STUDENT SUCCESS PLAN **2025**

Florida Gulf Coast University

Pending Board of Trustees Approval September 9, 2025

CURRENT PERFORMANCE ON PERFORMANCE-BASED FUNDING METRICS

Following the implementation of the 2024 Student Success Plan, FGCU made measurable improvements in all targeted Performance-Based Funding (PBF) metrics. Still, continued gains are necessary to surpass the 70-point threshold for maintenance of funding, especially those related to academic progress and graduation rates. With this aim, the 2025 Student Success Plan builds upon the momentum of the previous year and applies a university-wide care management approach to student success, grounded in expanded predictive analytics, artificial intelligence, utilization of a customer relations management tool, and enrollment planning and management.

To build out this model, FGCU engaged stakeholders across academic and student affairs to ensure all levels of expertise were focused on analyzing internal data to enact continuous improvement. We also worked with various SUS partners to share best practices for student success. As part of the system outreach, we invited Dr. Ralph Wilcox—Provost Emeritus at the University of South Florida (USF)—to assess institutional structures, guide strategic alignment, and to consider strategies that could also be implemented at a regional comprehensive public university. These engagements, combined with considerable internal expertise, solidified our commitment to the care management model that has produced significant gains at several universities.
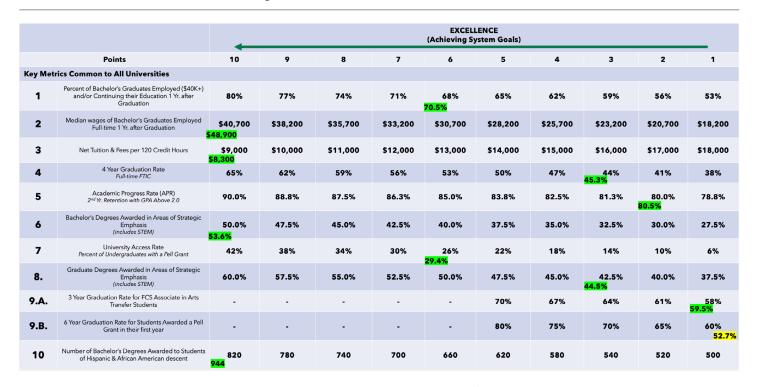
The FGCU Student Success Plan for 2025 therefore reflects a maturation of campus-wide efforts in our student success journey. The plan expands the deployment and utilization of predictive analytics to provide actionable data to a university-wide care team. This team directly impacts student success through advising, course scheduling, career counseling, and more. Career readiness efforts will be embedded more intentionally across the curriculum, and AI will be incorporated into student support services that include advising and tutoring.

The plan emphasizes continued work on PBF metrics 4, 5, 9a, and 9b, while also enhancing efforts on metrics for which we showed a decline in the most recent accountability report, metric 1 and metric 8. The Student Success Council continues to offer strategic guidance on implementation, working closely with deans, department chairs, and faculty leaders to ensure alignment, accountability, and measurable impact. We continue to build out our care model with the Office of Retention and Graduation Services, which was implemented last academic year. Under new administrative leadership, we are initiating a Persistence Committee, an action-oriented cross-functional team, to coordinate interventions at the tactical level to empower a care network capable of providing our students the support they need. Through these initiatives, FGCU is well-positioned to drive substantial improvements in student outcomes and performance-based funding metrics on its path to excellence.

Table 1. Performance-Based Funding Results, 2025-2026

METRIC	1	2	3	4	5	6	7	8	9a	9b	10
EXCELLENCE	6	10	10			10	6	3			10
IMPROVEMENT				6	3				2	1	

Table 2. Performance-Based Funding Detail View, 2025-2026

		EXCELLENCE (Achieving System Goals)									
Points		10	9	8	7	6	5	4	3	2	1
Key Metrics Common to All Universities											
1	Percent of Bachelor's Graduates Employed ($40K+) and/or Continuing their Education 1 Yr. after Graduation	80%	77%	74%	71%	68% **70.5%**	65%	62%	59%	56%	53%
2	Median wages of Bachelor's Graduates Employed Full-time 1 Yr. after Graduation	$40,700 **$48,900**	$38,200	$35,700	$33,200	$30,700	$28,200	$25,700	$23,200	$20,700	$18,200
3	Net Tuition & Fees per 120 Credit Hours	$9,000 **$8,300**	$10,000	$11,000	$12,000	$13,000	$14,000	$15,000	$16,000	$17,000	$18,000
4	4 Year Graduation Rate *Full-time FTIC*	65%	62%	59%	56%	53%	50%	47%	44% **45.3%**	41%	38%
5	Academic Progress Rate (APR) *2nd Yr. Retention with GPA Above 2.0*	90.0%	88.8%	87.5%	86.3%	85.0%	83.8%	82.5%	81.3%	80.0% **80.5%**	78.8%
6	Bachelor's Degrees Awarded in Areas of Strategic Emphasis *(includes STEM)*	50.0% **53.6%**	47.5%	45.0%	42.5%	40.0%	37.5%	35.0%	32.5%	30.0%	27.5%
7	University Access Rate *Percent of Undergraduates with a Pell Grant*	42%	38%	34%	30%	26% **29.4%**	22%	18%	14%	10%	6%
8.	Graduate Degrees Awarded in Areas of Strategic Emphasis *(includes STEM)*	60.0%	57.5%	55.0%	52.5%	50.0%	47.5%	45.0%	42.5% **44.5%**	40.0%	37.5%
9.A.	3 Year Graduation Rate for FCS Associate in Arts Transfer Students	-	-	-	-	-	70%	67%	64%	61%	58% **59.5%**
9.B.	6 Year Graduation Rate for Students Awarded a Pell Grant in their first year	-	-	-	-	-	80%	75%	70%	65%	60% **52.7%**
10	Number of Bachelor's Degrees Awarded to Students of Hispanic & African American descent	820 **944**	780	740	700	660	620	580	540	520	500

METRIC 1. Percent of Bachelor's Graduates Enrolled or Employed ($40,000+)

▸ Embed career readiness into the curriculum creating a career-readiness culture across the university, leveraging all faculty and staff resources to prepare students for post-graduate success.
▸ Promote student awareness and acquisition of transferable, marketable skills through a new program offering micro credentials and digital badges for proficiency in the competencies championed by the National Association of Colleges and Employers (NACE). This initiative, which is FGCU's Quality Enhancement Plan, is designed to increase the career readiness of our graduates in response to ever-changing workforce needs.

METRIC 4. Four-year Graduation Rate for FTIC Students.

▸ Deploy an enhanced customer relationship management (CRM) system (Slate for Student Success, branded as Wings Up) that will leverage all available support staff to provide the right support, to the right student, at the right time.
▸ Strengthen the care management model by developing and deploying more predictive analytical tools and artificial intelligence to "triage" students and identify students who are not likely to persist or complete.
▸ Integrate student engagement and Canvas utilization data into the CRM to create a 360-degree view of student behavior and performance.
▸ Provide all incoming FTIC students with a 4-year curriculum map and utilize a new tool, Ellucian Smart Plan, to ensure that all students develop and adhere to a plan designed to graduate in four years.
▸ Implement a multi-year enrollment plan for new and continuing students designed to:
  1. **Recruit** a class of FTIC students who are academically prepared for success at FGCU.
  2. **Schedule** classes to meet student demand.
  3. **Utilize** AI agents to recruit, admit, and enroll students.

4. Optimize class size and increase course seat availability in FTIC gateway and key milestone courses and support academic sequences that contribute to continuous enrollment in fall, spring, and summer terms.

METRIC 5. Academic Progress Rate

- Incorporate predictive analytical models into the Slate for Student Success (Wings Up) platform to facilitate earlier and more timely interventions.
- Engage with DataKind, an external partner, to deploy an AI-powered advising support platform developed to identify students in need of timely interventions and equip advisors with actionable insights to keep learners on track to graduate.
- Incorporate Learning Management System (LMS) data into predictive models and Wings Up and facilitate instructors' utilization of the early alert systems in Wings Up.
- Utilize course mapping tools (Ellucian SmartPlan) to forecast student demand and schedule courses over the fall, spring, and summer terms to empower students to enroll in and complete 30 credit hours.
- Implement a mathematics placement test as a means of advising and directing students into classes and degree programs for which they are prepared.
- Increase the number of Gateway Course Coordinators to scale up successful strategies to decrease DFW rates in high-impact courses.
- Launch communication and marketing strategies to create the expectation that all students will complete 30 hours per year.

METRIC 8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

- Provide centralized academic oversight over graduate admissions, graduate advising and graduate studies.
- Support faculty and program leaders in curriculum and program development to respond to Florida's workforce demands for graduates.
- Recruit and enroll more graduate students into programs of strategic emphasis.

METRIC 9A. Three-year Graduation Rate for AA Transfer Students

- Revise and increase number of MOUs outlining BOT-approved admissions requirements and 2+2 advising degree plans built with strategic FCS partner institutions.
- Increase sections and course seat availability in gateway and other key courses taken in the first post-transfer semester and support academic sequences that contribute to continuous enrollment.
- Enhance support for AA transfer students through the coordinated care management model that is designed to provide more timely and efficient care to students.
- Provide all incoming transfer students with a degree map and utilize a new tool, Ellucian Smart Plan, to ensure that all transfer students develop and adhere to a plan designed to graduate in three years.
- Utilize and fully build out College Source Transfer Evaluation Software (TES) to ensure that all transfer students enter FGCU "major-ready," i.e., having completed course prerequisites and prepared to complete the major of their choice.

METRIC 9B. Six-year Graduation Rate of Pell Grant Recipients

- Implement actions noted in Metric 1, 4, 5, and 9a.
- Incorporate Learning Management System (LMS) data into predictive models and Wings Up and facilitate instructors' utilization of the early alert systems in Wings Up.
- Strengthen the care management model by developing and deploying more predictive analytical tools and artificial intelligence to "triage" students and identify students who are not likely to persist or complete.

The initiatives and deliverables listed in this plan represent months of deliberations and analyses by internal and external experts. Florida Gulf Coast University has made a clear institutional commitment to student success. We believe that every Eagle at FGCU will soar when given the opportunity to do so. Our charge is clear, and, as directed by the President and Cabinet, every college and unit at this university recognizes that student success is everyone's responsibility. By solidifying a coordinated care network and specific actions to implement this plan, we are confident that FGCU will improve its performance on PBF metrics by creating a model for student success at a regional comprehensive public university.