FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Special Committee on FGCU Strategic Plan 2016-2021

Tuesday, May 10, 2016
Cohen Center Ballroom
Florida Gulf Coast University

Minutes

Members:
Present: Trustee Shawn Felton – Chair, Trustee Darleen Cors, Trustee Russell Priddy, Trustee Robbie Roepstorff, Trustee Ken Smith, Trustee Christian Spilker

Not Present: None

Others:
Trustees: Trustee Thieldens Elneus (arrived at 8:28 a.m.), Trustee Joseph Fogg, Trustee Dudley Goodlette and Trustee Kevin Price

Staff: President Wilson Bradshaw; Provost and Vice President for Academic Affairs Ron Toll; Vice President for Administrative Services and Finance 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; Director of Internal Audit Carol Slade; Director of Board Operations, and Special Projects Amber Pacheco; Director of Media Relations Lillian Pagan; and Executive Assistant to the Vice President and Chief of Staff Tiffany Reynolds.

Item 1: Call to Order, Roll Call, and Opening Remarks
Committee Chair Shawn Felton called the meeting to order at 8:02 a.m. Roll call was taken with 6 of 6 Trustees present, thus meeting quorum requirements.

Chair Felton said he called the meeting to discuss the FGCU Work Plan for the Board of Governors. He said that the last Strategic Plan Committee meeting provided an opportunity for robust conversation with the deans and led to the consensus of four pillars which will help guide the University. He said Senior Associate Provost and Associate Vice President for Planning and Institutional Performance Paul Snyder developed a draft of the Strategic Plan, which Chair Felton shared with the deans and the Planning and Budget Council (PBC) to obtain additional feedback. He said the Strategic Plan still requires significant editing.

Chair Felton said the Work Plan to be discussed today was challenging to prepare without a full Strategic Plan in place, but that there were upcoming Board
of Governors (BOG) deadlines as outlined in the materials to which the University
must adhere for the submission of both the “Pending BOT Approval” Work Plan
and the “Approved” Work Plan.

**Item 2: Draft FGCU 2016 Work Plan for Board of Governors (Tab #1)**

Chair Felton opened the floor for comments from members of the Committee.

Trustee Roepstorff said she noticed that the category “Academic Quality” noted
on page 10 of the 2015 document outlined details about GPA and SAT scores.
She asked why those items were not included in the current draft.

Trustee Felton said page 8 includes as Objective 1 the “Recruitment of More
Academically Well Prepared Students.” Dr. Toll said there have been some
changes in the format of the report by the Board of Governors (BOG), but that
this version is the current one.

Trustee Roepstorff asked if the information on page 11 under “Performance
Based Funding Metrics” for “2015 Actual” was correct; she said it reads 65.6%
but that the Accountability Report had a number close to 74.4%.

Trustee Felton asked Provost and Vice President for Academic Affairs Ron Toll
to speak about the percentage. Dr. Toll asked Dr. Snyder to address the impact
of the “$25,000+” threshold on the “Percent of Bachelor’s Graduates Enrolled or
Employed” category. Dr. Snyder said the metric had been revised this year by
the Board of Governors, and he and Dr. Toll confirmed that adding the dollar
amount reduced the percentage in that category.

Trustee Priddy said he would like to see us keep a scorecard and not lose sight
of the actual numbers with regard to SAT and ACT scores.

Trustee Roepstorff said page 16 indicates the degree programs the University
plans to submit to the Board of Governors (BOG) for approval. She asked if
“Informatics” was the same as “Big Data.” Dr. Toll confirmed that it was.

Trustee Roepstorff said she was of the understanding that only the University of
Florida (UF) had a “Construction Management” program, but now she sees that
there are four schools within the State University System (SUS) listed. Trustee
Priddy said he was under the impression that only Auburn University and the
University of Florida had programs on which the industry relies when hiring
graduating students.

President Bradshaw asked if the institutions listed have programs in place or
under development. Associate Vice President for Academic and Curriculum
Support Cathy Duff said the list represents institutions authorized to offer that
program. President Bradshaw asked for clarification regarding which of the
institutions authorized to offer the program actually are offering that degree
option. Dr. Duff said she would need to look into this and get back with him.
President Bradshaw said that SAT scores and GPAs are reported quarterly in the Board of Trustees Information System (BOTIS) report, which is included in the quarterly Board materials.

Trustee Smith said that progress has been made in the development of the Work Plan, but that he does not believe the four pillars are as front and center as they should be. He said the document includes a section that indicates the University will continue to advance degrees focused on Science, Technology, Engineering and Math (STEM), and areas in which the BOG has identified as critical degree paths, but that we should be sure to double check our data. He said he believes our numbers have decreased in the area of STEM over the last two years. He asked that the facts be checked and compared to our historical data to avoid embarrassment.

Trustee Smith said the Dental and Pharmacy schools need to be front and center, as it will be the biggest financial request we have with regard to state funding and private donations. He said everything that’s considered a metric should be tied back to the Work Plan, including graduation rates, SAT scores and jobs after graduation.

Trustee Smith said he doesn’t understand why we talk about water the way we do. He said with regard to desalinization, the Arabic Peninsula uses it to get its water. He said that doesn’t mean we cannot improve desalinization, but we should determine if that is something that FGCU needs to do. He said the Vester facility is wonderful, but that it is not freshwater. He said talking about freshwater is great, but that his sense from the Board was that it isn’t where they wanted to go, and he suggested it be removed from the Plan. He said great strides have been made to the Work Plan, but it still requires a lot of work, and needs to tie back to things such as graduation rates. He reiterated that we need to do something bold.

Trustee Cors said she was unclear about the pillars, as page 7 indicates there are four but pages 8 and 9 only list three. She asked for clarification regarding “Emerging Preeminence.” Chair Felton said four pillars were identified at the last Strategic Plan Committee meeting and that he believes they are going to define the Strategic Plan document, but that the Board of Governors requires three key initiatives for the next three years be included. He said “Emerging Preeminence” requires higher student GPA and research dollars that we are nowhere near at this time.

Trustee Cors said the four-year graduation rates on page 12 are between 20% and 25%. She said if it is a University priority then that number needs to be higher.

Chair Felton said he included details in the narrative section on page 13 about the goal for four-year graduation rates. He said one thing that needs to be discussed is whether or not it’s best to identify a realistic goal that the FGCU
Board of Trustees believes is attainable, or to set one that is more aspirational and be ok with defending not having accomplished the goal when reporting to the Board of Governors (BOG).

Trustee Spilker said if we are being aspirational then we need to increase the four-year graduation rate number to reinforce that the goal is a top priority. He suggested 30% and said he still believes that figure would be low.

Trustee Smith said if you look at the numbers and understand how the percentage is derived, you’ll see that it is difficult to change them drastically because it is mathematically impossible for students who are juniors or seniors at this point to graduate within four years if they are already behind schedule.

Trustee Smith said until we can project what next year’s numbers will be and have a real-time way to understand the data, it is difficult to make a decision. He said you cannot manage what you cannot measure. He said he does not know what the numbers are going to be next year.

Trustee Roepstorff asked if the numbers reflected the progress of the 2010 cohort. She asked if information about the number of hours students require to graduate in four years, or to determine if they are on track for graduating in five or six years, is available. She said the group needs data to make knowledgeable, informed decisions. She asked if we have a system that can do that.

Dr. Toll said we have those data. President Bradshaw asked if Dr. Toll could elaborate and asked the Trustees what they would need to see in real-time that would be meaningful and help them inform their decisions. Dr. Toll said what is tracked is retention and that students are tracked in a cohort. He said retention rates help predict graduation rates. He said the data indicates that there is a general increase from cohort to cohort at a rate of approximately 1.5-2%. He said that doesn’t track directly if a student is on a path to graduate in four years, five years or more. He said data on each of the cohorts can be provided to the Board. He said the data is not updated daily but instead on a semester-by-semester basis. He said with regard to the 2010 cohort Trustee Roepstorff mentioned, it represents a six-year graduation rate, whereas the 2012 cohort would represent a four-year rate.

Trustee Spilker said he understands that the change would not occur right away, but that he believes a number like 30% can be included for 2016 and incoming 2017 cohorts, and we would need to make sure those groups are working to get to that number.

Item 3: Closing Remarks, and Adjournment

Chair Felton said the Committee would have more time later today during the regular Board meeting to discuss the Work Plan. He said the next Committee meeting will take place on Friday, May 20, 2016 from 9 a.m. – 1 p.m. in Cohen Center, Room #213. He said the deans have been invited to be part of the
meeting, and he encouraged trustees who are non-committee members to participate as well.

The meeting was adjourned at 8:33 a.m.

Minutes submitted by Director of Board Operations, and Special Projects Amber Pacheco.

Agenda Items:

A. [http://www.fgcu.edu/Trustees/AgendaFile/2016/05-10-2016(SP%2016-21%20Cmt.)/STRATEGICPLAN16-21CMT_5-10-2016%20(2).pdf](http://www.fgcu.edu/Trustees/AgendaFile/2016/05-10-2016(SP%2016-21%20Cmt.)/STRATEGICPLAN16-21CMT_5-10-2016%20(2).pdf)