Overview:

• Provide an update from April 10th BOT meeting representing all of the activities that have begun since I assumed my role since March 1st

• Provide a summary of what’s been done with the implementation of the design teams as well as numerous meetings with other campus personnel

• Provide a overview of the new Student Success & Enrollment Management Structure and Organization

• Proposed Timeline & Process
Creation of SS & EM Initiative

- Final Report presented to President Martin on 02-09-18
- VP for SS & EM named on 02-14-18
- VP for SS & EM began role on 03-01-2018
Design Teams

The following teams were implemented:

- Acute Needs
- Advising
- Enrollment Management
- Faculty Engagement
- First-Year Experience
- Student Engagement
Design Teams

Purpose & Objectives of Design Teams:
• Create new culture and mindset around Student Success
• Achieve specific objectives
• Institute change in critical areas now
• Help determine the structural and organizational units of SS & EM
• Help determine the resources of each unit
• Help determine the positions and titles of personnel needed
Acute Needs Design Team
Acute Needs

The following items were addressed:

• Technology
• Student Interventions
• Summer Classes & Space
• 4-yr Graduation Rate Plan
• Financial Interventions
Technology

• Working with ITS to understand the complete inventory of technology solutions that directly & indirectly impacts SS&EM
  • Reviewing existing technology as well as other technologies that can move us forward
  • Focus will be on improving existing technologies while seamlessly integrating new technologies
  • Have begun conversations on creating a comprehensive, campus-wide data analytics and reporting group structure
Student Interventions - Spring 2018

• Focus is to implement interventions now to ↑retention, persistence, and 4-yr grad rate
  • Fall 2017 FTIC cohort (Freshman advised by First Year Advising Office)
  • Fall 2016 FTIC cohort (Sophomores)
  • Graduating Seniors (represents all students who applied for graduation regardless of their cohort)
Freshman Students - Retention

- We intervened on 2017 FTIC students (Freshman) who are Advised by First Year Advising Office who had not registered for Fall 2018 classes (as of April 26th)

<table>
<thead>
<tr>
<th>FYA Freshman (N)</th>
<th># Enrolled in Fall 2018</th>
<th># Not Enrolled in Fall 2018 and Contacted by Phone &amp; Email</th>
<th># Connected With</th>
<th># Enrolled or Planning To Return - Fall 2018</th>
<th># Connected With - Not Returning for Fall 2018</th>
<th># Who Did Not Respond to Phone Calls or Emails</th>
</tr>
</thead>
<tbody>
<tr>
<td>1559</td>
<td>1193</td>
<td>366</td>
<td>210 (57%)</td>
<td>162 (77%)</td>
<td>48 (23%)</td>
<td>156 (42%)</td>
</tr>
</tbody>
</table>

* reasons: be closer to home, academic standing issues, financial, family issues, pursuing a major not offered here

- Does not include 1065 FTIC students who either transitioned or started within their College or UGS Advising (this is positive)
Sophomore Students - Persistence

• We intervened on 2016 FTIC students (sophomores) who had not registered for Fall 2018 classes (as of April 20th).

* All 352 students were called 2x and emailed 3x
  • 80 students were communicated with (23%)
  • 34 will enroll in Fall; 12 are still waiting on program admission; 6 graduated in Spring - at least 40 total saved (50%), possibly more
  • 28 students “stopped out”

<table>
<thead>
<tr>
<th>Original Cohort (N)</th>
<th>Enrolled in Spring 2018</th>
<th>Applied for Spring &amp; Sum 2018 Graduation</th>
<th>Expected to Enroll in Fall 2018</th>
<th>Enrolled for Summer &amp; Fall 2018</th>
<th>Pending Fall 2018 Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>2492</td>
<td>1906</td>
<td>20</td>
<td>1886</td>
<td>1534</td>
<td>352*</td>
</tr>
</tbody>
</table>
FLORIDA GULF COAST UNIVERSITY

Senior Students - Spring 2018 Intervention

• Applied for Graduation & Performing Below Average in 1 or More Course

Applied for Graduation and Performing Below Average 123

Called or Contacted via Email 98
Pass Rate – 43%

Contact Pending 25
Pass/DFWI 18/7
Pass Rate – 72%

Applied for Graduation & Performing Below Average

No Response 39
Pass/DFWI 15/24
Total Pass - 39%

Responded and Uncertain 11
Pass/DFW 2/9
Total Pass - 18%

Responded and Confident Will Pass 33
Pass/DFW 25/8
Total Pass - 76%

Responded and Will Fail or Withdraw Class 15
Pass/DFW 0/15
Total Pass – 0%
Advisor Intervention Examples:

• “Phone not accepting voicemails 4/27/2018; 5/3/18 student concerned he will not pass FIN 3403, has final exam today. Discussed SI resources and possible re-enrollment in summer A with GEB 4890 in Summer B to remain on track for summer 2018 graduation. Follow up email sent to student”

• Left Voicemail 4/27/18; Student returned call. Reports she is able to complete her spring HFT course in good standing as the professor has given her some extra time to submit assignments and they will be completed by tomorrow. Scheduled a follow up appointment for next week. student is confident she will graduate fall 2018 as planned and has secured a new job beginning this summer.

• Left voicemail 4/27/18; student returned call. Works 35 hours/week (1 job on campus, 1 job off campus). Could not finish large group project and will re-take the course in fall 2018. student must re-apply for graduation. Contacted Registrar to remove hold so that students could re-enroll in the course in fall 2018. Sent student paper application and instructions to submit to ORR.

• Student will not pass MAR 3400 this semester. Working full time in Miami and unable to complete the course work with his new job. Enrolled in a virtual summer course and discussed remaining requirements for summer graduation. Sent follow up email.
New Tracking Systems

• **Canvas Tracking System:**
  • IP&R extracts grades posted by Faculty in Canvas to track the academic performance of students at risk
  • Students who were performing below average were identified and contacted for intervention

• **Milestone Tracking System:**
  • Every program at FGCU will identify a series of milestone or critical courses that students must meet every term to keep on track to graduate within 4 years
  • Automated reports will be generated each term for Advisors to identify students that fall off-track at the end of each term
  • Tracking will begin their Freshman year
Summer Classes & Space

• Enrollment
  • Re-designed orientation program schedule to expand classroom space for ↑ # of sections offered

<table>
<thead>
<tr>
<th>Summer Term</th>
<th>Number of CRN Sections</th>
<th>Number of Seats</th>
<th>Student Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>598</td>
<td>12848</td>
<td>38051</td>
</tr>
<tr>
<td>2017</td>
<td>635</td>
<td>13533</td>
<td>40001</td>
</tr>
<tr>
<td>2018*</td>
<td>713</td>
<td>14844</td>
<td>43926</td>
</tr>
<tr>
<td><strong>Growth Δ % 16-17</strong></td>
<td>6.2%</td>
<td>5.3%</td>
<td><strong>5.1%</strong></td>
</tr>
<tr>
<td>Growth Δ % 17-18</td>
<td>12%</td>
<td>10%</td>
<td>10%</td>
</tr>
</tbody>
</table>

* Preliminary data as of 5/14/2018
4-Yr Graduation Rate Plan

• Comprehensive Plan was developed in response to SB4 - Florida Excellence in Higher Education Act of 2018
  • Provides objectives and action items that speak to the specific elements (academic, curricular, financial, and policy) defined in the legislation
  • Our internal roadmap in achieving Student Success
  • BOT Workshop will be held on September 10th regarding this
Financial Interventions

• A number of new aid and scholarship plans have been created to achieve 4 primary objectives:
  1. \(\uparrow\) improve Summer School enrollment leading to faster degree completion
  2. \(\uparrow\) improve the quality of students entering FTIC cohort
  3. \(\uparrow\)improve the quality of transfer students
  4. \(\uparrow\) probability of success for Summer Bridge program students to be successful @ FGCU before they start Fall term
Financial Interventions - Summer 2018

1. FGCU Summer Grant
   • Need-based grant for students enrolled in 6 credits

2. Summer Bridge Scholarship
   • Funds students in Step Ahead program 100% for 6 credits

3. Florida Bright Futures - Academic Recipients
   • eligible for 100% tuition & fees if enrolled in at least 6 credits

4. Florida Bright Futures - Medallion Recipients
   • eligible for funding if enrolled in at least 6 credits
   • FGCU is funding $77 per credit
   • For Summer 2019, state of Florida will begin funding
Financial Interventions - Fall 2018

• Transfer Student Scholarships (funded by FGCU):
  1. Eagle Transfer Gold
     • $3,000/yr (up to 2 years), 3.5 ≥ GPA
  
  2. Eagle Transfer Strategic Major Incentive
     • $500/semester (up to three semesters)
     • Add on to the Eagle Transfer Gold Scholarship
     • Designed to attract students pursuing programs of Strategic Emphasis (e.g. STEM, Education, Health, Gap Analysis)
Financial Interventions - Ongoing

• In-State Student Scholarships:
  1. President’s Gold
     • $5,000/yr (up to 4 years), 3.9 ≥ weighted GPA, and 1320 rSAT or 28 ACT
  2. President’s Silver
     • $3,000/yr (up to 4 years), 3.5 - 3.89 weighted GPA, and 1220 rSAT or 25 ACT
Financial Interventions - Ongoing

• Out-of-State Student Scholarships:
  1. Blue & Green Scholars Award
     • $15,000/yr (up to 4 years), 3.9 ≥ weighted GPA, and 1320 rSAT or 28 ACT
  2. Blue & Green Directors Award
     • $10,000/yr (up to 4 years), 3.5 - 3.89 weighted GPA, and 1220 rSAT or 25 ACT
Advising Design Team
Advising

The following items were addressed:

• Creation of a new University-wide Advising model
  • Includes new focus and organization

• Re-classification plan of all advisors on campus
  • Includes creation of 5 new job descriptions
  • Compensation analysis of all advisors
  • Will affect 47 individuals - working with HR to formalize these changes for July 2, 2018
Enrollment Management Design Team
Enrollment Management

The following items have and will continue to be addressed:

• Creation of the new unit
  • Undergraduate Admissions
  • International Student Admissions
  • Records & Registration
  • Financial Aid & Scholarships

• Re-focus on Customer Service Approach
  • How and where we serve our students
Faculty Engagement Design Team
Faculty Engagement

The following items are being developed and discussed:

• Faculty-Student Mentoring Program
  • Creation of Student Success Champions for each College

• Utilization of CANVAS
  • To better track and intervene students in courses with high Ds, Fs, and Ws

• Expansion of FYRE Program
  • Faculty teaching and integrating with first-year students directly at SoVi
First-Year Experience Design Team
First-Year Experience

Created an all-new, comprehensive FYE Program:
#Eaglesin22

• Overview:
  • Comprehensive program designed to connect students to all aspects of the university and campus life
  • Contains numerous required and elective activities for students to complete during the 1st semester thru Nov. 15
    • Students are incentivized for completing steps along the way
    • Students will document their activities
    • Will be formally introduced at EVO and new webpage will support it
  • E-A-G-L-E-S
First Year Experience Office

• Programs & Activities:
  • Eagle View Orientation
  • Eaglesin22
  • Immersion Program
  • Eagles Read

• Programs & Activities:
  • Family Programs
  • Living-Learning Communities Support
  • FYRE Program Support
  • University Transition Course
  • Second-Year Transition
Student Engagement Design Team
Student Engagement

SE Design Team has focused on:

• Establishing a comprehensive unit of Student Engagement
  • A new focus, culture, and organization of the following areas: Campus Life, Housing & Residence Life, Health & Wellness, creation of a Student Union, and Student Advocacy Center

• Will continue to develop and be refined as Student Success & Enrollment Management initiative continues to be implemented
SS & EM Organization

Basic Considerations:

- Following information has been proposed as of May 14, 2018 and is subject to change
  - Office names and leadership titles
- Attached narrative goes into greater detail of specific offices, programs, activities
- Three main areas: Academic Engagement, Student Engagement, Enrollment Management are set
- Leadership will be determined and announced accordingly
SS & EM Organization Leadership

Vice President - SS & EM:

- Associate Vice President of Student Engagement
- Associate Vice President of Academic Engagement
- Associate Vice President of Enrollment Management
SS & EM Organization Leadership

Associate Vice President - Student Engagement:

• Campus Life - Assistant Vice President & Dean of Students
• Housing & Residence Life - led by Director
• Health & Wellness - will continue to be developed after roll-out (led by Senior Director)
• Student Advocacy - will begin to be established after roll-out, (led by Director)
• Student Union – will begin to be established after roll-out, (led by Director)
SS & EM Organization Leadership

Associate Vice President – Academic Engagement:

• University Advising Services - Assistant Vice President
• Professional & Career Development - Senior Director
• Academic Support Programs & Services - Senior Director
• First Year Experience - Director
SS & EM Organization Leadership

Associate Vice President – Enrollment Management:

• University Admissions - Senior Director
• Records & Registration - Registrar
• Financial Aid & Scholarships - Director
SS & EM Organization

Timeline & Process:

• Job / Position Descriptions are being created for each new position
• Once these are completed, individuals will be appointed and/or searches will begin
• Budgets associated with existing units are being re-aligned into new organization
• New budget will be loaded into new organization
• This will be rolled out and in effect for July 2
# A BIG Shout Out!!!

## Acute Needs
- Paul Snyder
- Bob Vines
- Rosa Gomez-Camacho
- Lucero Carvajal
- Cathy Duff
- Mary Banks
- Eric Otto
- Jon Corliss
- Brendan Bevins
- Rebecca Kroeger
- Sue Myers
- Jason Finan

## Advising
- Dawn Kirby
- Marisa Ouverson
- Andy Cinoman
- Miller Quinones
- Shane Talbot
- Olivia Hung-Simmons
- Christina Jordan
- Mary Swanson
- Allison Bacigalupi
- Jelene Grace

## Enrollment Management
- Marc Laviolette
- Jorge Lopez
- Neal Snyder
- Elaine Hozdik
- Jade Chalkley
- Bob Gregerson
- Shannon Acosta
- Kristen Vanselow
- Tara McKenna
- Kristen Manjerovic
- Mark Rusnak
- Susan Byers
A BIG Shout Out!!!

**Faculty Engagement**
- Glenn Whitehouse
- David Steckler
- Win Everham
- Mike McDonald
- Bill Reynolds
- Shawn Felton
- Beth Elliot
- Dave Jaeger
- Sharon Isern
- Darbie Napierski

**First-year Experience**
- Jessica Rhea
- Julie Gleason
- Brian Fisher
- Andy Cinoman
- Dawn Kirby
- Ney Arias
- Amy Swingle
- Brandon Johnson
- Melanie Stanis
- Heather Snapp
- Jakub Adamowicz

**Student Engagement**
- Jalisa White
- Michele Yovanovich
- Amy Swingle
- Brian Fisher
- Emily Chaikin
- Eric Balmer
- Jon Brunner
- Lauren Strunk
- Ysa Pinero
- Jared Mosley
### A BIG Shout Out!!!

#### Senior Leadership
- President Martin
- Susan Evans
- Mike Rollo
- Jim Llorens
- Steve Magiera
- Chris Simoneau
- Vee Leonard

#### Senior Leadership
- Ken Kavanagh
- Mary Banks
- David Vazquez
- Pam Bowman
- Deborah Wiltrout
- Jennifer Goen
- Monique McKay
- Bill Foster
- Pam Shockley-Zalabak

#### Senior Administrative Staff
- Beverly Brown
- Herminia Mendoza
- Linda Cento
- Michelle Kroffke
- Susan Baurer
Increase in Fiscal Year 2018-19
Education & General Revenue Budget

Revenues:

- State Appropriations from the LBR: $13,776,000
- Performance Based Funding: 9,200,000
- Enrollment Growth: 667,620
- World Class Faculty: 709,416
- Academic Attainment: 500,000
- Graduate Program – College of Business: 263,197
- Additional Retirement/Insurance: 219,342
- Less: Carryforward: (6,000,000)
- Less: Talent Gap Programs: (1,750,000)

Total New Money: $17,585,575
Increase in Fiscal Year 2018-19
Education & General Revenue Budget

Expenses:

Faculty, Promotions, College Funding and Academic Staff $5,109,130
Non-Academic Staff and Promotions 952,925
Student Success Initiative 1,300,000
World Class Faculty 709,416
Graduate Program – College of Business 263,197
Change in Benefits 219,342
Unallocated 12,781,565
Talent Gap Non-Recurring (1,750,000)
Carry Forward Replacement (2,000,000)

Total $17,585,575
## Proposed Fiscal Year 2018-19 Budget

### Summary of Revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>Budgeted FY 17-18</th>
<th>Budgeted FY 18-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Revenue</td>
<td>$65,760,187</td>
<td>87,427,428</td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>57,453,104</td>
<td>58,120,724</td>
</tr>
<tr>
<td>Lottery</td>
<td>6,383,204</td>
<td>7,633,918</td>
</tr>
<tr>
<td>Carry Forward</td>
<td>6,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Student Activity Fees</td>
<td>4,236,983</td>
<td>4,360,490</td>
</tr>
<tr>
<td>Athletic Revenue</td>
<td>11,870,840</td>
<td>12,113,799</td>
</tr>
<tr>
<td>Concessions</td>
<td>335,000</td>
<td>335,000</td>
</tr>
<tr>
<td>Financial Aid Revenue</td>
<td>27,323,428</td>
<td>30,030,000</td>
</tr>
<tr>
<td>Grant Associated Revenue</td>
<td>12,545,674</td>
<td>12,714,989</td>
</tr>
<tr>
<td>Auxiliary Revenue</td>
<td>50,015,039</td>
<td>50,161,157</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$241,923,459</strong></td>
<td><strong>$262,897,505</strong></td>
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</tbody>
</table>
## Proposed Fiscal Year 2018-19 Budget

### Summary of Expenditures

<table>
<thead>
<tr>
<th></th>
<th>Budgeted FY 17-18 Expenditures</th>
<th>Budgeted FY 18-19 Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>$120,674,914</td>
<td>$132,473,580</td>
</tr>
<tr>
<td>Other Personal Services (OPS)</td>
<td>13,200,906</td>
<td>12,477,729</td>
</tr>
<tr>
<td>General Expense</td>
<td>49,202,101</td>
<td>47,905,051</td>
</tr>
<tr>
<td>Capital Expense</td>
<td>5,181,297</td>
<td>1,064,167</td>
</tr>
<tr>
<td>Financial Aid/Scholarship</td>
<td>29,277,728</td>
<td>31,466,771</td>
</tr>
<tr>
<td>Library Resources</td>
<td>2,202,431</td>
<td>1,740,377</td>
</tr>
<tr>
<td>Unallocated</td>
<td>-</td>
<td>12,781,565</td>
</tr>
<tr>
<td>Transfer to Financing Corp. (DSO)</td>
<td>17,969,931</td>
<td>18,395,928</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th><strong>Total</strong></th>
<th><strong>Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$237,709,308</strong></td>
<td><strong>$258,305,168</strong></td>
</tr>
</tbody>
</table>
FGCU Board of Trustees
2018-2019 Operating Budget
June 5, 2018