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<th>STRATEGY</th>
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<tr>
<td>1. Expand the breadth of academic programs available to meet state and regional needs.</td>
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<td>1.1: Implement five new degree programs in the next three years.</td>
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<td>1.2: Explore the possibility of offering an Honors Degree.</td>
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<td>1.3: Facilitate creation of more online and hybrid classes where appropriate.</td>
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<tr>
<th>ACTIONS</th>
<th>1.1: Program Offerings:</th>
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<tr>
<td></td>
<td>Implement one new program in 2014-2015, specifically the BS in Biochemistry</td>
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<td></td>
<td>College of Arts and Sciences (CAS) will move forward with plans for the MS in Biology and recruit more students in graduate –level STEM degree programs</td>
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<td>Move forward with plans for programs in secondary education for Chemistry and Physics Education</td>
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<td>Continue plans for implementing the Physician Assistant Program.</td>
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<td>Explore the feasibility for offering the Occupational Therapy Doctorate (OTD) and MS in Athletic Training (AT)</td>
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<td>Seek approval of up to 3 new programs in occupationally focused or STEM fields, preferably from those listed herein.</td>
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<tr>
<th>BENCHMARKS/GOALS FOR 14-15</th>
<th>1.2 Pilot full-slate of first-year courses as the curriculum for a future honors college; establish first honors in the major program.</th>
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<tr>
<td></td>
<td>1.3 Complete development of a strategic plan for online and incorporate technology needs identified into the update of the Strategic Plan for Technology; provide additional online and hybrid course design support and e-learning technology training to faculty.</td>
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<th>Responsible Agent</th>
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<tr>
<td>Provost</td>
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<td>IRC; Provost</td>
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## GOAL 1: Academic Excellence

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<tr>
<td>2. Demonstrate and improve academic quality through assessment, institutional accreditation and accreditation of academic programs.</td>
<td>2.1: Conduct BOG-mandated academic program reviews.</td>
<td>2.1: Complete 7-9 academic program reviews.</td>
<td>Provost</td>
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<td>2.2: Complete development of new Quality Enhancement Plan (QEP) for SACSCOC reaffirmation.</td>
<td>2.2: Complete and submit a successful QEP draft to SACSOC in early 2015 and take preliminary steps to implement the QEP.</td>
<td>Provost</td>
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<td></td>
<td>2.3: Implement an assessment/accreditation management system to facilitate assessment and accreditation documentation.</td>
<td>2.3: Complete policy revisions and implement collection of program assessment plans and reports utilizing the new system.</td>
<td>Provost</td>
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<td>2.4: Prepare for 10-year reaffirmation review by SACSCOC.</td>
<td>2.4: Complete and submit the compliance certification by September 2014; submit any required focus report and host successful visit of onsite SACSCOC visiting team.</td>
<td>Provost</td>
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<td></td>
<td>2.5: Evaluate success of graduates in terms of post-graduation employment in Florida and pursuit of further education.</td>
<td>2.5: Rank in top quartile in State University System (SUS) on a combined measure of statistics for post-graduation employment in Florida and pursuit of further degrees post-graduation.</td>
<td>Provost</td>
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<td></td>
<td>2.6: Evaluate student preparation for professional practice.</td>
<td>2.6: Licensure/certification pass rates in health professions programs will meet or exceed the national average.</td>
<td>Provost</td>
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## GOAL 1: Academic Excellence

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<tr>
<td>(Strategy 2 continued)</td>
<td>2.7: Continue existing specialized accreditation for professional programs and seek it for other programs. 2.8: Strengthen general education through curricular change and results of assessment to enhance student success and retention.</td>
<td>2.7 Work toward securing continuing professional accreditation for Social Work, PGM, and Nursing. Receive initial accreditation for the Bower School of Music. 2.8 Implement baseline assessment program in coordination with the launch in 15-16 of a newly revised general education program.</td>
<td>Provost Provost</td>
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<td>3. Strengthen diversity through internationalization.</td>
<td>3.1: Increase the number of students from abroad studying at FGCU through special additional enhancements. 3.2: Increase the number of FGCU students opting to study abroad.</td>
<td>3.1: Improve services for prospective students, admitted, enrolled and graduated international students. Enhance integration of international students with FGCU student body. 3.2: Increase honor student involvement in study abroad and promote study abroad opportunities more broadly to students. Improve operational and procedural management of Faculty-Led Study Abroad.</td>
<td>Provost Provost</td>
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<td>4. Provide effective academic support and library and information technology services to support the University’s academic endeavors and student learning.</td>
<td>4.1: Expand access to academic support services through, state-of-the-art technology, additional training of faculty and staff in the use of IT, and through support of information literacy instruction.</td>
<td>4.1: Usage stats from the Center for Academic Achievement and the Writing Center will increase over previous year. The Eagle Success academic intervention program for students with academic holds will be evaluated to promote increased student engagement. Increase access to our virtual computer labs available on a 24/7 basis with off-campus access. Expand lecture capture technology for 24/7 student access. Pilot project to explore integration of mobile devices into podium technology suite and virtual mobile classroom: “The Portable Computer Classroom”. Increase hours of access to existing computer labs. Continue to upgrade existing computers in classrooms and labs. 4.2: Pilot lecture capture technology to support 24/7 supplemental instruction. Establish multi-media recording studio for faculty. Canvas Learning Management System to be monitored for efficacy of usage by faculty. Continue to assist faculty in design and delivery of online learning.</td>
<td>Provost</td>
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<td></td>
<td>4.2: Enhanced tools and response in support of Online Learning.</td>
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<td>Information Resource Committee (IRC); Provost; VP Admin. Svcs.</td>
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<td>(Strategy 4 continued)</td>
<td>4.3: Review current business practices throughout the organizational structure associated with IT and its delivery to foster continuous improvement.</td>
<td>4.3: Implement technological enhancements in support of operations requested by divisions of academic and student affairs. Incorporate as appropriate recommendations of the 2013-14 IRC report into the new strategic planning process to occur next year.</td>
<td>IRC; Provost; VP Admin. Svcs; VP Student Affairs</td>
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<td>1. Promote programs that build professional identity.</td>
<td>1.1: Heighten awareness of co-curricular initiatives that expose students to professional values.</td>
<td>1.1: Create a student ambassador marketing team in Career Development Services (CDS). Add an employer relations coordinator position in CDS. Develop an online module on internship benefits to increase student awareness. Strengthen internship coordination for business programs in Lutgert College of Business (LCOB). Establish a centralized position for the coordination of internships.</td>
<td>Provost; VP Student Affairs</td>
</tr>
<tr>
<td>2. Conduct assessments to determine efficacy of programs and services and foster improvements to them.</td>
<td>2.1: Determine levels of student engagement and satisfaction with instruction and student services.</td>
<td>2.1: Use results of administration of National Survey Student Engagement in 2013 and Noel-Levitz Survey of Student Satisfaction in fall 2013 to demonstrate efficacy of programs and services and use as supporting evidence in SACSCOC compliance certification.</td>
<td>Provost</td>
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### GOAL 2: Student Life, Growth, and Development

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<tr>
<td>3. Expand programs and services that contribute to the student experience and student success.</td>
<td>3.1: Enhance student convenience.</td>
<td>3.1: Continue roll out of Degree Works advising system with production of reports and training in its use. Expand payment options available to students at University retail outlets through TouchNet. Use of Eagle ID card will reduce student credit card fees.</td>
<td>Provost; VP Admin. Services</td>
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<td></td>
<td>3.2: Enhance student growth and development through programs that engage them and develop skills and judgment.</td>
<td>3.2: Continue FGCU Student Legislature Internship program and develop an in-office intern program in the government relations office; enhance student leadership programs. Provide Student Support Services STEM tutoring support and a financial literacy program to promote student retention. Further increase faculty involvement in residence life. Expand peer advising. Expand First-Year Residential Experience and Leadership through Service and Learning Communities in South Village.</td>
<td>VP Student Affairs; Provost; Director Govt. Rels.</td>
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<td>3.3: Make intercollegiate athletics an example of student success and engagement.</td>
<td>3.3: Student athletes to maintain or exceed GPA of student body as a whole; use athletics as a means to enhance student camaraderie and school spirit through increased attendance at sporting events; increase fundraising to support athletic success.</td>
<td>Athletic Director</td>
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<tr>
<td>1. Hire additional faculty/staff to support and enhance the academic mission of the university.</td>
<td>1.1: Increase faculty and staff to keep pace with growth in student enrollment and to add depth and breadth to programs and services.</td>
<td>1.1: Model resource needs and make allocations of faculty and staff positions as program needs dictate subject to budgetary capacity.</td>
<td>Provost; VP Admin. Services</td>
</tr>
<tr>
<td>2. Use tools to deliver and/or monitor quality of programs and services in support of enrollment growth.</td>
<td>2.1: Use information technology to enhance record-keeping and tracking.</td>
<td>2.1: IT enhancements for payroll processing and financial statements. Improve accuracy of operational data store. Administer R25 room scheduling system. Train records custodians. Continue documentation of HR processes. Use IT to assist in audit function. Further implement EDI and Transcript processing.</td>
<td>VP General Counsel; VP Admin. Services</td>
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<td>2.2: Utilize assessment practices to monitor and improve programs and services.</td>
<td>2.2: Conduct internal audits in the coming year. Use of Value Added Model completion data to improve teacher education programs in the College of Education. Analyze collection usage data to guide future library acquisitions.</td>
<td>Provost; VP Admin. Services; Dir. Internal Audit</td>
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<td>3. Ensure necessary resources (financial and physical) in support of growth are available.</td>
<td>3.1: Balance growth, space, and budget in near term.</td>
<td>3.1: Implement recommendations of the Updated Triangle Report endorsed by the Planning and Budget Council (PBC) and compiled through the work of Enrollment, Retention, Management Committee (ERMC), Safety and Facilities Committee (SFC), and Budget committees with regard to enrollment growth and management, class scheduling and budget.</td>
<td>PBC; VP’s</td>
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<td>3.2: Maintain safety and security as growth continues.</td>
<td>3.2: Expand police force in line with enrollment growth; expand use of technology to increase security profile; promote workplace safety and emergency management awareness.</td>
<td>VP Admin. Services</td>
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<td>3.3: Increase financial resources through fundraising.</td>
<td>3.3: Increase endowment by at least 5%. Increase athletics fundraising.</td>
<td>VP Advancement; Athletic Director</td>
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<td>4. Expand enrollment in line with available resources.</td>
<td>4.1: Enhance recruitment efforts to meet University goals for increasing FTICs, transfer students, students of color, international students and other underrepresented groups. 4.2: Expansion of directed efforts to recruit more diverse student body.</td>
<td>4.1: Continue implementation of Banner Document Management System (BDMS); meet targets for applications and admissions for various student populations; improved processing speed of admissions materials through implementation of Electronic Data Interchange (EDI) and High School Transcript Processing. 4.2: Targeted visits to high schools and community colleges in-state and out-of-state; use of high school alums; partnership agreements.</td>
<td>VP Admin. Services</td>
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<td>5. Increase degree production to meet BOG-defined targets for FGCU and the SUS.</td>
<td>5.1: Increase degree production at all levels and in key areas designated by the BOG as critical to the state and region through expanded enrollment, improved retention, and additional degree programs.</td>
<td>5.1: Bachelors—annual total will increase as will each of the following categories: Awarded to historically underrepresented students (African American and Hispanic); Awarded to Pell recipients; Awarded in STEM fields; Awarded in specified health profession critical needs areas; Awarded in specified education critical needs area. Masters—annual total; Awarded in specified STEM fields; Awarded in specified health profession critical needs areas; Awarded in specified education critical needs areas. Retention and Graduation Rates will improve by cohort for FTIC (6yr), AA transfers (4yr), and other (5yr) transfers over time. Time to degree and excess credit hours will remain at or below the average for the SUS.</td>
<td>ERMC, Provost/ VP Admin. Services and VP Student Affairs</td>
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## GOAL 4: Provide an Enhanced Campus Climate

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<tr>
<td>1. Continue to diversify faculty and staff.</td>
<td>1.1: Continue to enhance the diversity of hiring pools.</td>
<td>1.1: Meet hiring objectives as set forth in the annual Equity Report.</td>
<td>Provost; VP GC and HR</td>
</tr>
<tr>
<td>2. Provide opportunities for faculty/staff professional development.</td>
<td>2.1: Offer opportunities to faculty and staff to enhance their professional performance and career development.</td>
<td>2.1: Continue cooperative programming among SAC, Faculty Senate, HR, and IOG. Continue partnership with SWFL State College on Leadership Enrichment Program. Open new opportunities through implementation of the new faculty academy course and through the launch of the Lucas Center for Faculty Development.</td>
<td>VP GC and HR; Ombuds; VP Student Affairs; and Provost</td>
</tr>
<tr>
<td>3. Identify areas in need of improvement and recommend necessary strategies.</td>
<td>3.1: Address concerns expressed in the results of the Campus Climate Survey and follow-up input sessions.</td>
<td>3.1: Continue work of the University-wide Diversity Council to examine campus climate for diversity. Continue cooperative work among faculty, staff, administrative, and student representatives to promote a positive work environment conducive to learning. Continue meetings to foster communication among senior administration, faculty, staff, and students. Continue to promote programs on civility among faculty and staff.</td>
<td>Director Equity and Diversity; VP’s</td>
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<td>1. Promote energy conservation and efficiency.</td>
<td>1.1: Implement and promote strategies to reduce energy consumption.</td>
<td>1.1: Complete conversion of physical servers to virtual servers (cloud). Continue to implement the recommendations of the Environmental Sustainability Committee’s (ESC) Strategic Plan; promote recycling, automate buildings, and retrofit to reduce energy consumption.</td>
<td>PBC/VP’s</td>
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<td>2. Sustainability as it applies to the Campus environment in its myriad ways will be pursued.</td>
<td>2.1: Implement campus master plan with embedded considerations of environment and safety; mitigate campus natural areas to sustain habitat.</td>
<td>2.1: Implement where feasible recommendations of the ESC’s land use report. Continue mitigation of natural areas on campus. Create a master plan for the Buckingham site.</td>
<td>ESC/VP Admin. Services</td>
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<td>1. Use FGCU’s public media to fulfill expressed community needs.</td>
<td>1.1: WGCU will maintain its position as one of the most watched public television stations in the U.S. and its radio station within the top ten in its market. 1.2: WGCU will increase visibility of FGCU in association with the station and the community. 1.3: Enhance, support, and maintain the FGCU Internet presence.</td>
<td>1.1: Retain high ratings; continue rebranding of HD radio; use all media platforms to address community concerns: Produce a minimum of two “Makers” that focus on impact of women in SW Florida. Produce two documentaries that address the cultural and historical perspective of SW Florida. Produce a minimum of 50 Gulf Coast Live one-hour radio programs. Produce an average of 48 minutes per weekday of local radio newscasts. 1.2: Publish faculty articles; work with Community Relations and Marketing to enhance visibility. 1.3: Report on FGCU Internet usage and visitor trends. Continue to provide training to FGCU Web editors.</td>
<td>Provost</td>
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<td>2. Curricular initiatives will promote community awareness among students.</td>
<td>2.1: Efforts to improve student civic engagement through community awareness and involvement will be made.</td>
<td>2.1: Increase number of partnerships with non-profit, and government agencies on the service-learning database by 10%. Increase number of service-learning hours earned by students by 10%. Increase number of faculty integrating service-learning into coursework by 10%. Over 4,000 service hours to be contributed by the Athletics Department student athletes and staff; and at least 10,000 hours of service learning focusing on environmental sustainability contributed by Colloquium students.</td>
<td>Provost; Athletic Director</td>
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## GOAL 6: Community Engagement

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<td>3. Engage the community in efforts to raise funds in support of University programs and services that fulfill FGCU’s mission and benefit the community.</td>
<td>3.1: Identify donors and community partners to support academic programs; secure funding for priority facilities; significantly expand student scholarship program; meet Foundation fundraising goal; support Athletics; document new revocable and irrevocable deferred gifts; increase alumni base; implement recommendations of the Neustadt Creative Marketing Report; continue support for minority programs intended to have K-12 school students move on to college. Increase number of licensed vendors of FGCU merchandise in retail space and online.</td>
<td>3.1: Increased gifts solicited; gifts funded, dollars raised, students served, and an increase in merchandised sales revenues all over previous year.</td>
<td>VP Advancement; VP Admin. Svcs.</td>
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<td>4. Foster business/community partnerships to stimulate economic development and promote professional growth.</td>
<td>4.1: Create partnerships and programs that are regionally responsive to the economic development needs of SW Florida and that are strengthened through state, national, and global outreach through programs of the Center for Leadership Innovation and its constituent units (e.g., the Small Business Development Center, Regional Economic Research Institute, and Institute for Entrepreneurship); Exploration of private/public partnerships (e.g., environmental sustainability enterprises); continue to identify space for the Campus Conference Program.</td>
<td>4.1: As appropriate, include; participant statistics, reports, presentations, partnership agreements, and programming plans.</td>
<td>Provost/ VP Admin. Services</td>
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## GOAL 7: Discovery and Application of Knowledge

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| 1. Support scholarship and research. | 1.1: Leverage University faculty, staff, students and facilities to enhance regional economic diversification.  
1.2: Continue to provide internal funding for external grant-seeking and to increase scholarly productivity | 1.1: Pursue private public partnerships (e.g., environmentalsustainability enterprises-ETI) to promote alignment of FGCU academic programs and research with the external community.  
1.2: ORGS funding will support the following initiatives;  
- Multi-Disciplinary Research Initiative  
- Undergraduate Student Research Support Awards  
- In-state and Out-of-State Graduate Student Tuition Waiver *(funded by the Provost’s Office)*  
- Graduate Student Assistantship *(funded by the Provost’s Office)* | Provost |
| 1.3: Promote research both inside and outside FGCU including interdisciplinary research and enhance awareness of intellectual property and commercialization opportunities. | 1.3: Continued participation in Research Day. Creation of interdisciplinary research teams; number of IP related developments reviewed and recommended; number of proposals submitted and funded. | Provost |