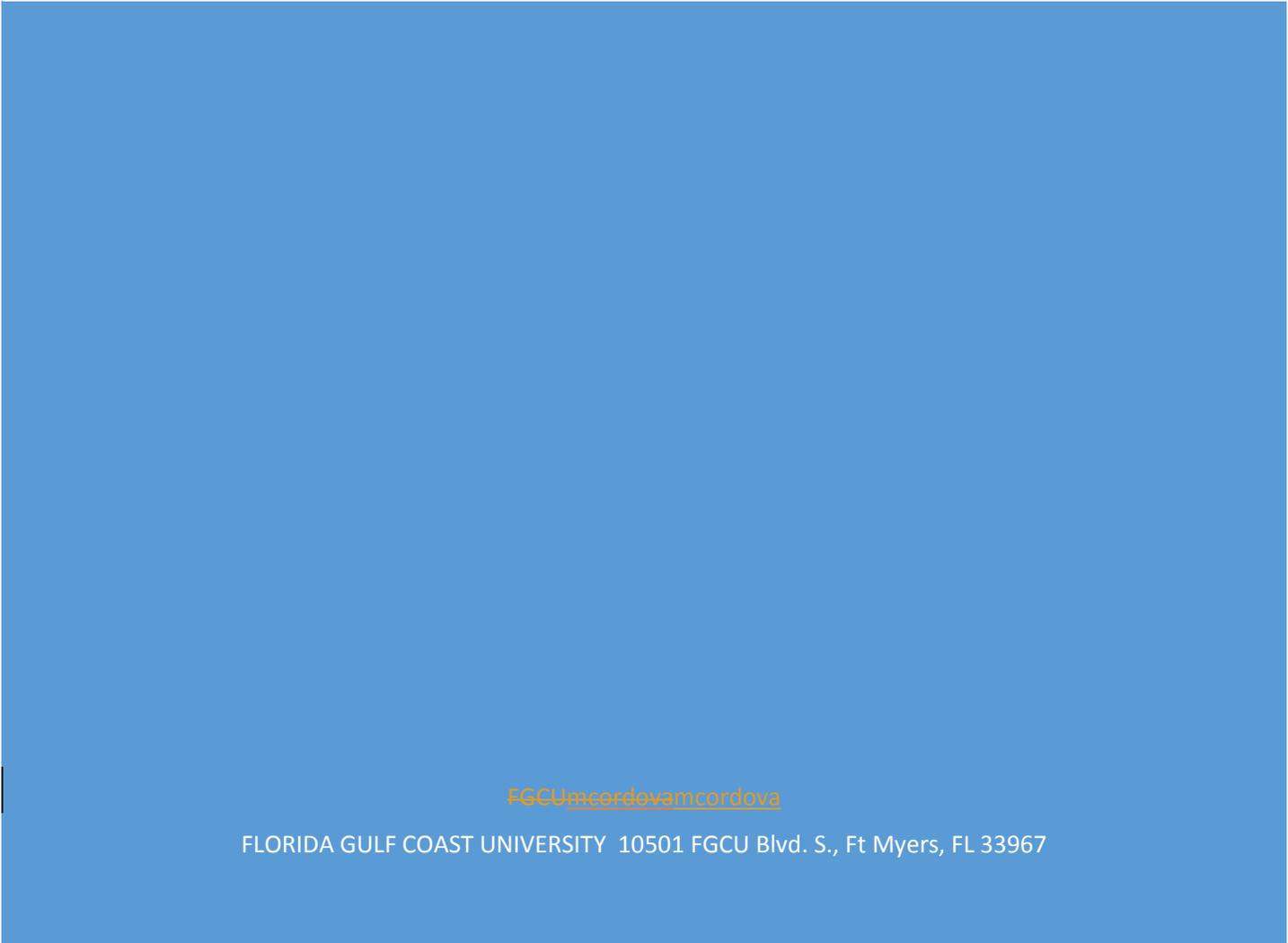




# FLORIDA GULF COAST UNIVERSITY – DRAFT STRATEGIC PLAN 2016-2021

[FGU@seardex.com/cordova](mailto:FGU@seardex.com/cordova)

FLORIDA GULF COAST UNIVERSITY 10501 FGCU Blvd. S., Ft Myers, FL 33967



## Contents

Vision .....	1
Mission .....	1
Guiding Principles .....	2
History and Characteristics .....	4
Statement of Strategy .....	5
Transformational Initiatives .....	5
Clusters of Excellence .....	5
Critical Thinking, Communication, and Information Literacy.....	6
Innovation and Information Technology .....	7
Regional Economic Development.....	7
PROPOSED FGCU STRATEGIC PLAN GOALS .....	8
ALIGNMENT WITH STATE UNIVERSITY SYSTEM GOALS MATRIX .....	8
STRATEGIC GOALS, STRATEGIES, ACTIONS AND PERFORMANCE METRICS.....	9
Institutional Goal 1 - Focus on Teaching and Learning.....	9
Strategy A - Academic Quality: Enhance Educational Innovation.....	9
Strategy B – Operational Efficiency: Increase degree production and efficiency .....	9
Strategy C – Return on Investment: Fulfill societal needs .....	9
Institutional Goal 2 - Promote and Support Scholarship, Research, and Innovation .....	9
Strategy A - Academic Quality: Strengthen infrastructure for success.....	9
Strategy B - Operational Efficiency: Enhance Competitive Position.....	9
Strategy C - Return on Investment: Integrate scholarship into classroom .....	10
Institutional Goal 3 - Strengthen Community and Business Engagement .....	10
Strategy A - Academic Quality: Enhance reputation for community engagement and commitment to the environment.....	10
Strategy B- Operational Efficiency: Focus on regional business needs .....	10
Strategy C - Return on Investment: Support diversified regional economic growth.....	10

## **Vision**

Florida Gulf Coast University will achieve national prominence in offering exceptional value in high-quality educational programs that address regional and statewide needs. Our programs, firmly grounded in the liberal arts and sciences, will employ emerging instructional technologies. Possessing an entrepreneurial spirit, graduates will be well prepared for productive lives as civically engaged and environmentally conscious citizens with successful careers, ready to pursue further education.

*Approved by the FGCU Board of Trustees September 8, 2015.*

## **Mission**

Florida Gulf Coast University, a regional comprehensive institution of higher education, offers undergraduate and graduate degree programs of strategic importance to Southwest Florida and beyond. FGCU seeks academic excellence in the development of selected programs and centers of excellence in science, technology, engineering and mathematics (STEM) disciplines, health professions, business, and marine and environmental sciences. Outstanding faculty and staff supported by a strong community of advisors prepare students for gainful employment and successful lives as responsible, productive and engaged citizens. FGCU emphasizes innovative, student-centered teaching and learning, promotes environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility, and cultivates habits of lifelong learning and the discovery of new knowledge.

*Approved by the FGCU Board of Trustees September 8, 2015.*

## **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 time to 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.

*Approved by the Deans Council June 18, 1996*

DRAFT

## History and Characteristics

Florida Gulf Coast University (FGCU) is a member of the State University System of Florida (comprising 12 institutions), and is a relatively new (currently in its 19<sup>th</sup> year of operation), growing institution of higher learning. Situated on 760 acres in Southwest Florida, FGCU opened for students in August of 1997 as Florida's tenth State University. The principal service area for the University is the immediate five-county region comprising Lee, Collier, Charlotte, Glades, and Hendry counties, home to approximately 1,000,000 residents, but FGCU is also attracting students more broadly from across South Florida. FGCU offers a competitive admissions process that is guided by state law and is intended to provide equal opportunity for admission to all qualified prospective students. The institution exhibits a strong commitment to environmental sustainability and to civic engagement, which were the focus of its original Quality Enhancement Plan.

In its young history, FGCU has been highly successful by any measure. Simply stated, FGCU has been the fastest growing University in the State University System of Florida. Enrollment has more than quintupled since opening day (2,584) in fall 1997 to 14,796 students in fall 2015 (with students from 45 states, including the District of Columbia, and more than 85 countries). The number of residential students living in university housing has grown from 200 in 1998 to over 4,700 today. The University also has become increasingly diverse from 12.6% minority students to 30% minority today. From just 49 degrees awarded in its first year, FGCU now awards over 2,400 degrees annually, and first-year retention rates have improved from 43% to 78% today.

Our peer institutions are those public institutions that fall into the Master's large Carnegie classification.

From its inception FGCU has served as a catalyst for regional development by bringing affordable public university higher education to Southwest Florida. The response of the community has been enthusiastic and overwhelmingly positive. In less than twenty years, the programs of the university have transformed the futures of over 20,000 alumni, the vast majority of whom live productive lives in the region and the state.

FGCU's remarkable success is attributable to its focus on meeting the needs of the region for a skilled workforce that is civically engaged and who are excellent stewards of our environmentally sensitive home.

## Statement of Strategy

### **Transformational Initiatives**

As a force for positive transformation, FGCU will focus on the following major initiatives during the next five years:

#### **Centers -of Excellence**

##### *The Environment*

FGCU's commitment to a sustainable future for our region is a hallmark of the institution. In less than twenty years FGCU has developed a formidable presence in environmental education: estuarine and littoral studies, marine life, environmental engineering, and renewable energy are all disciplines in which FGCU has demonstrated research strength that has been successfully melded with instruction delivered by faculty in two colleges. A School of Integrated Coastal and Watershed Studies will provide further synergy among these related disciplines, providing the laboratories and opportunities that will ensure our coastal environment thrives in the coming decades and providing an educated workforce to support this growing sector of the economy.

The Emergent Technologies Institute (ETI), a 25,000 ft<sup>2</sup>, \$12.5 Million facility located just north of the FGCU main campus, will open in early 2016 and will be administered by the U.A. Whitaker College of Engineering. The ETI will have an integrated research, instruction and outreach mission that will focus initially on renewable energy – especially solar energy. The ETI will also be the home of a new MS in Engineering graduate program with an initial major in renewable energy engineering. More broadly, the ETI will enable FGCU to strengthen its university-wide commitment to sustainability.

##### *Science Technology, Engineering and Math (STEM)*

The STEM disciplines at FGCU are an important strength of the institution. FGCU is in the enviable position of offering a suite of strong STEM programs and possessing a center focused on improving undergraduate and K-12 STEM education- the Whitaker Center for STEM education. We will continue to strengthen and expand our STEM offerings, providing students with opportunities to enter the 21<sup>st</sup> century workforce in science-related careers.

##### *Business and Industry for the 21st Century*

FGCU's Lutgert College of Business has been a crucible for innovation from its founding when it first offered an Executive MBA program and achieved AACSB-International accreditation in record time. It has gone on to serve as an incubator for the College of Engineering, emerged as leader in regional economic development, and developed a variety of international partnerships. It is no surprise that this spirit of innovation is moving rapidly to

exploit its traditional strengths in management, marketing, finance, accounting, and resort and hospitality management by applying them to business education for the 21<sup>st</sup> century in the areas of entrepreneurship, supply chain management, and business intelligence. It will partner with the U.A. Whitaker College of Engineering in launching a construction management degree program. Internships, which have been a major part of most FGCU student experiences, will be complemented by cooperative education opportunities that will allow for even stronger connections to the business world for our students giving them a competitive edge in the workplace.

### ***Health Professions Preparation for a Burgeoning Metropolitan Region***

With 18 total graduate and undergraduate degree programs ranging from baccalaureate to doctoral degrees spanning social work, clinical mental health and school counseling, nursing, occupational and physical therapy, FGCU is the regional leader in preparing students to meet the healthcare and wellness needs of the region. The demands for health professionals is constantly growing and FGCU will focus its future growth in building the Doctor of Nursing Practice degree program as well as the Masters in Physician Assistant's Studies program which will prepare more advanced practitioners in a variety of practice settings that are in high demand within the region, state, and nation. The College will also focus on population health management through the creation of a baccalaureate degree in Public Health. In the coming years, the College of Health Professions and Social Work will continue to fortify its existing student clinical and fieldwork experiences, while also forging new partnerships with our healthcare community. The College will pursue the creation of a faculty-led practice clinic in rehabilitation sciences providing physical therapy, occupational therapy and athletic training services to FGCU faculty and staff which will further extend the College's influence of improving the quality of life for the region.

### **Critical Thinking, Communication, and Information Literacy**

Florida Gulf Coast University's next Quality Enhancement Plan (FGCUScholars: Think · Write · Discover) will strengthen student learning by helping them develop improved writing, critical thinking, and information literacy skills. FGCU will accomplish this by creating and refining coursework that students will engage in starting in their general education courses and continuing through their major classes. This approach, which integrates students' educational experiences throughout their time at FGCU, will ultimately culminate in scholarly capstone projects that reflect learning outcomes of each discipline. By promoting the development of scholarly work within the major, students will enhance and professionalize their writing, critical thinking, and information literacy, which are foundational skills required for successful, impactful, and meaningful lives and careers.

## **Innovation and Information Technology**

Whereever possible, FGCU will foster innovation through the exploitation of technology to promote student success and institutional efficiency. This includes the use of lecture capture technology, the flipped classroom, data analytics, high-speed computing, automated business processes, student advising, career placement, and [BDRA1][BL2]

## **Regional Economic Development**

FGCU will focus its strengths in monitoring the health of our regional economy and contributing to workforce development by offering programs and services that are key to current and future [needs][BDRA3][BL4]. LCOB's Regional Economic Research Institute (RERI) studies the regional economy, including workforce trends and needs in the five-county region, through labor market surveys and participation in the regional Workforce Now initiative. Florida Small Business Development Center (FSBDC) of FGCU supports the community and the economy of Southwest Florida by helping small businesses take advantage of new opportunities to grow and succeed. FSBDC's certified business consultants offer training and one-on-one consultations. Both RERI and FSBDC will continue to have significant and increased impact on the economic development of this region through their activities and outreach.[BL5]

**PROPOSED FGCU STRATEGIC PLAN GOALS  
ALIGNMENT WITH STATE UNIVERSITY SYSTEM GOALS MATRIX**

STATE UNIVERSITY SYSTEM GOALS	EXCELLENCE	PRODUCTIVITY	STRATEGIC PRIORITIES for a KNOWLEDGE ECONOMY
<b>FGCU Goals</b>	<b>Academic Quality</b>	<b>Operational Efficiency</b>	<b>Return on Investment</b>
<b>TEACHING &amp; LEARNING</b> <i>(UNDERGRADUATE, GRADUATE, AND PROFESSIONAL EDUCATION)</i>	Strengthen Quality & Reputation of Academic Programs	Degree Productivity and Program Efficiency	Increase the Number of Degrees Awarded in STEM and Other Areas of Strategic Emphasis
<b>Focus on Teaching &amp; Learning</b>	Improve academic quality	Increase degree production & efficiency	Fulfill societal needs
<b>SCHOLARSHIP, RESEARCH, &amp; INNOVATION</b>	Quality & Reputation of Scholarship, Research, and Innovation	Increase Research and Commercialization Activity	Increase Collaboration and External Support for Research Activity
Promote and Support Scholarship, Research and Innovation	Strengthen infrastructure for success	Enhance competitive position	Integrate scholarship into classroom
<b>COMMUNITY &amp; BUSINESS ENGAGEMENT</b>	Strengthen Quality & Recognition of Commitment to Community and Business Engagement	Increase Levels of Community and Business Engagement	Increase Community and Business Workforce
Strengthen Community and Business Engagement	Enhance reputation for community engagement and commitment to the environment	Focus on regional business needs	Support sustainable regional economic growth

## STRATEGIC GOALS, STRATEGIES, ACTIONS AND PERFORMANCE METRICS

### Institutional Goal 1 - Focus on Teaching and Learning

#### Strategy A - Academic Quality: Enhance Educational Innovation

##### Actions

Implement Quality Enhancement Plan  
Implement new General Education Program  
Implement STEM-focused living learning communities for students in the residence halls  
Expand outreach with pre-college programs to attract students  
Significantly increase institutional aid to high-achieving students through innovative programs  
Strategically hire new faculty

##### Selected performance metrics:

SAT/ACT scores  
HS GPA  
Professional /Licensure Exam First-time pass rates  
FTIC 6-year graduation rate

#### Strategy B – Operational Efficiency: Increase degree production and efficiency

##### Actions

Promote actions to accelerate time to degree completion  
Improve student advising interventions  
Increase enrollment in selected degree programs at both undergraduate and graduate levels  
Implement new admissions software

##### Selected performance metrics:

Academic progress rate  
Bachelor's degrees awarded  
FTIC time to degree  
Percent of bachelor's degrees without excess hours

#### Strategy C – Return on Investment: Fulfill societal needs

##### Actions

Implement new programs like DNP and BMT  
Develop MS in Engineering and Physician Assistant Master's program  
Improve recruitment of underrepresented student populations

##### Selected performance metrics:

University access rate  
Bachelor's degrees awarded within programs of strategic emphasis  
Graduate degrees awarded within programs of strategic emphasis  
Bachelor's degrees awarded to minorities

### Institutional Goal 2 - Promote and Support Scholarship, Research, and Innovation

#### Strategy A - Academic Quality: Strengthen infrastructure for success

##### Actions

Invest further in faculty professional development  
Increase multi-disciplinary research opportunities  
Enhance campus telecommunications[BL6]  
Further incentivize quality research[BL7] [BL8]

##### Selected performance metrics:

Cost to deliver a credit hour  
-Increase online enrollment

#### Strategy B - Operational Efficiency: Enhance Competitive Position

##### Actions

Offer programs in emerging fields like supply chain management, business intelligence, renewable energy engineering and construction management

Develop and offer Master's in Engineering degree program[BL9]  
Increase online enrollment

Selected performance metrics:

Freshman retention rate  
FTIC Graduation rates (4-yr and 6-yr)  
All ten BOG performance funding metrics

Strategy C - Return on Investment: Integrate scholarship into the classroom

Actions

Strengthen linkages between centers/institutes and academic programs  
Promote further service-learning experiences embedded in courses  
Enhance undergraduate research experiences

Selected performance metrics:

Academic progress rate  
Bachelor's degrees awarded  
FTIC time to degree

Institutional Goal 3 - Strengthen Community and Business Engagement

Strategy A - Academic Quality: Enhance reputation for community engagement and commitment to environmental sustainability

Actions

Create Faculty Practice Clinic

[BDRA10]

Establish School of Integrated Coastal and Watershed Studies

Launch the Emergent Technologies Institute

Launch graduate program in renewable energy

Selected performance metrics:

Annual gifts received  
Endowment growth

Strategy B- Operational Efficiency: Focus on regional business needs

Actions

Expand internship experiences  
Enhance cooperative education opportunities

Selected performance metrics:

Bachelor's grads employed full-time or continuing their education in Florida one year after graduation  
Median wages of bachelor's grads employed full-time in Florida one year after graduation

Strategy C - Return on Investment: Support diversified regional economic growth

Actions

Expand RERI[BDRA11] leadership role

Increase SBDC[BL12] training/outreach to small businesses

Introduce cooperative education experiences

Offer or expand programs in disciplines that contribute to regional work-force development

Selected performance metrics:

Bachelor's awarded within programs of strategic emphasis  
Graduate degrees awarded within programs of strategic emphasis  
Bachelor's awarded to minorities