FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES
CONFERENCE CALL MEETING

Friday, July 7, 2017

CALL ORIGINATED FROM EDWARDS HALL, CONFERENCE ROOM #309
FLORIDA GULF COAST UNIVERSITY

Meeting Minutes

Members:
Present: Trustee Dudley Goodlette – Chair (in person); Trustee Ken Smith – Vice Chair (in person); Trustee Darleen Cors (by telephone); Trustee Shawn Felton (by telephone); Trustee Joe Fogg (by telephone); Trustee Leo Montgomery (by telephone); Trustee Russell Priddy (by telephone); Trustee Robbie Roepstorff (by telephone); Trustee Christian Spilker (by telephone) and Trustee Jalisa White (by telephone).

Not Present: Trustee Blake Gable (Excused Absence), and Trustee Kevin Price (Excused Absence).

Others:
Staff: President Michael Martin; Provost and Vice President for Academic Affairs Ron Toll (by telephone); Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation 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; Chief Compliance and Ethics Officer Stacey Chados (by telephone); Director of Internal Audit Bill Foster, Director of Government Relations Jennifer Goen; Assistant Director of Board Operations Lauren Schuetz; and Executive Assistant to the Vice President and Chief of Staff Tiffany Reynolds.

Guest: Mr. Charlie Dudley of Floridian Partners.

Item 1: Call to Order, Roll Call, and Opening Remarks
Chair Dudley Goodlette called the meeting to order at 10 a.m. and stated the meeting was duly noticed. He formally welcomed President Michael Martin to his first FGCU Board of Trustees meeting after taking office. Roll call was taken with 10 of 12 members present, thus meeting quorum requirements. Chair Goodlette stated for the record the he and Trustee Ken Smith were the only Trustees present where the conference call was originating.

Chair Goodlette stated he and President Martin had decided the FGCU Board of Trustees Ethics Policy item should be taken up in person instead of by conference call
as it would provide a better opportunity for the Trustees to have a thorough and 
thoughtful discussion. He said this item would be included on the next in-person Board 
meeting agenda on September 12, 2017.

President Martin commented he agreed with Chair Goodlette that postponing this item 
was the best idea. He said he had read it and thought it would require more time to 
create a final version of the Ethics Policy. He thanked Vice President and General 
Counsel Vee Leonard for her hard work on the policy.

Chair Goodlette commented that the Ethics Policy was before the Board because it was 
part of the report prepared by the Board of Governors’ Inspector General who had 
recommended the policy be reviewed. He reminded the Board there was no deadline, 
and said he and President Martin would provide a draft prior to the September meeting.

Trustee Ken Smith said he would be interested to see some of the policies of other 
schools as it would be helpful for guidance.

President Martin responded seeing best practices from other universities was a good 
suggestion.

Trustee Joe Fogg said he had read the proposed changes, and the document came 
closer to meeting the Board’s needs, but it was still in need of some changes.

**Item 2: Finance, Facilities and Administration Committee** (See Tab #2) 
Chair Goodlette proceeded to the 2018 Legislative Budget Request. He said the Board 
must act today to meet the Board of Governors’ deadline of Monday, July 10, 2017. He 
called on President Martin for remarks on this item.

President Martin thanked staff for contributing and bringing him up to date on this issue. 
He said he believed the Legislative Budget Request was thoughtful and appropriate, 
and large enough to make a difference, but not so large as to be dismissed. He said 
the Legislative Budget Request clearly separated the request for recurring funding from 
the Public Education Capital Outlay (PECO) request for building with emphasis on the 
deep need for Academic Building 9. He said Florida Gulf Coast University had 
emphasized there were some high payoffs for the state of Florida, the students and the 
community in making some additional recurring investments in the budget of FGCU. He 
said FGCU would make that case more energetically as the legislative session 
approached. He said FGCU would let constituents know the University was pursuing 
new opportunities and new ways to grow, and particularly focusing on student outcomes 
and success.

Chair Goodlette called on Vice Chair Ken Smith to comment on this item.

Trustee Smith stated he had worked with outside lobbyist Mr. Charlie Dudley of 
Floridian Partners, and Director of Government Relations Jennifer Goen, and all agreed
there needed to be measured expectations. He added there was a strategy on the
building to be acknowledged as most likely FGCU would not get all the funding
requested, and it was made clear by members of the Legislative Delegation that the
University would need to look at getting outside funds for the building.

Chair Goodlette thanked Trustee Smith for his hard work and introduced Ms. Goen to
present this agenda item.

Ms. Goen began with the draft summary of the Integrated Watershed and Coastal
Studies Building (Academic Building 9). She said this was in the packet for information
only. She stated on June 13 the FGCU Board of Trustees voted to approve the 2018-
19 Fixed Capital Outlay Request, and the $31 million was included in that request.

Ms. Goen stated at the June 13 meeting there was discussion about potentially
requesting additional base funding. Per the Board of Governors data, Florida Gulf
Coast University had been funded approximately $2,500 less for Full-Time-Equivalent
(FTE) students on average as compared to the other state university institutions. She
said if FGCU were funded to the State University System average, the appropriation
would increase by $31,990,940. Therefore, she said the proposed request was for $32
million over current funding. The funding would allow FGCU to achieve increased four-
year graduation rates; continued success in the number of students graduating with
STEM (Science, Technology, Engineering, and Mathematics) degrees, and STEAM,
which is STEM with arts added; and also enable the execution of the 2017 Strategic
Plan.

Ms. Goen shared a chart entitled Performance Funding Rank Order Analysis, which
indicated that over the last four years, FGCU had outperformed other regional
institutions, which achieve higher levels of funding. She said the current funding
differential inhibited FGCU’s ability to improve its four-year graduation rate and the
number of degrees in STEM and STEAM. Also, it did not provide the necessary
programmatic and operational support to meet these goals.

Chair Goodlette asked Mr. Dudley to comment.

He said there were several challenges to understand, and he would say this was the
right approach instead of a list of multiple requests. He said the House of
Representatives would use the rule that any new programmatic funding will be
nonrecurring and would have to be in a separate bill. He said it was difficult to do
programmatic changes with nonrecurring funds. He stated when the Governor vetoed
requests, he typically ended up asking why the current level of funding could not
accomplish the request. He said FGCU needed to begin to make the case as to why
the current level of funding did not allow for re-prioritization of critical items, like the
Honors College and other items in the strategic plan. He said attempting to get an
increase in base funding would allow FGCU to articulate what the money could be used
for, but it might have to happen over a few years. He said FGCU had identified the
goals to help improve the four-year graduation rate, but it did not have the financial tools to succeed. He said requesting the funds in this manner was the right approach.

Mr. Dudley said the Academic Building 9 (AB 9) building was expensive but necessary. He said the importance of that building was documented. He said the Board of Governors would meet at FGCU on October 3 for the PECO meeting to prioritize the list, and FGCU needed to continue to remind the Board of Governors that AB 9 was a priority project.

Chair Goodlette asked if the Trustees on the phone had questions.

Trustee Russell Priddy said one of the criticisms he had heard from the legislative delegation was that in the past items had not been brought to their attention ahead of time. He asked how many members of the delegation were in agreement with this Legislative Budget Request.

Chair Goodlette stated he had talked with several members of the delegation, including Representatives Ray Rodrigues, Matt Caldwell, and Bob Rommel, and Senators Lizbeth Benaquisto and Kathleen Passidomo. He added he had left detailed voice messages for other members of the delegation. He said without exception, all endorsed the parity/equity for student funding.

Trustee Smith commented his list of legislative contacts was similar to Chair Goodlette’s. He said the people he had talked with said FGCU needed to emphasize improving the four-year graduation rate. He said it was important to talk about four-year graduation rate and to present that fact to the legislature. He said it was a powerful story that FGCU had graduated 55 percent with STEM degrees, which was a costly degree. He pointed out if FGCU was not in parity with its sister institutions, it could not continue to grow in the STEM degree area. He said it was important for the Board to consider the return on investment because he did not feel the University would receive the funding without understanding and expressing this information. He said he was concerned because he was being asked to vote on something without seeing the final version. He said in the past, the FGCU Board of Trustees hadn’t always seen the final Legislative Budget Request, but his concern today is that some of the other pieces that weren’t available yet were just as important as the verbiage of the “ask” and why, because the return on investment was hugely important. He said he was heavily involved in the process but had a concern about voting without seeing the final product.

Trustee Priddy said he agreed with Trustee Smith. He stated with the opportunity of a new administration, it need not be business as usual. He said he hoped between now and the next step there would be volumes of documentation, information and marketing tools to share the success story of FGCU.

Trustee Christian Spilker asked if the state’s Executive staff had been consulted.
Mr. Dudley stated he had had some preliminary talks with some senior staff in the Governor’s office about the AB 9 veto and the money that subsequently was approved to make sure there was not an issue going forward. He said as it related to the recurring base funding, the conversation was not as detailed. He said there seemed to be a need for further education of the Governor’s staff as it did not have an appreciation that the University of North Florida was funded at $19 million more than FGCU on a Full-Time-Equivalent (FTE) student basis, and the University of West Florida was at $40 million more. He said these facts seemed to surprise some. Therefore, he thought there was an opportunity for some further work.

Ms. Goen stated she also had conversations with the Governor’s staff about the potential for a large request, which FGCU was in the process of developing with the new President, Dr. Martin. She said she had emphasized the money would not be to add more students, but to focus on four-year graduation rates and priorities at the institution. She added the discussions with the Governor’s staff had been very preliminary.

President Martin said next week he would send an email to the Board outlining his desire to update the Strategic Plan so that the Plan would be unambiguous with respect to FGCU’s commitment to graduation rates as the top priority. He said this update would align tactical decisions around the legislature and annual work plan with that clear first priority. He emphasized it would include a variety of areas which funding would help with, including a more robust enrollment management approach, and broadening course offerings. He emphasized the Strategic Plan was not being re-written, but rather updated to reflect the reality of FGCU’s current situation. He said he hoped this update would reinforce the conversation about how to promote ideas to the Board of Governors, the Legislature, and the public.

President Martin said he was planning to publish an op-ed locally introducing himself and raising six issues he believed were key to what could be done to continue the progress that had been made. He said he would focus on a few simple themes as he was a simple thinker, and he felt this was the best approach to FGCU’s message at all levels. He said the downside was if the University succeeded, enrollment would go down, so the consideration was how to strategize around that issue. He added the Board would be receiving communications from him to keep them informed about campus issues.

Chair Goodlette stated the updating of the Strategic Plan would occur at the September 12 meeting of the FGCU Board of Trustees. He added the FGCU Board of Trustees had indicated to the Board of Governors that it would respond by November.

President Martin commented the Strategic Plan certainly would be updated by the end of the calendar year.

Trustee Fogg asked for President Martin to respond to the Vice Chair’s earlier stated position on this item.
Trustee Smith said he would vote to approve the Legislative Budget Request (LBR) concept, but possibly someone on the Board should have the final say on what would be sent. He said it was important for the FGCU Board of Trustees to know the message sent was the one it had worked on.

Trustee Fogg suggested the motion needed to be passed unanimously.

Dr. Martin responded that Trustee Smith and he had had recent conversations on the topic, and assured the Board that Chair Goodlette would have a final view of the Legislative Budget Request before it was sent. He reminded the Board that as the year progressed, there would be some additional fine-tuning to get ready for the final message that FGCU wanted to send. He said he intended to spend a good deal of time during the legislative session as a spokesperson in Tallahassee to make the case that what FGCU was doing came from the top down. He said the story that now was being crafted could be told repeatedly and could be taken as commitment on behalf of FGCU. He said he enjoyed the political side of his job, and he would keep the Board advised as to his involvement in sending the message.

Trustee Robbie Roepstorff said she concurred with Trustee Smith about needing to see more detailed data. She said she was surprised by the email that the Board of Governors had just sent the FGCU Board of Trustees, because she had always known FGCU had a high transfer rate, but she assumed it was due to a small number of programs. She said she was surprised to discover that the greater number of that 12 percent listed, 7.4 percent were not transferring for that reason. She said the Board needed to discover why these students transferred.

Chair Goodlette pointed out that FGCU did not get any credit for students who transferred out and graduated in four years from other institutions.

Trustee Roepstorff stated she thought the percentages included only students within the State University System.

Chair Goodlette asked Vice President and Chief of Staff Susan Evans to frame a motion for the Board’s action today on the 2018 Legislative Budget Request.

Ms. Evans suggested that the motion would be to approve the submission of the 2018 Legislative Budget Request to the Board of Governors pending final approval of the documentation by Chair Dudley Goodlette.

Trustee Smith moved to approve the submission of the 2018 Legislative Budget Request to the Board of Governors pending final approval of the documentation by Chair Dudley Goodlette. Trustee Jalisa White seconded the motion.

Chair Goodlette called for further discussion and asked Ms. Evans to repeat the motion aloud before the vote. There was no Board discussion, and no public comment. The vote was unanimous in favor of the motion.
Item 3: Old Business
There was no old business for discussion.

Item 4: New Business
There was no new business for discussion.

Item 5: Chair’s Closing Remarks & Meeting Adjournment
Chair Goodlette reminded the Board the next regular meeting would be on September 12.

Chair Goodlette adjourned the meeting at 10:49 a.m.

Minutes prepared by Transcription Experts, and reviewed by Lauren Schuetz, FGCU Assistant Director of Board Operations.

Agenda Items:
A. See Tabs #1 – 20

B. Handouts
   a. None

Attachment:
A. Record of Votes
### Record of Votes

**FGCU Board of Trustees**  
**DATE: 7/7/2017**

Approve Submission of 2018 Legislative Budget Request to the Board of Governors pending final approval by Chair Goodlette (Tab #2)

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<thead>
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<th>TRUSTEES</th>
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<tr>
<td>1  Trustee Darleen Cors</td>
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<td>2  Trustee Shawn Felton</td>
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<td>3  Trustee Joseph Fogg</td>
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