Members:
Present: Trustee Robbie Roepstorff – Chair; Trustee Dudley Goodlette – Vice Chair; Trustee Joe Catti; Trustee Thieldens Elneus; Trustee Shawn Felton; Trustee Blake Gable (arrived at 10:25 a.m.); Trustee Tom Grady; Trustee Dick Klaas (arrived at 9:35 a.m.); Trustee Kevin Price; Trustee Russell Priddy; Trustee Ken Smith; Trustee Christian Spilker; and Trustee Rob Wells.

Not Present: None

Others:
FGCU Foundation Board of Directors Chair David Call

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 Student Affairs Mike Rollo; 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; and Director of Media Relations Lillian Pagan.

Item 1: Call to Order, and Roll Call
Chair Robbie Roepstorff called the meeting to order at 9:14 a.m. (The Ad Hoc Committee on FGCU Strategic Plan 2015-2020 met before the FGCU Board of Trustees regular meeting.) Roll call was taken with 11 of 13 Trustees present, thus meeting quorum requirements. Chair Roepstorff welcomed newly elected FGCU Foundation Board Chair David Call and asked him to say a few words. Mr. Call said he was looking forward to working with the Board in support of the University.

Item 2: Consent Agenda (See Tab #1)
Chair Roepstorff said the Consent Agenda included the Minutes of the June 10, 2015 Regular Meeting. She said the document required a correction to Page 3, Line 101: the second to the motion to discontinue the Master of Science in Nursing Primary Health Care Nurse Practitioner Program Major should correctly read Trustee Felton instead of Trustee Catti.
Trustee Smith made a motion to approve the Consent Agenda with the noted change. Trustee Felton seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.

**Item 3: Standing Report from FGCU Foundation Board of Directors**

Chair Roepstorff called on FGCU Foundation Board of Directors Chair David Call to provide his standing report. Mr. Call thanked the Board and said he was looking forward to serving as Foundation Chair over the next two years. He announced the recently-elected officers, including Vice Chair Tim Cartwright, Treasurer Laura Holquist, and Secretary Kimberly Johnson. Mr. Call also announced the Committee Chairs including Lee Seidler—Audit Committee, David Holmes—Development Committee, Syd Kitson—Real Estate Committee, and Miller Couse—Nominating and Governance Committee. He said new Foundation Board members have been selected and include Geurt Peet, Mayela Rosales, Travus Pope, Syd Kitson, and Ann Hamilton. He thanked Trustee Smith for serving as the FGCU Board of Trustees' liaison and for keeping the Foundation Board so well informed.

Mr. Call thanked Former Foundation Board Chair Miller Couse for his outstanding leadership over the past year and reflected on the highlights of the 2014-2015 Foundation Annual Report, including raising $20.4 million and increasing Alumni participation. Mr. Call said assets for the Foundation exceeded $109 million and its endowment exceeded $77 million. He said Foundation scholarship distributions exceeded $2.4 million – the most ever – benefiting more than 1,350 students, and Alumni chapters were launched in 10 cities across the United States. Mr. Call said outreach through the Community Curriculum initiative was successful and FGCU continues to partner with community organizations throughout the region. He said the University’s Marketing and Communications department has launched a new brand campaign and is updating the University’s Pinnacle Magazine.

Mr. Call said the Foundation is off to a great start and has raised $72.5 million toward the $100 million goal for the campaign.

**Item 4: Chair’s Report**

Chair Robbie Roepstorff gave the Chair’s Report. She said the Eagle Advocacy Appreciation Reception on August 27 was a tremendous success. She said the event was hosted by the Office of Government Relations and recognized the elected officials whose support was critical in the past legislative sessions, as well as many others who provided support on behalf of the University. She expressed thanks to the Trustees and legislative officials who attended the event.

Chair Roepstorff said she hoped Trustees had an opportunity to review her recent response to Governor Scott’s letter regarding state universities and the important role of entrepreneurship. She said the response highlighted some of the many things FGCU is doing to support the Governor’s mission of
entrepreneurship, which is bringing together students and the workforce in both the region and the state.

Chair Roepstorff encouraged Trustees to attend the 2015 Board of Governors (BOG) Trustee Summit at Florida International University (FIU) in Miami, as well as the regular BOG meeting that is scheduled to take place immediately upon the Summit’s conclusion. She said her participation in the various BOG meetings across the state has been educational and enlightening in her role as a trustee.

Chair Roepstorff said she was joined by Trustee Felton and Trustee Grady at the most recent BOG meeting at the University of Florida (UF). She said FGCU was mentioned as having the lowest funding per Full-Time Equivalent (FTE) in the State University System (SUS). She said FGCU attains performance-based funding through efficiency and effectiveness.

**Item 5: President’s Report**

President Bradshaw said the University had a successful start of the semester and academic year. He stated enrollment as of Friday, September 4 was 14,829 students.

President Bradshaw said Student Housing remains popular and well subscribed with nearly 100% occupancy. He said Director of University Housing Dr. Brian Fisher and his staff do a great job with students and, as a result, the “no-show” rate has been below 1% every year for 10 consecutive years.

President Bradshaw said the U.S. Department of Education announced the award of $270 million to 968 higher education institutions. He said FGCU is the recipient of two grants totaling $2.3 million over the next 5 years. He stated the Student Support Services Grant will serve 160 FGCU students who are first generation, low income, or have a disability. He said the Student Support Services STEM Grant will serve 120 FGCU students who meet these guidelines and who are majoring in science, technology, engineering or mathematics. He added FGCU is one of only 33 programs in the entire U.S. to have received both grants. He congratulated Dean of Students Dr. Michele Yovanovich, and Director for the Office of Student Support Services and Outreach Programs Dr. Dolores Kiesler.

President Bradshaw reported Director of the Whitaker Center for STEM Education Dr. Laura Frost recently received word that FGCU is the recipient of a five-year National Science Foundation (NSF) Grant in the amount of $945,000. He said the Grant is provided through the Noyce Teacher Scholarship Program and provides scholarships to STEM undergraduate majors during their junior and senior years as they obtain an Education minor and provisional teacher certification. He congratulated the faculty who served as Co-Principal Investigators for the Grant, including Dr. Michael Boucher, Dr. Susan Cooper and Dr. Katie Johnson.
President Bradshaw said the 2016 legislative session will begin in January. He encouraged Trustees to join him in Tallahassee to advocate for FGCU.

**Item 6: Report from Ad Hoc Committee on FGCU Strategic Plan 2015-2020**

*Includes Public Comment*

Chair Robbie Roepstorff called on Ad Hoc Committee on FGCU Strategic Plan 2015-2020 Chair Tom Grady to provide a report. Chair Grady said the Committee voted in favor of recommending to the full Board with amendments the approval of revised vision and mission statements. He said the Committee’s discussion focused on the Revised Vision and Mission Statements as submitted by President Bradshaw for the Administration, and the Planning and Budget Council (PBC). Chair Grady said the amendments focused on being student-centric and excellence-driven; and recognized the outside forces that assist our students and ensure their success. He asked if Vice President and Chief of Staff Susan Evans could please read back the suggested edits.

Ms. Evans said there were three Committee amendments made to the most recent version of the mission and vision statements as submitted by President Bradshaw and the Planning and Budget Council, including:

Amendment #1: Revise the first sentence of the Vision Statement which reads “Florida Gulf Coast University will be nationally recognized for offering exceptional value in high-quality educational programs that address regional and statewide needs.” to read “Florida Gulf Coast University will achieve national prominence in offering exceptional value in high-quality educational programs that address regional and statewide needs.”

Amendment #2: Revise the second sentence of the Mission Statement which reads “FGCU seeks to develop selected programs and centers of excellence in science, technology, engineering and mathematics (STEM) disciplines, health professions, business, and marine and environmental sciences” to read “FGCU seeks academic excellence in the development of selected programs and centers of excellence…”

Amendment #3: Revise the third sentence of the Mission Statement which reads “Outstanding faculty and staff prepare students for gainful employment and successful lives as responsible, productive and engaged citizens.” to read “Outstanding faculty and staff supported by a strong community of advisors prepare students for gainful employment…”

Trustee Goodlette made a motion to approve the vision and mission statements with the noted Committee amendments. Trustee Spilker seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.
Item 7: Academic/Student/Faculty Affairs Committee Meeting (See Tabs #2-4)

Academic/Student/Faculty Affairs Committee Chair Christian Spilker asked Provost and Vice President for Academic Affairs Ron Toll to provide an update as to the status of low enrollment programs as relates to the Board of Governors (BOG) 30/20/10 guidelines. Dr. Toll said the 30/20/10 guideline requires 30 bachelor’s; 20 master’s; and 10 doctoral graduates over the course of 5 years. He said the two handouts distributed reflect FGCU’s current low enrollment programs which include 6 bachelor’s programs below 30, 4 master’s programs below 20, and 0 doctoral programs below 10.

He said of the degree programs below the 30/20/10 guideline, 2 bachelor’s and 1 master’s programs are new. He said those three degree programs do not count against us, as it takes time for new degree program data to be received. Dr. Toll said 1 bachelor’s and 2 master’s level degree programs are suspended. He said 1 bachelor’s and 1 master’s level degree programs have been discontinued. Dr. Toll said the number of active programs with corrective plans in development is 2 at the bachelor’s level, including Theatre and Biotechnology; 0 at the master’s level; and 0 at the doctoral level. He said based on recent data pertaining to number of graduates, the Theatre program will soon be greater than 30 and no longer be considered a low enrollment program. He said the second page outlines FGCU in comparison to the State University System (SUS) institutions with regard to low degree program productivity. He said the BOG at its October meeting will be reviewing low enrollment programs across the SUS.

2015-2018 Collective Bargaining Agreement – Florida Gulf Coast University Board of Trustees and United Faculty of Florida, Florida Gulf Coast University Chapter (Tab #2)

Provost and Vice President for Academic Affairs Ron Toll said full book bargaining in collaboration with the United Faculty of Florida (UFF) allowed for the review of 31 Articles. He said the bargaining period lasted for approximately 30 weeks. Dr. Toll thanked UFF – FGCU Chapter President Dr. Beth Elliot, and Chief Negotiator and Director of Budget Management Services Jennifer Baker for their excellent work in support of the University and the process.

Trustee Catti made a motion to approve the 2015-2018 Collective Bargaining Agreement – Florida Gulf Coast University Board of Trustees and United Faculty of Florida, Florida Gulf Coast University Chapter. Trustee Wells seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.

Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process (Tab #3)

Academic/Student/Faculty Affairs Committee Chair Christian Spilker asked Vice President for Student Affairs Mike Rollo to present Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process. Dr. Rollo said
the Regulation is reviewed annually to ensure compliance with Federal, State and Board of Governors (BOG) guidelines. He said the proposed changes were primarily definitions to ensure consistency with the Violence Against Women Act and BOG Regulations, including definitions of stalking and consent. He said the process of dealing with cases did not change and the revised Regulation adds clarity for students’ use and for addressing issues on campus.

Trustee Goodlette asked if students had input. Dr. Rollo said students are part of the discussions and representatives are presented with the required language changes as a result of Federal and State mandates, and students sign off on the modifications.

Trustee Catti made a motion to approve Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process. Trustee Elneus seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.

**Regulation: FGCU-PR2.001 Undergraduate Admissions (Tab #4)**

Academic/Student/Faculty Affairs Committee Chair Christian Spilker asked Vice President for Administrative Services and Finance Steve Magiera to present Regulation: FGCU-PR2.001 Undergraduate Admissions. Mr. Magiera said changes to the Regulation are to ensure compliance with Board of Governors (BOG) Regulations and to indicate processes already in place at FGCU, including the use of waitlists. Mr. Magiera discussed profile assessment and said the University’s Admissions website includes both FGCU and BOG minimum requirements, which are slightly different. Mr. Magiera said a small percentage of students were admitted to FGCU with lower grade-point averages (GPAs) or missing foreign language, math or other such requirements. He said the BOG allows for up to 5% of admitted students to be profile assessments.

Trustees discussed the need for the BOG requirements to be posted on the website and incorporated into the Regulation; the best way to differentiate the BOG requirements from those of FGCU; the benefits of the University’s ability to keep students affected by life events and extreme circumstances which may negatively impact their grade-point averages; the potential repercussions of not admitting students who meet the BOG minimum requirements; and application fees.

Director of Undergraduate Admissions Marc Laviolette said the University includes the BOG minimum requirements in its Regulations and on its website, as the University has to admit student who fall below the BOG minimums as profile assessment students. He said the University advertises both its desired and average GPA, SAT and ACT scores. He said application fees are standard across the State University System (SUS) per statute.

Trustees discussed freshman and out-of-state acceptance rates, and matriculation rates; the decrease in matriculation rates due to the recruitment of
higher performing students who have options elsewhere; acceptance rates by geographic regions; and the positive impact of Dunk City on recruitment.

Committee Chair Spilker asked the FGCU Administration to follow up with the Board regarding Admissions websites within the SUS and the type of information provided.

Trustee Goodlette made a motion to approve Regulation: FGCU-PR2.001 Undergraduate Admissions. Trustee Smith seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.

Item 8: Finance, Facilities and Administration Committee Meeting (See Tabs #5-10)

Finance, Facilities and Administration Committee Chair Rob Wells confirmed with the FGCU Board of Trustees (BOT) its concurrence with reordering the agenda to permit Vice President for Administrative Services and Finance Steve Magiera to present Tabs 5 and 8, followed by Tab 9. He said Director of Government Relations Jennifer Goen would follow with Tabs 6 and 7.

2014-2015 End-Of-Year Budget Report (Tab #5)

Vice President for Administrative Services and Finance Steve Magiera presented the 2014-2015 End-Of-Year Budget Report, which details the fiscal activities of the institution between July 1, 2014 and June 30, 2015.

Trustee Grady asked about the grants summary. He said a recent Forbes article depicts by state the actual cost of degrees awarded. He said it is a simple metric – which may be imperfect – that considers revenues divided by the number of degrees granted. He said when using FGCU’s numbers of $220 million in revenue divided by 2,232 degrees granted, it costs approximately $100,000 per degree. Trustee Grady said the Forbes article states the Florida average is approximately $60,000. He asked if Mr. Magiera had used that type of calculation previously and how it might compare to the other SUS institutions. Mr. Magiera said he had not, but he saw flaws in the calculations. He asked if larger institutions such as the University of South Florida (USF) or the University of Florida (UF) would use $800 million in their calculations, for example, if that was the amount of their grant revenues. Trustee Grady said yes. Mr. Magiera said he would provide the calculations before the December Board meeting.

Trustee Priddy asked about the carryforward amount of approximately $7.75 million. Mr. Magiera said the carryforward, which represents the difference between revenues and expenditures of Education and General (E&G) funds only, would be covered in discussions of the next item.
2015-2016 Operating Budget (Tab #8)

Vice President for Administrative Services and Finance Steve Magiera presented information regarding the 2015-2016 Operating Budget, which detailed new and recurring funding; expenses; carryforward funds; and renovation projects and programs.

Mr. Magiera asked for a motion to approve the budget. Trustee Priddy said he cannot support the budget due to concerns about its impact on the Financing Corporation, including the 8% overhead fee charged to all auxiliaries which are funded by Housing students and annual parking fees, totaling approximately $2.5 million annually; the need for funds in support of the upcoming West Lake Village renovation; the potential for the Financing Corporation to have limited purchasing ability in the future due low cash reserves as a result of the annual overhead fee; contribution toward the President’s annual salary and benefits package above the $200,000 permitted by state mandates; the line item which includes salaries for campus security officers; and the Financing Corporation’s “Annual Expense” line item which includes $200,000 in Athletics fees. He suggested the 8% overhead fee be reduced, $100,000 from “Concessions” be applied toward the President’s salary and the $80,000 line item for two campus security officers be covered by the University to relieve the burden on the Financing Corporation.

Trustee Klaas said the 8% overhead fee should be on the net amount instead of the gross amount; he agreed with the suggestion to apply Concession fees to the President’s salary; and said he believes campus security directly supports campus housing and would take exception to that item.

Trustees discussed campus security as relates to various events and the justification for the two officer positions; the interconnectedness of staff positions across campus which support Housing, including departments such as Business Technology Services (BTS) and Postal Services; reducing expenses to avoid Housing rate increases; if the Financing Corporation Board of Directors has raised these concerns presented today; the origin of the Financing Corporation; and the financial impact of local housing developments on Housing.

Committee Chair Wells suggested the Financing Corporation present to the Board at an upcoming meeting the status of the cash reserves and its viewpoint regarding the concerns raised by Trustee Priddy.

Mr. Magiera clarified that the Financing Corporation is liable for Housing, Parking and Student Union bonds, but the assets belong to the University.

President Bradshaw agreed a discussion on the structure of the Financing Corporation would be beneficial to the Board. He suggested the concerns be vetted by the Financing Corporation in the collective and determine if there is any action required by the FGCU Board of Trustees (BOT). President Bradshaw said the University’s superb bond rating is a good indicator of the stability and long-term positive management of the Financing Corporation.
Committee Chair Wells called for a vote for the 2015-2016 Operating Budget and indicated a follow-up would be sent to the Financing Corporation Board of Directors regarding the concerns brought forth today. Trustee Catti made a motion to approve the 2015-2016 Operating Budget. Trustee Goodlette seconded the motion.

Trustee Smith suggested the items be discussed by the Financing Corporation and recommendations brought to the BOT as soon as possible. President Bradshaw said he would reach out to Financing Corporation Executive Director Curtis Bullock and Board Chair Dick Ackert to determine the possibility of holding a Financing Corporation meeting before the next FGCU BOT meeting scheduled for December 11.

Trustee Grady said as he understood the budget, we are “baking” into it negative operating leverage. He said we have a projected revenue increase of 6%, which includes some potentially non-recurring funds, and a 9% increase in projected expenditures, which typically become recurring. He said without an explanation, he would not be able to support the budget. Trustee Spilker said he was not comfortable voting in favor of the budget with the outstanding questions raised by Trustee Priddy and would prefer to get the answers before moving forward.

Committee Chair Wells asked Mr. Magiera if the Board had the ability to table this item, wait until the Financing Corporation meets, and review it again at the January meeting. Mr. Magiera said the budget the University is currently working from is a duplicate of last year, and he suggested the Board approve the proposed budget today and make any necessary amendments at its January meeting.

Mr. Magiera responded to Trustee Grady’s question regarding negative operating leverage. He said there was more than $3 million in salary and expenses that must be added as expenses this year due to a salary lapse. He said it did not affect the revenue side but it did affect the expenses.

Trustee Goodlette said he would support the budget and anticipates responses from the Financing Corporation with regard to the issues posed by Trustee Priddy. President Bradshaw said he estimates the concerns to attribute to approximately $2.4 million, which is only a small portion of the proposed budget totaling more than $200 million.

Committee Chair Wells called the vote. Chair Roepstorff suggested the motion be amended to include a stipulation that the questions for the Financing Corporation be answered in a timely fashion. Trustee Catti accepted the amendment to his motion. Trustee Goodlette accepted the amendment to his second. There was no public comment. The vote was 10-3 in favor of the motion with three “no” votes by Trustees Grady, Priddy and Spilker.

Vice President for Administrative Services and Finance Steve Magiera presented information on the Proposed Fiscal Year 2015-2016 Budget Beginning
Carryforward Fund Balance. Mr. Magiera said the $16.6 million carryforward balance includes a 5% Statutory Reserve Requirement; FGCU Board of Trustees Reserve Requirement; Payroll Reserve; and Renovation Projects and Programs. Mr. Magiera reviewed the list of Renovation Projects and Programs and indicated, of the 11 items on the list, items 9 and 10 are academic programs, including Business Analytics and Informatics, and Construction Management. Trustee Priddy said the carryforward items should be approved by the Board rather than presented as an information only item. President Bradshaw said he and his Cabinet members review and prioritize a long list of projects each year by considering the institution’s needs and the Board’s desires. He said, for example, the University this year moved $2 million of carryforward money into the FGCU Board of Trustees Reserve Fund rather than the Board’s expectation of $1 million. President Bradshaw said the Board of Governors has limitations and safeguards in place which guide one-time expenditures and carryforward funds with regard to funding project priorities.

Trustee Felton asked if the two academic programs outlined on the carryforward list were related to potential Legislative Budget Requests (LBRs). Mr. Magiera said yes; the University is unsure as to whether or not those academic programs will be funded, so the funds can be used to jumpstart the programs.

Regulation: FGCU-PR9.007 Smoking and Consumption of Food in University Buildings

Vice President for Administrative Services and Finance Steve Magiera presented Regulation: FGCU-PR9.007 Smoking and Consumption of Food in University Buildings. He said the Regulation has been updated to address the use of e-cigarettes in classrooms and university buildings.

Trustee Smith made a motion to approve Regulation: FGCU-PR9.007 Smoking and Consumption of Food in University Buildings. Trustee Klaas seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.

FGCU 2015 Legislature Regular and Special Sessions Report

Committee Chair Wells asked Director of Government Relations Jennifer Goen to present the FGCU 2015 Legislature Regular and Special Sessions Reports. Ms. Goen discussed highlights of the Regular Session, including: the confirmation of Trustees Grady, Price, Roepstorff, Smith and Spilker by the Senate; a Resolution approved by the House and the Senate recognizing March 24 as Florida Gulf Coast University Day; and the support of the trustees, legislators and Governor Scott. Ms. Goen said the next FGCU Day at the Capitol will be on January 25 & 26, 2016.

Ms. Goen discussed the Special Session and stated FGCU received $4.4 million in recurring revenue for Academic and Career Attainment; full funding for the
South Access Road capital project; and $1.3 million in Capital Improvement Trust Funds (CITF).

**FGCU 2016 Legislative Agenda (Tab #7)**

Director of Government Relations Jennifer Goen presented the FGCU 2016 Legislative Agenda. Ms. Goen reviewed the list of proposed legislative priorities, including: additional performance-based funding from the Board of Governors (BOG); two recurring revenue requests: (1) Target Existing Talent Gaps ($3,768,500), which includes funding for three academic degree programs titled Construction Management, Supply Chain Management, and Business Analytics and Informatics; and (2) Student Success Initiative ($622,640), which will provide additional resources to the Center for Career Development Services for career counseling, industry-specific career fairs and online student resources. Ms. Goen said two non-recurring Public Education Capital Outlay (PECO) projects included: (1) School of Integrated Watershed and Coastal Studies, AB9 (Phase 1) ($3,852,065); and (2) Central Energy Plant (Phase 3) ($9,000,000). Ms. Goen discussed additional non-recurring funding requests, including the Student Academic Health and Life Fitness Center ($8,557,088).

Trustees discussed the need for laboratory space to support and enhance graduation rates; the need for a Student Academic Health and Life Fitness Center to support current enrollment; alternative methods of funding projects that previously would have been supported by Public Education Capital Outlay (PECO) funds; plans to return to the state the $2.8 million excess South Access Road appropriation; and the differences between the approved 2015 Legislative Budget Request (LBR) and the proposed 2016 LBR with regard to Career and Academic Attainment.

Trustee Goodlette made a motion to approve the FGCU 2016 Legislative Agenda. The motion was seconded by Trustee Catti. There was no public comment. The vote was unanimous in favor of the motion.

**2015 Florida Educational Equity Report for Florida Gulf Coast University (Tab #10)**

Committee Chair Rob Wells called on Vice President and General Counsel Vee Leonard to present the 2015 Florida Educational Equity Report for Florida Gulf Coast University. Ms. Leonard said the report included nine areas which assist in evaluating the University’s progress as relates to equity. She said the report focused on three components, including: student enrollment, athletics and employment. Ms. Leonard discussed the differences in the current report as compared to last year, including additional narratives in support of statistical information; updates to websites and mission statements for various departments; increased enrollment; current rate of minorities as the largest since the University’s opening; increased freshman-to-sophomore retention rate; Title IV application as relates to Athletics; increased job advertising for women and
Trustee Spilker said the report indicated a low number of enrolled Native American students and asked what efforts the University used to recruit students from local tribes. Ms. Leonard said the Office of Admissions actively recruits from high schools and the local area.

Trustee Spilker made a motion to approve the 2015 Florida Educational Equity Report for Florida Gulf Coast University. Trustee Catti seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.

**Item 9: Audit Committee Meeting (See Tabs #11-13)**

**Office of Internal Audit Updated Charter (Tab #11)**

Chair Robbie Roepstorff called on Director of Internal Audit Carol Slade to present the Office of Internal Audit Updated Charter. Ms. Slade said the revisions addressed Institute of Internal Auditors formatting requirements and focus with regard to creating audit work plans.

Trustee Catti made a motion to approve the Office of Internal Audit Updated Charter. Trustee Smith seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.


Director of Internal Audit Carol Slade presented the 2014-2015 Internal Audit Annual Report.

Trustee Price made a motion to accept the 2014-2015 Internal Audit Annual Report. Trustee Smith seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.

**Undergraduate Admissions Audit (Tab #13)**

Director of Internal Audit Carol Slade presented the Undergraduate Admissions Audit. Ms. Slade said there were three small findings, two of which related to the Undergraduate Admissions Regulation approved with edits earlier today, and one related to data errors which totaled approximately 0.4% of the admit population. Ms. Slade said the Office of Admissions was looking to automate some of its manual procedures to further improve its data integrity. Ms. Slade said the findings were that the data had great integrity and could be relied on for purposes of decision making and for the performance metrics.

Trustee Spilker made a motion to accept the Undergraduate Admissions Audit. Trustee Elneus seconded the motion. There was no public comment. The vote was unanimous in favor of the motion.
Chair Robbie Roepstorff said the next two items were housekeeping in nature.

She said the Board approved at its last meeting the revised tool for the
president’s annual performance evaluation, and the revised performance
measures for the 2015-2016 year. She clarified that the performance measures
were not for the 2014-2015 year. She said revisions have been incorporated into
these final versions as a result of Board discussion at the previous meeting.

Chair Roepstorff asked for a motion to approve the Revised Evaluation Tool for
FGCU Board of Trustees’ Annual Performance Evaluation of University
President, which would be used for the President’s performance evaluation in
September 2016.

Trustee Smith made a motion to approve the Revised Evaluation Tool for FGCU
Board of Trustees’ Annual Performance Evaluation of University President.
Trustee Catti seconded the motion.

Trustee Grady said the 11% transfer-out rate for freshman classes is significant.
He proposed adding a metric that is a derivative of the freshman retention rate,
which would eliminate or greatly reduce the freshman transfer-out rate. He said
the change would translate into an increase in graduation rates and likely the
other performance metrics as well.

President Bradshaw said students transfer out for various reasons, one of which
is the number of available degree majors. Provost and Vice President for
Academic Affairs Ron Toll said there is a strong correlation between the number
of degrees offered and transfer-out rates. He said we have the smallest number
of degree programs and have the highest number of students transferring out.
Trustee Smith said he recently asked Dr. Toll for information related to this topic.
He asked that Dr. Toll’s recently developed graph to this point be shared with the
other Trustees.

Trustee Grady said President Bradshaw wrote him in July and provided two
reasons as to why students transfer out, including: (1) number of degrees
offered, and (2) many start at FGCU with plans to transfer to another institution
with greater name recognition. He said the University needs to be known for
something to prevent the students from transferring out, keeping those students
here to help the University build its brand.

Trustee Grady suggested the motion be amended to include in the “Operational
Efficiency” category an additional line item which specifically addressed the
freshman retention rate and the transfer-out rate. He said the 11% should be
something else. He said the blank form did not require a number at this time. He
said the new category would express an expectation for the transfer-out rate after
the freshman year.

Trustee Catti accepted the amendment to his second.
Trustee Wells said it may be difficult to identify a number that would be considered “satisfactory”, “not satisfactory” or “exceeds expectations” with regard to the President’s Performance Evaluation. He asked what number may be considered acceptable in the proposed category.

Trustee Catti asked President Bradshaw if he would be okay with the added component to his evaluation form. President Bradshaw said he would need to understand more about what contributes to the number and asked Dr. Toll whether or not the 11% has fluctuated over the years. Dr. Toll said the rates have been between 9% and 11% during his time at FGCU. He said he does not believe the Board of Governors (BOG) provides a transfer-out rate after the freshman year. Dr. Toll said the State University System (SUS) gets credit for the transfer-out students who graduate within the System, so the SUS average is always higher when compared to individual universities. He said data may not be available for students transferring out unless they graduate from an SUS institution; if the student steps out, stops out or transfers again, the data may be irretrievable.

President Bradshaw said the 11% represents students who transfer and graduate. He said a number of students never graduate or they stop out.

Chair Roepstorff said she would like data regarding the specific reasons students transfer out or leave FGCU, as well as what FGCU did not have that they needed or wanted.

Chair Roepstorff called the vote. There was no public comment. The vote was unanimous in favor of the motion.

**Item 11: Revised 2015-2016 Performance Measures for University President** (See Tab #15)

Chair Robbie Roepstorff suggested the Board identify the transfer-out rate it would like to include in the newly-approved metric added to the Revised Evaluation Tool for FGCU Board of Trustees’ Annual Performance Evaluation of University President.

Trustee Grady said a 20% 4-year graduation rate is not aspirational. He suggested the 4-year and 6-year graduation rates be increased.

Trustees discussed the recent increase in 6-year graduation rates from 43% to 49%; if First-Time-In-College (FTIC) graduation rates are used at other institutions for presidential evaluations; FGCU’s low FTIC graduation rates in comparison to other SUS institutions; how systematic changes to FTIC graduation rates is improved over time instead of year to year; the impact of part-time students on 4-year graduation rates; if a 6% increase in FTIC rates can be attained again this year; and the factors which contributed to the 6% increase, including the hiring of additional advisors, a focus on “super seniors” and the improvement of the economy.
Chair Roepstorff suggested the Board make a motion to approve the Revised 2015-2016 Performance Measures for University President.

Trustee Wells asked for clarification regarding the number to be used in the recently-approved metric pertaining to transfer-out rates. Trustee Grady said the historical range was between 9% and 11%, so the number should be less than 9%. Trustee Grady made a motion to include a number less than 9% and focus on improving 4-year graduation rates. President Bradshaw asked if both full-time and part-time students should be included in the metric. Trustee Grady suggested the metric’s components remain unchanged and continue to include both full-time and part-time students.

Trustee Priddy suggested the goal for the 6-year graduation rate be changed to 51%. Chair Roepstorff asked that the motion on the table be addressed.

Trustee Wells made a motion to accept the Revised 2015-2016 Performance Measures for University President with the category added by Trustee Grady and approved by the Board, and to determine the specific transfer-out rate at a later time. Trustee Catti seconded the motion.

Trustee Spilker agreed the goal for the 6-year graduation rate should be changed to 51%. Trustee Smith said the Board originally approved aligning the President’s Evaluation Tool with the University’s Work Plan for the Board of Governors (BOG). He said the FGCU Board of Trustees (BOT) should avoid running numbers separately from what it will receive from the BOG regarding the Work Plan outcomes; keep the existing plan in place; and evaluate it again this time next year.

The Board discussed the added component of transfer-out rates and decided, although it is an approved metric as a result of the favorable vote of the previous agenda item, it need not be incorporated into President Bradshaw’s 2015-2016 Performance Measures.

There was no public comment. The vote was in favor of the motion with two “no” votes by Trustees Priddy and Spilker.

**Item 12: FGCU President’s Annual Performance Evaluation for 2014-2015**

(See Tab #16)

Chair Robbie Roepstorff called on President Bradshaw to report on the results of his performance goals for 2014-2015.
FGCU President Wilson Bradshaw –

Highlights of Results for 2014-2015 Performance Measures

I. NOT ACCOMPLISHED/FINAL NUMBERS NOT YET AVAILABLE:

- Increase Degree Production: (Final figures not available until October 2015)
  - Bachelor’s Degrees:
    - Goal: 2,125
    - Preliminary Result: 2,141
  - Graduate Degrees:
    - Goal: 326
    - Preliminary Result: 310

II. ACCOMPLISHED or EXCEEDED:

- Freshman to Sophomore Retention:
  - Goal: 78%
  - Result: 78%

- Rates for Post-Graduation Florida Employment & Continuing Education Rates:
  - Goal: Top SUS quartile for post-graduation Florida employment and continuing education rates.
  - Results: (1) FGCU tied for fourth at the baccalaureate level, and placed first at both master’s and doctoral levels within the State University System. (2) Overall these rankings had FGCU tied with UNF for first within the System.

- Energy Savings in Operations:
  - Goal: $470,000
  - Result: $612,000

- Improvement in Ratio of Advisors to Students:
  - Goal: Further reduce advisors-to-students ratio to no more than 450 to 1 to facilitate student persistence and progression to degree attainment.
  - Result: Added 8 new academic advisors, which brought the ratio to 301:1. This exceeded the goal and is now in line with best practices nationally.

- Private Contributions & Gifts:
  - Goal: $17 Million
  - Result: $20.4 Million
• **Sponsored Program Funds:**
  - **Goal:** $10 Million
  - **Result:** $10 Million

• **2015-2025 Campus Master Plan Update:**
  - **Goal:** Conduct facilities master planning process to develop the 2015-2025 campus master plan update.
  - **Result:** Process is on track with plan development and public hearings, and will be presented to the BOT for action in December.

• **Emergent Technologies Institute (ETI) Construction:**
  - **Goal:** Build ETI.
  - **Result:** Construction on track for completion by end of 2015.

• **Performance-Based Funding:**
  - **Goal:** Pursue Performance-Based Funding through Board of Governors metrics in order to support and enhance FGCU student success.
  - **Result:** (1) FGCU scored 38 points this year up from 30 points last year, and was allocated a total (new and continuing funds) of over $13 million for 2015-2016. In terms of position within the SUS, FGCU moved to 5th position this year from last year’s 6th position.

• **Six-Year Graduation Rate:** *(Included in the Work Plan, but not specifically on the president’s performance goals.)*
  - **Goal:** 45%.
  - **Result:** 49%.

President Bradshaw concluded his report by saying he is privileged to work with a dedicated, hardworking and talented faculty and staff to accomplish these goals. He said he looks forward to a successful upcoming year.

FGCU Board of Trustees Chair Robbie Roepstorff


**Conference Call – August 27, 2015**

Chair Roepstorff reported on her discussion with Chancellor Marshall Criser. She said the Board of Governors requires that each Board Chair annually seek its input to help inform the Board’s performance evaluation of the President. She said the topics discussed were as follows:
• **Contact with the Chancellor.** The Chancellor said he speaks with President Bradshaw a “medium” amount, which he feels is the correct amount of frequency.

• **Commitment to State University System Critical and Strategic Issues.** President Bradshaw demonstrates attention at the System level and is an active participant with positive comments focused on State strategic items. The president’s comments are consistent in both public and private.

• **Communication.**
  - In terms of any improvement items, last year the Chancellor said we need to have better communications on the front end of PECO discussions. The example he gave was FGCU’s need for the South Access Road, which at that time was included in a grouped legislative funding request.
  - When she spoke with the Chancellor this year, he said he has seen an improvement along these lines.

• **Six-Year Graduation Rate.**
  - She said to the Chancellor that last year Chair Hosseini had indicated concern regarding the 6-year graduation rate and our academic progress rate.
  - The action plans FGCU put in place 2 years ago are now producing good results as noted by our significant increase of being up 6% to a current rate of 49% in our 6-year graduation rate. We continue to work hard on this issue, and expect more positive performance results along these lines.

• **Performance-Based Funding.**
  - The Chancellor said that FGCU has done well in performance funding, but a group of universities just behind FGCU could move ahead.
  - She let the Chancellor know we have recognized the same concern due to so many universities being so tightly grouped together with positive performance that you really don’t know who might be in the bottom.
  - Chancellor Criser said he has heard from other universities that they are going to reserve some of their awarded performance funding. He has not heard this from President Bradshaw and would hope not as that was not the purpose for performance funding. The members of the Board of Governors are not happy to hear that some universities would be reserving the funds.
  - She assured the Chancellor that this discussion has never taken place at FGCU, and we have a clear understanding that performance-based funding is just that – funds that are used to cause even higher levels of performance.
  - She asked Chancellor Criser what he will do when all the universities are tied in performance scores. He said that FGCU has gotten close to the top level on performance and will need to work on the Excellence side.
He noted that FGCU is not banking funding, has low reserves, and is operating efficiently, which helps with making any needed reserves available.

Chair Roepstorff said the Chancellor’s comments about President Bradshaw’s performance were very positive, and she appreciated the opportunity to speak with him so she could report back to the Board as a part of today’s performance evaluation process.

Chair Roepstorff concluded her remarks and asked for Trustees to comment individually on the President’s performance.

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**FGCU Board of Trustees**

Trustee Priddy said after reviewing the President’s contract and taking into consideration recent performance discussions, it comes down to selecting a “satisfactory” or “not satisfactory” rating. Trustee Priddy said he gives the president a “satisfactory.”

Trustee Catti said the President met or exceeded the majority of his goals and would give him high marks. He said the positive feedback received from the Board of Governors and the President’s strong, long-tenured Cabinet indicate strong leadership. He congratulated President Bradshaw on a job well done.

Trustee Felton said President Bradshaw met most of his goals for 2014-2015. He said one area that will require dedicated attention is related to securing sponsored program funds and graduate enrollment. He said Office of Research and Sponsored Programs, and Graduate Studies need to be focuses in the coming year. Trustee Felton said the University was successful in ranking higher than preeminent schools with regard to BOG Performance Based Funding. He said the President has reduced significantly the student-to-advisor ratio from 750:1 to approximately 301:1, hitting a national benchmark. He said the relationships the President has built are yielding great dividends and we are known around the state. Trustee Felton said he looks forward to working with the President on faculty-identified challenges that exist locally, externally and statewide. He said we must ensure our course offerings and programs provide opportunities for our students to be successful, graduate on time and prepare them for well-paying jobs. Trustee Felton said he looks forward to President Bradshaw’s steadfast leadership and working with him again during his final year as Faculty Senate President and Trustee.

Trustee Wells commended President Bradshaw and his Cabinet for how well they operate the University. He said he was impressed with the rate by which gifting to the University has improved during his time on the Board, which can be...
attributed not only to the Foundation and the improved economy, but to President Bradshaw’s leadership.

Trustee Elneus thanked President Bradshaw and his staff for their hard work and advocating for student needs. He said FGCU students would like to continue to see the President boost morale by attending both student and athletic events, and to be the fighting force within the local community and with state legislators. He asked the President to continue to fight for the students, as they are the customers of which we are all here to serve.

Trustee Price said as a graduate of the University, it has been a pleasure as a local and active alumnus to observe the President’s leadership. He said the President has done a satisfactory job in the role. He said he is looking forward to the evolution of the performance metrics being fact-based and tied to the Work Plan. He said it is an exciting time in higher education and the age of FGCU, and he looks forward to the President’s continued strong leadership as we take on new chapters.

Trustee Grady said he believes the potential for the University is extraordinary and its youth is an asset, not a liability. He said we lack the legacy problems of other institutions and have a community that is supportive of our efforts. He suggested the sights and expectations of the University be raised. He said he was puzzled by the use of a “satisfactory” measure by which the President’s performance is evaluated. He said going forward it would be reasonable to raise expectations across the board. He said the faculty and students he has met have been extraordinary, but he doesn’t like being last. He said he would like to see objectives and measurements that aspire to place us ahead of others. He said we are not there yet but perhaps next year.

Trustee Spilker said President Bradshaw has proven “satisfactory” with regard to the metrics. He said he would like to revisit the topic of community engagement, which he believes he raised last year and is still a concern. He said he understands the President cannot be in all places at once, but there is a sentiment in Naples that it is disenfranchised from FGCU. He said the University’s decision to dispose of the Naples property could signal a lack of interest in that area. He said with regard to potential dollars for the Foundation and expertise which could be attained from local retired CEO’s sharing their lessons, we fall short. He encouraged President Bradshaw to be present in Naples and get everyone on 5th Avenue to wear an Eagles shirt.

Trustee Goodlette said he agrees with the sentiments, but not entirely with the comments made by Trustee Spilker. He said FGCU is a regional institution and President Bradshaw is very visible in the community, including Naples. He said the stature of the institution is rising incredibly quickly and the leadership deserves credit. He said the quality of the faculty and learning that takes place here are reflections of President Bradshaw’s leadership and the strong Cabinet with which he has surrounded himself. He said he would give the President high marks. He said he agrees we have a long way to go and does not believe
anyone wishes to be last. He said where we are is a reflection of the quality of
leadership that Dr. Bradshaw is offering. He said we should continue to look
forward, and he congratulated the President on a job well done.

Trustee Klaas said the President has done a really good job. He encouraged him
to keep doing what he has been doing.

Trustee Smith said the President has done a fine job. He said we are at a point in
time where the University could really launch. He said the quality of incoming
freshmen will continue to improve, and we are in a position where jobs are being
created across the state, so there will be employment for our graduates. He said
we should take advantage of the times and focus on the swift execution of
implementing degree programs we want to add. He said we should not lose sight
of the funding we have recently received and to move forward quickly. He said he
believes the majority of the counties the University serves in Southwest Florida
see it as a positive, even more so than three or four years ago. He said he
believes the two options of “satisfactory” or “not satisfactory,” he gives the President a
“satisfactory” rating. He congratulated President Bradshaw and his staff for a job
well done.

Trustee Gable said he did not have much to offer that had not already been said.
He congratulated President Bradshaw and his staff for a job well done.

Chair Roepstorff said she agreed with Trustee Felton’s earlier comments with
regard to engagement. She said it was astounding to see the University attain 38
points in the BOG Performance-Based Funding Metrics – up from 27 – and see
the points more in the excellence category than improvement. She said she
would like to see shared governance continue, with faculty, staff and student
input. She said the Southern Association of Colleges and Schools (SACS)
Accreditation was phenomenal and looks forward to the final report, as it will take
us to another level. She complimented the work of the Foundation and the
Financing Corporation. She said it is a team effort and we are destined for great
things. She said the leadership and strong BOT membership will help the
University get there.

Chair Roepstorff said the comments from the Trustees indicate a “satisfactory”
performance rating for President Bradshaw.

Chair Roepstorff said President Bradshaw’s contract indicates a “satisfactory”
rating means he is eligible for a 5% base pay increase and up to an $80,000
performance bonus.

Trustee Priddy made a motion to approve a 3.5% base pay increase and a
$40,000 bonus for President Bradshaw. The motion was seconded by Trustee
Spilker.
Trustee Spilker said he understood a “satisfactory” rating to mean the President would receive a 5% increase in base pay. He recommended the base pay increase be changed to 5%. Chair Roepstorff and Trustee Catti agreed.

Trustee Catti asked how Trustees reconciled in the past the performance bonus number. Chair Roepstorff provided a summary of the President’s previous base pay increases and performance bonuses during his time at FGCU, including his declining two base pay increases and two $60,000 bonuses. Trustee Catti said he would support a 5% increase in base pay and an $80,000 bonus.

Trustee Priddy amended his motion to include a 5% increase base pay increase instead of 3.5%. Trustee Spilker accepted the amendment to his second.

There was no public comment. The vote was in favor of the motion, with two “no” votes by Trustees Catti and Wells.

**Item 13: Standing Report from FGCU Staff Advisory Council**

FGCU Staff Advisory Council (SAC) President Nicholas Gallo reported SAC will focus on four goals this year, including: (1) Develop a clear plan for improving administrative support of SAC and SAC membership; (2) implementing an annual SAC survey; (3) encouraging non-representative participation in SAC subcommittees and events; and (4) standardizing the SAC Charter. He announced upcoming SAC events and invited the Trustees to attend the Annual SAC Car Show which helps raise funds for a student scholarship.

Vice Chair Goodlette said the Staff Advisory Council representative is the only person making a standing report who is not seated at the Board table. He said he would like the Board to be advised as to the history of why SAC does not have a seat at the table. Vice Chair Goodlette said he believes SAC should have a non-voting seat, similar to the Foundation Board and Financing Corporation. He asked that the topic be added to a future agenda.

**Item 14: Standing Report from FGCU Student Government**

FGCU Student Government President Thieldens Elneus reported upcoming events and initiatives lead by Student Government (SG). He said SG is working to modify the student organization funding structure and is to make revisions to its Constitution. He said he serves as the Florida Student Association (FSA) Ad Hoc Committee Chair for Fiscal Policy and Budget. He said the Florida Student Association Board of Directors is working to revise its mission to strengthen its structure.

Trustee Elneus said Student Government is working to engage FGCU students, and plans to participate in the FGCU Day at the Capitol event coordinated by the Office of Government Relations. He said SG is working on the Alternative Winter Break program which will send students to Atlanta, Georgia for a week-long opportunity to gain community service hours and assist the city of Atlanta with
social issues. He invited the Board to attend a ceremony hosted in recognition of
the events of 9/11. He also invited Trustees to attend Student Government and
Student Senate meetings.

Item 15: Standing Report from FGCU Faculty Senate

FGCU Faculty Senate President Shawn Felton recognized the recent passing of
FGCU student Rebeca Olivera. He welcomed Foundation Board of Directors
Chair David Call, and reported the Faculty Senate has identified some initiatives
(1) universal promotion document; (2) instructor classifications; and other
initiatives identified at the Senate’s recent Strategic Planning retreat.

He said he chairs the quality sub-group of the BOG Strategic Planning for Online
Education Committee which will be finalizing a document outlining plans for the
online education for the State University System (SUS). He will provide Susan
Evans a copy of the BOG working group’s draft plan so it can be distributed to
the FGCU Board of Trustees for information. He said recommendations would be
presented at the November meeting of the Board of Governors (BOG).

Item 16: Old Business

Chair Roepstorff said the University received a response from the Chancellor
regarding unfunded liabilities, and the Chancellor’s letter has been shared with
the Trustees.

Item 17: New Business

There was no new business.

Item 18: Chair’s Closing Remarks, & Meeting Adjournment

Chair Roepstorff announced the next FGCU Board of Trustees meeting will be
Friday, December 11, 2015.

The meeting was adjourned at 2:12 p.m.

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

Agenda Items:

A. See Tabs # 1 – 16

B. Handouts