In response to a request for the submission of action plans as part of the development of the strategic plan over 120 individual action plans across the units were submitted. The SPIEC began its review of the action plans at its meeting of March 12. At that meeting, the group agreed on the need to limit the number of action plans to no more than 10-20 per goal. The Committee also agreed that a hierarchy of strategies under each goal needed to be developed as a means of emphasizing common themes among the various action plans. Other criteria for the review of the action plans and gap analysis included the following: match to the goal; inclusion of an indicator and a benchmark; ID of action plans that will require minimal or no additional resources to implement.

The Committee met again on March 23 at which time it reviewed a draft scheme for the categorization of action plans under each goal according to fit with a number of suggested strategies. These included identification of action plans that required few or no additional resources to implement. Subsequently, this categorization was put into a matrix and was reviewed at the March 30 meeting.

At the March 30 meeting, the Committee made an initial review of a consolidation/reduction of action plans. Action plans were consolidated where commonalities existed. For example, individual college requests for faculty and staff were combined into a single action plan calling for additional faculty and staff hiring to meet enrollment growth. In addition, specific strategies related to BOG goals and presidential goals were added in a separate matrix since these were not goals that could be addressed by the actions of individual units, but rather were more institutional in level.

With this work completed on April 7, the following set of goals, strategies, and actions is presented for consideration by the PBC.
Recommendations of SPIEC for Consideration of Action Plans under Suggested Strategies and Goals

1. Academic Excellence

a. Expand the breadth of academic programs available to meet state and regional needs

Actions: Measures:

- Submit application for BOG-approval of EdD: Obtain approval of BOG of EdD in 2010
- Submit prospectus for EdD in September 2010: Receive approval of COC of SACS of EdD in 2011
- Implement the MS in Mathematics in fall 2010: Enroll at least 12 students

b. Demonstrate and improve academic quality through assessment, institutional accreditation and accreditation of academic programs

Actions: Measures:

- Conduct BOG-mandated reviews: Carry out 7-9 academic program reviews.
- Prepare documentation for COC of SACS for continuing accreditation: Submit Interim 5th Year Report to COC of SACS by March 2011
- Implement assessment of General Education program’s core competencies: Carry out assessment of all four competencies in 2011. Analyze and use assessment data to enhance/revise general education program over next three years.
- Improve student preparation for professional practice: Licensure/certification pass rates in the health professions programs will exceed the national average.

c. Strengthen diversity through internationalization

Actions: Measures:

- Increase participation in existing university exchange agreements: Increase number of FGCU participants and balance with number of J visa students from abroad, and integrate foreign students with FGCU students: Implement Eagle Ambassador program with SG support.
Recommendations of SPIEC for Consideration of Action Plans under Suggested Strategies and Goals

- Increase the number of students from abroad studying at FGCU: The number of F visa students will rise by 5% over the next three years
- Improve coordination of faculty-led study abroad: Feedback from students and faculty participants.

d. Provide effective academic support and library and information technology services to support the university’s academic endeavors and student learning

Actions: Measures

- Expand access to academic support services through increased hours of availability, state-of-the-art technology, appropriate space, additional training of faculty and staff in the use of IT, and enhanced support: Satisfaction survey results of end users; improved grades/retention of students.
- Enhanced tools and response in support of e-Learning: Satisfaction survey results of end users.
- Commit to a responsive and agile IT organizational structure: report to the PBC from the IRC by May 2011.
- Excel in retaining and promoting development of IT staff: develop benchmarks for IT staff turnover rates and IT staffing by May 2011.

e. Provide special opportunities for students to pursue studies, research and scholarship at FGCU

Actions: Measures

- Increase scholarship support to students: Amount awarded annually to grow by 5%.
- Support student travel, undergraduate student research assistantships, and Research Day: Increase amount of support by X.

2. Student Life, Growth and Development

a. Promote programs that build professional identity

Actions: Measures
Recommendations of SPIEC for Consideration of Action Plans under Suggested Strategies and Goals

b. Conduct assessments to determine efficacy of programs and services and foster improvements to them

Actions: Measures

- Participate in national surveys such as NSSE and Noel-Levitz to determine levels of student engagement and satisfaction with various aspects of the college experience: Response rates above 20% and results at or above the national average.
- Conduct Student Assessment of Instruction to gain student perception of the instructional experience: Process over 1050 packets and produce 460 reports for faculty use by March 2011.

c. Expand programs and services that contribute to the student experience and student success

Actions: Measures

- Enhance student convenience: expanded use of Eagle ID; additional on-campus dining options; expanded use of E-commerce through implementation of Marketplace software; enhanced online billing and payment options.

- Enhance student growth and development through programs that engage them and develop skills and judgment: Assist in offering of Eagle Games; revise the student code of conduct and implement a new judicial process; hone leadership skills through the Flight School program; expansion of multicultural programming; add two new Greek organizations to campus in 2010-2011; expand FYRE program to encompass 1000 FTIC by 2011-
Recommendations of SPIEC for Consideration of Action Plans under Suggested Strategies and Goals

12; expand the Student Support Services program to more freshmen and sophomores.

- Make intercollegiate athletics an example of student success and engagement: ensure student athletes 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; achieve full NCAA Division I certification and attendant increased institutional visibility.

3: Strategic Growth

a. Hire additional faculty/staff to support and enhance the academic mission of the university

Actions: Measures

- Increase faculty and staff to keep pace with growth in student enrollment and to add depth and breadth to programs and services: allocate X new faculty lines and X new staff each year for the next five years.

b. Use tools to deliver and/or monitor quality of programs and services in support of enrollment growth

Actions: Measures

- Use information technology to enhance record-keeping and tracking: improved audit results; improved disbursement of student financial aid; expanded use of P-card for purchases; improved student advising; and improved work time reporting.
- Devise and revise existing policies and processes as necessary to improve efficiency: relative to tax compliance; retention and disposition of university records; human resources; and campus reservations.

C: Ensure necessary resources (financial and physical) in support of growth are available

Actions: Measures
Recommendations of SPIEC for Consideration of Action Plans under Suggested Strategies and Goals

- Provide support for graduate studies: increase number of financial awards to graduate students.
- Provide support for summer and adjunct needs to avoid lack of course sections for student progress: increase adjunct and summer budgets in line with projected enrollment growth.
- Ensure adequate space for delivery of programs and services: advance capital construction agenda; retrofit facilities as needed; analyze space needs.
- Determine revenue necessary to sustain overall enrollment growth and enhance quality of programs and services: conduct ongoing budget analyses and modeling.
- Maintain safety and security as growth continues: expand police force in line with enrollment growth; expand use of technology to increase security profile; improve traffic control.

d. Expand enrollment in line with available resources

Actions: Measures

- Enhance recruitment efforts to meet university goals for increasing FTICs, transfer students, students of color, international students and other underrepresented groups: acquisition and implementation of Customer Relationship Management (CRM) system by May 2011; meeting targets for applications and admissions for these various populations; improved processing speed of admissions materials; completed study of non-traditional prospective student base by May 2011.
- Expansion of directed efforts to recruit more diverse student body: targeted visits to high schools and community colleges; use of high school alums; partnership agreements.
- Further improve graduate student diversity and retention of non-traditional graduate students: greater
numbers of minority and non-traditional students enrolled and earning graduate degrees.

e. Increase degree production to meet BOG-defined targets for FGCU and the SUS

Actions: Measures

- 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: complete study of existing student success support to determine efficacy of effort May 2011;
  Bachelors--annual total will increase;
  Awarded to minorities (African American and Hispanic) will increase;
  Awarded to Pell recipients will increase;
  Awarded in STEM fields will increase;
  Awarded in specified health profession critical needs areas; Awarded in specified education critical needs areas.
  Masters--annual total will increase;
  Awarded in specified STEM Fields;
  Awarded in specified health profession critical needs areas; Awarded in specified education critical needs areas.
  Professional doctorates will begin production in the DPT (2011), implement the EdD (2011), and develop the DNP (2012).
  Retention and Graduation Rates will improve by cohort for FTIC (6yr), AA transfers (4yr), and other (5yr) transfers.
Recommendations of SPIEC for Consideration of Action Plans under Suggested Strategies and Goals

4. Enhance Campus Climate

a. Continue to diversify faculty and staff

**Actions: Measures**

- Continue to enhance the diversity of hiring pools: Meet annual hiring goals.

b. Provide opportunities for faculty/staff professional development

**Actions: Measures**

- Offer programs to faculty and staff to enhance their professional performance and career development: number of programs and participants

c. Identify areas in need of improvement and recommend necessary strategies

**Actions: Measures**

- Use results of Campus Climate Survey and follow-up input sessions to craft recommendations to realize change: Report to be submitted by the end of December 2010.
5. Environmental Sustainability and Innovation

a. Promote energy conservation and efficiency

Actions: Measures

- Implement and promote strategies to reduce energy consumption: all new buildings will be built to at least LEED silver standard; automate buildings and retrofit to reduce energy consumption; realize nearly $140,000 in savings during 2010-11 from these actions.

b. Sustain habitat

Actions: Measures

- Mitigate campus natural areas to sustain habitat: eliminate melaleuca; create master plant list; plant native species.
6. Community Engagement

a. Use FGCU’s public media to fulfill expressed community needs

Actions: Measures

- WGCU will survey the community to inform programming decisions: retain high ratings; produce 4 “Your Voice” initiatives; 200 one-hour Gulf Coast Live programs; use its resources to continue; 48 minutes of weekday local radio newscasts.
- WGCU will produce and broadcast FGCU Perspectives monthly and increase visibility of FGCU in association with the station and the community: produce 12 Perspectives broadcasts; publish faculty articles; work with the Foundation; explore FGCU Athletics – focused programming.
- Enhance, support, and maintain the FGCU Internet presence: monthly analysis of Web use and similar statistics.

b. Curricular initiatives will promote community awareness among students

Actions: Measures

- Efforts to improve attainment of the learning goal involving community awareness and involvement will be made: assessment of the Foundations of Civic Engagement course; additional collaboration between the Office of Service Learning and the faculty; development of Professional Development Schools with two schools in Naples; Service hours contributed by
Recommendations of SPIEC for Consideration of Action Plans under Suggested Strategies and Goals

the Athletics Department student athletes.

c. Engage the community in efforts to raise funds in support of university programs and services that fulfill FGCU’s mission and benefit the community

Actions: Measures

- Identify donors and community partners to support academic programs; secure funding for priority facilities; meet Foundation fundraising goal; support Athletics; document new revocable and irrevocable deferred gifts; increase alumni base; enhance community outreach; maximize use of media; raise support for minority programs intended to have middle and high school students move on to college: gifts solicited; gifts funded; dollars raised; students served.

d. Foster business/community partnerships to stimulate economic development and promote professional growth

Actions: Measures

- 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 CLI and its constituent units (e.g., like the Small Business Development Center); opening of new CE learning center in Punta Gorda; CE plan for the use of the Buckingham site; enhanced professional development programming through the IOG and COE: participant statistics, reports, presentations, and programming plans.
Recommendations of SPIEC for Consideration of Action Plans under Suggested Strategies and Goals

7. Discovery and Application of Knowledge

a. Support scholarship and research

Actions: Measures

- Leverage university faculty, staff, students and facilities to enhance regional economic diversification: Explore relationships with Algenol, Jackson Laboratories, and the iHUB to promote alignment of FGCU academic programs and research with the external community.

- Purchase needed equipment; provide support for grant-seeking to increase scholarly productivity; continue funding for faculty travel to present at professional conferences: Number of proposals submitted and funded; number of publications reported; BOG--Federal Academic Research and Development will increase from X to X; BOG--Total Academic Research and Development Expenditures will increase from X to X; Licensing Income and Licensing Options Executed will increase.