

October 6, 2004

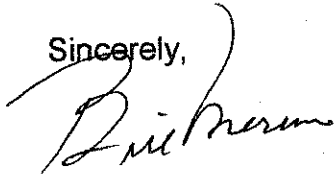
Dr. Debra Austin
Chancellor for the Division of Colleges and Universities
Florida Department of Education
325 W. Gaines Street
Tallahassee, FL 32399

Dear Chancellor:

I am pleased to enclose with this letter Florida Gulf Coast University's response to the goals of the Board of Governors' strategic plan. The responses, which are bolded and italicized in the attached document (and shaded in the accompanying table), detail specific goals that are to be included in FGCU's own strategic plan when it is presented to our Board of Trustees early in 2005. We share the Board of Governors vision for Florida's state university system that provides for broad access to higher education; produces more graduates at every level; meets special needs in education, the health professions, emerging technologies, high-wage and high-demand occupations, and a highly educated workforce; and builds world-class academic programs and research capacity.

As you will note, FGCU is ready to do its share in service to SW Florida and the state as whole. We at FGCU look forward to working with you and the Board of Governors to help realize this vision. Please let me know if you require additional clarification or information concerning FGCU's response.

Sincerely,



William C. Merwin
President

Enclosures

c: Carolyn K. Roberts
Scott F. Lutgert



II. Constituent University Goals-FGCU

October 6, 2004

II.A. Access to and Production of Degrees

II.A.1-4. Bachelor, Master's, Doctoral, and Professional Degrees

Universities have submitted plans to the Division of Colleges and Universities for degrees to be awarded through 2013-14. The sum total of degrees for each level should match the 2002-03, 2008-09 and 2012-13 totals in these plans. If you prefer, DCU staff can enter these numbers for you based on your plans.

FGCU Response: In response to state and regional needs, FGCU's strategic plan will directly address the targeted levels of growth in degree production for the system as a whole. While the SUS plan calls for annual growth of roughly 4% at the baccalaureate level, the FGCU annual growth figure will be nearly three times higher at roughly 11.5%. Annual degree production is anticipated to rise from 621 baccalaureates in 2002-2003 to 1178 in 2008-2009 and to 1831 by 2012-13. Masters level production is also expected to exceed that projected for the system as a whole (i.e., roughly 4% per year) by growing from 204 in 2002-03 to 439 by 2008-09 and rising to 684 annually by 2012-13. An annual growth rate of nearly 13% over the period is anticipated. FGCU also anticipates launching a limited number of doctoral programs during this period so that it can contribute to addressing the system shortage of doctorates and the specific needs of SW Florida.

II.A.5. Access/Diversity

Total Minority Representation among Graduates

Of the total graduates in II.A.1-4 at all degree levels, enter the total percentage anticipated to be under-represented racial/ethnic minorities (Native American, Black or Hispanic) for each year. It is not expected that this percentage will necessarily increase at every institution, but this will allow a system-wide percentage to be calculated and compared to population projections for the relevant age group (see I.A.5).

FGCU Response: Increasing the number of degrees awarded to underrepresented racial/ethnic minorities is an important goal for FGCU in its strategic plan. Diversity in FGCU's primary service area does not mirror that of the state as a whole in the 18-44 year age group (20% vs. 37% for the state) and is therefore not feasible for FGCU to attempt to mirror the pattern for the state as whole. FGCU has been successful though in retaining and graduating increasing numbers of underrepresented students. From 2000-01 the number of underrepresented minority students receiving baccalaureate degrees has doubled from 47 to 102 (2003-04) and those receiving master's have increased by 38% over this same three-year

period (16 to 22). Overall degrees awarded to underrepresented minority students as a percentage of total degrees awarded to all students on an annual basis has increased from 10% in 2001 to 14% in 2004. Part of this success is based upon the first-year retention rate for underrepresented minority undergraduates, which is higher than that of the student body as a whole. Based on its continuing success to increase the number of underrepresented minority students and to retain and graduate them, FGCU is projecting that the number of underrepresented minority students receiving baccalaureate and masters degrees in 2008-2009 should increase from 110 (2002-03) to 227 (2008-09) or roughly 100%. And between 2002-03 and 2012-13 this number should grow from 110 to 354 or over 200% over the ten-year period.

Other Access/Diversity Issues

In addition to the broad issues of race and ethnic representation, there may be diversity issues at the program or institution level that differ from the larger patterns statewide. There will also be other diversity problems—in terms of geography, gender, age, disability status, family background, etc.—that institutions should identify and plan to address. Each institution's plan should enumerate its unique diversity goals and issues as well as its contribution to the objective of reducing the statewide minority educational attainment gap.

FGCU Response: In addition to meeting the needs of racial/ethnic minority students, FGCU is committed to increasing the representation of other minority groups in SW Florida as well. Among these, FGCU is working to increase enrollments of First Generation in College students, disabled students, and Federal Low Income students. FGCU will strive to enroll at least 20% of its total headcount across these categories over the course of the BOG strategic plan period.

II.B. Meeting statewide professional and workforce needs

II.B.1-4 Critical Needs, Emerging Technologies, and High-Wage/High-Demand Jobs

For each of the categories, universities should enter the total number of degrees planned, at all levels, in all programs included on the targeted program list. These numbers should match what was submitted in university enrollment and degree plans and can be entered by DCU staff if you prefer.

Do not include any degrees in programs not included on the targeted list. Additional programs that institutions believe should be on the statewide targeted list or programs targeted locally or based on institutional priorities can be included in II.D. The statewide list of targeted programs will be reviewed and updated annually.

FGCU Response: Currently, FGCU degree production in targeted programs as a percentage of its total degree production exceeds the state distribution (64% vs. 41%). FGCU plans to more closely approximate the state system target overall during the course of the period covered by the BOG strategic plan. FGCU projects that total degrees conferred in targeted programs will increase from 527 in 2002-03 to 814 in 2008-09 and to 1194 in 2012-13 or an

FGCU Response: FGCU is not a research university and therefore cannot contribute meaningfully to this indicator but will increase its contracts and grants significantly (see response to II.C.1.c. below).

II.C.1.c. Contract and Grant Expenditures

Enter goal for amount to be reported in the annual operating budget. Use either 2002 or 2003 constant dollars and indicate which you are using.

FGCU Response: In its brief history, FGCU has excelled in securing contracts and grants in service to SW Florida, Florida and beyond. Contract and grant expenditures will continue to fuel economic development in the region and will grow significantly from a base of \$9.27M in 2002-03 to \$14.7M in 2008-09 and to \$20M by 2012-2013. This represents 5% annual growth in constant dollars assuming a 3% annual rate of inflation. Over this period of time this could represent an infusion of over \$150M into the local economy without consideration of multiplier effects.

II.C.2 U.S. Patents Awarded

Attach goal for number of patents to be reported on the annual Association of University Technology Managers' survey.

FGCU Response: FGCU is not a research university and therefore cannot contribute meaningfully to this indicator but will increase its contracts and grants significantly (see response to II.C.1.c. above).

I.C.3. National Research Council Rankings

Enter the number of programs expected to be included in the NRC rankings on the next survey and the number of those expected to be in the top 25% of ranked programs within the respective fields.

Only one NRC survey will be completed within the time horizon of the Y-Axis, so the numbers will be the same for both 2008-09 and 2012-13.

FGCU Response: FGCU is not a research university and therefore cannot contribute meaningfully to this indicator but will increase its contracts and grants significantly (see response to II.C.1.c. above).

II.C.4. Centers of Excellence

Universities with existing centers of excellence should specify their measurable goals for that center over the next ten years.

Institutions that plan to establish new centers should so indicate, with measurable goals if possible.

FGCU Response: FGCU is not a research university and therefore cannot contribute meaningfully to this indicator but will increase its contracts and grants significantly (see response to II.C.1.c. above) and will continue to collaborate with existing Centers of Excellence within SUS.

II.C.5. Doctorates per full-time faculty member

Enter number of doctorates per full-time faculty member.

FGCU Response: FGCU does not currently offer programs leading to the doctorate. However, FGCU believes there is a need to offer doctorates in many of the targeted areas identified by the Board of Governors, and FGCU will be moving toward the offering of doctorates during the ten-year period defined by the Board.

II.C.6. Other Forms of National Recognition for Institutions' Academic and Research Programs

List any forms of national recognition that are part of your institution's goals. These may be the same as the examples given in I.C.6 or they may be different (e.g., AAU membership, major accreditation milestones, major faculty or student awards, etc.) They should be clearly measurable; that is, it should be clear when and whether the goal has been reached.

FGCU Response: FGCU's vision is to become nationally recognized for the excellence of its undergraduate education. To achieve this vision FGCU believes it should score consistently within the top quartile among public institutions falling in its Carnegie Classification on measures of undergraduate student engagement as it periodically participates in the National Survey of Student Engagement (as reported in NSSE's Institutional Benchmark Report).

II.D. Meeting community needs and fulfilling unique institutional responsibilities

Major institutional priorities that are not reflected in the statewide goals should be included here. Please be as specific as possible about the goals. They should be measurable; that is, it should be clear when and whether the goals have been reached.

This would include, but is not limited to, degree programs included in II.B.5 that are not part of the statewide targeted list but that are targeted at your institution (or that you believe should be on the statewide targeted list).

FGCU Response: FGCU intends to establish a school of engineering to stimulate economic development and meet the needs of SW Florida for engineers, which is currently without engineering programs. By 2012, the university anticipates enrolling 300 students in engineering programs.

FGCU is also dedicated to facilitating access to its programs through distance learning. Currently among the leaders in SUS for distance learning, FGCU anticipates that the number of FGCU students taking courses by distance learning will increase to 50% by 2012 from its current level of 38%.

FGCU will establish a research park by 2008 to stimulate economic diversification and development in SW Florida.

FGCU will establish by 2008 a Charter Developmental Research School that will be closely integrated with FGCU's College of Education to improve the quality and delivery of pre-K-12 through higher education in the SW Florida region.

**BOARD OF GOVERNORS
STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEE**

**Strategic Planning for the State University System
Y-Axis**

Goals and Objectives	2002-03 (or as indicated)	2008-09	2012-13
I. State University System Goals			
A. Access to and Production of Degrees			
1. Bachelor	39,989	50,305	58,622
2. Master's	12,179	15,316	17,845
3. Doctoral*	1,315	1,428	1,508
4. Professional	1,380	1,864	2,278
TOTAL	54,863	68,927	80,253
5. Access/Diversity: Minority Representation in SUS Graduates as Percentage of Expected Representation	74%	89%	100%
A. Access to and Production of Degrees FGCU			
1. Bachelor FGCU	621	1,178	1,831
2. Master's FGCU	204	439	684
3. Doctoral FGCU	-	2	15
4. Professional FGCU	-	-	-
TOTAL FGCU	825	1,619	2,530
5. Access/Diversity see II.A.5	110	227	354
B. Meeting statewide professional and workforce needs (details to support I.A.)			
TOTAL Degrees	54,863	68,927	80,253
TOTAL Degrees in Targeted Programs	22,320	31,986	40,054
Targeted Program Degrees as % of All Degrees	41%	46%	50%
1. Critical Needs: Education	1,281		
2. Critical Needs: Health Professions	3,227		
3. Economic Development: Emerging Technologies	10,480		
a. Mechanical Science and Manufacturing	2,564		
b. Natural Science and Technology	2,538		
c. Medical Science and Health Care	734		
d. Computer Science and Information Technology	4,086		
e. Design and Construction	503		
f. Electronic Media and Simulation	55		
4. Economic Development: High-wage/high-demand jobs	7,332		
5. Educated citizenry/workforce (not specifically targeted)	32,543		
B. Meeting statewide professional and workforce needs (details to support I.A.)			
TOTAL Degrees FGCU	825	1,619	2,530
TOTAL Degrees in Targeted Programs FGCU	527	814	1,194
Targeted Program Degrees as % of All Degrees FGCU	64%	50%	47%
1. Critical Needs: Education FGCU	46	98	146
2. Critical Needs: Health Professions FGCU	128	216	285
3. Economic Development: Emerging Technologies FGCU	39	85	144
a. Mechanical Science and Manufacturing FGCU	n/a	n/a	n/a
b. Natural Science and Technology FGCU	-	15	31
c. Medical Science and Health Care FGCU	n/a	n/a	n/a
d. Computer Science and Information Technology FGCU	39	70	113
e. Design and Construction FGCU	n/a	n/a	n/a
f. Electronic Media and Simulation FGCU	n/a	n/a	n/a
4. Economic Development: High-wage/high-demand jobs FGCU	157	208	310
5. Educated citizenry/workforce (not specifically targeted)	298	805	1,335

**BOARD OF GOVERNORS
STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEE**

**Strategic Planning for the State University System
Y-Axis**

Goals and Objectives	2002-03 (or as indicated)	2008-09	2012-13
C. Building world-class academic programs and research capacity			
I. Research Expenditures			
a. Total Research Expenditures per full-time faculty	\$ 85,090	\$ 85,090	\$ 85,090
b. Federal Research Expenditures per full-time faculty	\$ 40,491 (2001-02)	\$ 42,039	\$ 43,105
c. Research expenditures - Contracts and Grants (Constant dollars)	\$1,023,438,497 (2001-02)	\$ 1,738,996,414	\$ 2,354,304,598
c. Research expenditures - Contracts and Grants (Constant dollars 2002-03)	\$927M	\$147M	\$20M
3. National Research Council rankings (number of ranked programs in top 25% nationally)	2002-2003 survey is pending. Six out of 62 in top 25% in 1992-93	Progress Indicated in Related Measures	36 out of 146 programs ranked in top 25% nationally
4. Centers of Excellence			
a. Biomedical and Marine Biotechnology (FAU)	X (2003-04)		
b. Photonics (UCF)	X (2003-04)		
c. Regenerative Health Biotechnology (UF)	X (2003-04)		
d. New Centers of Excellence...			
5. Doctoral degrees Per 1000 full-time faculty	120 (2001-02)	120	120
6. Other Forms of National Recognition for Institutions' Academic and Research Programs			
a. Faculty Admitted to the National Academies in the last five years	TOTAL=6 NAS=4 (UF-3, FSU-1) NAE=2 (UF-1, FAU-1) IOM=0	9	13
b. Highly Cited Scholars	TOTAL=29 (FSU-7, FAU-1, FIU-1, UCF-3, UF-14, USF-3)	46	62
c. Nobel Prizes, Pulitzer Prizes and MacArthur Fellowships awarded to faculty in last five years	TOTAL=1 NOB=0 PUL=0 MAC=1 (FIU)	2	2
d. Academic Programs that Will Receive National Recognition			