AGENDA

FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES
CONFERENCE CALL MEETING

Friday, December 7, 2018 9 a.m. to (estimated) 9:30 a.m.

CALL WILL ORIGINATE FROM EDWARDS HALL, ROOM #309
FLORIDA GULF COAST UNIVERSITY

Indicated times within the agenda are approximate and are subject to change. Agenda items may be taken out of order at the call of the Chair and with the concurrence of the Board.

9 a.m. Call to Order, Roll Call, and Opening Remarks – Vice Chair Robbie Roepstorff for Chair Blake Gable

9:05 a.m. Approval of Minutes (Includes Public Comment) – Vice Chair Robbie Roepstorff

- September 10, 2018 Workshop (TAB #1)
- September 11, 2018 Meeting (TAB #2)

9:07 a.m. Finance, Facilities and Administration Committee (Includes Public Comment) – Committee Chair Ken Smith

Action:

- Carryforward Funds from Fiscal Year Ending June 30, 2018 – Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera (TAB #3)
- Regulation: FGCU-PR7.006 Waivers of Tuition and Fees – Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera (TAB #4)

9:20 a.m. Old Business – Vice Chair Robbie Roepstorff

(continued)
9:25 a.m.  **New Business** – *Vice Chair Robbie Roepstorff*

9:30 a.m.  **Closing Remarks, and Adjournment** – *Vice Chair Robbie Roepstorff*

(END)
<table>
<thead>
<tr>
<th>Tab #</th>
<th>Item</th>
<th>Action/Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>September 10, 2018 Workshop</td>
<td>Board Action</td>
</tr>
<tr>
<td>2</td>
<td>September 11, 2018 Meeting</td>
<td>Board Action</td>
</tr>
<tr>
<td>3</td>
<td>Carryforward Funds from Fiscal Year Ending June 30, 2018</td>
<td>Board Action</td>
</tr>
<tr>
<td>4</td>
<td>Regulation: FGCU-PR7.006 Waivers of Tuition and Fees</td>
<td>Board Action</td>
</tr>
</tbody>
</table>
Florida Gulf Coast University Board of Trustees
December 7, 2018

SUBJECT: September 10, 2018 Workshop

PROPOSED BOARD ACTION

Approve minutes

BACKGROUND INFORMATION

The Florida Gulf Coast University Board of Trustees met on September 10, 2018. Minutes of the workshop were kept as statutorily required.

Supporting Documentation Included: Minutes of September 10, 2018 Workshop

Prepared by: Transcription Experts and Assistant Director of Board Operations Tiffany Jackson

Legal Review: N/A

Submitted by: Vice President and Chief of Staff Susan Evans
FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

WORKSHOP ON FGCU FOUR-YEAR GRADUATION IMPROVEMENT PLAN

Monday, September 10, 2018

COHEN CENTER, ROOM # 213
Florida Gulf Coast University

Meeting Minutes

The workshop was a voluntary attendance opportunity for Trustees.

Members:
Present: Trustee Blake Gable – Chair; Trustee Robbie Roepstorff – Vice Chair; Trustee Darleen Cors; Trustee Richard Eide, Jr.; Trustee Joseph Fogg III; Trustee Mike McDonald; Trustee Stephen Smith; Trustee Christian Spilker; and Trustee Jalisa White.

Others:
Staff: President Mike Martin; Provost and Vice President for Academic Affairs James Llorens; Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera; Vice President for University Advancement, and Executive Director of FGCU Foundation Chris Simoneau; Vice President and Chief of Staff Susan Evans; Vice President and General Counsel Vee Leonard; Vice President for Student Success and Enrollment Management Mitchell Cordova; Director of Internal Audit Bill Foster; Director of Equity, Ethics and Compliance, and Title IX Coordinator Precious Gunter; Director of Operations Tiffany Reynolds; Assistant Director of Board Operations Tiffany Jackson; Project Manager Melissa Pind; and Executive Assistant to the Vice President and Chief of Staff Bruna Ugolotti.

Item 1: Welcome, and Opening Remarks
Chair Blake Gable called to order the September 10, 2018 FGCU Board of Trustees Workshop on the Four-Year Graduation Improvement Plan at 9 a.m. Chair Gable stated attendance at the workshop was voluntary; therefore, roll call would not be taken, and no action would be taken by the Board. He stated that the workshop had been noticed as a public meeting. Chair Gable asked President Martin to make some introductory comments.

President Martin thanked everyone for participating in the workshop and stated that it was an important milestone along the journey to significantly improving student outcomes. He reminded the Board of the chronology of events leading up to the
workshop. He said last fall a group put together the FGCU Strategic Plan which was approved in December 2017 by the FGCU Board of Trustees (BOT), and by the Board of Governors (BOG) in January 2018. The first of the five pillars of the Plan called for launching an initiative to improve student outcomes, which led to the selection of Vice President for Student Success and Enrollment Management Mitch Cordova who, through campus and outside involvement and a review of best practices literature, devised a plan for the Student Success Initiative. President Martin stated the FGCU Board of Trustees approved a budget that was aligned with the student success plan, and that the University was now about six months into the implementation of the plan. He said although it was still very early in the process, some of the indicators of success were already visible. He said it was important to note this was an ongoing work in progress involving significant reorganization both within the institution and ultimately, geographically on the campus in order to create not only the right kinds of organizational responses to students’ needs, but a one-stop shop.

President Martin asked Dr. Cordova to begin his presentation.

**Item 2: FGCU Four-Year Graduation Improvement Plan (TAB #1)**

Vice President for Student Success and Enrollment Management Mitchell Cordova said the campus had mobilized extensively over the last months to rally around the Student Success Initiative. He said it started with a task force which got the team members thinking about the goals for student success and enrollment management, which led to a report and establishing design teams. He said what had evolved from this was the Four-Year Graduation Improvement Plan. Dr. Cordova said the Plan was really an evolving document that would be used as a roadmap and would be updated along the way as progress was made.

Dr. Cordova gave an overview of the workshop timeline. He said his goal was to get through the comprehensive Plan in a way that best explains what is being done, what it means, updates that have been made, updates that have not yet been made, and future plans for student success and enrollment management. He said a review of the comprehensive Plan would be first, followed by an update of the 2018 Accountability Plan and select Board of Governors performance metrics. He said the specific metrics being addressed are Metric 4: Six-Year First-Time-In-College (FTIC) Graduation Rate, and Metric 5: Academic Progress Rate. He said there would be time allotted for additional comments, questions, and open dialogue and discussion.

Dr. Cordova stated that a big part of what the Board would be discussing was the Four-Year Graduation Improvement Plan approved by the Board on May 1, 2018. He said since it had been approved, his team had been working hard to address specific objectives to action items under each area. He said that the specific areas that they needed to address were: academic, curricular, financial and policy. He explained that his team identified a series of objectives and specific action items under each of those areas.
Dr. Cordova explained he was looking at student success in a completely holistic manner; everything which impacted a student’s life experiences on campus, living in housing, their classes, their health, and everything critical to the holistic perspective of the student was examined. He said a focus on the number one Pillar (Student Success) from the FGCU Strategic Plan would not be lost.

Dr. Cordova said what he wanted to discuss first was the academic focus. He said academic focus meant augmenting and enriching the student learning experiences both within and outside the classroom. This could be done through high impact practices, experiential learning opportunities, internships, peer mentoring, and supplemental instruction; all are critical to transforming student learning.

Trustee Richard Eide said it would be helpful if Dr. Cordova would explain the terminology in more detail during the presentation. Trustee Eide said that when Dr. Cordova uses an expression such as “high impact,” it seemed to be a judgement about the practice rather than a characteristic of the practice. Trustee Eide also said that as he read the materials in preparation for the workshop, he sometimes had trouble distinguishing which pieces were really important versus pieces that might work.

Dr. Cordova explained further that high impact practices were practices which, based on literature and experience, were known to make an impact on retention, keeping students at FGCU from freshman year to sophomore year and sophomore year to junior year. These are practices which keep students engaged and connected to campus. Dr. Cordova said these are things that we know based on literature and practices that have been done institutionally that are making a positive impact on FGCU students in all aspects of retention, graduation rate, engagement, and connectedness. He said that he will identify the action items that we know are more critical than others and will provide an update on the status and the impact those items are or could be making once fully implemented.

Trustee Joseph Fogg asked if Dr. Cordova could define transformational learning.

Dr. Cordova said this type of learning involved students not only learning in the classroom, but using that learning outside of the classroom to transform themselves into young professional adults. It was a holistic approach, taking the student above and beyond what they were learning in the classroom.

Trustee Fogg asked if as a result of the transformational learning, would the student then be more likely to graduate in four years. Dr. Cordova responded that was the goal.

Dr. Cordova said part of the academic focus was developing stronger partnerships with academic faculty and programs, and that the first academic objective was to promote and increase timely graduation and persistence by focusing on well-established, high impact and related practices. He wanted to remind the Board that on the presentation slides, the green dots are the activities that currently are being done; the yellow dots reflect what they are planning to do; and the teal dots represent what was in progress to
He said increasing the number and scope of Living Learning Communities (LLC) programs was highlighted green and something that was in progress. He explained that there were four Living Learning Communities at FGCU: Honors, Leadership through Service, Women in Science, Technology, Engineering, and Math (WiSTEM), and Entrepreneurship that had 140 first-time-in-college (FTIC) students in them. He said the goal was to double this number because of the positive impact of students living together, sharing common majors, and taking classes together.

Dr. Cordova said it was also necessary to increase the number of internships and co-ops and align them better with employment gaps. He said they were redefining the position that was previously the Director of Internships and Co-operative Programs and are looking to better align that under the Career Development Services area. A task force would be created to see how the office could best serve the academic programs on campus. He said increasing the number and impact of academic peer mentoring programs was needed and they were looking to develop synergies across existing programs. The task force also would be engaging faculty and alumni in this initiative. He said also increasing the number and type of study abroad/away, diversity, and global learning programs was recommended. This item was something they were planning to do. Dr. Cordova said that study abroad was an important area that helped students with their holistic learning.

Trustee Stephen Smith said there was a percentage of the student body that would graduate in four years no matter what, but there was a group which was at risk. He asked if Dr. Cordova had considered how well these programs aligned themselves with this at-risk group.

Dr. Cordova responded that there was a summer bridge program, called the Step Ahead program, designed for lower academically qualified students. He said good outcomes were seen with this program, and ways to expand to include more students admitted in the lower quartile were being considered.

Dr. Cordova said his team was planning to create non-residential learning communities to strengthen academic engagement, which were not centered on a living environment but on a focused area of an academic major. Lastly, he said the transfer-out rate could be decreased by expanding the Honors College, intentional financial aid, and enrolling students who selected FGCU as their first choice.

Dr. Cordova described the second objective, which was to refine existing programs and implement new innovative programs through the Center for Academic Achievement (CAA). This would assist students with adjusting to college and with the rigors of college coursework. He said the first action in this objective was critical and was to expand resources to increase supplemental instruction and tutoring for courses with high D, F, W (drop, fail, withdraw) rates. He explained his team was looking at freshman classes like ENC 1101 (Composition I) and MAT 1033 (Intermediate Algebra) that students were taking and not doing well in, and looking for ways to improve students’ success in them. He said that if they could improve the likelihood of a student
receiving an A, B, or C, grade in these courses, it would impact retention and would reduce the need to offer those courses over and over to the same students who needed to pass them.

Trustee Eide asked if the expansion of resources would include getting to the student who was in the process of making a D, F, or W before the grade was actually posted.

Dr. Cordova responded it was putting supplemental instruction in the classes before the semester even started, and before any quizzes or assignments to ensure the resources were there for students to be successful in a class that historically has had high D,F,W rates.

Trustee Eide asked if advisors were a part of the expanded resources. Dr. Cordova stated that they were not, but expanding resources would mean hiring more student peer mentors and supplemental instructors.

Trustee Eide asked if technology was a part of the expanded resources and if students were notified if they were failing. Dr. Cordova responded that he would talk more later about the technology in place and in creating an alert system. He said right now there was discussion about putting in supplemental instruction in the areas that are known to be helpful for students to be successful in their class before the semester starts.

Trustee Eide said that Dr. Cordova’s response was a little different from what he was asking. He said after the class began and the student was not doing well, would the student have an opportunity to improve. Dr. Cordova responded he was trying to prevent the “D” from ever being posted.

Provost and Vice President for Academic Affairs James Llorens added he and Dr. Cordova had been working closely with faculty on using Canvas, a learning management system, to identify those students needing early intervention. Provost Llorens said the Faculty Senate had been helpful with this and understood that it becomes the true role of the professor for the particular class to help identify students that needed early intervention.

Trustee Fogg asked if in a class which historically was difficult for students, if faculty would be consulted about teaching the class differently, or would students who were having difficulty be given supplementary help.

Dr. Cordova responded the plan was to do both. He said faculty would be looking differently at pedagogy and would be asking how they could teach these classes differently to improve student learning.

Dr. Cordova said a “drop-back” program was being planned for students which would allow them to come back to FGCU without penalty, and also some section sizes in courses with high D, F, W rates would be decreased.
Trustee Mike McDonald asked for further explanation of the “drop-back” program.

Dr. Cordova responded he did not have details because it had not been developed yet, but his understanding was students who were successful but had dropped out after a semester or two would be given an opportunity to come back without barriers.

Dr. Cordova said the revamping of existing Effective Learning and University Transition courses to focus more on academic skill development also was being accomplished.

Chair Gable asked what the timing was for the items highlighted in yellow.

Dr. Cordova responded some things would take more time than others. He said expanding resources effectively could be done by spring, and he would try to point out the time frame of planned action items.

Dr. Cordova said he would be increasing resources and program capacity for the Step Ahead summer bridge program. He said this program was very exciting and had produced good outcomes.

Trustee McDonald asked if the students who were successful in the Step Ahead summer bridge program became incorporated into the FTIC cohort in the fall semester.

Dr. Cordova responded they did.

Trustee McDonald asked if students who failed or received poor grades were incorporated into the FTIC.

Dr. Cordova responded they also were in the FTIC cohort and were tracked.

Trustee McDonald asked if there was a sense of what relative rates of success were of the summer bridge students.

Dr. Cordova responded he did not have those numbers, but he would get them. He said right now there were 130-140 summer bridge students, and next year the goal was to increase that to 150 students.

Dr. Cordova stated revitalizing the Common Read Program for all incoming FTIC students was being discussed, and a task force had been created to look at it. He said his team would be examining goals for the program. He explained this program was the reading of a common book by students, faculty and staff, who then engaged in activities centered about the book.

Dr. Cordova stated the last objective was to provide more advising and/or use of online resources to help students better choose a major. He said this would involve revisiting a technology solution called My Majors, which is a self-assessment tool that uses analytics to help students understand what major might be the best fit. This could be
implemented institution-wide to help students, along with advisors, make good decisions about the program of study that would best fit.

Dr. Cordova explained FGCU would be publicizing degree maps more to ensure students knew what they needed to take during their first semester and beyond and to track their progress. He said technology is being looked at to automate curriculum maps and track completion better.

Trustee Christian Spilker asked for the number of full-time faculty.

Dr. Cordova responded there were 400 full-time faculty and about 14,000 undergraduate students.

Trustee Spilker remarked that it probably would be overwhelming to try to assign all students to a professor for advisement. He stated at other institutions, every faculty member had 10 or 20 incoming freshmen to advise. Faculty sit down with their students and provide a roadmap one-on-one in addition to the advising software. He said he felt this was critical for success, and it should not be software, but a professor or advisor who engaged with and advised the students.

Dr. Cordova responded that the First Year Advising and the Exploratory Advising are doing those things at orientation. He said the technology would augment the amount of personnel time. He said the amount of time that the advisors have interacting with students is critical, and that they want to preserve that time.

Trustee Spilker asked for the number of FGCU advisors and if there were plans to hire additional advisors.

Dr. Cordova said there now were collectively 47 advisors, which included directors of advising.

Trustee Spilker commented that he was worried before about 400 professors trying to assist 14,000 students, but that there were only 47 advisors. He estimated that the advisors each were assigned about 700 students.

Dr. Cordova stated that there also are some faculty who advise students.

Trustee Spilker asked if the advising ratio was a situation for failure and said it was hard to reach every one of those students every semester.

Dr. Cordova responded FGCU was ensuring that freshman FTIC students appropriately were advised. He said his team was looking to scale up advisement and create a new university advisement structure. He said that as FGCU centralizes and creates a new university advising structure, what they are looking at addressing is critical gaps with rising enrollments but not in the number of advisors.
Trustee Robbie Roepstorff commented the primary goal was to be sure an FTIC student was linked to an advisor, and she asked if then he was relying on other freshmen to have the benefit of family members who had been to college.

Dr. Cordova responded every freshman student was being advised.

Trustee Roepstorff said that when she talked to students about what made the difference to them graduating in four years, she found that the last year was when they could not get into the classes needed, and what made the difference was proper advisement.

President Martin stated the attrition among advisors had been an issue, but under the new plan, all advisors have received a significant salary increase and also resources have been committed to add advisors. He said anecdotal evidence suggested certain majors have greater persistence rates because students were more connected to the destination and outcome. Some examples of programs were the PGA Golf Management Program (PGM), Resort and Hospitality Management (RHM), and Nursing. He stated the more the University can connect students early on, the greater the success, and so they are trying to mimic the model with every academic degree. He also commented that shifting to a trimester schedule was being considered so students could intern at the most ideal time of year.

Trustee Roepstorff suggested utilizing and paying some of the better qualified students to be advisors in their senior year.

Dr. Cordova responded that a peer mentoring program was being considered along with coupling this with a faculty mentoring program. Students also would work with alumni who might be interested in mentoring.

Trustee Eide asked if on the topic of technology and degree maps, there had been issues with students who acquired many credit hours which did not result in a degree.

Dr. Cordova responded it was his understanding FGCU did not have that problem.

Dr. Cordova explained the degree plan or curriculum defined for the students a sequence or suggested sequence of what courses the student needed to take and when the classes would be offered. He said FGCU wanted to institute a map through existing technology so students could see in real time through an audit check what courses they still needed to take and when those courses would be offered. Dr. Cordova said that this was not going to take the place of an advisor, but was going to streamline the process for the student.

Trustee Eide agreed with Trustee Roepstorff that upper class students naturally advise younger students at universities historically, and a program of this nature should be developed.
Dr. Cordova pointed out the next action would be to implement a sophomore-year experience program to increase involvement with the majors and related faculty, service learning, and undergraduate research. He said FGCU did not want to forget about the student after his or her first year. This program would be designed to help the student transition into the major, keep them connected to the institution, and help decrease “washout.” He said this item was still in the planning phase.

Dr. Cordova stated a compensated, competitive FGCU Student Ambassador program was being created to assist with recruitment and academic engagement activities. He said he believed this program could be online in six months to a year.

Dr. Cordova stated the next academic objective was to expand degree completion opportunities for students. He explained the actions for this would be to expand the Bachelor of Arts (B.A.) in Integrated Studies degree program to allow greater flexibility for students to complete a major in limited time and to develop competency-based, self-paced online courses to complement high demand face-to-face courses and courses with increased D, F, W rates. He said plans also were being made to bring FGCU out to the community by offering classes off campus. He said another objective was to create a seamless transfer from Florida SouthWestern State College (FSW) to FGCU, and FGCU would be formalizing Destination FGCU later this month. Dr. Cordova said these items had made a lot of progress over the last few months.

Trustee Eide asked if an FSW student came to FGCU after two years and finished in two years, would this student be counted as a four-year graduate at FGCU. Dr. Cordova responded that the student would count toward a degree completed, but would not be counted as an FGCU FTIC student because he is a transfer student.

Dr. Cordova said in respect to developing competency-based, self-paced online courses to complement high demand face-to-face courses and courses with high D, F, W rates, this was still in the planning phase and was in a twelve-month time frame. He said it would take time to identify the classes and develop identical online courses.

Dr. Cordova explained there was a specific objective relating to technology, which was to implement, increase, and improve the use of technology/software which would contribute to students’ academic success and degree progression. He explained each program was developing gateway or milestone courses, which were identified as critical for students to progress along the degree pathway and to be successful. He said a system was being created which would automatically alert faculty, advisors, and others that the student was receiving a low grade. He said this technology would allow intervention to begin sooner.

Dr. Cordova said next the plan was to optimize and maximize existing technologies utilized for advising students, tracking student progression, reporting attendance and grades, and verifying degree completion. He explained “success guidelines” were being created in Canvas for courses with high D, F, W rates, and also a centralized unit was in
the plan to coordinate development and delivery of high quality online courses. He said this should not take long to do.

Trustee Spilker asked how attendance was tracked. Dr. Cordova said some faculty did not track attendance, and some did. He said attendance could be documented through Canvas, recorded through an Excel spreadsheet, or by the use of “clickers” in larger classes.

Dr. Cordova continued to present plans for implementing technology which automatically triggered early warning communications to students and advisors when academic performance has decreased. He stated his team was borrowing ideas being used at the University of Florida (UF) and Florida State University (FSU), and a plan to develop a real-time intervention strategy using customized messages to effectively and timely notify students of key academic issues was being developed. He said email was not as popular with students, and text messaging was being considered and would take some time to deliver and create. He added plans were continuing to integrate existing systems/software with the University ID card system in order better track students’ co-curricular and academic engagement activities.

Dr. Cordova moved to advising and the establishment of new comprehensive university-wide academic advising services to improve advising practices for students. He informed the Board this essentially has been achieved. He said FGCU was in the final stages of developing a single, comprehensive plan and philosophy for all advising throughout a student’s academic experiences, of formally creating a hub and spoke advising model with a centralized office for first-year advisors and exploratory studies/alternatives to advising which would collaborate more with content specific advisors in their respective colleges. He stated an executive position was created to oversee all centralized academic advising across campus where all advisors and directors of advising would report. He said this has been done quickly because academic advising was critical for the campus.

Dr. Cordova reported the establishment of a team of case managers to triage individual student progression issues and track students’ resolution has not moved forward yet but was important and would be acted on in about a year. He said expanding the use of predictive and prescriptive analytics to identify and address issues to reduce attrition (and transfer-out) of first-year students was moving quickly as this was in use each day. He informed the Board that the use of Canvas analytics to identify and work closely with at-risk students to facilitate them graduating in four years was being developed, and he commented Canvas had provided a wealth of information about at-risk students and was critical to student success.

Trustee Eide asked if Dr. Cordova had said there was a glitch in the way the University communicated in a timely manner with students.
Dr. Cordova responded it was not a glitch per se, but what was needed was a communication platform which would allow communication to certain students at certain times immediately where students would read the message.

Trustee Eide suggested blocking students from logging into the FGCU website until the message was retrieved.

Dr. Cordova stated his team was discussing ways to improve the overall student-to-advisor ratio to make it closer to meeting the standard set by the National Academic Advising Association (NACADA). He said the current recommended ratio was 300-400 students per advisor.

Trustee Roepstorff asked if Trustee Jalisa White had any suggestions as a student of the best way to communicate with students.

Trustee White stated she agreed students do not read emails, and Canvas messaging was preferable.

Trustee Stephen Smith asked Trustee White if she felt that students received too many emails.

Trustee White responded that she did not think they received too many emails. She said that since the students are just coming out of high school, they are still adjusting and not used to checking their emails before college. She said as they become older students, they check more.

Trustee Roepstorff asked if text messaging to students would work, and Trustee White responded affirmatively. She said but for academics, students were focused more on Canvas.

Dr. Cordova indicated the last objective under the academic focus area was to formalize and expand faculty engagement in enhancing student success. He said he realized that continued faculty engagement was critical to this initiative, and he appreciated that faculty wanted to be involved in creating a faculty mentoring program to focus on student retention, persistence through the major, and the four-year graduation rate. He said his faculty design team had been discussing the development of incentive programs for faculty to help directly impact improving four-year graduation rates above and beyond what was expected in the classroom. He explained a First Year Residential Experience (FYRE) program already was established, but his team wanted to expand this to involve more faculty and to establish a Faculty-in-Residence program. He informed the Board that increasing professional development opportunities for faculty to help recognize the need to make referrals to Counseling and Psychological Services (CAPS) based on behavioral issues which negatively affect student academic performance was planned and necessary.
Trustee White commended Provost Llorens for working with Student Government in getting the CAPS information onto class syllabi for students. She also said she was working with the FGCU Bookstore and the Eagle ID Office to get that information onto the back of the Eagle ID so students would know the resources that are available to them.

Dr. Cordova stated within a curriculum focus extra-curricular and co-curricular activities and programs were being implemented which would complement students' programs of study. He said an emphasis had been placed on deeply connecting our FTIC students to campus upon arrival, expanding and formalizing the first-year experience and retention programs overall, and keeping students engaged as they progress into their major until they graduate.

Dr. Cordova stated a core objective was to develop a first-year experience program which provided a common set of experiences for all FTIC students, while providing opportunities to form deeper connections to the institution. He said this had been done by creating the Office of First Year Experience and Retention Programs. Dr. Cordova stated that this was a huge success and was created out of the design team that was created for that purpose. He said that the program was starting to create and identify a set of outcomes with the programming that could be followed over time to look at the effectiveness. The Office of First Year Experience and Retention Programs started the Eagles in 22 program, which began in the fall with the students who came in for orientation. He pointed out that within the first-year experience certain co-curricular activities (e.g. Service Learning, Career Center events, and Civic Literacy) during the students' first two semesters were required. Dr. Cordova stated that of the 2,900 students who attended orientation as FTIC students, about 1,000 had signed up and were going through the Eagles in 22 program. This was about 36 percent of students.

Trustee Fogg asked Dr. Cordova to briefly explain the Eagles in 22 program.

Dr. Cordova responded it was a program where students were required to perform 22 activities over the course of six weeks from when they arrived on campus until mid-November. Students pick from a number of activities such as going to career fairs, weeks of welcome events, etc. He said there were more than 80 events over six weeks available. He explained certain activities had been identified as super high-impact practices that were required for students to attend and the rest were elective; and when the students completed the activities, they received a t-shirt and a water bottle.

Trustee Fogg asked why only 36 percent of students had signed up.

Dr. Cordova responded he did not know why, but this was the first year it was being implemented and his team would be looking at how to improve that number. Trustee Fogg asked what would be some reasons students would not participate. Dr. Cordova said students just might not be interested.
Dr. Cordova stated FGCU would be implementing an involvement requirement for all FTIC students (e.g. the Pick One program). He said his team was working collaboratively with Academic Engagement in the preparation and delivery of first-year transitional (SLS) courses. He explained his team had not yet implemented a pre-semester “immersion” program for FTIC students, which would further introduce students to the academic, social, and cultural expectations of FGCU, but was working on this. He said starting in 2019, the plan was to maximize the use of classroom space in South Village (SoVi) residence halls (e.g. classes offered, and faculty participation) with the intention of creating experiences beyond the classroom with faculty and staff for every FTIC resident.

Trustee Roepstorff asked for the male and female breakdown of the 36 percent of students who participated in the Eagles in 22 program. Dr. Cordova said he did not have that information, but could find out.

Trustee Roepstorff commented she had noticed the sorority and fraternity presence on campus. She asked if there might be a way to involve these in a competitive way. Dr. Cordova responded this was a good suggestion, and he would look into it.

Dr. Cordova said the University would be expanding the number of living and learning communities available in SoVi, engaging students in more connected Service Learning by embedding projects and required hours into more courses. He said his team was working on ways of engaging faculty in developing more cross-disciplinary and collaborative assignments and projects in freshman courses. He explained providing academic advisors and appropriate staff with access to data which would provide a holistic view of student activity to include academic, co-curricular, and extra-curricular components was critical and would be accomplished through the launch of a data analytics and reporting group.

Dr. Cordova moved to financial focus and said expanding and improving persistence to graduation in a timely manner and keeping costs down were important. He informed the Board that an emphasis had been placed on broadening the way aid to students was packaged and awarded, so students could be looked at holistically. He explained this concept. He said the amount of institutional dollars offered students to keep them progressing toward their degree was being increased. He stated part of this focus was decreasing financial barriers which prevented a student from being retained, persisting, and graduating in four years. He said payment plans for students were being considered, which would help students with their finances.

Dr. Cordova stated the first financial objective was to realign and expand scholarship and financial aid programs to provide a positive impact on recruiting best-fit students, on first-year retention rates, on sophomore persistence, and on four-year graduation rates. He said ways to do this were to continue to emphasize the benefits of SOAR in 4 to incentivize students to complete their degrees within four years, expand partnerships with collegiate high schools to offer scholarships to Associate of Arts (AA) graduates, provide financial management education to undergraduate students with loans to inform
them how to manage loan debt and make progress toward their degree, and implement policy where merit scholarship programs required students to complete 30 credit hours each academic year and maintain a 3.0 GPA. Scholarship funding would end after four years, thereby creating an incentive for students to graduate in four years.

Trustee Eide asked what percentage of students receiving merit scholarships were not completing 30 credit hours each year prior to the mandate.

Dr. Cordova responded he did not have the answer to that question.

Director of Financial Aid and Scholarships Jorge Lopez responded by saying FGCU last year had seen an increase in the number of credit hours students take, there was a minimal number of students who did not renew their scholarships with FGCU. He added Bright Futures recipients had a similar GPA and credit hour requirement, which was sometimes concurrent and reinforced the requirement overall. He said there had not been a significant issue before, but now students were maintaining their progress.

Dr. Cordova said the next financial objective was to expand scholarship and financial aid programs to significantly increase students enrolling in summer courses. He said this was an area which was seen as an opportunity to help persistence to graduation. Therefore, he explained starting with 2018, need-based students would be eligible for a second Pell award. He added for 2018 only, Florida Bright Futures Academic recipients would be eligible for funding and must be enrolled in six credit hours, and that the award covered 100 percent of the tuition and fees (funded by the State of Florida), and Florida Bright Futures Medallion recipients would be eligible for this funding. He said the Florida Bright Futures Medallion award covered $77 per credit hour, which would be funded by FGCU.

Dr. Cordova continued to the next objective which was the expansion of scholarship and financial aid programs to significantly increase the number of students enrolling in summer courses. He said there was continued funding and awarding of summer term grants for need-based students; and this year for Pell eligible students, $1.2 million has been awarded in institutional funding. He explained the University would continue to fund six credit hours of tuition and fees scholarships for students enrolled in the summer bridge program, as students in this program demonstrate higher retention rates.

Dr. Cordova stated FGCU also has a commitment to containing the cost of degree to the student. He said to keep costs down, the establishment of tuition payment plans in order to allow students to pay tuition in installments was being considered. He explained this would reduce large tuition balances, student loan borrowing, the number of students cancelled for non-payment, and the number of financial holds preventing student progression. He said his team was investigating the creation of incentive and retention scholarships for need-based students who complete 30 credit hours and maintain Satisfactory Academic Progress (SAP). He pointed out FGCU offered FTIC students a free three-credit hour class for in-state and out-of-state students who had not registered for fall classes. He said this was to encourage students to return for the
sophomore year. He added FGCU continued to promote the SOAR in 4 tuition rebate program.

Dr. Cordova further explained the commitment to containing the cost of degree to the student. He said so far progress had not been made in exploring options for multi-year financial aid and scholarship packages, or creation of gap funds to support tuition costs to help prevent students from dropping out between their sophomore and junior year, between their junior and senior year, and from their senior year (before graduation). He said he had been working with the FGCU Foundation about these things and was looking to raise money for student success.

Dr. Cordova informed the Board that making better use of workforce development grant opportunities for students was being done through Career Source Southwest Florida, which was linked to FGCU’s Career Development Services Office. He said expansion of student financial services by increasing the amount of financial counseling, financial knowledge of academic advisors, and the amount of financial aid workshops and materials was being done by the creation of a one-stop-shop which would provide a better customer service experience for students.

Trustee Fogg asked if it had been determined whether it was an academic or financial issue that prevented students from graduating in four years. And, he asked if the need for students to work to fund their tuition was a factor.

Dr. Cordova responded it was known that many students work, and his team was trying to mitigate the amount of time students were working to fund their debt. He said he did not know what percentage were dropping out due to strictly financial reasons.

Trustee Fogg pointed out to solve the four-year graduation rate problem, one of the first things which needed to be done was to determine the reason for the problem.

Dr. Cordova responded the philosophy was to keep students on track for graduation by offering summer school opportunities, which would allow students to complete 30 credit hours a year.

Chair Gable pointed out the time of 25 minutes remaining and said the Board was very interested in hearing the metrics.

Dr. Cordova responded in that case, if there were any questions about specific action items, he would address those.

Dr. Cordova said his team was evaluating, refining, and/or creating new policies and procedures which would help keep students on track for getting into their major and graduating in four years. He said there was general University policy guiding all aspects of helping students graduate in a timely manner, and improving operational efficiencies in Admissions, Records & Registration, Financial Aid, Bursar and other areas across campus with the one-stop-shop. He said the goal was to create a “Disney World”
experience for students and to work cohesively with the Division of Academic Affairs to ensure demand for courses was met.

Dr. Cordova stated with the objective of creating an institutional-wide policy focusing on graduating students in a timely manner, this policy will guide students, faculty, and staff to further recognize the importance of all students graduating from respective degree programs in the expected amount of time. Greater emphasis will be placed on undergraduate students completing their degrees in four years.

Dr. Cordova stated his team was considering how to improve operations involving the application process, document management, file review and course articulation to provide a more student friendly and efficient process for incoming undergraduate students. He asked if there were any questions.

Trustee Fogg asked if any of the admissions policies were going to change.

Dr. Cordova said the University would continue to work with a consulting company that helped with recruitment and to be more active in trying to recruit not just higher achieving students, but students who want FGCU as their first choice.

Trustee Fogg asked if more out-of-state students would be recruited.

Dr. Cordova responded FGCU would continue to do that, and were looking at the cost benefit to lowering the out-of-state tuition cost.

Trustee Fogg asked if out-of-state students were part of the figures the Board of Governors (BOG) used for graduation rate. Dr. Cordova responded affirmatively.

Trustee Roepstorff asked if there was still a 10 percent maximum threshold for out-of-state students.

Senior Associate Provost and Associate Vice President for Planning and Institutional Performance Paul Snyder responded that the 10 percent pertained to students who did not meet the regular admission standards.

Trustee Roepstorff said she was quite sure the policy was to accept only 10 percent of students enrolled as out-of-state students.

Dr. Snyder replied that he believed that was more flexible now than it used to be.

Trustee Fogg asked why FGCU would want more out-of-state students and how would this help improve the four-year graduation rate.

Dr. Snyder responded that those out-of-state students would be making an intentional choice to come to FGCU and would want to be there. He said FGCU would be more likely to be their first choice rather than their second or third choice.
President Martin said one of the things FGCU was doing was smoothing the relationship with FSW for transitional students who could not get accepted to FGCU and were not traditional students.

Trustee Fogg commented FGCU did not get credit for those, and so why would the University want those students.

President Martin stated his larger objective was to improve the workforce and its quality. He said the BOG was emphasizing 2+2 programs which guarantees that students who complete an AA degree at a Florida college have the opportunity to earn a bachelor’s degree at a state university or college offering four-year degrees.

Trustee Roepstorff asked if in some categories the University received credit for the students.

Dr. Snyder responded affirmatively, and added students who receive AA degrees and then enroll at FGCU were considered FTIC students by the BOG and count in the four-year graduation rate; because they come with 30-60 credit hours, they have an advantage.

Trustee Roepstorff pointed out these were dual enrollment students.

Dr. Snyder responded affirmatively, but he noted they were transfer students and could be counted as FTIC students.

Dr. Cordova said FGCU was continuing to improve and expand the communications and interactions between the enrollment services offices and incoming students by providing a more student-friendly/student-first environment. His team was expanding communication plans with prospective and admitted students to improve enrollment yields, and create better and more efficient physical locations for enrollment management offices.

Dr. Cordova pointed out his team was enhancing marketing and recruitment plans to attract best-fit students, and students with the highest probability to succeed. He said this included examining policies which were hindering students rather than enticing them to enroll. He stated his team was investigating the cost benefit of lowering the out-of-state tuition rate so FGCU was at least at the State University System (SUS) average, thereby improving the enrollment yield for top out-of-state students. He said FGCU was continuing to expand the use of predictive data analytics to optimize prospective student recruitment, and emphasizing the values of FGCU to attract more students who want to finish at FGCU rather than transfer out. He explained collaborating with the Honors College to optimize methods used to recruit the highest quality students and increasing dual enrollment of outstanding high school students were important action items.
Dr. Cordova stated the last objective was to re-evaluate the current university-wide course scheduling and course enrollment management process to maximize course offerings which allow for timely graduation. He said his team would be evaluating semester credit hour (SCH) demand in each program through a data-driven analysis of applicants by program, the placement of students into math/science courses, and the academic progress of enrolled students. He said it was the intent to evaluate the financial and human resources needed to meet the SCH demand in each program, and to re-evaluate the planning cycle and the timeline for posting the course schedule for each term.

Dr. Cordova then moved to the Accountability Plan and BOG Metrics. He said three key initiatives were known to be successful and tied into Metrics 4 and 5, the 4-year Graduation Rate (Metric #4) and Academic Progress Rate (Metric #5). He stated the three initiatives were: the Student Success and Enrollment Management Initiative, the Data Analytics and Informatics Initiative, and the Honors College Initiative.

Dr. Cordova said the Division of Student Success & Enrollment Management (SS&EM) was formally established on July 2, 2018 through a campus-wide reorganization to achieve these three goals: (1) Align programs, services, and units which directly impact students’ experience in a positive manner leading to timely graduation in four years, and employment within their chosen profession with a competitive salary; (2) Identify offices (or establish new ones) that are optimally-aligned based on common functions so opportunities and synergies for collaboration are enhanced in three main areas: Academic Engagement, Student Engagement, and Enrollment Management; and (3) Seamlessly and synergistically integrate the mission, vision, and focus of SS&EM with all of the other FGCU Divisions to confirm that the necessary resources will be efficiently and effectively aligned to ensure student success.

Dr. Cordova explained Data Analytics & Informatics provided information; information develops knowledge; and knowledge drives decision making. He said the campus as a whole has been supportive of this thought that data needed to be in the hands of the individuals who need it most, and good analytical capabilities had been established thus far to enable description and prediction of certain characteristics and events. He stated the Office of Planning and Institutional Performance (PIP) and Information Technology Services (ITS) would play a key role in student success.

Dr. Cordova stated through technology, FGCU was identifying students who have the highest probability of graduating in four years, and students who could be retained. He said some technologies which were implemented included: Course Scheduler Software, Canvas Tracking System, and Milestones/Gateway Course Tracking System. He explained tracking technologies have allowed the University to implement various interventions on target populations: freshman to sophomore retention, sophomore to junior persistence, and seniors graduating. He said further expansion of data analytics capabilities was necessary as well as cross-campus teams specifically focused on student success.
Dr. Cordova provided information about the Honors College including its history. He presented graphs which showed the continued growth of the Honors College and in Honors FTIC enrollment. He informed the Board that Honors students had significantly higher GPAs and earned more credit hours by the end of the freshman year.

Trustee Spilker commented the graph indicated the main problem, which was in order to graduate in four years, a student must average 30 credit hours, and the non-Honors student was averaging 25 credit hours.

Dr. Cordova explained the graph entitled “New FTICs Previously Dual Enrolled High School with 30 or More Transfer Hours.” He said not every dual enrolled student was an Honors student, and this showed that the percentage was on the rise.

Dr. Cordova then presented information on the Four-Year Graduation Rate, which he explained was the most critical metric being focused on with emphasis on the FTIC student and the first-year experience. He said this would require a campus-wide effort each year to ensure the environment was optimal for students to remain engaged at FGCU. He explained FGCU would continue to rely on technology to better connect with students; track and follow their progression; and efficiently intervene when necessary. He said FGCU must continue to incentivize students to excel while increasing financial support to help those in need; continue to increase admitted Accelerated Collegiate Experience (ACE) and dual enrolled students; and continue to increase FTIC enrollment in the Honors College.

Dr. Cordova pointed out student interventions had been implemented in spring and summer, and advisors had led a campaign in the spring to reach out to all students who were not performing well in at least one class to see what they needed to help them be successful and to graduate in the spring or summer. He said as a result, the decision was made to expand summer school in 2018 and open up more course availability and summer intervention to help decrease any potential barriers to graduation.

Trustee Eide asked how much room there was for expansion in the Honors program.

Dr. Cordova responded the goal was about 1,200 students in the next couple of years and said it would be resource limited.

Trustee Eide asked if that was about 10 percent more than presently enrolled.

Dr. Cordova responded the Honors program had about 1,000 students, and so yes, that would be about a 10 percent increase.

Trustee S. Smith said the graph of the Four-Year Graduation Rate was demonstrating a decline in graduates of the Honors program except for this year. He asked if there was another message in this conclusion.

Dr. Snyder commented the denominator for the Honors program was smaller and a change in the numerator had a bigger impact on the figures, so this was why the
volatility was seen. He stated the percentage was consistently much higher than the general student population, and that was the take-away message.

Trustee Spilker stated there were still 45 percent of students who were not graduating in four years, even in the Honors system. He said if this was the highest and best approach, it would be important to analyze what was making up the 45 percent.

Dr. Snyder responded many things previously discussed dealing with impediments to student progress were the contributors. He said a strategy which continued to focus on Honors, on dual enrolled students, and on merit-based financial awards to students would be effective in helping move up the four-year graduation rate.

Trustee Fogg asked if the problem with graduation rates was really known. He asked if the problem was students were not graduating in four years because they were gone; or, was it that these students do graduate, but it took five or six years. He said flunking out and taking longer were two different problems.

Dr. Snyder responded it was a combination of the two for the most part, but there was a significant problem with attrition related to the transfer-out rate which had to do with FGCU being the second or third choice for high-achieving students. He said this would be where the Honors program could help because it recognized students as special and gave a sense of community. He stated there was a great deal of competition within the state.

Trustee S. Smith asked if a student graduated in four years, were certain costs less to the State than for a student who graduated in five years.

Dr. Snyder responded taking longer to graduate did increase the cost to the State in the sense that the student was supposed to utilize the resources for only four years and would be occupying the space that could be utilized by another student who would need the same opportunity.

Dr. Cordova stated retention was a critical metric in many ways. He said it demonstrated a level of connectedness to campus, a level of satisfaction with FGCU, and it painted a picture of what other vital metrics may be (e.g. persistence from sophomore year to junior year, and four-year graduation rate).

Dr. Cordova said that in 2016, the Cooperative Institutional Research Program (CIRP) survey was implemented and given to freshman students at orientation; it surveyed students’ likelihood of staying at FGCU and whether FGCU was their first, second or third choice institution. He showed a graph which illustrated 62 percent indicated FGCU was their first choice, 27 percent indicated it was their second choice, and 8 percent it was the third choice. He said this would be tough for retention. He stated data gathered for students who planned to transfer out after two years showed 58 percent of students planned to stay at FGCU, 12 percent responded they would be transferring out, and 28 percent were not sure. He then presented information which showed that of...
the students who responded initially to the survey, 72 percent remained after the first
year, and 59 percent remained after the second year. He explained the students who
said they would not transfer had the highest retention. He explained similar information
for years two and three.

Dr. Cordova informed the Board that during student interventions in spring and summer
of 2018, FGCU reached out to over 1,500 freshmen (2017 FTIC) advised by the first
year advising office who had not yet registered for fall 2018 classes in late April to early
May, and also reached out to all 2017 FTIC who had not yet enrolled in any class for fall
2018. These students were offered a retention scholarship which would cover tuition
and fees for a three-credit-hour class. He stated this had been done because it was
critical to the Academic Progress Rate (APR) metric of students coming back after their
freshman year. He said despite these efforts, retention rate remained the same, which
right now was about 78 percent, and that the Academic Progress Rate metric is at 71.4
percent preliminarily, which meant this rate had gone down 3.4 percent.

Dr. Cordova explained 38 percent of students leaving FGCU would not share why when
asked (usually personal and/or financial matters); 21 percent transferred to another
institution (college or university) to be closer to home; 13 percent indicated they were
leaving for financial reasons; 11 percent indicated their grades were not as good as they
wanted them to be and they were transferring to a state college to improve them; and 4
percent indicated they were leaving FGCU because it did not have their major or
program of study. He said the conclusion was students were leaving FGCU for many
reasons.

Trustee S. Smith asked how this retention profile matched with similar universities as he
felt those figures were very high.

Dr. Cordova responded similar universities had lower numbers, but FGCU was about in
the middle. He explained the plan was to become more aggressive in retention with
short-term and longer-term strategies. He said his team would be examining critical
gateway courses that had high degrees of predictive success based on grades
achieved. He said they knew which gateway courses needed to be refined, or
redesigned. He stated the University would continue to advise students to enroll in 15
credit hours per term and to satisfactorily complete 30 credit hours a year, which had
not been done in the past. He said taking courses in the summer term needed to be
emphasized as well as communicating further regarding financial aid and retention
scholarship opportunities for students to remain enrolled, especially in the fall semester.
He added FGCU must concentrate on admitting students who are more likely to choose
FGCU based on a number of factors using predictive analytics

Dr. Cordova then shared a graph which showed retention rate of Honors students since
2014. He said the Honors program showed a substantially higher rate than non-
Honors.

Dr. Cordova shared a graph entitled “Average Cumulative GPA and Retention Rate for
FTIC Students: Honors vs Not Honors.” He explained this showed the relationship
between Honors and Non-Honors students on GPA and retention rate combined, which shows significantly higher GPAs and retention rates in Honors in the first year. He said this was not surprising.

Dr. Cordova said FGCU was creating a campus-wide culture where employees understood that they played a role in student success. He stated FGCU was implementing new and refining technologies across campus where a difference will result in optimally tracking the progression of students through their major, optimally communicating to students across all levels, and expanding the use of descriptive, predictive and prescriptive analytics from all data sources. He said some of the challenges facing the University were to continue to optimize admissions strategies to accept students who were more likely to enroll who see FGCU as their first choice school and do not plan on transferring out, to continue to improve the overall academic profile of the FTIC class, and to increase resources to support more scholarships, expansion of successful programs, supplemental instruction, and effective learning/university transition courses.

Dr. Cordova summarized the SS&EM division was created to achieve success. He said the initiative had begun and given time, everything would become connected. He said this was the right thing to do and everyone should be involved to achieve success.

President Martin commented a year ago FGCU was ranked in the bottom three of the state universities, had taken an $8 million budget cut, and did not have an approved strategic plan or the basis for a legislative budget request. So, he stated in 12 months, the initiative had come a long way. He said Dr. Cordova and many others had pulled together to make a difference. He informed the Board that the graduation rate had peaked in 2005 at 26 percent and then had slumped, but now was back up to a projected 26 percent. He pointed there had been a 7 percent increase in summer school, with a 14 percent increase in the number of credit hours taken. He said FGCU was beginning to see the impact of its efforts. He explained the impact of this workshop was incredibly helpful and has given the Board much information to consider. He said that in a couple of weeks FGCU would be breaking ground on a recreation and wellness center, which would make a difference to students. He said the significantly increased commercial development around the campus would make the campus feel more like a university town. He stated he had been meeting with Trustee White about ways to make students feel like this was where they should come and belong. He pointed out the budget just had been settled at the end of June, and so financial matters were still being worked on. He stated more advisors would be hired, more adjuncts will be employed to add necessary courses, and blended online courses would be added for working students to provide maximum flexibility. He said all the indicators have been positive, and that he wanted to note that Trustee White and her Student Government group had been proactive in offering the student perspective.

Trustee Fogg complimented Dr. Cordova and his team on the work that was done and commented this had been one of the best meetings he had attended as a Board member, and that he was behind Dr. Cordova’s efforts.
Trustee Eide said he would second the statements of Trustee Fogg. He stated he would hope in the future, Dr. Cordova’s presentations would include what was working and what was not. He said he wanted to know which programs needed money, or if help was needed in Tallahassee or with the BOG in rearranging the metrics. He added he felt that was where the Board could be most effective.

Dr. Cordova apologized for the length of the presentation but said it was important for the Board to understand all of the moving parts. He stated moving forward he could drill down to more specifics and where the challenges existed.

Chair Gable reassured the Board that at every meeting, Dr. Cordova would continue to provide updates on the Student Success and Enrollment Management Initiative so that it remained a top priority.

Trustee Roepstorff asked if Dr. Cordova had the technology necessary to get the analytical data.

Dr. Cordova responded his team did have the data and the access, and the understanding of the technology improved each day.

Provost Llorens commented that the team was reaching out to the faculty as they were a critical part of the initiative, and faculty had responded positively. He said this was truly a University-wide, collaborative effort.

Chair Gable called for further comments. There were none.

Item 3: Chair’s Closing Remarks and Meeting Adjournment

Chair Gable said the next FGCU Board of Trustees (BOT) meeting would be tomorrow, September 11, 2018. He stated at 8 a.m., there would be an Audit and Compliance Committee meeting, followed at 8:30 a.m. by the FGCU Board of Trustees meeting. He said at approximately 11:15 a.m., there would be an Audit and Compliance Committee Executive Session on Security of Data Information Technology, and all Trustees were invited to participate.

Chair Gable adjourned the meeting at 11:31 a.m.

Minutes prepared by Transcription Experts, and reviewed by Tiffany Jackson, FGCU Assistant Director of Board Operations.
Agenda Items:

A. See Tab #1

B. Handouts
PROPOSED BOARD ACTION

Approve minutes

BACKGROUND INFORMATION

The Florida Gulf Coast University Board of Trustees met on September 11, 2018. Minutes of the meeting were kept as statutorily required.

Supporting Documentation Included: Minutes of September 11, 2018 Meeting

Prepared by: Transcription Experts and Assistant Director of Board Operations
Tiffany Jackson

Legal Review: N/A

Submitted by: Vice President and Chief of Staff Susan Evans
FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Tuesday, September 11, 2018

COHEN CENTER BALLROOM, ROOM # 203
Florida Gulf Coast University

Meeting Minutes

Members:
Present: Trustee Blake Gable – Chair; Trustee Robbie Roepstorff – Vice Chair; Trustee Darleen Cors; Trustee Richard Eide, Jr.; Trustee Joseph Fogg III; Trustee Mike McDonald; Trustee Kevin Price; Trustee Ken Smith; Trustee Stephen Smith; Trustee Christian Spilker; and Trustee Jalisa White.

Not Present: Trustee Leo Montgomery (Excused Absence).

Others:
FGCU Foundation Board of Directors Chair David Holmes; FGCU Financing Corporation Board of Directors Chair Joe Catti; and Staff Advisory Council (SAC) President Missy Berkley.

Staff: President Mike Martin; Provost and Vice President for Academic Affairs James Llorens; Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera; Vice President for University Advancement, and Executive Director of FGCU Foundation Chris Simoneau; Vice President and Chief of Staff Susan Evans; Vice President and General Counsel Vee Leonard; Vice President for Student Success and Enrollment Management Mitchell Cordova; Director of Internal Audit Bill Foster; Director of Equity, Ethics and Compliance, and Title IX Coordinator Precious Gunter; Director of Operations Tiffany Reynolds; Assistant Director of Board Operations Tiffany Jackson; Project Manager Melissa Pind; and Executive Assistant to the Vice President and Chief of Staff Bruna Ugolotti.

NOTE – At the direction of the Chair, some agenda items were taken out of order. The minutes reflect the actual order of the proceedings.

Item 1: Call to Order, Roll Call, and Opening Remarks
Chair Blake Gable called the meeting to order at 8:30 a.m. and stated that the noticed meeting was originating from the Cohen Center Ballroom on the campus of Florida Gulf Coast University. He requested Vice President and Chief of Staff Susan Evans call the roll. Roll call was taken with 11 of 12 members present, thus meeting quorum requirements. Trustee Leo Montgomery was granted an excused absence.
Item 2: Call for Executive Session

Vice President and General Counsel Vee Leonard asked the Board to meet with her in Cohen Center Room 213 to discuss matters regarding collective bargaining for the United Faculty of Florida (UFF)/FGCU Chapter and the Police Benevolent Association (PBA).

At 8:35 a.m. Chair Gable temporarily adjourned the regular BOT meeting for the purpose of convening the Executive Session in the Cohen Center Room 213, and announced that the FGCU Board of Trustees meeting would reconvene immediately following the adjournment of the Executive Sessions.

At 8:50 a.m., having concluded the Executive Session, Chair Gable resumed the open meeting of the FGCU Board of Trustees in the Cohen Center Ballroom.

Item 3: Response to Any Trustee Questions on Student Success - Enrollment Management Initiative

Chair Gable stated there had been a voluntary attendance Board workshop yesterday on the Four-Year Graduation Improvement Plan led by Vice President for Student Success and Enrollment Management Mitch Cordova. Chair Gable said it had been a great presentation and asked Dr. Cordova if he wished to make a comment.

Dr. Cordova thanked the Board for its participation and insightful comments at the workshop. He explained he had reported yesterday the preliminary four-year graduation rate was 26 percent, which was a calculation prior to summer term. He said he was pleased now to report that following summer term, the new preliminary calculation was 28 percent, which reflected a five percent increase over last year.

Chair Gable congratulated Dr. Cordova and noted FGCU was on the right path. He called for questions from the Board. There were no questions or comments.

Item 4: Consent Agenda (See Tabs #1-5)

Chair Gable stated there were five items on the Consent Agenda: (1) Minutes of June 5, 2018 Meeting; (2) Ninth Amendment and Restatement of Florida Gulf Coast University Board of Trustees Bylaws; (3) Fourth Amendment and Restatement of Florida Gulf Coast University Financing Corporation Bylaws; (4) Appointment of New Directors and Fellows to FGCU Foundation Board of Directors; and (5) Textbook and Instructional Materials Affordability Annual Report (Academic Year 2017-2018).

Chair Gable called for a motion to approve the Consent Agenda.

Trustee Joseph Fogg made a motion to approve the Consent Agenda. Trustee Richard Eide seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.
Item 5: Standing Report from FGCU Financing Corporation Board of Directors

Chair Gable introduced FGCU Financing Corporation Board of Directors Chair Joe Catti.

Mr. Catti said the last meeting for the Financing Corporation was on June 6, 2018. He reported on that meeting as follows; (1) At the request of the Florida Board of Governors (BOG), the Financing Corporation changed its by-laws to reflect the appointment of at least one member by the FGCU Board of Trustees, and for approval by the FGCU Board of Trustees on any appointments to the Financing Corporation Board; (2) The Financing Corporation’s Fiscal Year 2018-2019 Operating Budget, which is provided as an information item to the FGCU BOT today, was approved; and (3) $8 million was approved to assist the University in building the Student and Community Counseling Center, for which the Financing Corporation will be repaid by the University. He said the Financing Corporation currently was finishing its audit and would be reviewing it at the next Financing Corporation Board meeting.

Mr. Catti reported on several items regarding student housing. He said the good news was University housing had opened this semester with occupancy of over 100 percent. He explained students were doubling up in North Lake Village until a spot cleared for them. He reported $13.5 million dollars for fall revenue had been projected, and $13.9 million had been billed. He said the full-size bed program reflected that 558 of the 1,800 students in the North Lake Village had selected the full-sized option, which was less than anticipated. He stated this program will be monitored, but it had generated revenues of $77,000, and the payback period on the product was less than two years. He called on Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera to elaborate on this item.

Mr. Magiera explained Associate Vice President for Student Engagement Brian Fisher and his staff had been concerned about competition in student housing and had done a survey of students to find out how many might be interested in full-sized beds for a small additional charge. He reported the response was around 60 percent of those surveyed. He reported 30 percent actually had been purchased, and the payback time was less than two years. He stated this was an opportunity to give an enhancement without actually raising the cost of rental, and it was an optional program.

Mr. Catti moved on to capital projects and explained three buildings in North Lake Village had received new roofs, and five buildings had been painted. He added there had been shower refurbishments, some new carpets, and some furniture replacements. Mr. Catti concluded his presentation by welcoming Trustee Richard Eide as the FGCU Board of Trustees liaison to the FGCU Financing Corporation Board of Directors.

Chair Gable called for questions and there were none.
Item 6: Standing Report from FGCU Foundation Board of Directors

Chair Gable introduced FGCU Foundation Board of Directors Chair David Holmes to give this report.

Mr. Holmes thanked the Board for this opportunity, and reported the Foundation had overcome several obstacles in the past year and still had managed to raise over $20 million for FGCU. He said this fell a little short of the $25 million goal, but in the context of obstacles described, he felt this amount was excellent. He added although the amount had not reached the goal, the number of actual donors had increased over the fiscal year.

Mr. Holmes reported that as of June 30, 2018, the total Foundation endowment stood at $95.9 million, and soon, with positive investment results, the funds on deposit in the endowment could exceed $100 million. He said total assets were just over $131 million.

Mr. Holmes reported in terms of scholarships, last year $3.6 million was awarded to over 1,800 recipients, which was an increase of 20 percent in funds that were given out in scholarships, and a 25 percent increase in the number of awards. He said student success was a key focus, and the scholarship funds that they were able to deliver to the students were a big part of that initiative.

Mr. Holmes announced for the first time the FGCU Foundation completed a Strategic Plan. He said the time was right for the Foundation to correlate with the broader University plan. He explained the mission of the Foundation Strategic Plan was to support the Strategic Plan of the University. He explained the Foundation Strategic Plan had five key pillars: (1) Support the Strategic Plan of the University, including student success, entrepreneurship, health sciences, academic excellence and community engagement; (2) Broadly engage both internal and external communities; (3) Build the donor and revenue base in order to support growth in Foundation resources; (4) Be good and effective stewards of the endowment raised and managed; and (5) Increase the knowledge and visibility of FGCU locally, nationally, and globally. He commented the Foundation believed following these objectives would lead to University and Foundation excellence, and position the Foundation to launch another comprehensive fundraising campaign in the coming years. Each of the elements of the Foundation’s strategic plan had specific goals, tactics, objectives, and most importantly measures of success.

Mr. Holmes stated in the process of creating the Strategic Plan, the Foundation Board took some time to measure itself against peer institutions, and found at just about every level, the FGCU Foundation was doing an excellent job.

Chair Gable called for comments or questions.

Trustee Robbie Roepstorff thanked the Foundation and the Financing Corporation for the effort put forth to get the Student Health and Fitness Center built for the campus.
Chair Gable also thanked the Foundation for the Student Health and Fitness Center and offered congratulations on a great year.

**Item 7: Chair’s Report**

Chair Gable reported the President and he were attending the Board of Governors (BOG) meeting on the following day at New College of Florida (NCF) in Sarasota. He noted for the record that he had appointed Trustee Eide to serve as the Board’s liaison to the FGCU Financing Corporation Board of Directors, and Trustee Stephen Smith to serve on the FGCU Board of Trustees Audit and Compliance Committee. He thanked both of these individuals for their service.

Chair Gable introduced Staff Advisory Council (SAC) President Missy Berkley, and welcomed her.

**Item 8: President’s Report**

President Martin stated he wanted also to thank Mr. Holmes and Mr. Catti and the staff who work with them. He also thanked Dr. Cordova not only for the presentation, but for the good news that early in the initiative traction was being felt. He said this was being exhibited in the summer school outcomes, the interventions with students, and with the news regarding projected graduation rates.

President Martin introduced Dr. Craig Cobane, FGCU’s visiting American Council of Education (ACE) Fellow for the year. He explained the American Council of Education had an ongoing program to help develop future leaders of public higher education, and Provost and Vice President for Academic Affairs James Llorens was a previous graduate of the program. He further explained that individuals who showed the potential to lead competed for a fellowship from ACE to spend a year at a visiting institution to participate with its leadership team to learn about the culture and activities at that institution. He added Dr. Cobane was the first individual to select FGCU. He said Dr. Cobane led the Honors program at Western Kentucky University; held an Endowed Professorship there, and had a very strong reputation in international diplomacy and programs.

President Martin explained the Board of Governors (BOG) had asked for an indication of how FGCU had invested the funds from last year’s Legislative Budget Request (LBR) and how FGCU would invest additional funds (if received) in the coming year. He said Chief Budget Officer David Vasquez would make a presentation at the upcoming BOG meeting. He noted that a copy of the presentation was provided to each Board member today. He reported the good news that this year FGCU’s Legislative Budget Request had been included in the State University System request as it had not been last year. He said this was good news because it reflected the fact that the BOG believed FGCU was on the right track.
President Martin reported a minor in Agribusiness was being launched under the auspices of a Center for Agribusiness in the Lutgert College of Business. He said Dr. Fritz Roka, who had worked at the IFAS Research Center in Immokalee, had been hired to lead the program. He reported Ron Hamel, who recently retired as the Executive Vice President and General Manager of the Gulf Coast Citrus Growers Association, had been hired as a part-time consultant aimed at creating relationships with the region’s agribusiness leadership, helping to advise on curriculum development, working on internships for students, and in general being an expert who could connect FGCU with the agribusiness leadership of the region. He said longtime FGCU supporters Bernie Lester and Ben Hill Griffin were very happy to see this program being launched. He said an advisory committee would be formed and would continue to look at the best practices with respect to curriculum. President Martin stated hopefully students would embark on careers in a robust agricultural sector for Southwest Florida.

President Martin reported a possible expansion of the Cohen Center was being considered because more meeting space was necessary. He explained the plan was to expand onto the terrace, which got little use, and this could be done using carryforward monies up to $2 million. He said in the process of expansion, the building would become much more of a student union and provide gathering spaces for students.

He reported the creation of a Limited Liability Corporation (LLC) as a wholly owned subsidiary of the FGCU Foundation was being explored so that if the University reached the point where it wanted to get involved in real estate ventures which would serve the campus and campus community, but likewise be commercially viable in the process, FGCU would be ready to go. President Martin said in the State University System (SUS), a number of the universities had created LLCs. He said he would keep the Board informed as it went forward.

President Martin concluded FGCU athletic teams were performing remarkably well and he appreciated cheering them on.

Chair Gable called for questions.

Trustee Fogg asked for the amounts of the Legislative Budget Requests.

President Martin responded last year it had been $13.7 million and this year it was $12.76 million. He explained the requests were tied to specific objectives, but the case also was being made that FGCU had been underfunded on a per-student basis for a number of years. He said FGCU was catching up to the System on support for students, and also there was a need for specific initiatives. He stated a great deal had to do with Pillar 1 of the FGCU Strategic Plan.

Trustee Eide commended President Martin on the tremendous job in coordinating the legislative effort and making it fit what FGCU was trying to accomplish in Southwest Florida. He said when you put with it the statement, “This is a tactical investment and not a spending plan,” it brought with it a high obligation to keep proving that it was true.
President Martin responded FGCU had told the BOG that the Strategic Plan was the larger objective, and then tactical initiatives would be created within each of the Pillars -- and thus he wanted to stick with the language already used early on with Governor Ed Morton of the BOG. He said not only did FGCU invest, but it was accountable for outcomes. President Martin said that he and his team would continue to report back to the FGCU Board, and where appropriate, the BOG.

Chair Gable and President Martin acknowledged Representative Ray Rodrigues, who had joined the meeting, and thanked him for his support.

Trustee Kevin Price asked with the launching of the Center for Agribusiness, if there would be any synergies with the Buckingham property.

President Martin responded the FGCU Buckingham property was being looked at for a number of things. He said there was an emerging partnership with the community to use the property in a couple of ways. One was a bee keeping program jointly with the community and the Entomology Department of the University of Florida (UF), and another was a certificate or minor program in turf grass management to accompany the Professional Golf Management (PGM) program.

Trustee Price commented water quality and watersheds in the area had been talked about by the Board, and in many ways this was a foundation of the mission of the University and of the region. He suggested moving in that direction as well.

President Martin responded in FGCU’s Public Education Capital Outlay (PECO) request for the BOG, there was a block of money for Academic Building 9 (AB9) which would focus heavily on water, as a center for “all things water.”

**Item 9: Academic/Student/Faculty Affairs Committee** (See Tabs #6 - 7)

Chair Gable called on Committee Chair Christian Spilker to present this information.

Trustee Spilker informed the Board there were two action items and called on Provost Llorens to present the first action item.

**New Degree Program: Bachelor of Science in Construction Management (TAB #6)**

Provost Llorens stated he expected this program to be positively received as it was put together well, and there were no Construction Management degrees offered in Southwest Florida. He pointed out there was a great demand for this degree, with the Bureau of Labor statistics suggesting there would be a 16 percent increase in demand over the next three to five years. He indicated there was strong support from the community, and with the FGCU Board’s approval, the proposal would be submitted to the Board of Governors (BOG) for approval in January. He added recruiting was
Trustee Spilker called for a motion to approve the Bachelor of Science in Construction Management.

Trustee Jalisa White made a motion to approve the proposal for the Bachelor of Science in Construction Management. Trustee Mike McDonald seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

2018-2021 Collective Bargaining Agreement – FGCU Board of Trustees and United Faculty of Florida/FGCU Chapter, and 2017-2018 Re-Opener (Article 23 Salaries, and Article 24 Benefits) (TAB #7)

Provost Llorens thanked the bargaining teams and said he believed the new Agreement was going to move the University forward. He stated faculty were the backbone of any university, and this Agreement was an investment in faculty and their commitment to provide quality instruction to students.

Provost Llorens said the changes had been submitted to the Board in the agenda packet, and he asked for the Board’s approval.

Trustee Spilker called for a motion to approve the 2018-2021 Collective Bargaining Agreement.

Trustee McDonald made a motion to approve the 2018-2021 Collective Bargaining Agreement – FGCU Board of Trustees and UFF/FGCU Chapter, and 2017-2018 Re-Opener (Article 23 Salaries, Article 24 Benefits). Trustee K. Smith seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

President Martin thanked the individuals involved in the negotiations of the Agreement, and said it recommitted both groups to the best interest of the institution and the students it served. He added he greatly appreciated the collaborative approach and was very comfortable with the outcome.

Trustee Spilker commended the tremendous amount of work done on both sides of the table for this Agreement to be made.

Item 10: Standing Report from United Faculty of Florida (UFF)/FGCU Chapter

Chair Gable introduced Dr. Win Everham, Co-President of United Faculty of Florida (UFF)/FGCU Chapter, whose report was being made in conjunction with the collective bargaining agreement provision that provides an opportunity to speak to FGCU Board of Trustees agenda items which affect the wages, hours, and other terms and conditions of employment of employees. “Employees” is defined as a member of the bargaining unit.
Dr. Everham began by recognizing where the FGCU Chapter of UFF had been a year ago. He reminded the Board roads were being cleared, buildings were being checked, and FGCU was making sure it had survived Hurricane Irma. He added since that storm, other “storms” had been weathered. Since spring of 2017, the UFF Collective Bargaining Agreement had been in negotiation. He commented many people around the table had worked hard to nurture the Agreement. He reported slightly more than 95 percent of the certified faculty votes approved the ratification last week, and he thanked the Board for doing the same.

Item 11: Finance, Facilities and Administration Committee (See Tabs #8-18)
Chair Gable called on Committee Chair Ken Smith to present this information.
Trustee K. Smith reported there were six information items and six action items on the agenda. He called on Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera to present the items.

Video Presentation for Active Shooter Preparedness Training
Mr. Magiera stated this item was in response to the Board’s concern about students’ and employees’ training for security and active shooters. He said the Board would see a video, and afterward he would explain how the video would be shared with the campus.

The Active Shooter Preparedness video When Lighting Strikes was presented, and viewed by the Board.

Following the video, Mr. Magiera explained University Police Department (UPD) Chief Steven Moore considered several enhanced videos and selected this one. He said the video would be put on Canvas with a link that would indicate if it had been viewed by students and employees. He reported over 60 percent of faculty and staff already have viewed the video. He said students currently have two videos which must be viewed each fall, and this would be the third. He explained the video must be viewed before the end of the semester to enable students’ registration for the spring. He said for staff this must be done annually as part of their job requirements and performance evaluation.

Trustee K. Smith called for questions or comments.

Trustee Kevin Price commented today was the anniversary of 9/11, and he had been a student at FGCU on that day and remembered watching television with others and thinking how unimaginable the events had been. He reminded everyone present that students coming in as freshmen had not been born at that time. He commented this video has become a reality.

President Martin stated students were holding an event today on the library lawn from 12-2 p.m. to commemorate 9/11.
Finance and Budget Update (TAB #8)

Mr. Magiera said FGCU was 60 days into the fiscal year and there were not many items to report, but key items were revenues were almost one percent above what had been projected, about $595,000; and expenses were about two percent below what had been expected, about $1 million. He said another key item was when the budget was approved, there was $12.8 million in an unallocated section. He reported to date President Martin has allocated $8.4 million of this money, and planned to allocate the rest around the January 1, 2019. He said this was being done strategically.

Trustee K. Smith called for questions or comments and there were none.

2017-2018 End-Of-Year Budget Report (TAB #9)

Mr. Magiera informed the Board the year had finished with revenues of about $3 million over what had been projected in June on a total revenue budget of $242 million, which was a positive variance of 1.27 percent. The overall expenditures were 1.83 percent underspent, which was about $4.4 million on a total expenditure budget of $238 million. He reported this was the same as in other years.

Trustee K. Smith called for questions or comments and there were none.

Carryforward Funds from Fiscal Year Ending June 30, 2018 (TAB #10)

Mr. Magiera reported the Carryforward Funds had been reported at the June Board meeting, but the amount was less than projected after some spending was done in June. He said the report showed everything which was restricted. He pointed out there was $13.4 million and a statutory requirement that 5 percent be held, or $8 million, that had to be set aside. If FGCU wanted to spend the funds, the State required an explanation as to how the funds would be replaced.

Mr. Magiera said the second item was the FGCU Board of Trustees (BOT) required reserve which had been set several years ago at $5 million. He said the goal at the time was to eventually match the state required amount. He explained much discussion was ongoing across the nation concerning carryforward funds with many institutions attempting to have 8 percent of the operating budget, or approximately one-twelfth. He said this was difficult, but in emergency situations the University should have funds to pay people and keep running.

Mr. Magiera reported the last item was also restricted money given toward a talent gap program; there was originally $1.5 million and there was still about a half million dollars which had not yet been allocated. He added there was no discretionary carryforward this year.

Trustee Eide asked if these were the carryforward funds to which President Martin had referred for the addition on the Cohen Center.

Mr. Magiera responded negatively, and said President Martin had been referring to carryforward funds which would be generated this fiscal year.
Trustee McDonald asked if the monies which were set aside generated interest revenue, and if so, where does that money go.

Mr. Magiera responded there was an interest account at the University where money goes, but most of FGCU’s money was held at the State level at the State Board of Administration (SBA) where it earned a little interest, about 2 percent.

Trustee McDonald asked when the money was received, if it was allocated for a special purpose.

Mr. Magiera responded the money went into the auxiliary account and could be allocated as needed.

Trustee K. Smith called for further questions and there were none.

FGCU Financing Corporation 2018-2019 Budget (TAB #11)

Mr. Magiera reported this year the Financing Corporation Budget was projecting around $900,000 in revenue exceeding expenses. He said this money would go into the unrestricted fund balance, which was currently around $12-13 million. He added some money was set aside and restricted under bond covenants. He pointed out another reason for the unrestricted fund balance was that there was around $22-24 million of variable debt, re-marketed weekly, which saved money, but if something drastically happened to the interest rates, the variable bonds could be paid off.

Trustee K. Smith called for questions and there were none.

FGCU Foundation 2018-2019 Budget (TAB #12)

Vice President for University Advancement, and Executive Director of FGCU Foundation Chris Simoneau reported revenues had increased due to rising interest rates and the increased value of the endowment. The Foundation was proposing a balanced budget for the fiscal year.

Trustee K. Smith called for questions and there were none.

2018-2021 Collective Bargaining Agreement – FGCU Board of Trustees and Gulf Coast Police Benevolent Association/FGCU Chapter (TAB #13)

Mr. Magiera said this Agreement was the first of its kind at FGCU, and he asked President Martin to comment.

President Martin stated he strongly recommended the Agreement to the Board. He acknowledged the good work of Chief Negotiator Pam Bowman, Associate Vice President for Human Resources; UPD Chief Moore; and others. He said clearly this was a good outcome for all. He explained this was an opportunity to recognize a really outstanding University police department which was committed to not only keeping the campus safe, but also to being part of the educational experience of students. He stated FGCU had done a good job in its first negotiation with the Police Benevolent
Association (PBA), and the outcomes for both sides were positive. He strongly recommended the Collective Bargaining Agreement for approval by the Board.

Trustee K. Smith called for a motion to approve the Collective Bargaining Agreement.

Trustee Spilker made a motion to approve the Collective Bargaining Agreement – FGCU Board of Trustees and Gulf Coast Police Benevolent Association/FGCU Chapter. Trustee McDonald seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

**Regulation: FGCU-PR5.016 Disciplinary Actions (TAB #14)**

Mr. Magiera stated Tabs #14-15 go together. He stated prior to this change there were two options to separate an employee from the University without cause. The first option was to provide 90 days’ notice where the employee continued his job; the second option was to dismiss the employee on the same day and give 90 days of pay and health benefits in lieu of notice. He said the change would require using the second option only.

Trustee K. Smith called for a motion to approve Regulation: FGCU-PR5.016.

Trustee S. Smith made a motion to approve Regulation: FGCU-PR5.016 Disciplinary Actions. Trustee Price seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

**Regulation: FGCU-PR5.023 Separations (TAB #15)**

Trustee Spilker stated as this was similar to PR5.016 Disciplinary Actions, no presentation would be necessary.

Trustee K. Smith called for a motion to approve Regulation: FGCU-PR5.023.

Trustee Spilker made a motion to approve Regulation: FGCU-PR5.023 Separations. Trustee Darleen Cors seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

**Regulation: FGCU-PR1.001 Statement of Agency Organization and Operation (TAB #16)**

Vice President and General Counsel Vee Leonard stated the changes had been made due to the reorganization and creation of the Division of Student Success and Enrollment Management and various other departments throughout the University, which were relocated into that new Division. She said the Statement of Agency Organization and Operation reflected those changes.

Trustee K. Smith called for a motion to approve Regulation: FGCU-PR1.001.
Trustee Fogg made a motion to approve Regulation: FGCU-PR1.001 Statement of Agency Organization and Operation. Trustee Spilker seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

Third Amendment and Restatement of Resolutions on Presidential Authorizations (TAB #17)

Ms. Leonard reported the changes reflected in the Resolution come from Senate Bill 4 which requires the FGCU Board of Trustees to approve prospective members of the Direct Support Organizations.

Trustee K. Smith called for a motion to approve.

Trustee Cors made a motion to approve the Third Amendment and Restatement of Resolutions on Presidential Authorizations. Trustee Fogg seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

Trustee K. Smith commented that if the FGCU Board of Trustees was to approve new Board members for the DSOs, press releases should not be released until the FGCU Board of Trustees has approved them.

Chair Gable agreed with Trustee K. Smith’s comment. President Martin agreed.

FGCU 2018 Florida Equity Report (TAB #18)

Trustee K. Smith called on Director of Equity, Ethics and Compliance, and Title IX Coordinator Precious Gunter to present this report.

Ms. Gunter stated the report was prepared each year pursuant to the Florida Education Equity Act, and Board of Governors (BOG) Regulation 2.003 on Equity and Access. She said specific guidelines were received from the BOG that detail the contents of the report, which includes information on the University’s progress in implementing strategic initiatives and performance related to equity and access as they pertain to academic services, programs, and student enrollment; equity in athletics; and employment. She added the report period was July 1, 2016 to June 30, 2017.

Ms. Gunter explained that in this time period, 14,821 students were enrolled, with 57 percent female and 43 percent male, which was on track with the national trend. She noted that of those reporting their race, 34 percent were identified as racial or ethnic minority, which was an increase from 32.5 percent from the previous year. She said there had been an overall increase in bachelor degrees awarded over the past three years, with 59 percent female and 32 percent minorities receiving these degrees. In terms of gender equity in athletics, FGCU’s representation was substantially proportionate to the overall student population. She said there were 15 sports – 9 were female sports, and 6 were male sports. There were 278 total athletes and of this number, 43 percent identified as racial or an ethnic minority.
Ms. Gunter stated in an effort to continue to promote inclusion and diversity on campus, there was an Athletics Inclusion & Diversity Committee, chaired by the Athletics Director and of which Ms. Gunter was a member; as well as the presidentially appointed University Title IX Committee, of which the Associate Director of Athletics is a member. Ms. Gunter reported in the area of employment representation for the Equity Report, only faculty were examined. She said there was a separate federal report each year based on the Affirmative Action Plan, which examined the entire employee population as a whole. She reported there were 461 non-tenured faculty members, with 46 percent female, 78 percent identifying as white, and 22 percent identifying as racial ethnic minority. This showed an increase in minority faculty. She stated in terms of the promotion process for faculty, there had been 48 applications for promotion, with 28 male and 20 female; of the 48, 15 withdrew their applications during the process. Of the faculty who continued the process, 67 percent were promoted, with 13 males and 9 females. She said of the females who continued through the promotion process, 75 percent were promoted. Also, 60 percent of minority males who continued through the process were promoted. Ms. Gunter reported as of December 31, 2017, there were 1,371 total employees, with 57 percent women, 43 percent men, and 22 percent ethnic minorities.

Ms. Gunter said there were many efforts taking place on campus to combat inequity. Two examples of such efforts were the Diversity and Inclusion certificate program and the Student Success- Enrollment Management Initiative. Within these two efforts, their goals included diversity and inclusion; they sought to increase the number and type of diversity programs; and they worked to develop resources for underrepresented students. Some of the collaborations in diversity that occurred across campus were Soar in 4, Hispanic Heritage Month, Pride Week, Domestic Violence Awareness Month, the Seminole Tribe Initiative, and the Leadership Development Academy for faculty and staff. Finally, the diverse training opportunities that were available were Safe Zone, Sexual Harassment Prevention, What is Diversity? What is Inclusion?, Title IX, Responsible Employee, and Americans with Disabilities Act (ADA).

Trustee K. Smith said this was an excellent report and called for a motion to approve the report. Trustee Roepstorff made a motion to approve the FGCU 2018 Florida Equity Report. Trustee Spilker seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

**Item 12: Audit and Compliance Committee** (See Tab #19-22)

Chair Gable called on Audit and Compliance Committee Chair Joseph Fogg to give this report.

Trustee Fogg stated there were four items from the Audit and Compliance Committee which were recommended for approval by the FGCU Board of Trustees. He informed the Board that the Committee was working on updating two Charters, one relating to the
Committee itself and the other relating to the Office of Institutional Equity and Compliance. He anticipated these would be completed by the next Board meeting. He called on Director of Internal Audit Bill Foster to present the four action items.

Administration of Florida Bright Futures Scholarship Program by Florida’s Public Universities and Colleges Audit (TAB #19)

Mr. Foster said in the Bright Futures audit, which had been done on a state-wide basis, there were no findings related to FGCU.

Trustee Fogg called for questions and there were none. He called for a motion.

Trustee S. Smith made a motion to accept the Administration of Florida Bright Futures Scholarship Program by Florida’s Public Universities and Colleges Audit. Trustee Cors seconded the motion. There was no public comment, or Board discussion. With two Trustees out of the room, the vote was 9-0 in favor of the motion.

2017-2018 Internal Audit Annual Report (TAB #20)

Mr. Foster stated this report was required by BOG Regulation 4.002 which stated that the Director of Internal Audit should prepare a report summarizing the activities of the office for the preceding fiscal year. He said all audits were performed in accordance with the Institute of Internal Auditors International Standards for the Professional Practice of Internal Auditing. He said the work plan and each individual audit were risk-driven, all significant observations were reported, and his office had received cooperation from management and staff. He thanked President Martin, the Audit and Compliance Committee and the FGCU Board of Trustees for their continued support, along with the staff of the Office of Internal Audit for their work and dedication.

Mr. Foster said the staff in the Office of Internal Audit were members of various organizations to keep current on internal audit and university audit activities. These memberships included: the Institute of Internal Auditors (IIA), the Association of College and University Auditors (ACUA), the Information Systems Audit and Control Association (ISACA), the Association of Certified Fraud Examiners (ACFE), the American Institute of Certified Public Accountants (AICPA), the Florida Institute of Certified Public Accountants (FICPA), and the State University Audit Council (SUAC). He added during 2017-2018 two members of his Office had served as treasurer and president of the Southwest Florida Chapter of the Institute of Internal Auditors; and during 2017-2018, each member of his Office had met the requirement for Continuing Professional Education (CPE) hours.

Trustee Fogg called for questions, and hearing none, called for a motion.

Trustee S. Smith made a motion to approve the 2017-2018 Internal Audit Annual Report. Trustee Cors seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.
2018-2019 Internal Audit Work Plan (TAB #21)

Mr. Foster explained this was the proposed Internal Audit Work Plan for 2018-2019, which included Performance Measures Data Integrity Audit, Degree Works, Vester Marine and Environmental Science Research Field Station, and Information Technology Security.

Trustee Fogg called for questions, and hearing none, called for a motion.

Trustee S. Smith made a motion to approve the 2018-2019 Internal Audit Work Plan. Trustee Cors seconded the motion.

Trustee Roepstorff asked if Mr. Foster would be outsourcing the audit testing and using the same group as in the past for the Performance Measures Data Integrity Audit. Mr. Foster responded affirmatively.

Trustee Fogg asked President Martin to give information about the Vester Field Station.

President Martin explained on the coast, FGCU had a research station focused on marine science, which was in part a gift. He said it was a center where FGCU focused on water concepts, coastal resilience and many other things. He stated along with a small research center and some other facilities, there was a small housing unit which had been used heavily by graduate students from other universities which have worked with faculty on coastal relations. He said a tour could be arranged for the Board.

There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

Academic Camps and Conferences Audit (TAB #22)

Mr. Foster informed the Board this report presented a limited scope audit of academic camps, conferences or similar programs conducted during the fall 2016, spring 2017 and summer 2017 semesters. He said the Office of Campus Conference Programs had procedures and processes in place to comply with requirements for camp operations, however, management within the office had begun implementing additional procedures to ensure the consistency and effectiveness of camps and conferences operations. Mr. Foster said the objectives were to determine whether FGCU academic camps were conducted in compliance with applicable state statutes, University policies and procedures and other guidelines, to determine whether additional guidelines, policy, or procedures were needed, and to determine whether appropriate fees and royalties were collected.

Mr. Foster said for this audit, a mix of camps, conferences, and other enrichment programs that were operated during fall 2016, spring 2017 and summer 2017 semesters were reviewed. He stated there was a record of 143 camps, conferences and other enrichment programs, and 20 events were selected for review. He said packages had been developed, and these packages would outline: (1) General Counsel approved waivers for campers, adults, and personnel involved in the camp program; (2)
Appropriate procedures for Department of Children and Families (DCF) State required background checks through the Office of Human Resources; (3) Mandatory and optional insurance requirements for all camps from the department of Environmental Health and Safety; and (4) Appropriate cash collection procedures for all camps from the Finance and Accounting Department.

Mr. Foster stated a Campus Conference Program employee would be responsible for ensuring all camp administrators had the appropriate required waivers, insurance, and background checks completed before a camp participant or personnel could partake in the program. Each respective vice president should inform his/her division of the camp requirements, and the Campus Conference Programs department was designated to coordinate and ensure all camp requirements (background screenings, University waivers, insurance, and appropriate fee collection procedures) were completed. Campus Conference Programs will maintain, update, and post on its website all information regarding camps and all required documents for each specific camp.

Trustee Fogg called for questions, and hearing none, called for a motion.

Trustee Spilker made a motion to accept the Academic Camps and Conferences Audit. Trustee McDonald seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

**Item 13: Old Business**

There was no old business for discussion.

**Item 14: New Business**

There was no new business for discussion.

**Item 15: Chair’s Closing Remarks and Meeting Adjournment**

Chair Gable called on President Martin for a couple of announcements. President Martin announced that a year ago an Academy for Leadership Development had been launched in the hopes of building a cadre of people to lead the institution, and Trustee McDonald was in the first cohort. He said a call for the next cohort yielded a response of about 40 people, and the plan was to expand the program into additional cohorts starting in the spring semester.

President Martin also announced that an executive search firm was being engaged, not around a single search but over a period of time so the firm could be on standby as openings arose. He said the Cabinet interviewed a firm called Diversified Search, which had offices in Miami and Philadelphia as well as around the country. The firm’s credentials had been checked, and FGCU now was in the process of negotiating an arrangement to use the firm for various executive searches. He said there were three positions currently that would utilize the search firm: (1) Dean of the Marieb College of
Health and Human Sciences, (2) Director of the Bower School of Music and the Arts, and (3) Associate Vice President for Enrollment Management. He explained hiring this firm would allow it to get to know FGCU well in the process.

Trustee Eide asked if FGCU would pay to retain the firm or if it would be paid per each search.

President Martin said there would be an initial one-year arrangement, and the firm would be paid per each search.

Chair Gable took note of today's date, the anniversary of Hurricane Irma, stating it was hard to believe what was happening 365 days ago. He reminded everyone of FGCU's assistance to the community and how it made a huge impact.

Chair Gable thanked Dr. Cordova for his efforts in yesterday's Workshop on the FGCU Four-Year Graduation Improvement Plan. He also expressed his appreciation for everyone who worked on the Collective Bargaining Agreements.

Chair Gable stated Trustee S. Smith and Trustee Leo Montgomery were organizing a golf outing to support the men's and women's golf teams. He asked Trustee S. Smith to comment.

Trustee S. Smith said he and Trustee Montgomery conceived the idea to invite the men's and women's golf teams to Mediterra, the community where they live, to benefit FGCU Athletics. He said arrangements had been made, and he now was inviting members of the FGCU Board of Trustees to join them for this social event. He also had invited members from the Mediterra community to participate.

Chair Gable announced the FGCU Board of Trustees meeting scheduled for December 7, 2018 was canceled, and the next Board meeting would be on Tuesday, January 8, 2019. He said the limited agenda meeting on February 19, 2019 would be held by conference call. He announced the Audit and Compliance Committee would be having an Executive Session following the conclusion of today's Board meeting, and it had been duly noticed. All Trustees were invited to participate.

Trustee Eide asked if the dates had been set for FGCU Day at the Capitol in Tallahassee.

Chair Gable asked Director of Government Relations Jennifer Goen to respond.

Ms. Goen stated FGCU Day at the Capitol would be on Tuesday, March 26, 2019, with a reception on the evening of March 25, 2019.

Chair Gable asked Ms. Goen to provide that information to Vice President and Chief of Staff Susan Evans so she could share it with the Board.

Chair Gable adjourned the meeting at 10:33 a.m.
Minutes prepared by Transcription Experts, and reviewed by Tiffany Jackson, FGCU Assistant Director of Board Operations.

Agenda Items:
A. See Tabs #1 – 22

B. Handouts

Attachment:
A. Record of Votes
## Consent Agenda

1. New Degree Program: Bachelor of Science in Construction Management (Tab #6)
2. 2018-2021 Collective Bargaining Agreement – FGCU Board of Trustees and Gulf Coast Police Benevolent Association/FGCU Chapter (Tab #13)
3. Regulation: FGCU-PR1.001 Statement of Agency Organization and Operation (Tab #16)
4. Third Amendment and Restatement of Resolutions on Presidential Authorizations (Tab #17)
5. Florida Gulf Coast University 2018 Florida Equity Report (Tab #18)
6. Administration of Florida Bright Futures Scholarship Program by Florida’s Public Universities and Colleges Audit (Tab #19)
7. 2017-2018 Internal Audit Annual Report (Tab #20)
8. 2018-2019 Internal Audit Work Plan (Tab #21)
9. Academic Camps and Conferences Audit (Tab #22)

### Consent Agenda:

**1- Fogg**
- Yes/No: Yes

**2- Eide**
- Yes/No: Yes

**New Degree Program: Bachelor of Science in Construction Management (Tab #6)**
- Yes/No: Yes

**2018-2021 Collective Bargaining Agreement – FGCU Board of Trustees and Gulf Coast Police Benevolent Association/FGCU Chapter (Tab #13)**
- Yes/No: Yes

**Regulation: FGCU-PR1.001 Statement of Agency Organization and Operation (Tab #16)**
- Yes/No: Yes

**Third Amendment and Restatement of Resolutions on Presidential Authorizations (Tab #17)**
- Yes/No: Yes

**Florida Gulf Coast University 2018 Florida Equity Report (Tab #18)**
- Yes/No: Yes

**Administration of Florida Bright Futures Scholarship Program by Florida’s Public Universities and Colleges Audit (Tab #19)**
- Yes/No: Yes

**2017-2018 Internal Audit Annual Report (Tab #20)**
- Yes/No: Yes

**2018-2019 Internal Audit Work Plan (Tab #21)**
- Yes/No: Yes

**Academic Camps and Conferences Audit (Tab #22)**
- Yes/No: Yes

### Record of Votes

**FGCU Board of Trustees**

**DATE: 9/11/2018**

<table>
<thead>
<tr>
<th>TRUSTEES</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Trustee Darleen Cors</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>2 Trustee Richard Eide</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3 Trustee Joseph Fogg</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>4 Trustee Mike McDonald</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>5 Trustee Montgomery (excused absence)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 Trustee Kevin Price</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>7 Trustee Robbie Roepstorff</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>8 Trustee Kenneth Smith</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>9 Trustee Stephen Smith</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>10 Trustee Christian Spilker</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>11 Trustee Jaisa White</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>12 Trustee Blake Gable</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Subjects: Carryforward Funds from Fiscal Year Ending June 30, 2018

PROPOSED BOARD ACTION

Approve use of Carryforward Funds

BACKGROUND INFORMATION

Each year the University is required to submit to the Board of Governors the intended uses of the Carryforward balances. Carryforward is a state term for cash balance of the Educational and General Revenue Funds of the University. These funds are composed of State Appropriations, Lottery Money, and Tuition. These are the first three line items on your budget reports. There are statutorily required reserves, FGCU Board of Trustees required reserves, and requested projects. This is an update on projects and expenditures originally approved at the June 5, 2018 BOT meeting, and an update provided at the September 11, 2018 BOT meeting.

The notable change is the shift of funding from the FGCU Board of Trustees Reserve Requirement to Facilities, Infrastructure and Information Technology. Florida Gulf Coast University has been using the same Enterprise Resource Planning system since 2003. The demand for services, data and functionality has grown considerably in the past fifteen years, and the institution has reached a crossroads on what can be accomplished with the current technology being utilized. The FGCU BOT Reserve was originally intended and funded to meet extraordinary needs and circumstances. This repurpose of funding not only meets that criteria, but also will prepare financially for the investment to be made.

Supporting Documentation Included: Carryforward Funds as of October 31, 2018

Prepared by: Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera
Legal Review: N/A

Submitted by: Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera
Carryforward Funds
June 30, 2018

Carryforward Funds (Cash Balance) at June 30, 2018 $13,409,909

Uses of Funds:

Statutory Reserve Requirement – 5% of current Budget 7,897,573

FGCU Board of Trustees Reserve Requirement – Several years ago after a substantial budget cut by the State of Florida, the FGCU Board of Trustees required a reserve to be established. The goal of the reserve was to eventually match the State requirement. 5,000,000

Talent Gap Programs – We were given a non-recurring appropriation specifically for the Talent Gap Programs. One of those programs was Data Analytics. The program is not fully underway and therefore some funds remained unspent. 512,336

Total Uses of Funds $13,409,909
Carryforward Funds
October 31, 2018

Carryforward Funds (Cash Balance) at October 31, 2018 $13,467,602

Uses of Funds:

Statutory Reserve Requirement – 5% of current Budget 7,897,573

FGCU Board of Trustees Reserve Requirement – Several years ago after a substantial budget cut by the State of Florida, the FGCU Board of Trustees required a reserve to be established. The goal of the reserve was to eventually match the State requirement. 0

Talent Gap Programs – We were given a non-recurring appropriation specifically for the Talent Gap Programs. One of those programs was Data Analytics. The program is not fully underway and therefore some funds remained unspent. 437,124

Facilities, Infrastructure and Information Technology – Reservation of funding for the purchase and installation of a new Enterprise Resource Planning system for Financial and Human Resource management. 5,132,905

Total Uses of Funds $13,467,602
Florida Gulf Coast University Board of Trustees
December 7, 2018

SUBJECT: Regulation: FGCU-PR7.006 Waivers of Tuition and Fees

PROPOSED BOARD ACTION

Approve amendment to Regulation FGCU-PR7.006

BACKGROUND INFORMATION

The Stanley Tate Project STARS Scholarship Program, and its affiliates, such as Take Stock in Children, provides financial support for economically disadvantaged youth. Through this program, which includes funding from both the Florida Legislature and private donations, over 32,000 scholarships have been provided. At the June 16, 2009 BOT meeting when the Tuition Differential Fee (TDF) was implemented, the state universities voluntarily agreed to mitigate the impact on the STARS scholars since at the time their scholarship was awarded, the TDF was not contemplated.

A discretionary waiver for Project STARS TDF is necessary in order to capture and track this activity, and allow for this waiver to be captured as a reduction in cost to the student. The waiver would be implemented for the Spring 2019 Term.

Supporting Documentation Included: Notice and Text for Regulation FGCU-PR7.006 Waivers of Tuition and Fees

Prepared by: University Controller June Gutknecht

Legal Review by: Vice President and General Counsel Vee Leonard (November 5, 2018)

Submitted by: Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera
FLORIDA GULF COAST UNIVERSITY
NOTICE OF REGULATORY ACTION

REGULATION TITLE:
Waiver of Tuition and Fees

REGULATION NO:
FGCU-PR7.006

SUMMARY:
This Regulation is being amended to adopt a discretionary waiver of the Tuition Differential Fee (TDF) for students whose Project STARS scholarships do not provide for the TDF payment, per the Board of Governors, as well as additional modifications for clarity and consistency.

FULL TEXT:
The full text of the regulation being proposed is attached and can also be found at http://www.fgcu.edu/generalcounsel/promulgation.asp

AUTHORITY:
§§112.19, 112.191, 112.1915, 1009.25, 1009.26, 1009.265, Florida Statutes; Board of Governors Regulation 7.008

OFFICIAL INITIATING THE PROPOSED/REVISED REGULATION:
June Gutknecht, University Controller

UNIVERSITY OFFICIAL APPROVING THE PROPOSED/REVISED REGULATION:
Steve Magiera, Vice President for Administrative Services and Finance

CONTACT INFORMATION REGARDING THE PROPOSED/REVISED REGULATION:
M. Todd Caraway
Office of the General Counsel
10501 FGCU Blvd. S., Fort Myers, FL 33965-6565
(P): 239.590.1101 | (F): 239.590.7470 | Email: gco@fgcu.edu

Any person may submit written comments concerning a proposed regulation, amendment, or repeal to the contact person identified above within 14 days after the date this notice was posted. The comment(s) must identify the regulation to which you are commenting.

THIS NOTICE WAS POSTED ON THE FGCU WEBSITE ON NOVEMBER 7, 2018

GC370685
A. GENERAL STATEMENT

Resident tuition, non-resident tuition, and associated fees may be waived (fully or partially) for purposes that support and enhance the mission of Florida Gulf Coast University (“the University”). The University Bursar is designated as the University official who is to address student issues and/or questions regarding waivers.

B. WAIVERS

Waivers and exemptions are authorized to include, but not be limited to the following:

1. Sponsored Credit Institutes and Programs – Tuition and associated fees, as well as fees for materials and supplies may be waived for participants in sponsored credit institutes and programs.
   
a) Sponsored credit institutes and programs are entities where substantially all the direct costs are paid by the external sponsoring entity, where there is no direct expenditure of Educational and General funds for the conduct of the programs, and where no fees or other assessments are collected from students by the sponsoring entity, the University, or any other entity.
   
b) In determining whether the direct costs are paid by the sponsoring entity, funds paid directly to the participants in a form such as, but not limited to, stipends, travel or book allowances should not be taken into account. "Direct costs" refer to the costs associated with the instruction or training which a participant receives. All funds collected from sponsoring entities for sponsored credit institutes will be remitted to the University's contract and grants trust fund and/or auxiliary trust funds.
   
c) Funds collected from courses offered through continuing education should be budgeted in the Auxiliary Trust Fund.
   
d) Neither the number of participants nor student credit hours in these institutes and programs may be counted for state-funding purposes.

2. Deceased Law Enforcement, Correctional, or Correctional Probation Officers Employed by the State or Political Subdivision thereof – Certain educational expenses that the child or spouse of the deceased officer incurs while obtaining an undergraduate education or a postgraduate education shall be waived if a law enforcement, correctional, or correctional probation officer is accidentally killed or receives accidental bodily injury which results
in the loss of the officer's life while engaged in the performance of the officer's law enforcement duties on or after June 22, 1990, or is unlawfully and intentionally killed or dies as a result of such unlawful and intentional act on or after July 1, 1980, while the officer was employed by a political subdivision of the state.

a) The amount waived by the University shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours. The child or spouse may attend on either a full-time or part-time basis. The benefits provided to a child under this section shall continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within 5 years after the death occurs, and entitlement thereto shall continue until the 10th anniversary of that death.

b) Upon failure of any child or spouse benefited by the provisions of this subsection to comply with the ordinary and minimum requirements of the institution attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child or spouse and no further funds may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.

c) Only a student in good standing in his or her respective University may receive the benefits.

d) A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

3. Deceased Firefighters Employed by the State or a Political Subdivision thereof – Certain educational expenses that the child or spouse of the deceased firefighter incurs while obtaining an undergraduate education or a postgraduate education shall be waived if a firefighter is accidentally killed or receives accidental bodily injury which results in the loss of the firefighter's life while engaged in the performance of the firefighter's duties on or after June 22, 1990, or is lawfully and intentionally killed or dies as a result of such unlawful and intentional act on or after July 1, 1980, while the firefighter was employed by a political subdivision of the state.

a) The amount waived by the University shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours. The child or spouse may attend on either a full-time or part-time basis. The benefits provided to a child under this section shall continue until the child's 25th birthday. The benefits provided to a spouse under this subsection must commence within 5 years after the death occurs, and entitlement thereto shall continue until the 10th anniversary of that death.

b) Upon failure of any child or spouse benefited by the provisions of this subsection to comply with the ordinary and minimum requirements of the institution attended, both as to discipline and scholarship, the benefits shall be withdrawn as to the child or spouse and no further moneys may be expended for the child's or spouse's benefits so long as such failure or delinquency continues.
c) Only a student in good standing in his or her respective University may receive the benefits.

d) A child or spouse receiving benefits under this subsection must be enrolled according to the customary rules and requirements of the university attended.

4. Acceleration – Tuition and associated fees shall be waived for students who earn credit in courses toward both a Florida high school diploma and an associate or baccalaureate degree, or students enrolled in a dual enrollment or early admission program.

5. Florida Department of Children and Families – The payment of tuition and associated fees, including lab fees, is exempted for any student who is or was at the time he or she reached the age of 18 in the custody of the Department of Children and Families or a relative or nonrelative under section 39.5085, Florida Statutes; who was adopted from the Department of Children and Families after May 5,1997; or after spending at least 6 months in the custody of the Department of Children and Families after reaching 16 years of age, was placed in a guardianship by a court. Additionally, material and supply fees and fees associated with enrollment in career-preparatory instruction shall be exempted. Any student requesting this exemption must provide certification of eligibility from the Department of Children and Families or its contracted providers to the University. This waiver shall remain valid up until the time the student reaches the age of 28.

6. School Psychology Training Program – Tuition and associated fees shall be waived for internship credit hours applicable to an internship in the public school system under the supervision of the Florida Department of Education certified school psychologist employed by the school system for any graduate student.

7. Florida Linkage Institutes – These Institutes shall be exempt from non-resident tuition and non-resident financial aid fee up to 25 full-time equivalent students per year enrolled through Florida Linkage Institutes Program.

8. Deceased Teacher or School Administrator Employed by a Florida District School Board – Certain educational expenses shall be waived that the child of the deceased teacher or school administrator incurs while obtaining an undergraduate education or a postgraduate education if the teacher or school administrator is killed or is injured and dies as a result of an unlawful and intentional act, provided such killing or injury inflicted by another person and the motivation for the act is related in whole or part to the fact that the individual is a teacher or school administrator, or such act is inflicted while he or she is engaged in the performance of teaching duties or school administration duties while employed by a Florida district school board. The amount waived by the University shall be an amount equal to the cost of tuition and associated fees for a total of 120 credit hours at the University. The child may attend on either a full-time or part-time basis. The benefits provided under this paragraph shall continue until the child's 25th birthday.
a) Upon failure of any child benefited by the provisions of this paragraph to comply with the ordinary and minimum requirements of the University, both as to discipline and scholarship, the benefits shall be withdrawn as to the child and no further moneys may be expended for the child's benefits so long as such failure or delinquency continues.

b) A student who becomes eligible for benefits under the provisions of this paragraph while enrolled in the University must be in good standing with the University in order to receive the benefits provided herein.

c) A child receiving benefits under this paragraph must be enrolled according to the customary rules and requirements of the University.

9. Homeless – Tuition and associated fees for a total of 120 credit hours shall be waived for any student who lacks a fixed, regular, and adequate nighttime residence or whose primary nighttime residence is a public or private shelter designed to provide temporary residence for individuals intended to be institutionalized, or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

10. Purple Heart Recipients – Undergraduate tuition and associated fees shall be waived for each recipient of a Purple Heart, or another combat decoration superior in precedence which was awarded for valor, and who:

   a) Is enrolled as a full-time, part-time, or summer-school student in an undergraduate program that terminates in a degree or certificate;

   b) Is currently, and was at the time of the military action that resulted in the awarding of the Purple Heart or other combat decoration superior in precedence, a resident of this state; and

   c) Submits to the state University the DD-214 form issued at the time of separation from service as documentation that the student has received a Purple Heart or another combat decoration superior in precedence. In situations where admissions or financial aid application deadlines preclude providing a DD-214 in time to meet such a deadline, the official (service specific) transmitting correspondence that would normally accompany such an award to a previously discharged service member would suffice until an updated DD-214 could be obtained and presented to the postsecondary institution. However, the updated DD-214 must be submitted to the postsecondary institution by the start of the student's next term of enrollment for continued eligibility for the waiver. In situations where a service member is on active duty and has not been issued a DD-214, the official (service specific) transmitting correspondence that would normally accompany such an award or a certification of the appropriate combat award by the service specific administrative record holder [e.g., Adjutant, G-1 (general staff officer-personnel), or JAG (Judge Advocate General)] would meet the documentation requirement.
d) A waiver for a Purple Heart recipient or recipient of another combat decoration superior in precedence shall be applicable for 110 percent of the number of required credit hours of the degree or certificate program for which the student is enrolled. This waiver is considered "countable aid" for student financial aid purposes. Therefore, if this waiver is administered by an office other than the college financial aid office, college officials must notify the Director of Financial Aid that a student has qualified for the waiver. The waiver covers only tuition and fees associated with credit hour instruction provided directly by the University and does not include any additional fees that may be charged for specialized programs or by external organizations. This includes, but is not limited to, flight school, study abroad travel and living expenses, and courses taken elsewhere as a transient student.

11. State Employees – The University shall waive tuition and associated fees for up to 6 credit hours per term on a space available basis for state employees.

12. University Employees – The University may allow full-time University employees to enroll in up to 6 credit hours of tuition-free courses per term on a space available basis.

13. Florida residents 60 years of age or older – The University may waive any or all application, tuition, and associated fees for persons 60 years of age or older who are residents of this state and who enroll to audit courses being offered for college credit. No academic credit shall be awarded for attendance in classes for which fees are waived under this subsection. This privilege may be granted only on a space-available basis, if such classes are not filled as of the close of registration. A university may limit or deny the privilege for courses which are in programs for which the Board of Governors has established selective admissions criteria. Persons paying full fees and state employees taking courses on a space-available basis shall have priority over those persons whose fees are waived in all cases where classroom spaces are limited.

14. Intern Supervisors – Persons who supervise interns for institutions within the State University System may be given one non-transferable certificate (fee waiver) for each full academic term during which the person serves as an intern supervisor. This certificate shall provide for waiver of the basic fee (as defined in Board of Governors Regulation 7.001).

   a) Certificate holders are entitled to a waiver of tuition for a maximum of six (6) hours credit instruction (including credit through continuing education) during a single term at any state university.

   b) Certificates shall be valid for three years from date of issuance.

   c) Eligible recipients of an Intern Participation Certificate may be identified by the University as a person who engages in the direct supervision of at least one university intern for 300 contact hours, which may be accumulated over multiple semesters.
provided at least 100 contact hours of direct supervision is provided per semester.

d) To be eligible for a Certificate, the internship program must be an essential part of the course of instruction and must be required as part of the degree.

e) The University shall develop procedures and policies to govern the issuance, distribution, security, and redemption of certificates.

f) The University shall maintain accurate data on Intern Participation Certificates and annually submit a report of certificate activity to the Board of Governors according to a prescribed format.

15. Non-resident students – Non-resident students who are non-degree seeking may be entitled to a waiver of the out-of-state fee if the credit hours generated by such students are non-state fundable and the cost for the program of study is recovered from the fees charged to all students.

16. Admissions Deposit – If the University establishes an admissions deposit it must also adopt policies that provide for the waiver of this deposit on the basis of financial hardship.

17. Wrongfully Incarcerated – The University shall waive tuition and associated fees for up to 120 hours of instruction if the wrongfully incarcerated person meets and maintains the regular admission requirement of the university; remains registered and makes satisfactory academic progress as defined by the University. A wrongfully incarcerated person is someone who has had a felony conviction and sentence vacated by a court and the original sentencing court has issued its order finding that the person neither committed the act, nor did they aid, abet, or act as an accomplice or accessory to the act or offense.

18. Florida Public Assistance Grant – The University may waive the tuition differential for students who meet the eligibility requirements for the Florida Public Assistance Grant.

19. Public School Classroom Teacher – The University may waive tuition and fees for a classroom teacher who is employed full-time by a school district and who meets the academic requirements established by the University for up to six credit hours per term on a space-available basis in undergraduate courses related to special education, mathematics or science approved by the Department of Education. The waiver may not be used for courses scheduled during the school district's regular school day.

20. Veterans – The University shall waive out-of-state fees for an honorably discharged veteran of the United States Armed and Reserve Forces (Air Force, Army, Coast Guard, Marines, and Navy) and the National Guard (Army and Air) who physically resides in Florida while enrolled at the University. Persons who are entitled to and uses educational assistance provided by the United States Department of Veterans Affairs also qualify for this waiver if they physically reside in Florida while enrolled at the University in any
21. Nonresident Waiver – The University shall waive out-of-state fees, including the out-of-state financial aid fee, for students, including, but not limited to, students who are undocumented for federal immigration purposes, who meet the following conditions:

a) Attended a secondary school in this state for three consecutive years immediately before graduating from a high school in this state;

b) Apply for enrollment in an institution of higher education with 24 months after high school graduation; and

c) Submit an official Florida high school transcript as evidence of attendance and graduation.

The waiver is applicable for 110 percent of the required credit hours of the undergraduate degree or certificate program for which the student is enrolled.

A student who is granted an out-of-state fee waiver under this regulation is not eligible for state financial aid.

The University shall, within its nonresident student enrollment, prioritize the enrollment of a veteran who is granted an out-of-state fee waiver pursuant to Section 20 above over a student who is granted an out-of-state fee waiver under this Section.

22. Child Protection and Child Welfare Personnel – Employees as defined in section 402.403, Florida Statutes, who are enrolled in an accredited master’s degree in social work or a certificate program, and maintain at least a grade of ‘B’ in all courses shall be exempt from tuition and fees. Eligible employees must have an approved Department of Children and Families, community-based agency or a subcontractor waiver form stating that the necessary employment qualifications have been met to apply for this waiver.

23. Project STARS Tuition Differential Fee – The University shall provide a discretionary waiver of the tuition differential fee for STARS Program students who have been awarded a scholarship from the Stanley Tate Project STARS Scholarship Program. This waiver is also available to scholars of other STARS Program affiliates, such as Take Stock in Children.

C. REPORTING

The University shall report the purpose, number, and value of all fee waivers granted annually in a format prescribed by the Board of Governors.
D. ADMISSION CRITERIA

All persons eligible for a waiver or exemption for tuition and associated fees must still satisfy the University’s admission criteria.