



INNOVATING FOR STUDENT SUCCESS

FGCU'S JOURNEY TO EXCELLENCE

STRATEGIC PLAN 2024 - 2029



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.



OUR GOALS

Alignment with SUS 2025 Strategic Plan

1 Innovate in Academic Excellence

2 Enhance Student Success and Well-being

3 Elevate Partnerships for Regional Impact

4 Strengthen Organizational Culture and Commitment to Employees

5 Champion Sustainable Practices and Resiliency

Teaching and Learning	Scholarship, Research and Innovation	Community and Business Engagement
✓	✓	✓
✓	✓	✓
✓	✓	✓
✓	✓	✓
✓	✓	✓

1 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.

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.

2 Enhance Student Success and Well-being

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.

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.

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

3. ELEVATE PARTNERSHIPS FOR REGIONAL IMPACT		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	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%
4. STRENGTHEN ORGANIZATIONAL CULTURE AND COMMITMENT TO EMPLOYEES		2023	2029 GOAL
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
5. CHAMPION SUSTAINABLE PRACTICES AND RESILIENCY		2023	2029 GOAL
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



