielen
Lien Bragg
Robert Burns
Larry Byrnes
Jack Crocker
Kathleen Davey
Cathy Duff
Susan Evans
Jack Fenwick
Denise Heinemann
Kathleen Hoeth
Vincent June
Steve Magiera
Duncan McBride
Johnny McGaha
Steve McIntosh
Dick Pegnetter
Mary Price
Donna Price Henry
Joseph Ravelli
Thomas Roberts
Paul Snyder
David Vazquez
Michele Yovanovich