

An aerial photograph of the Florida Gulf Coast University campus. The image shows a large, modern university building with a glass facade, surrounded by greenery and parking lots. In the foreground, a multi-lane highway with several cars is visible, flanked by dense trees and a body of water. The sky is clear and blue.

FLORIDA GULF COAST UNIVERSITY

FOCUS

2017-2022



TABLE OF CONTENTS

LETTER FROM PRESIDENT MARTIN	3	THE FIVE PILLARS	7
MISSION & VISION	4	STUDENT SUCCESS	
GUIDING PRINCIPLES	5	ACADEMIC EXCELLENCE	
ESSENTIAL ACTIVITIES	6	ENTREPRENEURSHIP	
		HEALTH SCIENCES	
		COMMUNITY ENGAGEMENT & OUTREACH	



LETTER FROM PRESIDENT MARTIN

After twenty years of remarkable growth and development Florida Gulf Coast University (FGCU) is now entering a new era in its journey to excellence and in serving Southwest Florida.

As a consequence, it's extremely important that we have completed this Strategic Plan, *Focus 2017 - 2022*, as our collaboratively developed road map. All involved with FGCU owe a hearty "thank you" to Ad Hoc Committee Chair Dr. Chris Westley and the members who have modified our earlier Strategic Plan.

The Ad Hoc Committee has ensured that this plan a) is broadly inclusive, b) fully supports our mission and the pillars of the 2016 plan, c) is consistent with the Strategic Plan of the Florida Board of Governors, d) provides guidance for our Annual Plans of Work and our Legislative Budget Requests, e) includes objectives that are achievable in five years, and f) is flexible enough to accommodate unforeseen events and changing realities.

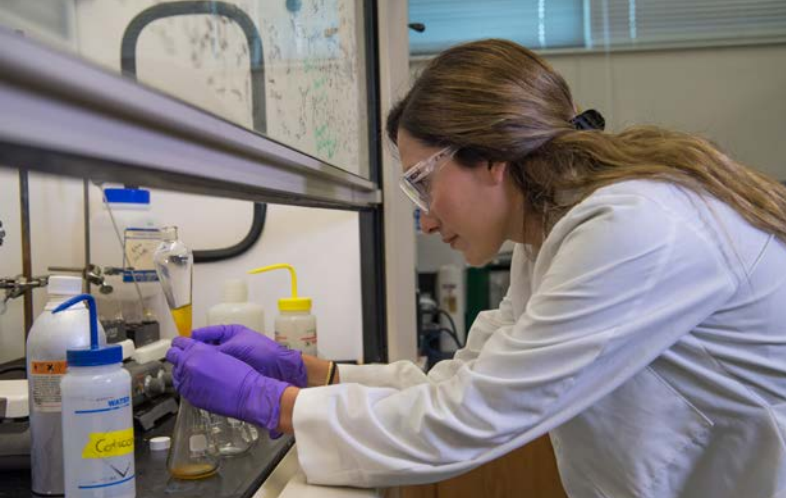
Despite noteworthy challenges ahead, the future for FGCU is both bright and exciting. This Strategic Plan will be central to meeting those challenges and shaping our shared future.

Go Eagles!

A handwritten signature in black ink, appearing to read "Mike".

Mike





MISSION

Florida Gulf Coast University, a 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 distinction 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 and practices 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 May 10, 2016.

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.

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.

ESSENTIAL ACTIVITIES

FOCUS 2017-2022 builds on Florida Gulf Coast University's existing areas of strength such as the focus on teaching and learning, expansion of community and civic engagement, and emphasis on critical thinking skills grounded in the liberal arts and humanities. However, this plan specifically focuses our energies and resources and provides for special emphasis on the most immediate issues that FGCU is positioned to address. **FOCUS 2017-2022** encourages a multidimensional approach, connecting disciplines and colleges in ways that did not

previously exist in achieving goals outlined in five critical areas, or "pillars," guiding the institution to address the critical needs of our region, state, nation and world.

The five pillars will work synergistically to position the university as a destination institution for students, faculty and staff preparing its students for common goals of ensuring success in four years and achieving high-paying jobs or placement into advanced degree programs.

THE FIVE PILLARS

1

STUDENT SUCCESS

2

ACADEMIC EXCELLENCE

3

ENTREPRENEURSHIP

4

HEALTH SCIENCES

5

COMMUNITY ENGAGEMENT

THE FIVE PILLARS



1. STUDENT SUCCESS

Student success is a holistic process that focuses on student retention, timely degree completion, academic achievement, degree attainment and a successful career and meaningful life, while recognizing that students develop intellectually, emotionally, socially, ethically, physically and spiritually as they progress through and complete their college experience.

FGCU will cultivate a diverse learning environment in which students are encouraged to explore both their personal and intellectual development. Students will gain an understanding of their individual learning style and the confidence to pursue intellectual challenges.

OBJECTIVE 1: FOCUS on improving our retention and 4-year graduation rates.

OBJECTIVE 2: FOCUS on implementing a comprehensive and coordinated enrollment management initiative that exposes students to world-class researchers, outstanding faculty and talented staff, while providing a seamless experience for students from recruitment through graduation that leads to employment and further educational opportunities.

OBJECTIVE 3: FOCUS on delivering an affordable, high-quality education and eliminate or minimize the need for student debt.

OBJECTIVE 4: FOCUS on providing intentional opportunities for student engagement with faculty and staff to build a sense of community and an atmosphere designed to achieve success.

2. ACADEMIC EXCELLENCE

We aspire to create and sustain a learning culture that supports and values excellence in teaching, scholarship and service across the university. We find evidence of excellence in the success of our graduates as defined by several metrics including time to graduation, career placement and success on licensure exams. Furthermore, excellence is achieved when we are held accountable for ensuring high standards for success.

OBJECTIVE 1: FOCUS on the further development of the Honors College.

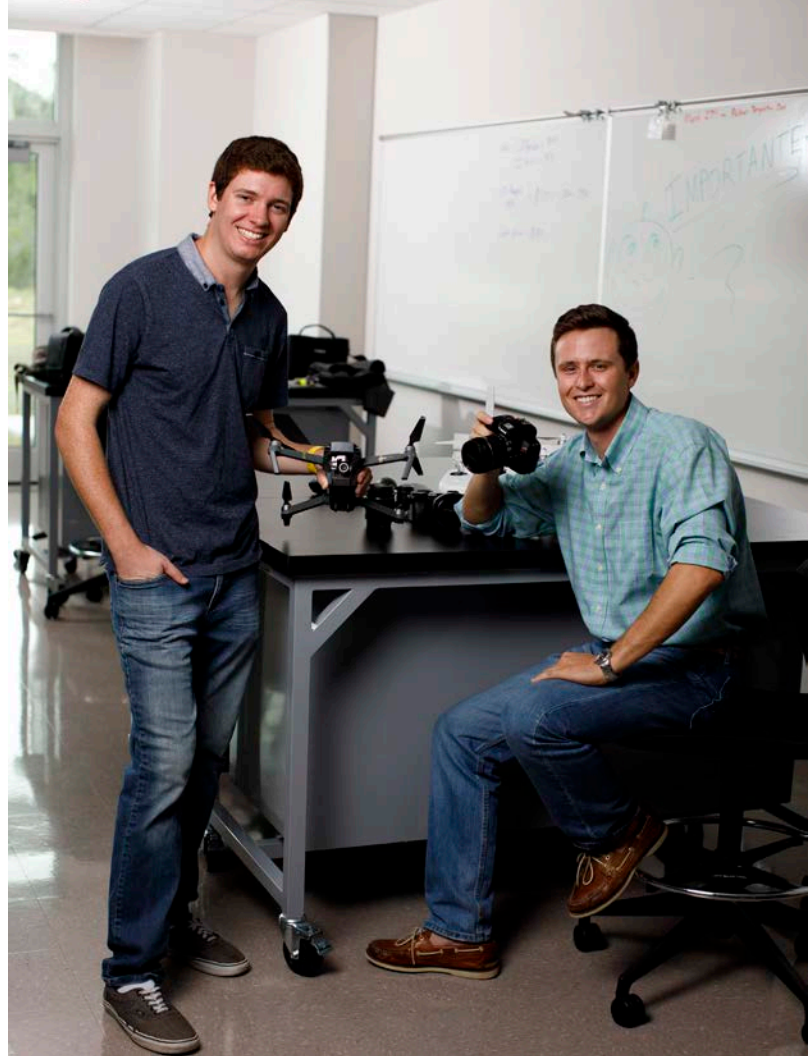
OBJECTIVE 2: FOCUS on expanding internship opportunities and doubling the number of co-op educational and practicum experiences.

OBJECTIVE 3: FOCUS on creating new and/or refining existing programs that lead to high-wage, high-demand jobs.

OBJECTIVE 4: FOCUS on increased collective accountability on the Board of Governors performance metrics.

OBJECTIVE 5: FOCUS on increasing externally sponsored research by 100% in next 5 years.

OBJECTIVE 6: FOCUS on resources and structures to foster faculty research and scholarship while also expanding opportunities for undergraduate and graduate student research.



3. ENTREPRENEURSHIP

Entrepreneurship is a process of fundamental transformation from innovative idea to enterprise and from enterprise to value. It further allows individuals to bring new ideas into being for the benefit of themselves and others. We aspire to make FGCU a destination for faculty, staff, students, alumni and community members seeking a culture of innovation and entrepreneurship with opportunities to learn, imagine, collaborate and undertake new endeavors.

OBJECTIVE 1: FOCUS on growing the Institute for Entrepreneurship so that it serves as the nucleus of all campus-wide entrepreneurial initiatives, which could be expanded further into an interdisciplinary college.

OBJECTIVE 2: FOCUS on creating an entrepreneurial mindset throughout the University community.

OBJECTIVE 3: FOCUS on FGCU becoming the catalyst of entrepreneurship within Southwest Florida and the state.





4. HEALTH SCIENCES

Florida Gulf Coast University aspires to become a center for the promotion of health and wellness within and beyond our campus. We will leverage the widely recognized strengths and community engagement efforts of the Marieb College of Health & Human Services to become a leader in Florida and nationally recognized for preparing practitioners and innovators in health and human services professions. We are committed to refining current programs while implementing new evidence-based programs that provide effective solutions to healthcare problems in the region, state and beyond. Through outreach events and activities, students, faculty and staff will initiate, engage and lead efforts to improve upon the health and wellness of our FGCU community and the region we serve.

OBJECTIVE 1: FOCUS on all clinically oriented disciplines within healthcare and further establish the Marieb College in the region, state and beyond as the state of Florida's university for preparing students for all careers within healthcare, with the exception of allopathic and osteopathic medicine.

OBJECTIVE 2: FOCUS on establishing on-campus and off-campus, faculty-led practice clinics in primary care, rehabilitation, fitness and behavioral health that serve as clinical laboratories which can generate alternative revenue to support student and faculty success.

OBJECTIVE 3: FOCUS on developing advanced interprofessional graduate programs that are research-based with the goals of improving patient care, treatment interventions, and clinical outcomes.

OBJECTIVE 4: FOCUS on developing other degree programs external to Marieb College that will expand our commitment to improving health and wellness and broaden interprofessional education and research collaborations across the colleges.

OBJECTIVE 5: FOCUS on promoting personal development, physical and mental health, wellness and safety as foundations for student success and academic excellence.

5. COMMUNITY ENGAGEMENT & OUTREACH

FGCU aspires to become a center of community life and engagement for students, faculty, staff, alumni and the public through communications, educational opportunities, research, the arts, cultural activities and athletic events designed to share our expertise and bring the community together. At the same time, we must continue to engage the community in supporting the university financially, to ensure continued funding of critically needed scholarships, programs and capital initiatives. With this, we will continue our significant contribution to the economic growth and quality of life in Southwest Florida.

OBJECTIVE 1: FOCUS on increasing awareness of our people, programs and impact.

OBJECTIVE 2: FOCUS on strengthening our outreach, engagement and ties to our region.

OBJECTIVE 3: FOCUS on building partnerships and relationships with our five school districts, area businesses and organizations to optimize opportunities to put FGCU expertise to work to support the region's economy, model innovative and sustainable practices and advance the community.

OBJECTIVE 4: FOCUS on engaging and building loyalty among our alumni and strengthening fundraising efforts.



