1. Call to Order, and Roll Call – Chair Robbie Roepstorff

Chair Roepstorff greeted the Trustees and convened the meeting of the Florida Gulf Coast University Board of Trustees with the following members present:

Joe Catti
Blake Gable
J. Dudley Goodlette
Ann Hamilton
Dick Klaas
John Little
Russell Priddy
Robbie Roepstorff
Christian Spilker
Rob Wells
Shawn Felton, Faculty Senate President
Domenic Volpi, Student Government President
Dick Ackert, Chair, FGCU Financing Corporation Board of Directors

President Wilson Bradshaw
Provost and Vice President for Academic Affairs Ron Toll
Vice President for Administrative Services and Finance Steve Magiera
Vice President for Student Affairs Mike Rollo
Vice President for Advancement Chris Simoneau
Vice President and General Counsel Vee Leonard
Vice President and Chief of Staff Susan Evans
Barbara Krell
Amber Pacheco
Carol Slade
Lillian Pagan

Guests: Ms. Dorene McShea
       Mr. Reid Lennertz

2. Consent Agenda (Addendum A) – Chair Robbie Roepstorff

   • Minutes of Meeting on April 15, 2014
   • Resolution of Appreciation for Outgoing Trustee Dorene McShea
Motion was made by Trustee Hamilton to approve the Consent Agenda. Motion was seconded by Trustee Goodlette. Motion carried.

3. Presentation of Resolution of Appreciation to Outgoing Trustee Dorene McShea – Chair Roepstorff and President Bradshaw joined Ms. McShea at the podium. Ms. Evans read the resolution into the record. Ms. McShea thanked Trustees and President Bradshaw and stated she has learned so much from her experience as a Trustee. She thanked President Bradshaw for his leadership at FGCU and said she would take a part of FGCU with her as she moves to her next board.

4. Standing Report from FGCU Student Government – President Domenic Volpi

Trustee Volpi updated Trustees regarding SGA activities this past semester.

5. Standing Report from FGCU Staff Advisory Council - President Nicole Black

Ms. Black updated Trustees regarding SAC activities and accomplishments.

6. Standing Report from FGCU Faculty Senate – President Shawn Felton

Trustee Felton updated Trustees regarding Faculty Senate activities and accomplishments this semester.

7. Standing Report from FGCU Foundation Board of Directors – Vice President for University Advancement and FGCU Foundation Executive Director Chris Simoneau for FGCU Foundation Board of Directors Chair Charles Winton

Mr. Simoneau updated Trustees regarding the FGCU Foundation Board accomplishments during this past year.


Mr. Ackert provided an update regarding the FGCU Financing Corporation meetings this past year.

9. President’s Report – President Wilson Bradshaw

I. Opening Remarks
II. Presentations on Today’s Agenda
III. Fundraising
IV. Contract with United Faculty of Florida (UFF)
I. Opening Remarks:
   - Trustees, I have other places later on the agenda where I’ll be addressing various items but I do have some things I’d like to cover here in my standing report.

II. Presentations on Today’s Agenda:
   - Trustees, we are bringing a couple of non-action-item presentations to you today and encourage any discussion or questions you may have. The presentations are:
     - “FGCU Campaign Planning” – by Vice President for University Advancement and Foundation Executive Director Chris Simoneau, and
     - Career Development for FGCU Graduates – by Director of Career Services Reid Lennertz
   - These are both important and successful aspects of what we do at FGCU – fundraising, and assisting our graduates with getting jobs.
   - Additionally, we will have presentations on the 2014 Work Plan for the Board of Governors; the 2014-2015 operating budget; and an update on the 2014 legislative session.

III. Fundraising:
   - I want to reiterate what Vice President Simoneau said regarding the impressive milestones for the University’s fundraising.
   - The FGCU Foundation endowment now exceeds $75 million dollars, and total assets exceed $100 million dollars.
   - This is especially significant given that FGCU opened its doors only 17 years ago.
   - As so many of you know, private fundraising for the University began in 1993 – some months before Founding President McTarnaghan and the first staff members began working for FGCU. Tremendous support over the years from donor individuals, businesses, other foundations, and our employees has created a strong base for FGCU.
   - Donors and organizations have been supporting FGCU with private gifts since 1993, and the results are remarkable. Just in my years at FGCU we’ve raised
more than $111 million dollars, and I find it very humbling and inspiring to have the opportunity to work with our donors in support of the University.

- I want to acknowledge and thank everyone who for more than 20 years has helped take FGCU far beyond where it would be today without this significant private support.

### IV. Contract with United Faculty of Florida:

- Today we are bringing for your action the new contract with the FGCU Chapter of the United Faculty of Florida representing our fine faculty.
- The proposed agreements were overwhelmingly ratified by the faculty with 98% voting in favor.
- I want to thank Provost Dr. Ron Toll and FGCU’s UFF Chapter President Dr. Beth Elliott – plus the bargaining teams for management and for the union – for their excellent work together. As a result, our working relationship with our faculty union is outstanding.

### V. Enrollment Projections for Fall Semester:

- Trustees, as you heard at the last two Board meetings, student applications to attend FGCU have significantly increased over this same time last year.
- Before I provide some specifics on enrollment for the fall semester, let me caution that this data is preliminary and will continue to change as we move closer to the start of the semester.
- **Application:**
  - Applications for First-Time-In-College (FTIC) students are up 30%.
  - This includes an increase of 91% in out-of-state FTIC applicants.
- **Admission:**
  - Admission for these FTIC students is up 19.6%, and I’ll speak about the increased academic profile in a moment.
  - This includes an increase of 81% in out-of-state admitted FTIC students.
- **Enrollment:**
  - Enrollment projections are based on the number of admitted students who have confirmed they will attend our Eagle View orientation programs this summer.
  - Those confirming attendance at orientation is up 3.35% this year.
  - We are projecting an increase of at least 70% in out-of-state FTIC students who enroll.
- **Academic Profile:**
  - The high school average GPA for the currently admitted FTIC students is 3.82 – compared with last year’s actual of 3.37. We are projecting this year’s average GPA of entering FTIC students to be 3.8. Please note that the methodology for calculating high school GPAs has changed since last year – and some of this increase is attributable to that.
The average SAT score of currently admitted FTIC students is 1592 – compared with last year’s actual of 1529. We are projecting this year’s average SAT score to be 1544.

- **Total Headcount:**
  - We are on track to meet our fall total headcount of 14,850 students.
  - This will represent an approximately 5.6% increase over last year.
- **Efforts to Increase Yield Rate:**
  - “Yield rate” refers to how many admitted students actually enroll at FGCU and register for courses.
  - Admitted students who have not yet registered for Eagle View Orientation are contacted multiple times through emails and phone calls.
  - A couple of examples of our improved yield for this year over last year are:
    - **Gold Scholarship Awards:** 79 students have accepted versus 52 last year.
    - **Merit Scholarships:** 87 students have accepted versus 67 last year.

### VI. Student-Athletes and Academics

- I want to take a few minutes and brag on the academic accomplishments of our student-athletes.
- As you know, during this past year 5 of our teams won Atlantic Sun Conference regular-season championships – but that’s not all they were doing.
- For the spring semester that just ended, our student-athletes posted a 3.24 semester GPA – and a 3.32 cumulative GPA.
- Individually, 26 of our student-athletes finished last semester with a 4.0 perfect GPA – which represents more than 10% of the entire student-athlete body.
- Also, in our overall population of 245 student-athletes, 97 of them – or 39% -- achieved a 3.5 GPA or higher for the semester.
- And, a record 181 of FGCU’s 245 student-athletes garnered All-Academic Honors in the Atlantic Sun and the Coastal Collegiate Swimming Association. This is nearly 74% of our entire student-athlete population.
- These accomplishments don’t come about by accident. They are the results of intentional expectations for our student-athletes – from the President to Athletic Director Ken Kavanagh to Athletics Academic Coordinator Brian Boveingon and our athletic academic advising staff. Congratulations to all!

### VII. 2014 Legislative Session Report, and ETI

- Later on the agenda we’ll have a legislative session report from Director of Government Relations Jennifer Goen.
- You’ve seen the results of the session, and we’re very pleased with the funding we received. In a few minutes I’ll speak specifically about the performance incentive funding.
• Our highest profile funding request for the Emergent Technologies Institute (ETI) received a great deal of support before, during and after the legislative session, and we greatly appreciate everyone who advocated for this important project.

• With the $7 million dollars received this year, the schedule for the ETI is as follows:
  • Architect Leo A. Daly, and contractor Wright Construction will finalize the plans.
  • Groundbreaking on the ETI will take place in the spring of 2015.
  • The ETI building will be comprised of approximately 25,000 square feet – plus outside demonstration space. Because the project was funded for $600,000 dollars less than requested, we will design and construct accordingly.
  • Completion of the ETI is projected to be by the end of the 2015 calendar year.

• The University received excellent support from the members of our Southwest Florida Legislative Delegation. They provided the leadership to ensure that FGCU’s requests were heard and addressed, and I want to personally thank each member of our delegation.

• Trustees, I know I run the risk of missing someone but I do want to thank those of you who spent time with us in Tallahassee this year advocating for the University:
  • Chair Robbie Roepstorff
  • Trustee Russell Priddy
  • Trustee Shawn Felton
  • Trustee John Little
  • Trustee Christian Spilker

• I know that all of the trustees were involved in advocacy for the University – thank you!

• Another group very involved in advocating for the University was Eagle Advocacy under the coordination of Director of Government Relations Jennifer Goen.

• An Eagle Advocacy Appreciation Reception to thank the Southwest Florida Legislative Delegation will be held on Thursday, June 26 from 3 to 5 p.m. in our Sugden Resort and Hospitality Management building. Trustees, you should have received an invitation, and we hope you will be able to join us.

---

**VIII. 2014-2015 Operating Budget, and Cost Containment.**

• As I reported to you at the April Board meeting, I am recommending NO increases in tuition or fees this year.

• You will recall that the FGCU Student Fee Committee recommended a 20 cent increase in the Health Fee; and a 60 cent increase in the Athletic Fee. I informed the students that we would not be raising fees.

• Specifically, this will be the:
  • 2nd consecutive year of not increasing tuition;
3rd consecutive year of not increasing fees for parking, and for student housing; and the
1st year of no increases in **ALL** of the following: tuition; student housing; parking; Activity and Service Fee; Health Fee; and Athletics Fee.

- You will see this commitment to cost containment reflected in the University’s 2014-2015 operating budget that I’m bringing before you today.

**VIX. Review of Academic Degree Programs:**

- At your last meeting, we discussed a review of academic degree programs, and I committed to a review that would assess programs as to their responsiveness to the employment and workforce needs of our region and state.

- As you know and as we have reported to the Board of Governors, FGCU ranks #1 in the entire State University System in graduates being employed or continuing their education in Florida. We want to keep that impressive ranking and build on our successes to date.

- My team and I have been discussing the best way to approach the review process. Using the University’s policy for suspension and discontinuance of degree programs, I propose that we start with the list of academic programs that currently are suspended. The timing of this process is important in that the Provost, his staff, and actually all at FGCU in leadership positions are heavily involved in the University’s accreditation reaffirmation process with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

- In addition, we currently are in the preliminary stages of the cyclic update for our FGCU Five-Year Strategic Plan. It is appropriate to include a review of our academic degree program inventory as part of the internal scan that is used to inform the University’s strategic plan for the coming five years.

- We will be bringing to you an overview and status report on the accreditation reaffirmation process at your September Board meeting. There are significant time commitments on our staff – at particular parts of the process – and thus we would start the review of suspended academic programs in September as a part of this strategic planning process. I plan to bring recommendations to you at your January Board meeting as a component of a strategic planning workshop.

- As part of the process I would like to suggest that we use Chair Roepstorff’s previously appointed special committee. The special committee would provide input and consultation through reviewing and vetting our preliminary recommendations before they come to the full Board for action in January.

- This would be the first phase of the process. The second phase would begin sometime after the extremely time-intensive work in advance of and during the SACS onsite visit that will take place on our campus in the spring of 2015.

- For the second phase of the process we would bring forward programs with low enrollment for review. While enrollment is important, obviously it’s not the only factor in any ultimate decisions regarding suspension or discontinuance. The second phase also would include the Board’s special committee for input and review before items would be recommended to the full Board for action.
X. Performance Incentive Funding, and Appreciation to Students, Faculty and Staff:

- As you know, FGCU was rewarded last year and this year for exemplary performance on System-wide metrics adopted by the Board of Governors, and funded by the Legislature.
- In September we received $2.17 million dollars in performance funding.
- And, when the Legislature concluded its work and the budget was approved by the Governor, FGCU received $5.9 million dollars in additional performance funding.
- It is important to note that both of these allocations are RECURRING funding, which means they are built into the University’s continuing base budget.
- Later today I’ll have the opportunity to talk with you about my performance goals for the past year and the outstanding work of our faculty and staff.
- When a 17-year-old university is exceeded in performance only by the likes of University of Florida, Florida State University, University of South Florida, University of Central Florida, and Florida International University, that is quite an accomplishment for FGCU. We will keep getting better at what we do, and our goal is to surpass some of these more mature universities in the rankings!
- NONE of this would be possible without the ongoing commitment and hard work – and folks, I do mean hard work – by our students, faculty and staff. You don’t get this good this fast without a whole lot of dedication, hard work, and pride – and I want to thank our students, faculty and staff for all they do every day to make FGCU such a fine and well-respected institution

Madame Chair and Trustees, this concludes my report. I will be happy to answer any questions you may have.

(END)

10. Presentation:

- FGCU Campaign Planning – Vice President for University Advancement Chris Simoneau – A question and answer session followed this presentation.

11. Academic/Student/Faculty Affairs Committee Meeting – Chair Ann Hamilton

Presentation and Action:

- 2014 FGCU Work Plan for Board of Governors (Addendum D) – Provost and Vice President for Academic Affairs Ron Toll – Trustee Priddy asked Dr. Toll about the Master’s Degree in Environmental Science and an undergraduate degree in Environmental Studies. Trustee Priddy asked if moving the undergraduate program into an environmental science degree would help us with our STEM numbers. Trustee Priddy stated that when we look at adding programs such as Music Therapy it is important to have the backup data that clearly shows the degree leading to jobs. He stated those above us will look at what we are doing and he is cautioning us to be sure we have the backup data to connect the dots. Provost Toll stated he would have to look into this and advise. Trustee Goodlette stated that he believed the President stated that there will be a recommendation to
reappoint the special committee and he would assume through the comments he heard earlier that it would be one of the charges of that special committee to look into exactly what you are commenting on. He stated he is delighted that Trustee Priddy is on that committee. Trustee Goodlette stated that it seems to him that we are prepared to move in that direction. President Bradshaw stated that was what he was suggesting to the Board especially to Chair Roepstorff that would be a very special function of that committee. President Bradshaw asked Dr. Toll whether we have a baccalaureate degree in environmental sciences or you don’t know that at this point. Dr. Toll stated he believed the environmental studies program is actually at the master’s level. Trustee Priddy asked about how many people we are turning away from Nursing. Dr. Toll stated we have several programs including Nursing that have limited enrollments and those students enter at a junior level, but he cannot quote numbers at the moment. Part of it has to do with the performance of the students in the first two years. Trustee Goodlette asked if we factor in what Edison does into what we are doing. Dr. Toll stated yes we do and that we try to work in a collaborative way with Edison in terms of programs being offered through the use of the 2+2 programs. Chair Roepstorff asked about the Music Therapy Program, that it is more health related and she wished it could be placed into that metric. She knows that this program is extremely beneficial and knowing where we reside in our population, Alzheimer’s is doing nothing but getting worse and if this therapy helps, that is all the better from a health standpoint. Chair Roepstorff stated that the Real Estate degree is the management side of real estate and is in the Lutgert College of Business. Dr. Toll stated that the Real Estate degree is housed in the Lutgert College of Business and to remove the programs from the work plan today would create a situation where we would then need to seek your re-approval to put them back on to the planning document and then come back to you and seek approval of those programs specifically. Dr. Toll stated he wanted to be clear that what is presented in the work plan with regard to programs into the future, you are not approving those programs today, you are simply reaffirming past approval which you have provided for several years. As different programs move up the list, some of them on occasion get bumped off the list, some slide down the list, and some are brought to the Board for approval and they become part of our curriculum inventory. Chair Roepstorff stated that clarification is what she needed. Trustee Priddy asked how much lead time we have to work with this program before it goes to the Board of Governors. Dr. Toll stated very little time as each year the Board of Governors requests the information in draft form weeks in advance and the BOG accepts it as a provisional document pending the ratification of the work plan by the Board of Trustees. He stated our work plan is before you today and our work plan will be reviewed tomorrow. Trustee Priddy asked if there was a reason we did not provide this earlier. Chair Roepstorff stated that later in the agenda she will address that question as she has been speaking with the Board of Governors and she will have a proposed date change for next year. Motion was made by Trustee Catti to approve 2014 FGCU Work Plan for Board of Governors. Motion was seconded by Trustee Wells. Motion carried.
Action Items:

- Amendment to the 2011-2014 Collective Bargaining Agreement Florida Gulf Coast University Board of Trustees and Florida Gulf Coast University/United Faculty of Florida, and a One-Year Extension with Modifications to Article 23 and Article 24 (Addendum B) – Provost and Vice President for Academic Affairs Ron Toll. Motion was made by Trustee Felton to approve Amendment to the 2011-2014 Collective Bargaining Agreement. Motion was seconded by Trustee Little. Motion carried.

- Faculty Promotions (Addendum C) – Provost and Vice President for Academic Affairs Ron Toll. Motion was made by Trustee Felton to approve Faculty Promotions. Motion was seconded by Trustee Goodlette. Motion carried.

- Regulation: FGCU-PR3.005 Graduate Admissions (Addendum E) – Provost and Vice President for Academic Affairs Ron Toll. Motion was made by Trustee Klaas to approve Regulation: FGCU-PR3.005 Graduate Admissions. Motion was seconded by Trustee Spilker. Motion carried.

- Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process (Addendum F) – Vice President for Student Affairs Mike Rollo. Motion was made by Trustee Spilker to approve Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process. Motion was seconded by Trustee Volpi. Motion carried.

Presentation:

- Career Development for FGCU Graduates (Addendum G) – Director of Career Services Reid Lennertz – A question and answer period was held after the presentation. Trustee Spilker asked if it was possible to mandate that each freshman take a one credit career class and encouraged the staff to consider that concept. President Bradshaw stated that this fall is the first time that the University will have a for-credit course available and we will watch that closely to see what impact it may have. Chair Roepstorff agreed with Trustee Spilker and asked why this could not be mandated at freshman or sophomore level. Provost Toll stated that would need to be embedded in the core of requirements and that is a conversation that could take place; with the strategic planning process about to begin, we could embed it in internal scan. There was a general consensus that this would be a good course of action.

12. Audit Committee Meeting – Chair Robbie Roepstorff

Information Only:

- State of Florida Compliance and Internal Control over Financial Reporting and Federal Awards Audit (Addendum H) – Vice President for Administrative Services and Finance Steve Magiera

- Administration of the Florida Bright Futures Scholarship Program by Florida’s Public Universities and Colleges Operational Audit (Addendum I) – Vice President for Administrative Services and Finance Steve Magiera
Action:

- 2014 – 2015 Internal Audit Work Plan (Addendum J) - Director of Internal Audit Carol Slade. Motion was made by Trustee Catti to approve 2014 -2015 Internal Audit Work Plan. Motion was seconded by Trustee Felton. Motion carried.
- Business Operations Commissions Audit (Addendum K) – Director of Internal Audit Carol Slade. Motion was made by Trustee Wells to approve Business Operations Commissions Audit. Motion was seconded by Trustee Hamilton. Motion carried.
- Hiring Procedures for Colleges 2012-2013 Audit (Addendum L) – Director of Internal Audit Carol Slade. Motion was made by Trustee Hamilton to approve Hiring Procedures for Colleges 2012-2013 Audit. Motion was seconded by Trustee Klaas. Motion carried.

13. Finance & Administration Committee Meeting – Chair Rob Wells

Information Only:

- 2014 Legislative Session Report (Addendum M) – Director of Government Relations Jennifer Goen
- Finance/Budget Update (Addendum N) – Vice President for Administrative Services and Finance Steve Magiera – There was a question and answer period after the presentation.

Presentation:

- 2014-2015 Operating Budget - Vice President for Administrative Services and Finance Steve Magiera

Action:

- Regulation: FGCU-PR7.001 Tuition & Fees (2014 – 2015) (Addendum O) – Vice President for Administrative Services and Finance Steve Magiera. Motion was made by Trustee Catti to approve Regulation: FGCU-PR7.001 Tuition & Fees. Motion was seconded by Trustee Spilker. Motion carried.
- 2014-2015 Operating Budget (Addendum P) – Vice President for Administrative Services and Finance Steve Magiera. Motion was made by Trustee Catti to approve the 2014-2015 Operating Budget. Motion was seconded by Trustee Hamilton. Motion carried.
- 2015-2016 Fixed Capital Outlay Budget Request (Addendum Q) – Vice President for Administrative Services and Finance Steve Magiera. There was consensus that the CIP Budget Request would be amended to separate out the South Access Road, Central Energy Plan Expansion Phase 3 and the Classrooms/Offices/Labs Academic 9. All three items would now be separated and shown as line items. Trustee Priddy moved that #1 on the CIP Legislative Budget Request remains the same, #2 becomes the Chiller Plant for $9 million, and #3 becomes the classroom office labs for Academic 9 for $3.8 million, #3 becomes #4 (Road/Parking/Infrastructure/Mitigation) and #4 becomes # 5 (Land Acquisition) and all numbers will be readjusted. Chair Roestorff spoke to the urgency of plans for a Student Recreation Center for our CITF Project requests. Motion was seconded by Trustee Spilker. Motion carried.
Regulation: FGCU-PR2.001 Undergraduate Admissions (Addendum R) – Vice President for Administrative Services and Finance Steve Magiera. Motion was made by Trustee Hamilton to approve Regulation: FGCU-PR2.001 Undergraduate Admissions. Motion was seconded by Trustee Catti. Motion carried.

FGCU President’s Annual Performance Evaluation for 2013-2014 – Chair Robbie Roepstorff. Chair Roepstorff stated that one of the most important duties of the FGCU Board of Trustees is the hiring, evaluating and compensating the University president. This Board has conducted an annual performance evaluation of the FGCU president since the Board was created in 2001, and we now will move to the annual evaluation process for President Bradshaw.

Chair Roepstorff stated that as a reminder of the process, first President Bradshaw will give a Report, and then she will report on the input she received from the Board of Governors Chair Mori Hosseini and Chancellor Marshall Criser and after that, each member of the Board will be asked to make remarks regarding the president’s performance for the 2013-14 year. Chair Roepstorff stated that as a reminder, the remarks made by Trustees will be spread upon the minutes, and they will constitute the Board’s performance evaluation of President Bradshaw. At this time Chair Roepstorff called on President Bradshaw to give a report on the results for his 2013-2014 performance goals.

Information Only:

President’s Report on 2013-2014 Performance Measures Results (Addendum S) – President Wilson Bradshaw

FGCU President Wilson Bradshaw –

Highlights of Results for 2013-2014 Performance Measures

I. 2013-2014 President’s Performance Measures – ACCOMPLISHED/EXCEEDED:

- **Pursue Additional State Funds:**
  - Goal: Pursue additional state funding to support and enhance FGCU student success.
  - Result: (1) Earned $2.17 million in performance funding in September. (2) And, earned $5.9 million in performance based funding for 2014-2015. *(Note: Recurring funding)*

- **Rates for Post-Graduation Employment and Continuing Education:**
  - Goal: Continue to exhibit post-graduation Florida employment and continuing education rates among the top quartile of SUS institutions.
  - Result: Data from the BOG and the Florida Education Training and Placement Information Program (FETPIP) continue to show FGCU as leading the State University System in the percentage of graduates at both undergraduate and graduate levels employed and/or continuing their education in Florida.
• **Outreach to Prospective Employers for Students:**
  - Goal: Extend outreach to prospective employers throughout the State of Florida.
  - Result: Over 275 additional prospective Florida employers were reached during the current academic year.

• **Rigorous Academic Warning System:**
  - Goal: Assess impact of more rigorous student academic warning system upon student performance.
  - Result: Percentage of students being flagged declined from 17% in fall 2012 to 12.5% in fall 2013.

• **Assessment of Student Satisfaction:**
  - Goal: Conduct assessment of student satisfaction and report on results of student engagement survey.
  - Result: FGCU students presented statistically significantly higher levels of satisfaction than their peers nationally in all 12 major categories assessed.

• **Reduction in Ratio of Students to Advisors:**
  - Goal: Further reduce the ratio of students to advisors in order to facilitate student persistence and degree attainment.
  - Result: With the addition of 9 new advisors, reduced the ratio of students to advisors from 603 to 1 to 511 to 1. (+92)

• **Retention of Participants in Student Support Services Program for Science, Technology, Engineering and Mathematics (STEM):**
  - Goal: 80% retention.
  - Result: Nearly 100% retention. (+20 Percentage Points)

• **Virtual Computer Laboratory:**
  - Goal: Implement virtual computer laboratory for students off-campus on a 24/7 basis and enhance Library e-learning resources.
  - Result: Lab was implemented in fall 2013. The Library added an e-platform for students to electronically submit theses, and also added e-resources for student information literacy.

• **Student-Athletes’ Average GPA:**
  - Goal: Student-athletes’ average GPA comparable to or higher than overall student body’s average GPA.
  - Result: Overall student body average was 3.1 GPA. Student-Athlete average GPA was 3.3.

• **Diversify Student Body with Additional Students of Color:**
  - Goal: 3,960
  - Result: 4,105 (+145)
• **Energy Savings:**
  o Goal: Savings of $450,000 in energy consumption on campus.
  o Result: $458,000 in energy savings. (+ $8,000)

• **Marketing Study:**
  o Goal: Assess marketing and communications to leverage and expand the brand and visibility of FGCU.
  o Result: Marketing study was completed for rebranding of FGCU, with consultant recommendations currently being operationalized.

• **Private Contributions & Gifts:**
  o Goal: $15 Million
  o Result: $17.8 Million (+ $2.8 Million)

• **Funding for Emergent Technologies Institute (ETI) (f/k/a, IHub):**
  o Goal: Pursue private/public partnerships to promote alignment of FGCU academic programs and research with the external community.
  o Result: Received $7 million State appropriation for the ETI, with support advocated by Southwest Florida economic development councils, local governments, and businesses.

---

II. 2013-2014 FGCU President’s Performance Measures – NOT ACCOMPLISHED:

• **Increase Student Enrollment (Headcount):**
  o Goal: 14,175
  o Result: 14,074 (- 101)

• **Increase Full-Time-Equivalent (FTE) Student Enrollment:**
  o Goal: 8,805
  o Result: 8,745 (- 60)

• **Freshman to Sophomore Retention:**
  o Goal: 77%
  o Result: 76% (- 1 percentage point)

• **Increase International Students:**
  o Goal: 795
  o Result: 774 (- 21)

• **Sponsored Program Funds:**
  o Goal: $14 Million
  o Result: $7.1 Million (- $6.9 million)
III. 2013-2014 President’s Performance Measures – FINAL NUMBERS NOT YET AVAILABLE:

- **Increase Degree Production**: (NOTE: Final figures not available until October 2014)
  - **Bachelor’s Degrees**:
    - Goal: 1,955
    - Result to Date: 1,965 (+ 10)
  - **Graduate Degrees**:
    - Goal: 420
    - Result to Date: 311 (- 109)
  - **COMBINED TOTAL**:
    - Goal: 2,375
    - Result to Date: 2,276 (- 99)

**Action:**
- FGCU Board of Trustees’ Evaluation of President Wilson Bradshaw’s Performance for 2013-2014

**FGCU Board of Trustees Chair Robbie Roepstorff**

**Board of Governors Chair Mori Hosseini’s and Chancellor Marshall Criser’s Input for the 2013-2014 Performance Evaluation of FGCU President Wilson Bradshaw**

**Conference Call – June 16, 2014**

Trustees, I began the conference call yesterday by thanking Board of Governors Chair Mori Hosseini and Chancellor Marshall Criser for providing input that is very important to our Board as we conduct President Bradshaw’s annual performance evaluation.

As you all know, a Board of Governors Regulation requires that each Board Chair annually seek input to help inform the performance evaluation of the President. Chancellor Criser commended the FGCU Board of Trustees for seeking this evaluative feedback each year, and noted that not all Boards are as attentive to this requirement.

My initial question of Chair Colson and Chancellor Brogan was this: *Are President Bradshaw and his Cabinet working effectively with you and your staff in support of the State University System and FGCU?*

Chair Hosseini and Chancellor Criser both were very positive about Dr. Bradshaw’s performance as our University President. Their comments were as follow:
**Chancellor Criser:**
- President Bradshaw and his entire staff have been very supportive, with Performance Incentive Funding as an example. They always bring forth very good dialogue, and President Bradshaw clearly and genuinely embraces performance funding. This is shown through not only his words, but also his actions, and it is very much appreciated.
- In terms of any improvement items, we need to have better communications on the front end of PECO discussions. I understand you have a real need for a South Access Road, and maybe the BOG could have assisted. I noted to the Chancellor that the South Access Road has been a part of the University’s legislative agenda for some time now, and that this year it did not fall within the BOG parameters of University projects that already had been started. Regardless, our legislative strategy next year will be to present the project as a separate request item for state funding instead of including it in the more general category of “Roads/Infrastructure.”
- The Chancellor also said that FGCU is not the only university that needs to be earlier submitting to the BOG its Board-approved University Work Plan. I indicated that I already had planned to propose tomorrow at our FGCU BOT meeting that we move up our June 2015 meeting for this reason.

**Chair Hosseini:**
- Chair Hosseini said he agrees completely with what the Chancellor said about the good working relationships with President Bradshaw and his staff.
- He also indicated that in his meetings with President Bradshaw, he has found him to be a very straight-forward man and president, and he appreciates this very much.
- He indicated several areas for improvement by FGCU, which is tied to the President’s work:
  - Six-Year Graduation Rates
  - Production of STEM Degrees
  - Academic Progress Rate
- FGCU did well this year with Performance Funding, and will need to keep improving because universities are working very hard to improve their numbers, and thus their funding next year.

Trustees, in closing, the three of us had the opportunity to also talk about a range of higher education and university items during our conference call, and I’ll be talking with you further about this at our September Board meeting. At this time, though, I want to focus on the input provided by Chair Hosseini and Chancellor Criser with regard to President Bradshaw’s performance. As I indicated earlier, they provided very positive input, and were quite complimentary of FGCU, President Bradshaw, and his Cabinet.

Trustee Catti stated he counted forty performance objectives and the majority of them exceeded expectations. He stated that on that he would grade the President as exceptional. Trustee Catti stated that with just a few items that have been discussed here today, we had a very good year with increases in SAT scores and grade point averages.
which will result in higher retention rates, higher graduation rates, and will also assist in the performance based funding. He congratulated FGCU on scoring second among eleven institutions for performance based funding related to employment of graduates in the year following graduation. Trustee Catti stated that from a fundraising perspective Dr. Bradshaw did a phenomenal job and Chris Simoneau is a great addition to the staff. He stated that Dr. Bradshaw’s leadership has been exemplary as it relates to the community and raising money. Trustee Catti stated that while we know that $17.8 million was raised, what is important about that is that it was done with no matching gifts. He stated that while there were many twists and turns he knows that Dr. Bradshaw was involved with PEG gift and the $7 million involved in the Emergent Technologies Institute. Trustee Catti stated that the new housing on campus will be opened on time and within budget. He also acknowledged the accomplishments of our student athletes. Trustee Catti stated at the end of day it is the contributions of our deeply dedicated faculty and staff who devote their talents and energy to the success of our students and our University. Thank you for a job well done.

Trustee Felton stated that the metrics outlined in the report indicate that the President has met or exceeded in some areas of the metrics we approved last June. One area discussed today was the sponsored research area and it will take some focus to secure funds. He believes we have some good criteria in place to get to where we need to go. Trustee Felton stated that this year we have the first budget increase in five years and the allocation of these new funds was strategic and inclusive and allowed us to strengthen the many programs we have. He stated that is a testament to the President’s leadership and the Cabinet in finding the areas we need to strategize on to move forward. He stated that recently the Foundation went over the $100 million mark which is a huge accomplishment. Trustee Felton stated that keeping tuition low was a hard decision last year considering the continuing in the trend of higher education of raising tuition. We are making FGCU affordable. He stated there is still work to be done, especially in the areas of advising and other student services such as Career Services and mental health services. Trustee Felton congratulated the President on his success this year with legislators along with the entire team that was involved with that process and those relationships are yielding great dividends in all that we do daily. He thanked the President for that. He stated that we had success with the Emergent Technologies Institute and that we will need to continue our efforts with legislators as we gear-up for another year. Trustee Felton stated that we are close to finishing a shared Governance Policy that will go into effect immediately that better defines what shared governance is in practices here at FGCU. He stated he looks forward to working with the President in the challenges ahead being mindful of the performance measures and not to lose sight of the opportunities that higher education provides to all our students. Trustee Felton stated that we must make sure that our course offerings provide opportunities for students to be successful in life after college and receive what they came to college for and that is a well-paying job. He stated that FGCU is a special place and he looks forward to President Bradshaw’s steadfast leadership and looks forward to walking along side you as we see success and face challenges together.
Trustee Little stated that Trustees Catti and Felton hit on some of the highlights. He stated as he looks back over the past year, he feels it was an incredibly successful one. Trustee Little stated that the credit goes to the President and his high-functioning executive team. He stated that universities are extraordinarily complex institutions, but from a trustee perspective, governance in this situation is particularly difficult particularly with the Sunshine Laws hanging over us. Trustee Little stated what we need to do is try to simplify the way in which we govern. He stated that Steve Jobs once said: “simplicity is the ultimate in sophistication”. He stated that in that regard he brought up the topic in the last meeting that we should make the president’s performance scorecard a little more user-friendly and he conferred with a couple of past trustees to put together a straw-man which appeared in your agenda materials. Trustee Little stated he hoped we would really focus on the specific roles of the president that we, like many complicated organizations, really define what are the essential features that we should be looking at as we evaluate our president and that was the spirit with which he put that document together. Trustee Little stated that despite the relative youth of FGCU, we really do have a very fine tradition of presidential leadership. He said we started off with Dr. Roy McTarnaghan, our founding president and visionary, followed by Dr. Bill Merwin who was a truly dynamic leader and builder. He stated he thought that when we look back in history, Dr. Bradshaw is going to be one of those pillars upon which this University was founded and he is delighted to serve with Dr. Bradshaw.

Trustee Wells stated that Trustee Catti already covered for him what he believes a great leader is all about. He stated it is about developing a great team and having the self-confidence to keep that team in place and give them credit where credit is due and that is what helps the University be so great. Trustee Wells remembered the opening remarks at a trustee conference we had when they brought us in to tell us how to be trustees, the chair of the Board of Trustees at Miami stated you guys have two jobs you have to worry about: you have to raise money and hire and fire the president. Trustee Wells stated that he missed the middle step which is the complicated task Trustee Little is trying to help us with which, is how do you motivate in order to keep your president, motivated, and continue to raise the bar each year at the University. This is why he thinks goals are so important. He stated that when you look at universities today the tenure of presidents is not very long and the same could be said for most corporations. Trustee Wells stated our challenge is to come up with those very comprehensive goals in a sunshine environment which is almost impossible to work in. He stated he wanted President Bradshaw to know how much he appreciates his hard work for the University.

Trustee Hamilton stated she wanted to thank Dr. Bradshaw for providing exceptional leadership for our University through very challenging budgetary times. She thinks we have emerged a stronger institution due to his clear vision, painstaking planning, and hard work. She stated our excellent showing related to the state funding metrics speaks to Dr. Bradshaw’s effective leadership capability, and the excellent management team and faculty he has assembled. Trustee Hamilton stated that it is clear that President Bradshaw’s presence in Tallahassee has had a positive impact, an example being the funding for our Emergent Technologies Institute. She stated Dr. Bradshaw has accomplished so much and has consistently reached or exceeded his established goals.
She stated that he has demonstrated that he is open to new ideas and new ways of doing things and has exhibited progressive thinking she thanked him for a job very well done.

Trustee Klaas stated last year was his first meeting and he did not make any comments. He stated we have had three great presidents here—President McTarnaghan was good at planning and found money that no one else could find and raised money with no alumni. The second was Bill Merwin who built up the student population and initiated a lot of construction and is obviously legendary. Trustee Klaas stated that now we have President Bradshaw and he has brought the University to new scholastic standards and he is sure they will go up from there. He thanked President Bradshaw and stated he is thrilled that the cost containment is there, that we are on budget all the time and that we are not raising the tuition or fees.

Trustee Priddy stated that President Bradshaw, according to his contact, is in the satisfactory category and did not wish to repeat what others have said that he agrees with. He stated that he pointed out last year as he will this year some areas we need to continue to work on. One item he mentioned last year was being a little more politically involved and President Bradshaw has risen to that challenge with a greater presence in Tallahassee. He stated although President Bradshaw did not secure the funding from Tallahassee for the Emergent Technologies Institute last year he did keep it from disappearing. On the flip side of the coin, one thing that did not go well this year is that we missed out on the opportunity for $1.4 million of funding through the Board of Governors and that has not been brought up but he thinks it needs to be out there. Trustee Priddy stated a job well done.

Trustee Volpi stated that at many universities most students don’t even realize that there is a Board of Trustees. He stated what students do realize is there is a culture through President Bradshaw’s leadership that when a student comes to FGCU they look for the full college experience. He stated they look for a little bit of culture and a high quality education. He stated we look for something a little bit different, something that goes above and beyond. Trustee Volpi thanked President Bradshaw for his efforts and good work. He stated President Bradshaw is out at Alico Arena yelling chants and this is something you don’t normally see. Trustee Volpi stated most students in other organizations have never met their president and he meets with the President monthly. He stated he appreciated how accessible President Bradshaw is for him. He stated that as the Student Government President for FGCU he can safely say we appreciate Dr. Bradshaw and look forward to future years.

Trustee Spilker stated that he could not imagine having 12 people evaluate him. He stated that those metrics that we asked President Bradshaw to perform, especially holding tuition with a lot of pressure to increase tuition, took strong leadership. Trustee Spilker stated there is not a lot he can add to what others have said but one thing he has heard in Naples is the notion that FGCU is no longer present there. He encouraged President Bradshaw to do more outreach in that area. Trustee Spilker stated there is a lot of potential for donors in that area and although he knows President Bradshaw is pulled in
many directions, he believes it is important to spend time there. He stated the quality of his support staff is high and he appreciates the work President Bradshaw is doing.

Trustee Goodlette stated that he will be brief and go beyond the performance measures since everyone has already covered those items and he is in total agreement. He stated there is another aspect of President Bradshaw’s leadership that goes unnoticed and that is the commitment he has made institutionally to the other educational partners in this region as well as the business community. Trustee Goodlette stated he is focused on those areas because he is involved in the same arenas and he knows how dedicated some of the members of his senior staff are in working with us on this regional outreach, the Alliance, and allocating the resources of this institution to assist us in that important endeavor. He stated he believes we are turning the corner on a regional focus where the rising tide lifts all boats. Trustee Goodlette stated this success is largely a measure of President Bradshaw’s leadership and is the same way on workforce issues to include other institutions that serve the citizens of Southwest Florida. He stated that with the leadership provided by President Bradshaw we will meet and exceed the expectations in the various arenas. He thanked President Bradshaw for a job well done.

Chair Roepstorff stated that she had requested that President Bradshaw increase his presence in Lee County and that might be one of the reasons he has not found as much time this past year for Naples. She stated that the academic side speaks for itself, the balance. She stated the one thing Trustee Little is right about- when you get into education it is even more complicated than banking or healthcare. She stated we have a President who really hits the mark when it comes to the balance of academia in addition to the community outreach support. She stated that while listening to the report today about the Foundation’s growth she recognized that this does not happen with one person, it is done through teamwork, trust and reputation or those dollars would not be coming in. Chair Roepstorff stated the Financing Corporation success story for a University our age is just unbelievable and she applauds everybody who has had their hand in that organization. She stated that speaks volumes for our growth with 30% of our students living in housing and they are really living the experience. Chair Roepstorff stated we all know that that is a big part of the experience, the need to feel a part of things and how to be independent. She stated relations with the faculty and union as Trustee Felton stated does not happen everywhere and the reason it happens is because Dr. Bradshaw puts together a good team recognizing that the buck stops with him and he is the accountable one when things blow up. Trustee Roepstorff stated she was happy to see the programs developed to help retention and the real challenge is keeping that needle moving and never becoming complacent on anything. She stated that everywhere we go we find we are the darlings of the university system. She stated keeping the balance of everything has just been awesome. Chair Roepstorff stated we could have had a president who would have come in and blown it on the third time, but she thinks the third time was the charm. She stated in keeping the President humble, there are some challenges and the challenges are that we have to get students graduating much quicker. She knows the President and Provost know that through conversations and so every program that we can put out there, all the better. Chair Roepstorff stated she can’t wait for the roll out of the new marketing effort. She stated that the only thing that she would like to see happen
coming out of our marketing is that we are a great comprehensive University but now we need those “bright lines” to tell the world what sets us apart from all of these other great comprehensive universities.

Chair Roepstorff stated she would like to entertain the following motion: I move that President Bradshaw has performed his responsibilities in an exemplary manner relating to his approved goals for 2013-2014. Motion was made by the Trustee Catti that President Bradshaw has performed his responsibilities in an exemplary manner relating to his approved goals for 2013-2014. Motion was seconded by Trustee Felton. Motion carried.

Chair Roepstorff stated she would entertain the following motion: I move that the Board award President Bradshaw a 5% base pay increase and an $80,000 performance bonus as provided for in his contract. Motion was made by Trustee Klaas that the Board award President Bradshaw a 5% base pay increase and an $80,000 performance bonus as provided by his contract. Motion was seconded by Trustee Catti. Motion carried.

President Bradshaw stated he deeply and genuinely appreciated the comments today about his performance. He thanked the folks he works most closely with every day and the faculty and staff. He stated it is truly a privilege to be affiliated with this phenomenon we have come to know as FGCU. He stated he appreciated the feedback and counsel on how we could be better for FGCU. He stated it is not what we did yesterday but where we’re going to be tomorrow. He stated we will be more politically astute and we will be better at everything that we do.


Action:
- 2014-2015 Performance Measures (Addendum T) – President Wilson Bradshaw

Chair Roepstorff stated that the President will review his performance measures and provide opening comments about the evaluation tool and then she will call on Trustee Little to make remarks.

President Bradshaw presented the 2014-2015 Performance Measures. He stated that the measures are straightforward and he is prepared to address the evaluation tool as part of this presentation. Dr. Bradshaw outlined the results of information collected from various state universities on the mechanisms they use to evaluate the president. He stated what he would like to hear back from trustees is what your preference is in this matter and he stated he will come back in September with some options.

Trustee Little stated that over the years he has gone through what he thought is a very complex document and feels he cannot provide meaningful scores on many of those items and that was very frustrating. He stated he feels the process is unobjective because we get bogged down in many details and therefore we don’t do a good job on accountability for the President. Trustee Little stated that in other not for profit organizations a scorecard is used which is very simple and focuses on the leader’s specific roles and the essence of what those roles are. This was the reason why he
suggested the scorecard. He stated he would like to see us simplify the tool and maintain some objectivity so that when we evaluate it is not just a love-fest, although he believes this one is warranted, he would like us to be more objective. Trustee Little stated he did have the help from a couple of former trustees who felt likewise and felt the alignment should be with that of the Board of Governors. Trustee Klaas stated this is important not only for President Bradshaw but for future presidents and he stated that with the length of the meeting he feels we need a lot of time to digest the information and then come back at our next meeting and discuss this. Chair Roepstorff agreed but stated she did not want to go past September because we only have four meetings per year and so this is something we need to nail down at our September meeting. Trustee Little stated that another suggestion is that because the evaluation of the President is the most important thing the Board does, it should not be placed at the very end of a meeting jam-packed with other items. Chair Roepstorff agreed we can look into that idea. Trustee Priddy stated he is in favor of a scorecard because currently he is not able to use the current scorecard to the number increase. He stated the President’s contract calls for targets and we are under no obligation to do anything, but certainly the President deserves and got a pay increase and a bonus, but moving forward he would like to see us more closely associate the performance to the scorecard with what that percentage or bonus dollar amount would be. Ms. Evans stated that the four examples provided today, one of them, the University of South Florida does not technically use the scorecard approach. She stated you will see in the materials, and it was not our intention that you would make a quick decision and to summarize, the University of South Florida uses the goals at the end of the period and the president indicates goals met, not met, or partially met. She stated it is not as objective or tabular as the other three examples. Ms. Evans stated we have provided examples of the most recent scorecards at the University of West Florida, Florida International University, and New College of Florida. She stated that FIU has an executive system rating where they define in advance what is superior, what is excellent and what satisfactory means and that is a place where you could link that to the president’s contract as it relates to the compensation provisions. Ms. Evans stated she was somewhat surprised by and it probably makes sense as she thought about it more, traditionally the Board has always evaluated the president at the June Board meeting. She stated that as President Bradshaw said there are a number of things we don’t know yet and she found that the majority of the university boards are evaluating the president at the September or October meeting and that timetable does provide the President and his team the opportunity to complete the year and really look at what has occurred. Ms. Evans stated she felt the timing was something that might be considered and may make a little more sense. She asked trustees to give her a call if they have any questions. Chair Roepstorff stated that there is so much compressed into the June meeting and she is happy Ms. Evans brought that idea to the Board. She asked the trustees look at the data distributed to you and if you have any suggestions or recommendations, please call them into Ms. Evans and then she and Ms. Evans can review the feedback and then propose something based on that feedback. She stated at that point we could establish the date of the next review. She stated if we need to tweak the performance measures we can do that at the September meeting.
A motion was made by Trustee Spilker to approve the 2014-2015 Performance Measures. Motion was seconded by Trustee Little. Motion carried.

15. Old Business – Chair Robbie Roepstorff

Chair Roepstorff stated she would like to propose that we change the date for our June 2015 Board meeting in order to have more time between the conclusion of our meeting and the start of the Board of Governors meeting. Chair Roepstorff stated we are currently scheduled to meet on Tuesday, June 16, 2015. She proposed that we change this meeting to Wednesday, June 10th to provide enough time between our Board meeting and the Board of Governors meeting. A motion was made to approve moving the June 16th meeting date to Wednesday, June 10, 2015 by Trustee Goodlette. Motion was seconded by Trustee Hamilton. Trustee Priddy asked if it was possible to have the data by the April meeting and Provost Toll responded that we are given a substantial amount of that data by the BOG staff and we are also compiling data for much of that and as Ms. Evans stated earlier some of these data aren’t even complete as of now. He stated it would be a very partial work plan that we would be able to produce in April and he would think the amount of holes in it would be tremendously unsatisfactory for the Board. Trustee Priddy stated he does not like that the information is sent prior to the Board of Trustees seeing the information. President Bradshaw stated the deadline for the information submittal is in May. Trustee Goodlette suggested the Board hold a workshop session in May. Trustee Spilker asked that as the information is prepared he would appreciate receiving the information and we can look at the logistics afterwards. He stated that extra time will help him provide input. Trustee Priddy stated it seemed to him that the BOG needs to adjust when they get the information and asked that this constructive criticism be passed along to the BOG. President Bradshaw stated that this complexity would be discussed with the staff at the BOG. Chair Roepstorff stated she will talk with President Bradshaw prior to his discussion with the BOG staff. Motion carried.

16. New Business – Chair Robbie Roepstorff

There was no new business to come before the Board.

17. Chair’s Closing Remarks, & Meeting Adjournment – Chair Robbie Roepstorff

Chair Roepstorff stated the next regular meeting will be Tuesday, September 16. The meeting was adjourned at 1:25 p.m.
Addendums:

a. Consent Agenda
b. 2014 FGCU Work Plan for Board of Governors
c. Amendment to the 2011-2014 Collective Bargaining Agreement Florida Gulf Coast University Board of Trustees and Florida Gulf Coast University/United Faculty of Florida, and a One-Year Extension with Modifications to Article 23 and Article 24
d. Faculty Promotions
e. Regulations: FGCU-PR3.005 Graduate Admissions
f. Regulation: FGCU-PR4.002 Student Code of Conduct Review Process
g. Career Development for FGCU Graduates
h. State of Florida Compliance and Internal Control over Financial Reporting and Federal Awards Audit
i. Administration of the Florida Bright Futures Scholarship Program by Florida’s Public Universities and Colleges Operational Audit
j. 2014-2015 Internal Audit Work Plan
k. Business Operations Commission Audit
l. Hiring Procedures for Colleges 2012-2013 Audit
m. 2014 Legislative Session Report
n. Finance/Budget Update
p. 2014-2015 Operating Budget
q. 2015-2016 Fixed Capital Outlay Budget Request
r. Regulation: FGCU-PR2.001 Undergraduate Admissions
s. President’s Report on 2013-2014 Performance Measures Results