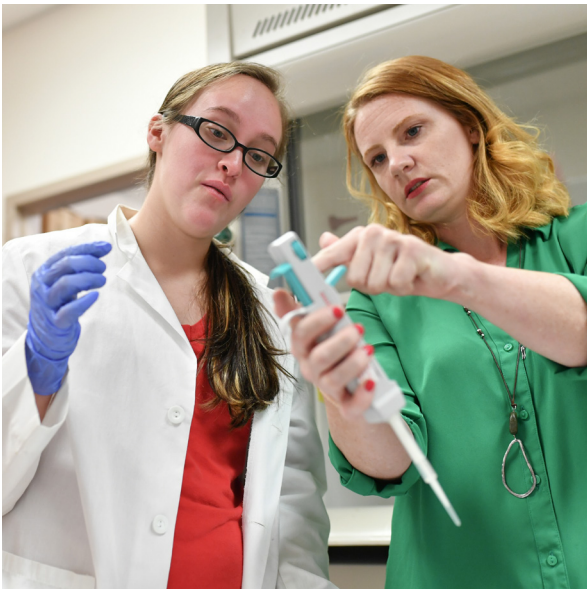




INNOVATING FOR STUDENT SUCCESS  
**FGCU'S JOURNEY  
TO EXCELLENCE**

STRATEGIC PLAN 2024 - 2029

DRAFT - PENDING APPROVAL OF BOARD OF GOVERNORS JANUARY 2024  
APPROVED BY FGCU BOARD OF TRUSTEES DECEMBER 7, 2023  
AMENDED JANUARY 9, 2024





# TABLE OF CONTENTS

<b>MESSAGE FROM THE PRESIDENT</b> .....	4
<b>OUR JOURNEY TO EXCELLENCE</b> .....	5
<b>MISSION &amp; VISION</b> .....	6
<b>FOUNDING PRINCIPLES</b> .....	7
<b>GOALS</b> .....	8
<b>STRATEGIC PLANNING PROCESS</b> .....	13
<b>MEASURES OF SUCCESS SUMMARY</b> .....	14
<b>SPECIAL ACKNOWLEDGMENT TO KEY CONTRIBUTORS</b> .....	16



# MESSAGE FROM THE PRESIDENT



## Expanding Excellence in Student Success

**F**lorida Gulf Coast University is innovative, nimble, and empowered by the pursuit of excellence in student success. We are dedicated to enriching our students' lives through transformational learning, teaching, scholarship, and service experiences that are responsive to Southwest Florida and beyond.

With this concept in mind, we facilitated conversations and feedback sessions with the entire FGCU community and shared governance groups to create the blueprint for our next strategic plan. Over the past 20 months, we have heard from students, employees, the Board of Trustees, alumni, donors, and advisory board members for our six colleges and five schools. We looked beyond our campus, soliciting feedback from the wider five-county region, including business and community leaders, local school districts, nonprofits, and members of the local delegation. The feedback we received was incredible, and it helped us refine and update our existing mission and vision statements.

Likewise, we examined the economic and demographic components of not only Southwest Florida, but the entire state. We ensured that our planning is consistent with the strategic plan for the State University System of Florida and Florida's 2030: The Blueprint to Secure Florida's

Future created by the Florida Chamber of Commerce. What we learned guided us in creating strategic and measurable performance goals that continue our distinctive identity as Southwest Florida's living laboratory while also aligning the university to our regional workforce, the state of Florida, and the ever-changing landscape of higher education.

The result is the 2024-2029 strategic plan: ***Innovating for Student Success – FGCU's Journey to Excellence***.

The plan is our roadmap, outlining how decisions, funding allocations, legislative budget requests, and the day-to-day functions of the university will be made for the next five years. Our goals continue to build on the momentum FGCU has gained over its last 26 years, with a focus on expanding – and sustaining – excellence when it comes to academic and student success initiatives. As part of this, we will reinforce our partnerships for regional impact, build upon our sustainable and resiliency practices, and continue to fine-tune our organizational culture by showing a steadfast commitment to the FGCU community. At FGCU, our goals and objectives are flexible enough to respond to the ever-changing world we live in, but with measurable outcomes.

We will ignite our **passion**, digging deeper into the roots of our student-centered education model, where we prepare students for their future careers and their personal lives. We will strengthen and expand our **partnerships**, ensuring that everyone we interact with has a reason to be proud that FGCU is Southwest Florida's regional comprehensive institution. And we will focus on **performance**, certifying that we will not only achieve excellence in all that we do at FGCU, but that we have the power to sustain and grow it.

We are all stakeholders in **FGCU's Journey to Excellence**, and we are all accountable for ensuring we meet our goals. Let's work together to make it happen.

**Wings up!**

Aysegul Timur  
President, Florida Gulf Coast University

# OUR JOURNEY TO EXCELLENCE

Since welcoming its **first class in 1997**, Florida Gulf Coast University has grown into a thriving community **educating more than 16,000 students annually** and graduating more than **43,000 alumni**.



**E**stablished to fill a regional need for comprehensive higher education in Southwest Florida, **FGCU was shaped by the community** that supported and built it. Initially geared toward non-traditional learners, distance learners, and commuting students from Charlotte, Collier, Glades, Hendry and Lee counties, the campus soon transitioned into a more traditional university with **more than 4,700 students living on campus**. It now attracts students from throughout Florida, across the United States and abroad.

FGCU leadership and faculty partner with community leaders to build academic and professional programs that help meet the needs of the regional workforce and fuel economic growth. **The university continues to innovate new ways** to expand this foundation through initiatives that target key regional sectors such as construction, supply chain, tourism and hospitality, and healthcare.

**With nearly half of its graduates staying in Southwest Florida**, FGCU has an undeniable impact on the growth, health, and prosperity of the community it serves. The university has become a pipeline of teachers and nurses, social workers and scientists, engineers and entrepreneurs, and visual and performing artists. Our students serve the community and become engaged citizens. They intern at local businesses and start their own.



**FGCU has become an influential force in Southwest Florida**, contributing roughly \$600 million annually to the region's economy. Partnering with leading local employers to fill skills gaps in the workforce, **the university has pioneered the development of micro-credentials** that complement traditional degrees and aim to give recipients a competitive edge in securing jobs and advancing professionally. Local employers including Arthrex, Gartner, Hertz, and NeoGenomics work with FGCU to create more opportunities for students and midcareer workers.

Beyond its economic impact, **FGCU's growing achievements in research and scholarship are making a difference in many fields**. The Water School at FGCU focuses on critical issues such as climate change, natural resources, and ecosystem health – all of which affect public well-being, the economy, and quality of life in Southwest Florida.



**Academic excellence begins with an investment in outstanding faculty**. A current focus on establishing more endowed faculty chairs will assist in recruiting outstanding national and international leaders in their academic disciplines. They in turn become in-demand sources of expertise for the community.

That community has always looked at FGCU as its university. Whether serving as a **cultural hub with more than 150 arts events each year**, or as “the home team” with 15 collegiate Division I athletics programs, FGCU impacts daily life in Southwest Florida.

**As the university focuses on planning for the next five years** and beyond, FGCU will continue to engage the community while focusing on strategic innovation through academic programs, regional partnerships, and campus expansion.

# MISSION

Florida Gulf Coast University (FGCU) is a transformative, learner-centered institution dedicated to student success that strategically serves Southwest Florida and beyond.

FGCU, as a regional comprehensive institution, provides academic, economic, and cultural enrichment for our community through impactful partnerships and excellent teaching, learning, scholarship, and public service. We create pathways for our students to thrive as engaged, responsible, global citizens. Through undergraduate and graduate programs, FGCU students receive a distinctive education with experiential learning, community service, and participation in a living laboratory of sustainability practices.

# VISION

Florida Gulf Coast University (FGCU) aspires for national prominence and global recognition as a community-focused, comprehensive institution driving positive change and shaping the future of higher education.

Our graduates will be exemplars in an ever-changing world, known for their individual successes, dedication to sustainability, ethical leadership, and transformative global impact.



# STATEMENT OF FREE EXPRESSION

Florida Gulf Coast University vigorously protects freedom of inquiry and expression and categorically expects civility and mutual respect to be practiced by faculty, students and staff in all deliberations on its campus. As such, the FGCU Community as well as the Florida Gulf Coast University Board of Trustees shares the commitment of the State University System of Florida and the Florida Board of Governors to civil discourse and endorses their commitment with this Statement of Free Expression.

*– Approved by FGCU Board of Trustees September 8, 2022*

# FOUNDING PRINCIPLES

As a public institution, **Florida Gulf Coast University eagerly accepts the leadership opportunity** and obligation 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*

# 1

## GOALS

# Innovate in Academic Excellence

Academics is at the heart of our mission and thus we cultivate forward-thinking, resilient, career-ready, globally engaged graduates equipped with knowledge, skills, and abilities aligned with the workforce of the future. FGCU prioritizes high-impact practices\*, emerging technologies, and interdisciplinary collaboration in our living laboratory. We promote creativity, analytical thinking, and adaptability within faculty and student research, scholarship, and innovation.

### OBJECTIVES

- 1. Adopt** technologies that innovate teaching, learning, and scholarship to offer our students a distinctive educational experience to give them a competitive advantage.
- 2. Enhance** research and scholarship among faculty and students to promote creativity and critical thinking that highlight our regional talent and expertise on a global platform and increase external funding.
- 3. Internationalize** the university by promoting student exchanges, study abroad, and global scholarship opportunities for students and faculty.
- 4. Foster** faculty professional development and interdisciplinary collaboration to increase responsive, real-world, active learning, as well as scholarly production.
- 5. Strengthen** academic and workforce alignment with programs and curricula that meet our regional demand, respond to industry trends, integrate alternative credentials, include transferrable skills, and offer flexible degree lengths and delivery modalities.

### METRICS AND KEY PERFORMANCE INDICATORS

- ▶ **% of Bachelor's Graduates Employed and Earning \$40,000+ or Continuing Their Education: >67%\*\***
- ▶ **Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation: >\$47,000\*\***
- ▶ **First Time in College (FTIC) Four Year Graduation Rates: >52%\*\***
- ▶ **Academic Progress Rates (APR): >83%\*\***
- ▶ **Professional Licensure Pass Rates: 100%**
- ▶ **Total Sponsored Programs Expenditures: 100% increase**
- ▶ **International Mobility-Inbound/Outbound: 50% increase**
- ▶ **Scores on National Survey of Student Engagement (NSSE) items\*\*\*: Meet or exceed means of the aspirational peer group (APG).**
- ▶ **Scores on Ruffalo Noel-Levitz Student Satisfaction Inventory (RNL SSI) "Instructional Effectiveness" items: Meet or exceed the means of the national comparison group (NCG).**

\*American Association of Colleges and Universities (2023) designates the following activities as "high-impact practices," or HIPs, based on evidence of significant educational benefits for students who participate in them: Capstone Courses/Projects, Collaborative Assignments/Projects, Common Intellectual Experiences, Diversity/Global Learning, ePortfolios, First-Year Seminars and Experiences, Internships, Learning Communities, Service Learning/Community-Based Learning, Undergraduate Research, and Writing Intensive Courses.

\*\*Approved and published in FGCU 2023 Accountability Plan. Here, FGCU projects "greater than (>)" to account for the limitation of the report's proposed goals only reaching through Academic Year (AY) 2027.

\*\*\*National Survey of Student Engagement items are self-report scale items: 3a: Talked about career plans with a faculty member (Never-Very Often); 11d: Participate in a Study Abroad Program (Undecided-Done or In Progress); 11e: Work with a faculty member on a research project (Undecided-Done or In Progress); 13c: Quality of interaction with faculty (Poor-Excellent).



# Enhance Student Success and Well-being

# 2

FGCU supports students with integrated services to bolster academic achievement and wellness. We ensure students develop intellectually and holistically through high-quality coursework, co-curricular experiences, and extra-curricular activities. In alignment with our mission, we continue to foster and encourage discovery, free expression, civic engagement, and community connection in preparation for fulfilling lives and success in an ever-changing world.

## OBJECTIVES

- 1. Implement** predictive analytics to identify students in need of support while proactively mitigating factors inhibiting successful retention, progression, and degree completion.
- 2. Reduce** achievement gaps for all students (traditional, non-traditional students, and distinct populations) by ensuring an affordable education and increasing targeted academic advising and student success counseling services, as well as integrating innovative services to enhance academic achievement.
- 3. Ensure** every student engages in academically integrated, high-impact practices including experiential learning and civic engagement to connect meaningful, real-world experience to their study and inspire lifelong learning.
- 4. Integrate** students' holistic wellness with their educational goals to enhance their progression and resilience while fostering a unity of purpose where all students feel a sense of belonging.
- 5. Optimize** technology to create personalized pathways of coursework and co-curricular activities that align with students' academic goals, wellness, resiliency, and community connection thereby improving retention and graduation rates.

## METRICS AND KEY PERFORMANCE INDICATORS

- ▶ **Average Cost to Student: \$9,500\***
- ▶ **University Access Rate (% of Undergraduates with a Pell Grant): >30%\***
- ▶ **% of Students Who Graduate Without Student Loan Debt: 65%**
- ▶ **Achieve and Sustain Hispanic Serving Institution (HSI) Designation.**
- ▶ **% of Undergraduate Students With at Least Two High-Impact Practices (HIP) by Graduation: 100%**
- ▶ **Ratio of Student to Academic Advisors / Student Success Counselors: 300:1**
- ▶ **% of Graduates that Exceed their Service-Learning Requirement: >80%**
- ▶ **Scores on National Survey of Student Engagement (NSSE) Items\*\*:** Meet or exceed means of the aspirational peer group (APG).
- ▶ **Scores on the Ruffalo Noel-Levitz Student Satisfaction Inventory (RNL SSI) "Academic Advising," "Registration Effectiveness," and "Recruitment and Financial Aid" items:** Meet or exceed means of the national comparison group (NCG).
- ▶ **University-Wide Access to and Implementation of Predictive Analytics to Impact Student Success Outcomes by Fall 2025.**

\*Approved and published in FGCU 2023 Accountability Plan.

\*\*National Survey of Student Engagement items are self-report scale items: 11f: Complete a culminating senior experience (capstone course, senior project or thesis, portfolio, etc.); 12: Number of courses including a community-based project or service learning (None-All); 13d: Quality of interaction with Student Service Staff (Poor-Excellent); 13e: Quality of interaction with Other Administrative Staff (Poor-Excellent); 14f: How much your institution emphasizes providing support for your overall well-being (recreation, health care, counseling, etc.) (Very Little-Very Much).



# 3

## Elevate Partnerships for Regional Impact

FGCU is committed to serving the needs of our region, enhancing economic growth, and further establishing collaborative research. Our mission will be achieved through intentional partnerships that produce tangible benefits for Southwest Florida and beyond. We engender students' appreciation for the region to promote meaningful community engagement while enrolled and as alumni.

### OBJECTIVES

- 1. Strengthen** existing partnerships within and beyond the health, hospitality, education, and environmental sectors to optimize systems for positive outcomes and meet the needs of our business community.
- 2. Collaborate** actively with new and existing stakeholders, streamlining processes for ease of partnerships, to develop innovative solutions addressing economic, societal, and environmental challenges in the region and beyond.
- 3. Enhance** FGCU's presence as a hub for cultural expression, creativity, scholarly presentations, and intercollegiate athletics events, providing a platform for student and community participation.
- 4. Empower** FGCU students to pursue community involvement to foster hands-on work and volunteer experiences, civic participation, and a deep connection to Southwest Florida.
- 5. Expand** visibility and engagement with our service region partners, local educational institutions, and FGCU alumni to better support their interests and our mission.

### METRICS AND KEY PERFORMANCE INDICATORS

- ▶ **% of Bachelor's Graduates Employed and Earning \$40,000+ or Continuing Their Education: >67%\***
- ▶ **Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation: >\$47,000\***
- ▶ **FGCU's Continued Carnegie Foundation's Community Engagement Classification**
- ▶ **Private Funding for Scholarships: Increase by 50%**
- ▶ **Alumni Participation in the Alumni Association-Sponsored Events: Increase by 200%**
- ▶ **Alumni Gifts: Increase the Number of Alumni Making Gifts to the FGCU Foundation by 100%**
- ▶ **% of Undergraduate Students with at Least Two High-Impact Practices (HIP) by Graduation: 100%**
- ▶ **# of Regional Partnership Grants: Increase by 50%**
- ▶ **Industry-Sponsored Research: Increase by 100%**
- ▶ **% of Graduates that Exceed their Service-Learning Requirement: >80%**

\*\*Approved and published in FGCU 2023 Accountability Plan. Here, FGCU projects "greater than (>)" to account for the limitation of the report's proposed goals only reaching through Academic Year (AY) 2027.

# Strengthen Organizational Culture and Commitment to Employees



FGCU will be an employer of choice and an institution recognized by students and all stakeholders for operational excellence and unity of purpose. Achieving our mission requires enhancing a culture of talent recruitment, engagement, and continuous improvement. We will empower employees and foster a data-driven, learner-centered mindset across all services. We will create a culture of mutual respect, innovation, and institutional behavior where shared ideas inform transformation.

## OBJECTIVES METRICS AND KEY PERFORMANCE INDICATORS

- 1. Position** FGCU as a preferred employer by cultivating an organizational culture anchored in our shared governance and mission, fostering employee development and recognition, higher engagement, and a cohesive community.
- 2. Establish** and achieve benchmarks of excellence in talent retention and recruitment, positioning FGCU to attract, retain, and reinforce the job satisfaction and institutional appreciation of our world-class employees.
- 3. Enhance** well-being initiatives, ensuring FGCU employees experience a safe, accessible, and balanced work environment, further cementing FGCU's reputation as an employer of choice.
- 4. Develop** an internal communications practice strategy, ensuring transparent, timely, and effective information dissemination, and engendering unity of purpose.
- 5. Prioritize** facilities enhancements and creation of spaces to promote innovation, build community, and foster workforce productivity.

- ▶ Scores on the Collaborative on Academic Careers in Higher Education (COACHE) Survey in the areas “Governance: Shared Sense of Purpose” and “Leadership”: Meet or exceed the mean scores of the full cohort.
- ▶ Scores on the “Great Colleges to Work for” Survey in the areas of “Mission and Pride,” “Confidence in Senior Leadership,” “Job Satisfaction & Support,” “Professional Development,” “Shared Governance,” and “Faculty and Staff Well-being”: “Very Good to Excellent” Ranking.
- ▶ Scores on the Ruffalo Noel-Levitz Student Satisfaction Inventory (RNL SSI) “Campus Climate” items: Meet or exceed the means of the national comparison group (NCG).
- ▶ Establish a Real-time University-Wide Scorecard with Leading and Lagging Indicators by Fall 2024.

# 5

## Champion Sustainable Practices and Resiliency

FGCU will be at the forefront of learning, research, and outreach focused on the challenges specific to Southwest Florida. We support learners as they think critically about regional issues to inform solutions to global challenges. A distinctive aspect of our mission is to empower students as they devise strategies and implement actions that enhance community resilience.

### OBJECTIVES

- 1. Expand** program offerings on sustainability and community resilience in Southwest Florida for all students.
- 2. Elevate** FGCU faculty to be recognized as worldwide experts in sustainability and community resilience research publications and presentations.
- 3. Advance** student knowledge through the synergistic use of curricular and co-curricular experiences that prepare our students to tackle sustainability challenges.
- 4. Establish** an interdisciplinary research institute as a global hub for local sustainable and resilient communities
- 5. Promote,** implement, and advance sustainability and resiliency practices at the enterprise scale as a living laboratory of distinction for building sustainable and resilient communities.

### METRICS AND KEY PERFORMANCE INDICATORS

- ▶ **FGCU's Continued Carnegie Foundation's Community Engagement Classification.**
- ▶ **Establishment of Interdisciplinary Research Institute by 2025.**
- ▶ **Representation of Participation in Regional Sustainability and Resiliency Efforts: Establish a baseline and increase annually.**
- ▶ **Total Number of Scholarly Publications and Grants Related to Sustainability/ Resiliency: Establish a baseline and increase annually.**
- ▶ **Establishment of a Nationally Recognized FGCU Sustainability & Resiliency Micro-credential by 2026.**
- ▶ **Sustainability, Tracking, Assessment and Rating System (STARS): Maintain "Gold" Rank.**
- ▶ **Times Higher Education (THE) World University Ranking: Meet threshold.**
- ▶ **Leadership in Energy and Environmental Design (LEED): All new buildings meet with LEED Specifications.**

# STRATEGIC PLANNING PROCESS

In April 2022, the President's Cabinet and Florida Gulf Coast University's (FGCU) Board of Trustees implemented the FGCU Strategic Roadmap Initiative, a framework for developing the 2024-2029 Strategic Plan. This began a nearly two-year self-study including a review of FGCU accountability and effectiveness measures as well as extensively engaging internal and external constituents in determining priorities for our next plan.

Our process was informed by relevant governing documents:

- ▶ [Florida Gulf Coast University Focus 2017-2022](#)
- ▶ [The 2025 State University System Strategic Plan](#)
- ▶ [The 2025 State University System Strategic Plan for Online Education](#)
- ▶ [Florida Gulf Coast University's 2023 Accountability Plan](#)

Additionally, all FGCU planning processes are aligned with approved accountability and effectiveness measures. The most recent annual reports presented by the President and members of the President's Cabinet to the FGCU Board of Trustees served as a foundation for building our next strategic plan:

- ▶ [FOCUS 2017-2022 Milestone Report, presented to the BOT on April 18, 2022](#)
- ▶ [FOCUS 2017-2022 Accomplishments, published in December 2022](#)
- ▶ [FGCU 2022 Accountability Report](#)

FGCU also utilized externally normed benchmarks of student and faculty engagement as measures of effectiveness to support continuous improvement:

- ▶ [The National Survey of Student Engagement \(NSSE\)](#)
- ▶ [The Collaborative on Academic Careers in Higher Education \(COACHE\) Survey](#)

Finally, FGCU's strategic planning practices continue to be informed by research reports on the present and future state of higher education and the economy in Florida and our service region:

- ▶ [Florida 2030: The Blueprint to Secure Florida's Future](#)
- ▶ [Southwest Florida Educational and Workforce Outcomes Report \(2023\)](#)

After President Timur was confirmed by the Florida Board of Governors on June 22, 2023, she and the President's Cabinet designated a Strategic Planning Steering Committee to analyze the Strategic Roadmap Initiative, begin updating the University's Mission and Vision statements, and set goals and objectives for 2024-2029. FGCU also engaged an external consultant from CampusWorks to bring national expertise and support for the planning process.

Aiming for continuous improvement, our strategic planning process involved the FGCU Board of Trustees, the President and President's Cabinet, Faculty Senate, Staff Advisory Council, Black Faculty and Staff Association, Alliance for Hispanic/Latino/a/x Employees of FGCU (Alianza), Student Government Association, FGCU Alumni, the Office of Planning and Institutional Performance, Academic Deans, Program Directors, and the entire FGCU community and regional stakeholders via surveys, workshops, and feedback sessions.

The Strategic Plan Steering Committee completed the first draft of Goals and Objectives and engaged with stakeholder groups including the FGCU Board of Trustees, Provost's Council, Academic Affairs Leadership Team, Faculty Senate, Staff Advisory Council, and President's Advisory Circle on Workforce and Economic Development.

***Innovating for Student Success: FGCU's Journey to Excellence*** is the result of the Strategic Roadmap Initiative, the subsequent work of the Strategic Planning Steering Committee, and the engagement of all internal stakeholders and community partners. We are proud of our mission, vision, and overarching goals and objectives that will guide the planning, implementation of tactics, coordinated efforts, assessment, and continuous improvement across the University.



For more information  
[fgcu.edu/stratplan23](https://fgcu.edu/stratplan23)

# MEASURES OF SUCCESS SUMMARY

1. INNOVATE IN ACADEMIC EXCELLENCE		2020-2021	2029 GOAL
1	% of Bachelor's Graduates Employed \$40,000+ or Enrolled	63.9%*	>67%**
2	Median Wages of Bachelor's Graduates	\$44,200*	>\$47,000**
3	First Time in College (FTIC) Four Year Graduation Rates	2018-2022: 42.2%*	>52%**
4	Academic Progress Rates (APR)	78%*	>83%**
5	Professional Licensure Pass Rates	2022: 100%, Nursing, 94% Physical Therapy*	100%
6	Total Sponsored Programs Expenditures	FY2023: \$24,911,637	100% increase
7	International Mobility: Inbound/Outbound	AY2022-2023: 463	50% increase
8	Scores on National Survey of Student Engagement Items****	AY2023: Below APG for Seniors except item 13c	Meet or exceed APG
9	Scores on RNL SSI "Instructional Effectiveness" Items	-	Meet or exceed NCG
2. ENHANCE STUDENT SUCCESS AND WELL-BEING		2021-2022	2029 GOAL
1	Average Cost to Student	4,840*	\$9,500*
2	University Access Rate (% of Undergrads with Pell Grant)	31.1*	>30%**
3	% of Students Graduating Without Student Loan Debt	59%	65%
4	Achieve and Sustain HSI Designation	-	✓
5	% of Undergraduate Students With At Least 2 HIPs***	-	100%
6	Ratio of Student to Academic Advisors / Student Success Counselors	Fall 2023: 331:1	300:1
7	% of Graduates that Exceed their Service-learning Requirement	Fall 2023: 65%	>80%
8	Scores on National Survey of Student Engagement items*****	AY2023: 11f Below APG for Seniors	Meet or exceed APG
9	Scores on RNL SSI "Academic Advising," "Registration effectiveness," and "Recruitment and Financial Aid" Items	-	Meet or exceed NCG
10	Access/Implementation of Predictive Analytics	-	Complete by Fall 2025

\* Approved and published in FGCU 2023 Accountability Plan.

\*\* Approved and published in FGCU 2023 Accountability Plan. Here, FGCU projects "greater than (>)" to account for the limitation of the report's proposed goals only reaching through Academic Year (AY) 2027.

\*\*\*American Association of Colleges and Universities (2023) designates the following activities as "high-impact practices," or HIPs, based on evidence of significant educational benefits for students who participate in them: Capstone Courses/Projects, Collaborative Assignments/Projects, Common Intellectual Experiences, Diversity/Global Learning, ePortfolios, First-Year Seminars and Experiences, Internships, Learning Communities, Service Learning/Community-Based Learning, Undergraduate Research, and Writing Intensive Courses.

\*\*\*\*National Survey of Student Engagement items are self-report scale items: 3a: Talked about career plans with a faculty member (Never-Very Often); 11d: Participate in a Study Abroad Program (Undecided-Done or in Progress); 11e: Work with a faculty member on a research project (Undecided-Done or in Progress); 13c: Quality of interaction with faculty (Poor-Excellent).

\*\*\*\*\* National Survey of Student Engagement items are self-report scale items: 11f: Complete a culminating senior experience (capstone course, senior project or thesis, portfolio, etc.); 12: Number of courses including a community-based project or service learning (None-All); 13d: Quality of interaction with Student Service Staff (Poor-Excellent); 13e: Quality of interaction with Other Administrative Staff (Poor-Excellent); 14f: How much your institution emphasizes providing support for your overall well-being (recreation, health care, counseling, etc.) (Very Little-Very Much).

<b>3. ELEVATE PARTNERSHIPS FOR REGIONAL IMPACT</b>		<b>2020-2021</b>	<b>2029 GOAL</b>
1	% of Bachelor's Graduates Employed \$40,000+ or Enrolled	63.9%*	>67%**
2	Median Wages of Bachelor's Graduates	\$44,200*	>\$47,000**
3	Carnegie Foundation's Community Engagement Classification	✓	✓
4	Private Funding for Scholarships	\$5,140,232	Increase by 50%
5	Alumni Participation in Alumni Association-sponsored Events	1,431	Increase by 200%
6	Alumni Gifts	782	Increase by 100%
7	% of Undergraduate Students With At Least 2 HIPs***	-	100%
8	# of Regional Partnership Grants and Studies	43 Grants	Increase by 50%
9	# of Industry Sponsored Research Studies	FY2022: 5	Increase by 100%
10	% of Graduates that Exceed their Service-learning Requirement	Fall 2023: 65%	>80%
<b>4. STRENGTHEN ORGANIZATIONAL CULTURE AND COMMITMENT TO EMPLOYEES</b>		<b>2023</b>	<b>2029 GOAL</b>
1	Scores on COACHE Survey in "Governance: Shared Sense of Purpose" and "Leadership"	Below top 30% among the comparison group	Meet or exceed the full cohort
2	Scores on the "Great Colleges to Work for" Survey in the areas of "Mission and Pride," "Confidence in Senior Leadership," "Job Satisfaction & Support," "Professional Development", "Shared Governance," and "Faculty and Staff Well-being"	-	Very Good to Excellent ranking
3	Scores on the RNL SSI "Campus climate" items	-	Meet or exceed NCG
4	Real-time University-Wide Scorecard with Leading and Lagging Indicators	-	Establish by Fall 2024
<b>5. CHAMPION SUSTAINABLE PRACTICES AND RESILIENCY</b>		<b>2023</b>	<b>2029 GOAL</b>
1	FGCU's continued Carnegie Foundation's Community Engagement Classification	✓	✓
2	Establishment of Interdisciplinary Research Institute	-	Establish by 2025
3	Representation of Participation in Regional Sustainability and Resiliency Efforts	-	Establish a baseline and increase annually
4	Total Number of Scholarly Publications and Grants Related to Sustainability/Resiliency	-	Establish a baseline and increase annually
5	Nationally Recognized FGCU Sustainability & Resiliency Micro-Credential	-	Establish by 2026
6	STARS Ranking	Gold Rank	Gold Rank
7	THE World Ranking	-	Meet threshold
8	Leadership in Energy and Environmental Design	Buildings Meet LEED Specifications	Buildings Meet LEED Specifications

# THANK YOU!

**Innovating for Student Success - FGCU's Journey to Excellence** recognizes and celebrates the contributions of many stakeholders. Thank you to everyone who contributed their time, expertise, and passion to the development of our Mission, Vision, Goals, and Objectives.

## SPECIAL ACKNOWLEDGMENT TO KEY CONTRIBUTORS

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Finally, a special thanks goes out to the committees who led the two phases of Strategic Plan Development.

## 2024-2029 STRATEGIC PLAN STEERING COMMITTEE

### LEADERSHIP: CO-CHAIRS

- ▶ **Dr. Clay Motley** – Dean, College of Arts and Sciences
- ▶ **Jorge Lopez** – Associate Vice President, Student Financial Enrollment and Business Services

### EX-OFFICIO:

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- ▶ **Dr. Diana Cheshire** – Dean, College of Education
- ▶ **Dr. Tracy Elliott** – Dean, University Library
- ▶ **Dr. Shawn Felton** - Interim Dean, Marieb College of Health & Human Services
- ▶ **Dr. Huzefa Kagdi** – Dean, U.A. Whitaker College of Engineering
- ▶ **Dr. Minh Nguyen** – Interim Dean, Honors College
- ▶ **Dr. Bruce Teague** - Interim Director, Daveler & Kauanui School of Entrepreneurship
- ▶ **Dr. Greg Tolley** – Executive Director, The Water School
- ▶ **Dr. Chris Westley** – Dean, Lutgert College of Business

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### ALUMNI:

- ▶ **Michael Nachef** – Vice President of Government Relations, Lee Health

### COMMUNITY:

- ▶ **Lizbeth Benacquisto**

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- ▶ **Dr. Sherdene Brown-Simpson** – Program Director, LMHC
- ▶ **Lauren Leister** – Deputy Athletics Director, Chief Operating Officer
- ▶ **Heather MacQueen** – Director, Human Resources & Business Partnerships
- ▶ **Aimee McLaughlin** – Director, University Relations
- ▶ **Dr. Lirio Negroni** – Professor of Social Work
- ▶ **Dr. Sandra Pavelka** – Professor of Political Science
- ▶ **Dr. Eric Tack** – Associate Vice President, Academic Engagement
- ▶ **Alice Wheelwright** – Associate Vice President, Marketing & Communications

### STUDENTS-AT-LARGE:

- ▶ **Gustavo Hernandez** – History Major
- ▶ **Isabella Viquez** – Vice President for Latin American Students Organization

### OTHERS:

- ▶ **Dan Silverburg**, CampusWorks
- ▶ **Pam McCabe**, Coordinator of University Communications & Media Relations
- ▶ **University Marketing & Communications**





## 2022 STRATEGIC ROADMAP EXECUTIVE COMMITTEE

### STRATEGIC ROADMAP STEERING COMMITTEE

- ▶ **Mitch Cordova**, Vice President, Student Success & Enrollment Management
- ▶ **Kitty Green**, Vice President, Advancement, Executive Director of the FGCU Foundation
- ▶ **Mark Rieger**, Executive Vice President and Provost
- ▶ **Aysegul Timur**, Vice President and Vice Provost for Strategy and Program Innovation
- ▶ **David Vazquez**, Vice President, Administrative Services and Finance & Executive Director, Financing Corporation

### STRATEGIC ROADMAP STEERING COMMITTEE

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- ▶ Faculty Representative (Instructor): **Felicia Goulet-Miller**
- ▶ Faculty Representative (Adjunct): **John Roth**
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- ▶ Staff Representative: **Amy Craig**
- ▶ Staff Representative: **Aisha Lewis**
- ▶ FGCU Board of Trustees Representative: **Erika Donalds**
- ▶ Consultant: **Jeffrey Garland**







