Draft Strategic Directives

2010-2015

Please consider the following while editing:

1) A limited number of concise goals are probably preferable to a large number in defining the university’s identity. The current plan has only 8. There are 10 included in this draft.

2) The goal statements should be easily comprehended.

3) The goals should reflect our mission and vision and the results of the environmental scans.

4) The goals should lend themselves to measurement for accountability.

5) The goals should align with the BOG goals for the system:
   a. Access to and production of degrees
   b. Meeting statewide professional and workforce needs
   c. Building world-class academic programs and research capacity
   d. Meeting community needs and unique institutional responsibilities

I’ve added a section on key performance indicators (KPIs) under each goal and made a few suggestions to get you started. We should be aiming for KPIs that are quantifiable (as much as possible) and for which we have ready sources of data.

Finally there is a final page if you’d like to suggest completely new goals for consideration or add some additional considerations for the group.
Academic Excellence

• FGCU will pursue academic excellence through a diverse array of degree options, the quality of its programs and services; the teaching, scholarship, and service of its faculty; the achievements of its students; the internationalization of its campus; the contributions of the community, and the support of its staff. Students will have unique opportunities for research, student engagement, and leadership.

Suggested Key Performance Indicators:

# of accredited programs
Faculty promotion stats
Graduation rates
NSSE results
# of students graduating with honors
Licensing passing rates of students
Post-graduation employment
# of international students on campus
Gifts to the university
Staff giving
Student Life

• Students will discover a myriad of opportunities for personal growth and development that includes co-curricular activities, leadership, residential life, learning communities, health promotion, recreation, study abroad, and NCAA Division I athletics.

Suggested Key Performance Indicators:

# of student clubs organizations
# of students participating in clubs and organizations
# of residential life programs
# of students participating in those programs
Student satisfaction survey results
Athletic program stats
First Choice

• FGCU will continue as the first choice for students in **SW Florida** and increasingly become a preferred choice for **students from beyond** the region seeking baccalaureate, master's, and advanced graduate professional education that meets their aspirations and fulfills the needs of the region and the State of Florida.

**Suggested Key Performance Indicators:**

- CIRP results on student institutional choice
- # of students enrolled in BOG-defined critical needs programs
- # of degrees awarded in BOG-defined critical needs programs
Managed Growth

• The university will pursue a strategy of managed growth that affords a wide range of Southwest Floridians access to its programs and services, balances student enrollment across its colleges and schools, and makes effective use of its facilities and human resources.

Suggested Key Performance Indicators

# of minority students enrolled
Student/faculty ratios
Faculty/staff ratios
Increases in # of faculty and staff
# of students from SW Florida enrolled
FTE generation among the colleges and schools
Space utilization statistics
Campus Climate

• FGCU will foster a welcoming and inclusive environment for the pursuit of higher education that embraces diversity, is respectful of the rights of others, expresses tolerance, promotes the development of its students, faculty, and staff, and serves as a model for the community it serves.

Suggested Key Performance Indicators:
- Campus climate survey results
- Diversity stats for faculty and staff
- Diversity programs for staff
- Leadership development programs for students, faculty, and staff
- # of participants in leadership development programs
Environmental Innovation

• The university will demonstrate responsible leadership and innovation in response to the challenge of environmental sustainability in the 21st century.

Suggested Key Performance Indicators:

- LEED certification
- Solar field project results
- Recycling stats
- Carbon footprint stats
- Awareness programs offered and number of participants
Information Technology Resources

• FGCU will leverage its Information Technology Resources to support student learning, faculty and staff productivity, and university growth through access to state-of-the-art tools, programs, and services.

Suggested Key Performance Indicators:

- Network utilization stats
- Enhancements to IT programs and services
- Faculty, student, staff satisfaction survey results
- Bandwidth stats
- Licenses held
- IT acquisitions
Community Engagement

• The university will increasingly become a force for positive change in Southwest Florida through the leadership and actions of its faculty, staff, and students, in: acts of public service; workforce development; scholarship; and philanthropy that are intended to contribute to promote economic prosperity and the welfare of its people.

Suggested Key Performance Indicators:
Service learning hours
Faculty/Staff giving
SBDC stats
Community health projects
CE training stats
Public performances/exhibitions
Application of Knowledge

• As a public comprehensive regional university, FGCU will emphasize the application of knowledge in its degree programs, through its research and sponsored programs, and through its efforts designed to diversify and develop the region’s economy.

Suggested Key Performance Indicators:

- # of new awards
- $ amount of new awards
- # of degrees produced in critical needs areas
- New degree programs in critical needs areas
- RERI activities
Additional (or alternative) goals or comments for consideration: