FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Tuesday, February 28, 2017

COHEN CENTER BALLROOM, ROOM # 203
Florida Gulf Coast University

Meeting Minutes

Members:
Present: Trustee Dudley Goodlette – Chair; Trustee Shawn Felton – Vice Chair; Trustee Darleen Cors; Trustee Thieldens Elneus; Trustee Joe Fogg; Trustee Blake Gable; Trustee Leo Montgomery; Trustee Kevin Price; Trustee Russell Priddy; Trustee Robbie Roepstorff; Trustee Ken Smith; and Trustee Christian Spilker.

Others:
FGCU Financing Corporation Board of Directors Chair Jeff Fridkin (via telephone).

Staff: President Wilson Bradshaw; Provost and Vice President for Academic Affairs Ron Toll; 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; Interim Director of Internal Audit Bill Foster; Staff Advisory Council President Nicole Catalfamo; Assistant Director of Board Operations Lauren Schuetz; Project Manager Danielle O’Brien; Director of Media Relations Lillian Pagan; and Executive Assistant to the Vice President and Chief of Staff Tiffany Reynolds.

Item 1: Call to Order, Roll Call, and Opening Remarks
Chair Dudley Goodlette called the meeting to order at 8:30 a.m. Roll call was taken with all members present, thus meeting quorum requirements.

Item 2: Florida Board of Governors University Data Integrity Audit (See Tab #1)
Chair Goodlette introduced the first item on the agenda, the Florida Board of Governors University Data Integrity Audit. He stated that if more time was needed to discuss this item, the Board could table it and take it up either later at the end of the meeting or the FGCU Board of Trustees meeting on March 14, 2017. The Florida Board of Governors granted an extension for this item to March 15, 2017.

Chair Goodlette introduced Interim Director of Internal Audit Bill Foster. Mr. Foster said as approved in the 2016-2017 Audit Work Plan, the audit testing had been outsourced with an outside Certified Public Accountant (CPA) firm to meet the requirements from
the Florida Board of Governors in its letter dated June 23, 2016. Mr. Foster said the
engagement letter specifically directed in the Scope and Objectives to determine
whether University processes exist and operate effectively to ensure the completeness,
accuracy and timeliness of those data submissions to the Florida Board of Governors
which support the Performance Based Funding Metrics and to provide an objective
basis of support for the University President and Board of Trustees Chair to sign the
representation included in the Performance Based Funding Data Integrity Certification.
He said this included an evaluation of the key controls that support these processes as
well as testing to support that the controls in place were effective. He said audit
procedures were applied to the data submissions during the period of October 1, 2015
to September 30, 2016, and these procedures included interviews of responsible
management and other personnel. Mr. Foster stated that detailed narratives related to
data compilation and submission were reviewed, and various samples of data were
tested and verified. Based on those audit procedures, he said there was one
observation related to data resubmissions.

Mr. Foster reported Student Instruction Preliminary File (SIFP) undergraduate
admissions implemented the new Recruiter system just prior to the due date for this file.
As Recruiter was implemented, they identified changes needed to correctly map the
data to this reporting system at the Florida Board of Governors (BOG). To ensure that
future data submissions to the BOG were timely, University data stakeholders affected
by the new software were participating in a project implementation committee to
disclose their data needs and take timely action to implement successfully. He reported
action by management was strengthening the data submission process documentation
to ease future implementation.

Mr. Foster stated because the Hours to Degree data has been generated from a manual
process, Degree Works software implementation was being completed to ensure
accurate and timely submission of this information.

Mr. Foster added the Degrees Awarded submission includes Classification of
Instructional Programs, known as “CIP” codes, and a degree name. He said there was
one instance of a student graduating in a degree program with a grandfathered CIP
code. Since students graduate and their course histories were verified,
and then the
degrees awarded data was submitted, an additional review step was added before
submitting data to determine if a prior CIP code needed to be reopened.

Mr. Foster reported the submission for Operating in Budget had been created without
the breakout of the excess hour surcharge fee data. He said the revenue was recorded
as part of a miscellaneous revenue category and the total dollars reported were correct.
He said the Budget Director corrected the crosswalk between the Banner Data and the
State Automated Management Accounting System/Florida Accounting Information
Resource (SAMAS/FLAIR) financial statement line. Mr. Foster stated that in his
opinion, this observation did not affect the overall integrity of the data submissions.
Management had created and applied the corrective action plan as described to
address this observation.
Mr. Foster said in his opinion, based on the work performed, the internal controls processes and procedures that Florida Gulf Coast University has in place to ensure the completeness, accuracy, and overall timeliness of data submission to the Board of Governors that affect Performance Based Funding Metrics are operating effectively.

Mr. Foster asked for questions from the Board.

Chair Goodlette reminded the Board that as the Chair of the Audit Committee, he had been involved in the Data Integrity Audit process from the very beginning, but he wanted to allow time for others to ask questions.

Trustee Robbie Roepstorff made a motion to accept the Florida Board of Governors University Data Integrity Audit. Trustee Gable seconded the motion.

Trustee Roepstorff stated that on Page 9 under the findings, the document stated the FGCU Board of Trustees must conclude as to the adequacy of these procedures and findings in meeting its certification objectives. She asked Chair Goodlette if he was comfortable with signing this document and going forward.

Chair Goodlette responded that he was very comfortable after having talked to Mr. Foster and reviewing it carefully. He reminded the Board that in September of 2014, there was a thorough discussion as to whether to conduct the audit with internal staff or to engage outside consultants. He said outside consultants were chosen by FGCU, and added FGCU was one of two universities in the State University System that had chosen to do the audit through outside consultants. He added it was now required by the Florida Board of Governors that the audit be done by consultants outside of the University.

Chair Goodlette called for further discussion. Hearing none, he called for public comment.

Hearing none, the vote was taken. The vote was unanimous in favor of the motion.

**Item 3: FGCU Presidential Search**

Chair Goodlette stated that this day was a very significant day in the presidential search process, and four outstanding candidates were before them. He said the presidential search process started about a year ago and was inclusive and transparent throughout. He thanked the campus and the greater Florida Gulf Coast University communities for their significant involvement in all aspects, from developing the Leadership Profile to candidate interviews and open forums. He said last week’s Campus Forums were an example of the tremendous participation and involvement during the search. He added those attending the forums were asked to complete feedback forms on the candidates, and Vice President and Chief of Staff Susan Evans compiled the feedback that had been provided to each member of the Board. He said Trustee Ken Smith would
recognize the Presidential Search Advisory Committee members in his remarks. Chair
Goodlette added his deep and humble appreciation to each member of the Committee
for their service. He also thanked Ms. Evans for staffing another FGCU presidential
search. He said in accordance with the Board’s request, he had secured outside
counsel to work on a draft employment contract or agreement. Assuming the selection
on this day of a President-elect, he would be negotiating the terms of employment with
the chosen candidate. He said the proposed employment contract would be available
for the FGCU Board of Trustees’ action at the upcoming March 14 meeting. He said a
copy would be provided to the Florida Board of Governors.

Chair Goodlette reported there was a full day ahead, and it was important to stay on
schedule. He reviewed the procedure for each candidate and added that following the
interviews and before the Board discussed the candidates, public comment would be
heard. He said the comments from the forums had been circulated so the public could
know they had been heard and did not necessarily need to speak at this meeting.

Chair Goodlette thanked Trustee Smith for his role as Chair of the Presidential Search
Advisory Committee who, along with Ms. Evans, had been working on the search since
last March. He expressed that Trustee Smith was owed a great debt of gratitude for his
leadership of the Presidential Search Advisory Committee.

**Item 4: Report of FGCU Presidential Search Advisory Committee, and Witt/Kieffer
Executive Search Firm**

Committee Chair Smith thanked Chair Goodlette for his kind words and added that it
was a team effort. He called each member of the Committee to stand for recognition.

- **Vice Chair Robbie Roepstorff** – President of Edison National Bank/Bank of the
  Islands; and member of FGCU Board of Trustees. Trustee Roepstorff chaired the
  Executive Search Firm Sub-Committee.
- **Dr. Bob Gregerson** – Dean of the College of Arts and Sciences. Dr. Gregerson
  chaired the Leadership Profile Sub-Committee.
- **Mr. Ed Morton** – Principal of Wasmer Schroeder & Company. Mr. Morton was
  the Board of Governors representative on the search committee.
- **Mr. Dick Ackert** – Past Chair of the Financing Corporation Board of Directors,
  and representing the community.
- **Dr. Tim Allen** – Alico Chair and Eminent Scholar of Finance in the Lutgert
  College of Business.
- **Mr. David Call** – Florida Regional President for Fifth Third Bank, and Chair of
  FGCU Foundation Board of Directors.
- **Mr. Harry Casimir** -- Chief Technology Officer and Co-founder of Atilus web
design and marketing firm, and Chair of FGCU Alumni Association Board of
Directors.
• **Ms. Nicole Catalfamo** – President of Staff Advisory Council (SAC); and
  Coordinator of Loans and Employment Programs in the Office of Financial Aid
  and Scholarships.

• **Mr. Thieldens Elneus** – Member of FGCU Board of Trustees; President of
  Student Government; and Computer Information Systems major.

• **Mr. Lindsay Harrington** – Commercial Realtor with Coldwell Banker Residential,
  and former member of FGCU Board of Trustees.

• **Dr. Madelyn Isaacs** – Professor and Chair in Department of Counseling in the
  Marieb College of Health & Human Services.

• **Dr. Sharon Isern** – Professor in Department of Biological Sciences in the
  College of Arts & Sciences.

• **Ms. Pam Noland** – Attorney, and Lifetime Member of the FGCU President’s
  Society.

• **Mr. Charles Winton** – President of Estero Bay Chevrolet, and Chairman
  Emeritus of FGCU Foundation Board of Directors.

He thanked them for their commitment to the Presidential Search Advisory Committee.

Committee Chair Smith explained the search process, which was conducted according

  to the requirements of the Florida Board of Governors Regulation 1.002, Presidential
  Search and Selection. Committee Chair Smith stated that from the onset, he committed
  that the process would be open, transparent and inclusive. He said they had offered
  many opportunities for engagement, which included open meetings, live streamed and
  recorded interviews, campus forums and regular communications in the form of Chair
  updates (16 total, which directly reached 816,000 recipients), and an active search
  website that received 68,000 hits. Through the good work of the executive search firm,
  Witt/Kieffer, Committee Chair Smith stated a competitive solicitation and review process
  was conducted, and he thanked Witt/Kieffer for its support during the search. He
  thanked Associate Vice President for University Marketing and Communication Deborah
  Wiltrout and her staff for the great work done on the Leadership Profile. He reported the
  Presidential Search Advisory Committee vetted more than 140 applicants, conducted
  interviews, discussed candidates’ qualifications, advanced candidates to the FGCU
  Board of Trustees, and conducted open forums. He expressed how pleased he was
  with the quality of candidates advanced to the FGCU Board of Trustees. Chair Smith
  also expressed his appreciation of faculty and staff’s involvement, Academic and Event
  Technology Services staff, and Vice President and Chief of Staff Susan Evans and her
  staff of Lillian Pagan, Tiffany Reynolds, Lauren Schuetz, and Danielle O’Brien.

Committee Chair Smith explained that he would now go over the Witt/Kieffer reference
  checks that had been done. He said he would summarize information received and
  would give strengths for each candidate and any questions that have come up.

Committee Chair Smith said candidate Dr. Michael Martin’s strengths included a strong
  set of experiences across the range of large public institutions and systems. It was also
  said that Michael Martin was a gifted orator with a relaxed and knowledgeable
  approach. He said Dr. Martin was highly committed to diversity and inclusion. Chair
Smith stated Dr. Martin could be very direct and blunt; some people felt he lacked diplomacy; and there had been questions about transition between some of his last institutions. In general, Chair Smith said he was a very strong candidate.

Chair Smith said the next candidate Dr. Susan Martin’s strengths included an ability to work through tough situations, to be a great connector on campus, and to build goodwill among the faculty, staff and students. He said she had great instincts as a university president, which allowed her to make solid changes in a relatively short period of time. Her interpersonal skills could be observed by some as introverted, but she warmed up over time. There was a deep affinity for her both at Eastern Michigan University and San Jose State University.

Chair Smith said the next candidate, Dr. Mark McLellan, brought innovation and creativity as well as energy and enthusiasm to challenges. He understood the complexity of the University and was strategic in responding to those intricacies. He did not alienate people and could deliver tough news with tact and respect. When he was working toward a strategic objective, he was not afraid to make a decision when necessary. There had been a question about his strong leadership style as he can ruffle feathers, but it was noted that it was often when the decision was not what the people wanted to hear.

Chair Smith said the fourth candidate was Dr. Mark Rudin, who was described as a great leader in a politicized environment. He was interested in moving an institution forward. He valued the steps in making a place progress forward and wanted to build something exciting. He had good intuition in solving institutional problems and had proactively sought ways to increase diversity on campus. He was outgoing, gregarious and personable. He built and sustained strong relationships in the community and was widely liked and accepted, even among those who had received unfavorable news from him.

Chair Goodlette announced a short recess at 8:56 a.m. before the candidate interview.

Item 5: Presidential Candidate Interview (in alphabetical order) - Michael Martin, Ph. D.

After concluding the temporary recess, Chair Goodlette reconvened the meeting. The interview began at 9:14 a.m.

Chair Goodlette welcomed the first candidate, Dr. Michael Martin. He said Dr. Martin had been provided with a universal question for response in 15 minutes. Following this, the Trustees would ask questions for about 40 minutes, and there would be 5 minutes at the end for a closing statement by the candidate.

Chair Goodlette said as Dr. Martin had been spending a great deal of time at Florida Gulf Coast University over the past month, and had learned a great deal about the University and the presidency, he asked him to tell the Board why he should be Florida...
Gulf Coast University’s next president. Chair Goodlette requested him to include the topics of (1) Performance Funding Metrics and Accountability, (2) Diversity, Inclusion, Collaboration, and (3) External Relations, including Fundraising, Government and Community.

Dr. Martin began by thanking the Committee. He stated if he could summarize what he believed was his particular strength, he would use the line from Farmers Insurance which said, “I know a thing or two because I’ve seen a thing or two.” He said he was a four-decade plus veteran of a wide bandwidth of experiences in public higher education and had been pretty much everything he could be at a public university. He said through that process he had experienced as many challenges as could be experienced. He said what he brought, more than most, was a deep background and an unambiguous commitment to the transformational power of public higher education. He had experienced this personally as a first-generation college student transformed by higher education, and as he received a bachelor’s degree, master’s degree, and doctorate all at public universities. He said he had devoted himself to bringing that same transformational experience to others because he believed that was how society advanced. He stated he had been through numerous challenges with budget, performance funding, fundraising, and with political and external relations. He said each taught him a bit more about how to navigate during challenging times.

Dr. Martin said if he were permitted to share his dilettante historian view of the world, he would come back to Florida Gulf Coast University and explain why he thought the University was in a uniquely “sweet spot.” He said although there were some major challenges, the University was in a unique position in public higher education today. He said in his observation, most public universities evolved to what they have become as a result of response to two huge waves of students: The first wave had been the GI Bill students and the second wave had been the baby boomers. The characteristics of those two waves of students were that students were largely homogeneous, and as a result, America developed one of the most efficient factory styles of higher education institutions. He said universities forced through in very efficient fashion a homogeneous set of students and produced a fairly wide bandwidth of outcomes. However, over the last two or three decades, the world had changed. The students were now heterogeneous; they came with very different backgrounds, and very different expectations. Funding had changed. Dr. Martin said early in his career, the public paid 80 percent of the bill, and the students paid 20 percent; but today, the entire funding scheme has changed, and universities have to become much more creative in the way in which they fund and bring in resources, not just money, to the universities’ value systems and missions. He said institutions have to adapt curriculum and other kinds of support systems to a new group of students.

Dr. Martin pointed out that FGCU had been able to build the University from scratch, but where he had been, most of the baby boomers and those that preceded them were used to living in dorm residence halls, two to a room, a big shower down the hall, barracks style. Now, there was an entirely different set of expectations by students from residence halls to curriculum to outcomes. He added many institutions have had a
difficult time adjusting to that new reality. FGCU has had the advantage of creating its own new traditions, and after two decades was still in the process of creating itself. He said FGCU was not burdened by a history and a set of institutional relationships that were built on one of those prior realities. He added that one of the reasons he was interested in FGCU was that he had visited the campus early on, and did not think the University would pull it off, but has done so. He said FGCU had created an evolving, high quality, community-connected, student-oriented institution from the ground up during some very difficult times. He said there were plenty of actors on the stage of higher education in the state of Florida, but FGCU had evolved a brand and connectedness that was now worth building on and advancing over the next few decades. In that regard, he said, this was an exciting chance for another great adventure.

Dr. Martin continued by saying the FGCU Board of Trustees had asked about his commitment to certain values, and he had shared those. He said he believed he was an adaptable, nimble, team building, committed administrator and leader. He said there were some things for him that were non-negotiable and those were his core values: a commitment to excellence with access and success of students. He said great universities never violated that important commitment. One of the reasons he believed that support for public universities has been challenging was that universities had violated that contract, and progress became more about "us" and less about "them." He said it was important that universities reemphasized students. He said he had looked at the Integrated Postsecondary Education Date System (IPEDS) data, the Lumina Foundation data, and the Complete College America data, and that the University had a ways to go, but had come a long way. He stated in the last 10 years, FGCU had outperformed the state of Florida as a whole in improving outcomes for students, and should be congratulated for that. He said there were some gaps to fill, but the University ought to be challenged by that because it was part of the commitment to excellence.

Dr. Martin said he had been unambiguously and relentlessly committed to diversity in all of its forms. This University should embrace people from every possible background, ethnicity, orientation, political perspective, and socio-economic background. That is what makes a university rich and excellent in its service to each other. Great universities, in his judgment, not only possessed those values but projected those values onto the larger community. FGCU was a great experiment in the way in which a community was built and became mutually supportive of all its members. Dr. Martin said he has committed himself to that in his career and he would stand on his record. He said he was someone who had come to appreciate how important community is.

Dr. Martin shared that he grew up in northern Minnesota, and when he got to Oregon State University, he had the pleasure of working on a contract through Oregon State University with the U.S. Department of State Agency for International Development (AID). For 10 years, he periodically traveled around the world to do project evaluations for U.S. AID. He said he thought to himself how a guy from Minnesota could possibly have this wonderful enrichment opportunity to see the world as he had gotten to see it.
He asked himself how could the University bring that experience to others, and how could it project that into the community to those who do not get the benefit of getting to work for AID. He emphasized all of those things were part of what he cared about.

Dr. Martin stated Performance Based Funding, clearly one of the continuing things that had to happen in Florida and certainly at Florida Gulf Coast University was in place and those were the rules of the game. He said people could agree or disagree, love it or hate it, but those were the rules of the game and FGCU had to play by the rules. Within Performance Based Funding were some things that should be done in any case. He said that pursuing objectives on that score sheet was clearly part of the core mission of the institution and carrying them out would achieve numerous good things. There was some interesting low-hanging fruit in that regard. He said the other side of the big funding issue, which was tuition and fees, should remain affordable, and every student should get what they paid for or more. He added that was also about outcomes and a commitment to outcomes.

Dr. Martin said he had spent a great deal of his career, particularly the last 12 years, raising money externally. The days of two sources of funding were over. Now, there were multiple sources of resources, and one of the jobs of a leader of an institution like Florida Gulf Coast University was to be out there doing that. He said he had learned some very valuable lessons about fundraising, and as a consequence, he had been reasonably successful, or his team had been reasonably successful, because a donor could not be persuaded to support an institution that it did not believe was worth investing in. He said he had done government relations in Florida and had spent time in Tallahassee for the Institute of Food and Agricultural Sciences in Florida, which had its own line in the state budget. He said he had done plenty of community relations because these institutions were so incredibly important to the communities they were in.

Dr. Martin concluded by saying FGCU had established locally, regionally, and in the state a wonderful brand that needed to be embraced. He added it was time to project that brand on a national and international stage. He said it was doable, and there was the advantage of not having to bring historic baggage along for the ride. He wished the University well in whatever would happen in the presidential search process. He added, "Great universities continue to be great."

Chair Goodlette asked how long it had been since he had been in a campus environment and why he would want to come back to that.

Dr. Martin said it had been five years since he had been a "campus guy," and he confessed to allowing his ego to get ahead of his good judgment. He said he moved into an administrative role as a System person five years ago. Unlike some Systems, he said the Colorado State System Corporate Offices were not located on or even near a college town. He went to work in downtown Denver, a great, lovely city, but not a campus. He suddenly discovered why he had devoted his career to campuses because that was where the energy was, that was where the action was, that was where his
passion was. By about the second year, he had discovered he was a bureaucrat, and he had resisted being so as long as he possibly could.

Dr. Martin said he had gotten up on the morning of this interview and came over early so he could sit downstairs in the coffee shop and absorb the day starting on the campus. It reminded him yet again about what it was all about. He said he personally had to experience it every day. Stroll the campus, talk to the faculty, get a sense of what the students were about, and wherever possible interact with parents and community leaders because that was what had given him the pure joy of his career.

Chair Goodlette said at the campus forums, participants were asked to fill out questionnaires and Dr. Martin’s included multiple pages of almost all favorable comments. He said there was a comment written by one of the participants who said, “I would have appreciated a stronger commitment to the support of staff and staff issues (promotions, career paths, recognition for superior performance), and more details on his experience with prioritizing technology initiatives given budget constraints would be helpful.” Chair Goodlette asked Dr. Martin to respond to that comment.

Dr. Martin said his first role as a campus leader was at New Mexico State University, and he used this example throughout his career. He said it was always about the students and everyone who served them well mattered, and that went for the staff, whether they painted the buildings, mowed the lawn, processed admissions, taught in the classroom or worked in the labs. He said if an employee was committed to the mission of serving students, he or she was important. One of the things he said he did at Louisiana State University was to create a Chancellor’s award for staff who made the institution look good every day. The first person to get the award was the woman they called Miss Winnie who ran the kiosk that allowed individuals to drive across the campus and park. The first thing he learned about Miss Winnie was she told students where to park, not where not to park. He said this was the kind of servant they wanted.

Dr. Martin stated that technology was essential and universities could not function without it. He said in some respects, as an older person, he wished the world could function without quite as much technology, but it was the reality. Everything depended on it now, including the way teaching was done in the classrooms. He said he respected the people who brought that to the institution because it was necessary.

Trustee Shawn Felton asked Dr. Martin to discuss the challenges he might find after being away from a campus for five years; and secondly, considering his 45 years of experience, which has been viewed positively, some were concerned that he might act independently and not be as inclusive.

Dr. Martin responded that if he had learned one thing over the years it was that inclusion, teamwork and “all hands on deck” were the necessary ways, the only ways, to advance the University. He added early in his career he made a few missteps when he forgot that. He said that went for diversity and inclusion; that was shared governance in the broadest sense, including the community. He gave an example of an experience at
LSU where the mayor of Baton Rouge successfully persuaded him to consider the whole community and not to take a home game out of the town. He said there was no question that inclusion was the way to run a university.

Dr. Martin stated he understood how campuses worked in a generic sense, but to understand how FGCU’s campus worked was part of the joy of the job. He said if he was in a coma and someone woke him up and asked him what his profession was, he would say he was a teacher. No matter what other titles he carried that would be what was in his head. He said a university was a learning-teaching environment, and he would engage himself in that process and that meant teaching beyond the campus and into the community. He added that was the way he always approached his career.

Trustee Blake Gable asked Dr. Martin to talk about the low hanging fruit that he mentioned.

Dr. Martin responded he thought FGCU had some interesting opportunities in terms of student success. He said he had looked at the Integrated Postsecondary Education Data System (IPEDS) and he learned that 18 percent of FGCU’s students transfer out, which was about three times more than most universities. The questions were: Why were they leaving, where were they going, and what could be done to keep them here? These were questions about both enrollment and success. He said according to IPEDS the University’s retention rate was 79 percent; out of 100 students enrolled 21 left after their freshman year. He said FGCU’s graduation rate was 43 percent, so 36 more students left after their sophomore year. He explained this had three consequences. First, it lowered the graduation rate; secondly, it lowered the enrollment; third, it lowered the revenue. He said he knew FGCU was working on it, but he could bring some things he had learned to that venture. He said that would be the place where he would start.

He stated he had done the math (and he was sure they had done so as well), but if the attrition rate could be cut in half between sophomore and graduation (from 36 percent to 18 percent), the graduation rate would be 61 percent, above the state average, which would generate about $7 million in additional revenue. That would be something worth exploring.

Trustee Leo Montgomery said he was impressed by Dr. Martin’s ability to embrace change. He said that in the next 10 years there would be a great deal of change coming in technology, and asked how he would go about keeping up with that.

Dr. Martin responded by saying one of the ways to improve funding in institutions like FGCU was to constantly seek ways to become more efficient, particularly in the non-academic part of the institution, but even within academics. He stated that there were generations of students coming into college who were technologically savvy and had learned in that environment. He said the University needed to blend that into the curriculum and expand the curriculum through the use of all kinds of technology. He said this included various types of interactive technology as well as the more traditional kinds. He gave the example of New Mexico State University, where there was a very large local Hispanic population from relatively meager means who had to stop going to
school at times to help their families. He said one of the things they discovered was that if they could get the students to take six hours online while they were helping their families, they were likely to come back. He mentioned that many students could be taught remedial math using technology rather than the classroom because mistakes could be iterated immediately. He said he knew a great deal about the pedagogy of learning, and that needed to be blended with technology.

Trustee Darleen Cors said she was looking for a leader who was dynamic, creative, and courageous, and embraced shared governance and inclusion, but who could, when necessary, make those highly unpopular and tough decisions. She asked him to give an example of a time when he had to make a tough decision.

Dr. Martin stated that came with the territory, and the person who occupied the president’s chair had the responsibility for turning the wheel. He said he would share the example that was embedded deepest in his consciousness. While at Louisiana State University (LSU), there were big budget cuts midyear, sometimes two midyear cuts coming in April with a fiscal year that began in July. He said they always assembled and discussed options, but in the end, someone had to make the decision of which option to choose. Among the things that had to be done, and it was painful, were programs had to be closed down including seven foreign languages. He had to make a judgment about how to protect the core of the institution for the years they could rebuild while coping with the reality that “X” was smaller than “Y.” Having had this experience, he said he knew he could cope with it, personally and emotionally. After listening and valuing all the input, he said he had to make the decision he could live with in his conscience, and the institution could live with in its future.

Trustee Montgomery said that FGCU was behind the “eight ball” with respect to some Performance Metrics. He said he knew that Dr. Martin had dealt with these and asked what he might have learned that he could drop in place quickly at FGCU.

Dr. Martin stated that there were a number of metrics to pursue, and it needed to be decided which metric could be influenced most successfully in a short to intermediate run. He said some metrics could not be changed a great deal until the long run. He gave the example of LSU, stating that it worked with the legislature to get them to realize that one size did not fit all. Over time, he said they received some modifications because they had good dialogue with people on both sides of the aisle in the legislature to redefine how the metrics were applied. He said the question was how many of those metrics in the formula could FGCU move as quickly as possible. He added that on the student outcome side, there was some running room. He said he was not pretending to know the deep realities of this institution, but he sure would spend some early time figuring them out.

Trustee Russell Priddy said he felt that FGCU, a young institution, had been out-maneuvered by its sister institutions in Tallahassee and had been the recipient of two line-item vetoes from the governor. He said FGCU obviously did not have alumni in the
House and Senate. He asked Dr. Martin to talk about the political side of things and how he might turn that around.

Dr. Martin said in all candor he thought he had worked in probably the two most politically unique states in the U.S., Louisiana and New Mexico, and he adapted successfully to both. In the case of New Mexico, largely Democratic, he worked very closely with Governor Bill Richardson and knew him well enough that he accompanied him on a trip to North Korea on behalf of George W. Bush to negotiate. He said his philosophy has always been that if he could understand what the legislature wanted, then he could better align what the University wanted. A great deal of what he did over time had been to sit down with leaders and understand what their objectives were politically and personally. He stated he still advises legislators in Louisiana. He stated Florida Gulf Coast University must understand what the Legislature’s objectives are.

Dr. Martin said Florida Gulf Coast University has some strength with a community that very much loves it. He said he believed there was community leverage as well. He said it was an interesting game to play and he had been at it a while.

Trustee Joe Fogg asked how Dr. Martin saw the next 10 years of his life unfolding.

Dr. Martin responded that if he were to be chosen as the next president he would not leave for another job, and this would not be a career springboard. He said his CV was about as fat as it ever would be. This for him would be a journey of passion. He said people who knew him would say his energy was driven by his passion. Dr. Martin said he could not speak to his longevity although he comes from a good gene pool; everyone in his family has lived a long time. He said he would not waste his time, the University’s time, or his reputation if he did not feel he could make a difference. He said he could not promise he would be here in 10 years, but he could promise full commitment because he found FGCU very interesting. He said being older had made him more efficient. He had become much better at determining priorities, engaging the conversation and moving to the next step, and much better at sleeping at night after having made a difficult decision. He said all this came with a little bit of seasoning.

Trustee Fogg said in his opening remarks Dr. Martin mentioned political diversity. He asked Dr. Martin to elaborate on this concept and how it could be achieved.

Dr. Martin responded that part of the adventure at a great university was that spirited conversation, respectful and informed, was encouraged. He said that needed to be embraced in universities. He said debating issues with a friend of his in the Louisiana Legislature has greatly improved his view of the world and his capacity to lead because, without being rigid and ideological, he understood where resistance might come and what the perspectives were. He said diversity cannot be limited and still be called diversity.
Trustee Thieldens Elneus asked how Dr. Martin would approach creating campus synergy early on to ensure that all constituent groups, students, faculty and staff, were a part of his decision making, structuring his cabinet in addressing all campus issues.

Dr. Martin said he thought it came from setting the example. He said he did not think it could be dictated. He said it was a matter of the president reaching out and demonstrating to all others on the team that this was the way business would be done, which meant engaging people where they lived. He said that was one of the things he had done, which was to interact with not only the official leadership of students and faculty and staff and alumni and boards, but with the rank and file folks in the trenches. He added that this demonstrated to all that their input, formally and informally, had value. He said everybody has a role to play and everybody’s role has value.

Trustee Roepstorff said FGCU was in a very social community, especially during the season. She asked what his style was regarding going to events, development, fundraising, etc.

Dr. Martin said his greatest asset in that regard was his wife. He said she had engaged herself in the community in every possible way and assured that he did as well, but he enjoyed it. He said he liked the interaction with different kinds of people. He liked creating friends both personally and for the institution and thought it necessary to do so. He said it was not possible to fundraise until you friend raise. He added it was a great deal of fun.

Trustee Kevin Price said this region can be a challenging economic environment for young professionals to find employment, raise a family and stay in the area. He asked Dr. Martin what opportunities and challenges he had observed about the Southwest Florida marketplace and the role that FGCU could be in that relationship.

Dr. Martin said he thought there was a whole series of things that the institution could do to conquer the economic environment. He said he believed the University was using experiential learning to blend into a curriculum so that students had a natural connection to either career or public service experiences. He said students could have that experience while they were at the University and not after they left. He said that would create linkages between the community and job opportunities. He said data showed the best form of financial aid was work-study because students buy in and get work experience. Increasingly, work-study was off campus and in partnership with private sector firms that were not only participating in the educational process but were trying out future employees. He said at Louisiana State University they had worked very hard to have employee enrichment programs for those who either had a degree or wanted to recast their degrees in a new way. He said he understood the challenges, and a great university would always listen to those needs both in the community and from the aspirations of the students and would be working on alignment of the two. He said he was a proponent of organized and legitimate experiential learning as part of the curriculum, so students had a pathway to think about and advance. He said he would
sit down with the leadership of the community and ask if there were economic enterprises it would like to attract and what FGCU could do to help.

Chair Goodlette thanked Dr. Martin for the interview and asked him if he would like to make some concluding comments.

Dr. Martin said he would be brief, and he said even at his advanced stage of life, he learned something every day. He stated this had been a very interesting learning experience for him, both in terms of the conversations with constituents and others around the table and from what he learned from a distance about the institution. He said whatever happened he wanted to publicly congratulate FGCU and all of those who hung in there and made it work for what was really a remarkable success story. He congratulated FGCU on what it had become, not only a significant player in the state but a role model for transformation of other public higher education institutions nationally and internationally. He said there had to have been a very innovative spirit to get off the ground, and there was an obligation to share the same with others as they remake themselves.

Chair Goodlette thanked Dr. Martin for his interview and called a brief recess at 10:14 a.m. before the candidate interview.

Item 6: Presidential Candidate Interview (in alphabetical order) - Susan Martin, Ph.D.

After concluding the temporary recess, Chair Goodlette reconvened the meeting. The interview began at 10:29 a.m.

Chair Goodlette welcomed Dr. Susan Martin to Florida Gulf Coast University. He said Dr. Martin had been provided with a universal question for response in 15 minutes. Following this, the Trustees would ask questions for about 40 minutes, and there would be 5 minutes at the end for a closing statement by the candidate.

Chair Goodlette asked, since Dr. Martin had spent a great deal of time at Florida Gulf Coast University over the past month, and had learned a great deal about the University and the presidency, that she tell the Board why she should be Florida Gulf Coast University’s next president. Chair Goodlette requested her to include the topics of (1) Performance Funding Metrics and Accountability, (2) Diversity, Inclusion, Collaboration, and (3) External Relations, including Fundraising, Government and Community.

Dr. Martin thanked the Board and stated she came to FGCU in 2004 to interview for the provost position. She said she liked the University at that time and had always kept an eye on it, and everything she had learned in the past few weeks reaffirmed her desire to join the team. She stated she had worked at a similar university while it grew from 8,000 to 22,000 students with very poor funding from the state compared to other universities. She said she had ridden that ride and understood it. She said it would be a joy to join a university that was doing a great job after 20 years and has a position...
where it would likely continue that trajectory. She said to be part of the team that led that effort would be a very meaningful experience.

Dr. Martin said she brought experience in athletics, both in Mountain West and American Conference Division I. She said she knew the rule book; had been through two major NCAA violations; had student athletes involved in misconduct, and one football player murdered, and raised money for his funeral overnight. She said she dealt with crisis in a variety of things. She had a strong crisis communications program; enhanced safety at the campus in San Jose when it had issues and worked very hard to address them through a variety of means. She was the president in two campuses that had a great deal of social activism. Speaking to the issue of diversity and inclusion, the two campuses, San Jose State University and Eastern Michigan University, were extraordinarily diverse. San Jose State University was the 12th most diverse institution in the U.S. She said she dealt with many diverse groups and student organizations having conflict and confrontation issues. She gave the example that at Eastern Michigan University, which was 25 percent African American, she dealt with a significant number of students who were profoundly upset about the Ferguson incident and requested a bus to take them to Ferguson. She said the University did not do as requested, but instead counseled the students to make good choices by explaining what happened when a person was arrested. The University enabled the students to have the tools they needed as young adults to decide whether they wanted to go to Ferguson themselves, and if they did, and made the choice to come back, they could continue to progress their degree and graduate after having that experience. She recalled another time she was called by the University police chief and was told that the students were assembling to take over the police station because they were upset about what happened in Ferguson. She said she felt her place was to be present and listen to what the students had to say. She said she was prepared to let them take over the police station, sit in the lobby all night, and get them some food and provisions to do so. She said that instead when the students reached the police station, they broke into song. She said they all sang together, took selfies and went home. She said it was a painful moment of protest, but at the same time, they had come together as a community. She said she learned from that experience, and as a leader, she felt she had a steady hand in crisis. She said her experience includes dealing with a variety of student deaths, sexual assault investigations, Title IX and other crises.

Dr. Martin stated she had experience in terms of student success, performance metrics, and accountability. She said in Michigan the legislature does have student performance metrics, and they all really boil down to wanting students to get through school in a reasonable period of time at a reasonable price. She said Michigan had fewer metrics than Florida, but they were really all about, "How do we have reasonable progress to degree, and graduate students at a reasonable price that serves the state’s needs?" She said this year Eastern Michigan University was receiving 2.7 percent funding from the state and the average was 2.5 percent. She said she worked very hard to understand and influence the metrics. She said they got a Pell Grant metric added by talking to the legislature. She said the metrics in Florida present challenges in increasing retention and graduation rates, but it takes dozens of little measures by
hundreds of people for progress to be made across time. She said at California State University, the governor, legislature, and the California State University System held presidents and campuses accountable for improvements in student success metrics, and San Jose State University had made strong progress in that. She said San Jose State University was successful in getting grants to support that work as well. She said last year at San Jose State University, $44.6 million was raised in fundraising. She said during that time she was an interim and she had a new vice president for Advancement; the prior year $14 million was raised in fundraising. She felt as though she was hitting her stride in terms of fundraising. At Eastern Michigan University, its early goal of $50 million was achieved. She said she learned a great deal about fundraising, and that she and her husband enjoyed fundraising. She said that if she gets this job, there is a great opportunity for success in fundraising here.

Dr. Martin said in terms of reaching out to the community; she had a great deal of experience with 10 years of state government experience. In the year at San Jose State University as the interim president, she learned a great deal about reaching out to the community. She said the Bay area, corporate leadership, K-12 community, and superintendents were very engaged in reaching out to the University and asking to be partners with it. She said 36 percent of the students at San Jose State University were not ready to go to college, so there was no way the students could graduate in four years. She said they worked with community colleges and K-12 to improve that.

Dr. Martin said at San Jose State University she created the Office of Diversity and Inclusion. She said she had many experiences at both Eastern Michigan University and San Jose State University, which were very diverse campuses with a lot of social activism and attitude. She said one of the things she liked about those institutions was they graduated students who cared about other people and wanted to contribute to their communities.

Dr. Martin commented that she did know how to hire, and she enjoyed forming leadership teams that supported each other. She stated most of the teams she had developed were still in place.

Dr. Martin said she developed and implemented a strategic plan at Eastern Michigan University, which was accountable all the way down to the evaluation system. She said that at San Jose State University they put in place the timetable to forming a new strategic plan committee to be ready for the new president.

She said she brings good experience, and if the Board wanted to be remembered for hiring the first woman president, it needed to hire her. She said she was very caring, accessible, loved students, and would ride her bike across campus. She said the University would not be taking a chance on her; she had a proven track record, and she would consider it a privilege to be FGCU's president.

Chair Goodlette explained that during the campus forums evaluations were distributed for the audience to fill out and one of the evaluations said that the staff did not want an
ice cream social, but rather a voice in shared governance. It said, "Dr. Martin minimized staff as part of the University governance." He asked Dr. Martin if she would comment on that.

Dr. Martin apologized if her comment came across that way to that person. She said the opportunities that she talked about, which were Lunch by the Lake and Campus Socials, were a way for everyone to come out. She said she would come to anything she was invited to by staff, and that she would be accessible. She said that she met with all the heads of the unions and did a number of things to work with the people who were there 365 days a year.

Chair Goodlette said another comment stated, "I am glad Dr. Martin thinks FGCU is doing a great job; however, she did not mention how she was going to make it better."

Dr. Martin said FGCU had an ambitious strategic plan that has just been completed. She said if that is tackled and a fair amount of what was in it was accomplished, the University would move forward and come up with some other ideas along the way. She said there may be some things in the plan that could not be accomplished, but she was sure there would be other things that could be accomplished. She stated FGCU was poised to be very successful and was starting with a big list of things on the strategic plan already to tackle.

Trustee Shawn Felton said he wanted to give Dr. Martin an opportunity to defend a comment made by someone about her. The comment was that Dr. Martin was a master of giving the illusion of supporting diversity and inclusion, but behind the scenes, her actions did not support her presentation. Trustee Felton said she had brought up the Ferguson piece about not giving the students a bus, and maybe that is what was behind the comment. Trustee Felton said he was a true believer in stories with two sides, and he wanted to give her an opportunity to discuss that.

Dr. Martin said Eastern Michigan University had a great deal of challenges and issues nationally; they had some defacing of buildings with "KKK" written and the "N" word. She said it was very upsetting to students. She recalled that she was invited at Christmas-time by some student leaders, and they put up a tree and a menorah and sang carols together. She said as part of the presidency, people will make negative comments. She said she did not know who the person was or why he or she felt that way, but she did know the Ombudsman very well and continued to be involved with those students to this day.

Trustee Leo Montgomery said he was at the forum when she talked about thinking outside the box, and she had given an example of getting the faculty more involved in fundraising activities. He asked if she would talk about thinking outside the box and how that stimulated her, and specifically, coming from Silicon Valley, she probably had an appreciation for innovations that had taken place in technology. He asked how she viewed that as it related to higher education.
Dr. Martin said the one thing it took her a while to learn in Silicon Valley, and it was true on the campus, and it was true throughout, was that they were the top supplier of talent. She said she was sitting on a panel for Microsoft within the first week. One thing she learned in Silicon Valley was that there was the feeling an individual needed to seek failure; the sooner one failed, the faster one would succeed. She said the students felt that way and that was a whole new mindset for her. She said it was not just okay to fail; they wanted to fail as quickly as possible. She said one of the things leaders should do is to watch their students and learn from them.

Dr. Martin said in Silicon Valley, people were coming from around the world to be there because they wanted to be together in person. She said people talk about online courses and not needing bricks and mortar anymore. She said she asked herself why it was that everyone was coming from around the world to Silicon Valley to be there in person when they could use technology. She said as fast as technology was moving into places, people still needed to relate to people and collaborate. She said universities have to help their students be open, flexible, and able to collaborate with others.

Trustee Russell Priddy said FGCU was a young University, and he felt they had been out-maneuvered a number of times on the political scene. He said they had a Governor with veto power and, in fact, the University had been the recipient of a couple. He asked her to speak about her ability and how she sees herself fitting into the political aspect of the job.

Dr. Martin said she has not lived in Florida, and she was not as knowledgeable about it, but she would try to come up to speed quickly. She agreed that it was possible to be out-maneuvered. She was at Grand Valley State University with a long-term president who ultimately served 32 years. He had ambitions to have a law school and possibly a medical school and was out-maneuvered for both of them. She said things must be prioritized, and if there are ambitions for things, those things should be moved along before someone else eats your lunch.

Trustee Kevin Price congratulated her for making it this far in the process. He said the leadership in this role was going to take courage for change. He said it took courage to tell people what they needed to hear and not what they wanted to hear. He asked her if there was something that the FGCU Board of Trustees needed to hear that might be difficult or something the University needed to accept.

Dr. Martin said she thought the opportunity for fundraising was there, and that the University needed to be more ambitious and take advantage of that to fund the institution. She said FGCU spent much time in Tallahassee and in bringing legislators on campus. She did not think that would provide as much funding as could be achieved by fundraising.

Trustee Darleen Cors asked Dr. Martin what one bold move she would make to alter the course of the University.
Dr. Martin responded that she did not have a “kaboom” program or building that she could suggest, but she said she always empowered people to pursue greatness and believed that they could accomplish anything. She said with the new strategic plan in place and no morale issues, she would urge the University to think bigger.

Chair Goodlette said one of the things he remembered from her Committee interview was her comments about graduation in four years. He asked her to elaborate on that.

Dr. Martin said if one would walk across campus today and ask students what class they were in, they might not even understand the question. Universities don’t think like that, and they don’t greet students on campus with that expectation. She said at Eastern Michigan University orientation, students received a folder and on the back was a four-year chart, four bars on a chart, and what was necessary to graduate in four years. She said at Grand Valley State University students in their junior and senior years received $1,000 for achieving a certain GPA, continuing certain metrics toward progress to degree. She said it was a simple program but had a great deal of success.

Chair Goodlette asked her to comment on the Soar in 4 program.

Dr. Martin said that was a good example of a successful program that encourages students through incentives to stay on track toward a degree along the way. She added it was easy to get off track, and a plan should be provided for students to recover if they change majors, like taking some credits online.

Chair Goodlette asked her to comment on Emerging Pre-eminence, the University’s stretch goal.

Dr. Martin said she read it as a stretch goal, as a way for FGCU to set higher ambitions and think bigger. She said she wanted FGCU to be talked about in the state as being a leader in XYZ, and nationally having some areas where FGCU was being mentioned.

Trustee Blake Gable asked if there were any other parts of the strategic plan that she thought were overly ambitious.

Dr. Martin responded that the improvements in retention and graduation rates were ambitious and were huge gains to achieve in a short period. She said it may be doable and the demographics of the student population would need to be analyzed to figure out what could be done for the most impact quickly. She said those were ambitious increases that often take many years.

Trustee Christian Spilker asked if she would discuss her most difficult decision in the face of strong headwinds that she had to stand behind.

Dr. Martin said as president of Eastern Michigan when the downturn occurred in 2009, and 800,000 jobs were lost in Michigan, they decided to show the families who lost
everything that they cared deeply about their situation, so the University decided to lead
and implement a 0 percent increase in tuition, room, and board. She said they called it
“000.” The next year the legislature cut the funding 15 percent, and the most difficult
task was implementing that reduction. She said there were not too many cuts left to
make, so 50 people had to be laid off.

Trustee Ken Smith said FGCU felt a sense of urgency to fix the Performance Based
Funding Metrics with primarily looking at graduation rate. He asked her to provide
thoughts about how she would come in and tackle that process.

Dr. Martin recalled what had been done while she was interim president at San Jose
State University for just a year. She said there were six members of the Cabinet, and
three of them were brand new. She said they developed a new program with Student
Affairs and Academic Affairs and were awarded a $3-million-dollar-grant for it with a
significant multi-million-dollar donation. The program focused on college readiness,
advising, student engagement and course bottlenecks because they found there were a
large number of seniors who could not graduate because they needed classes. She
said she authorized a one-time spending of $2.7 million for that. She said the data had
to be analyzed to figure out areas of opportunities to impact student success.

Trustee Thieldens Elneus asked Dr. Martin to specifically go through the first 100 days
and explain how she would create campus synergy and engage members of key
constituent groups including staff, students, and faculty.

Dr. Martin said she was not fond of 100-days questions because she felt she needed to
do her best job every day, whether it was 100 or 1,000. She said she had experience
given that she had come to two campuses as president when there was turmoil. She
said at Eastern Michigan University two presidents had been fired, a student was
murdered on campus, the University was broke, and the campus was extremely
 rundown with declining enrollment. Similarly, at San Jose State University there was a
great deal of distress and unhappiness. A Chancellor was brought in to look at issues
on campus; there was a very weak accreditation report; and the University was trying to
recover from a hate crime. She said she walked into those two situations and what she
did in the first 100 days was to go out and about on campus and listen. She attended as
many events as she could to get a sense of the heartbeat of the campus and what
people cared about, why they came there, what they liked and did not like. She said
she talked to the people who worked there, staff, faculty and students, and made
communication and accessibility a priority.

Trustee Joe Fogg asked about Dr. Martin’s resume, which stated that she was president
of Eastern Michigan from 2008 to 2015. He asked if she would tell the Board about how
that ended, and how she was still president emeritus and accounting professor there,
and at the same time interim president at San Jose State University.

Dr. Martin said she had been president at Eastern Michigan University for seven years
and had done a good job, but decided she had had a good run, and Eastern Michigan
State University was a challenging place. She said her contract provided that she would get a sabbatical and then step back in and rejoin the faculty, and the Board made her the first president emeritus. She said her last week in the office she got a phone call from Chancellor Tim White of the California State University System, and he asked her to come and be interim president of San Jose State for one year. She said she talked to the Board, and it did what was necessary for her to accept the position. She said she would return to a faculty position in the fall at Eastern Michigan State.

Trustee Fogg asked if San Jose State University was conducting a search for a permanent president while she was there, and Dr. Martin responded affirmatively.

Chair Goodlette asked if accepting the interim presidency at San Jose State University precluded her from applying for the presidency. Dr. Martin responded that she was not precluded from applying and she did let her name go forward, but she had pulled her name at the end because her children and grandchildren were in the Eastern Time zone. She struggled with it but made the decision to be close to her loved ones.

Chair Goodlette asked Dr. Martin if she would comment on the demographics of Eastern Michigan University. She responded it was about 24 percent African American and, similarly, San Jose State University was 24 percent Hispanic. She said Eastern Michigan University had a significant international population as well with 70-80 countries represented each year. She said Eastern Michigan University remained committed to the working class of Michigan. She said there was a large Arab-American population from Dearborn.

Chair Goodlette asked Dr. Martin to give her concluding comments.

Dr. Martin thanked the Board and the audience. She said she had enjoyed getting to know everyone and, regardless of the result, it had been a great experience.

Dr. Martin said she wanted to give back and was committed to the FGCU type of university. She said she had served at four different public universities that prepared her well to hire great people and form a team that could effectively lead a university. She said she was collaborative and made mistakes that she would readily admit and learn from. She said FGCU had an ambitious agenda, and as they said in Silicon Valley, would have to embrace failure to succeed. She said she thought FGCU was a great University, and she hoped that she would be hired and be back in a few hours to accept the position.

The interview concluded at 11:18 a.m.

Chair Goodlette called for a lunch recess before the next candidate interview.
Item 7: Presidential Candidate Interview (in alphabetical order) – Mark McLellan, Ph. D.

After concluding the temporary recess, Chair Goodlette reconvened the meeting. The interview began at 12:05 p.m.

Chair Goodlette welcomed Mark McLellan to Florida Gulf Coast University and said the Board was happy to have an opportunity to speak with him. He said Mr. McLellan had been provided with a universal question for a 15-minute response. Following this, the FGCU Board of Trustees would ask questions for about 40 minutes, and there would be 5 minutes at the end for a closing statement by the candidate.

Chair Goodlette said that as Dr. McLellan had spent a great deal of time at Florida Gulf Coast University the past month, and had learned a great deal about the University and the presidency, he would like him to tell the Board why he should be Florida Gulf Coast University’s next president. Chair Goodlette requested him to include the topics of (1) Performance Funding Metrics and Accountability, (2) Diversity, Inclusion, Collaboration, and (3) External Relations, including Fundraising, Government and Community.

Dr. McLellan said he appreciated the opportunity to be back with the University. He said it had been wonderful, fun, and engaging, and he enjoyed all the planned activities. He said it was not often that one got the opportunity to look at a position like this one, and it had walked him through a great deal of self-discovery and growth.

Dr. McLellan said every university has a history; some were very long and some were very short, like FGCU. He said 20 years was a very brief period to grow such a beautiful institution. He said in his own experience he could assure them that Cornell University, established in 1865, and Texas A&M, established in 1871, did not look like FGCU after 20 years. He said his point was that institutions have incredible opportunities for the future, and this was the time to set that future and vision of what was possible. He added that although FGCU may have been started as a regional college, it had grown far beyond that already, and the expectations should be far beyond that. He said FGCU will be, and was already in some dimensions, a world-class institution.

Dr. McLellan said in discussion with faculty and leadership at the open forums, clearly pre-eminence raised both opportunity and excitement, as well as challenge and worry. He said his sense was an institution of this magnitude could not have a future that was not pre-eminent and established by world-class people and world-class programs. He said pre-eminence should also be part of their vision, and they have an opportunity to build it discipline by discipline.

Dr. McLellan said performance metrics were on the mind of many institutions, and they were a challenge, but there were some places where the University could go very quickly. He said the first place he would go was to second-year retention because at that point, the real challenge of the first year was met (students had applied, were accepted and on campus), and now it should be very straightforward to build a plan for
the second year. The next thing he said he would approach was the 6-year-graduation rate. He added that FGCU isn’t the only institution struggling in this area. He said the University must have good data analytics, knowledge of where students were, where students were having challenges, and where students were moving to in terms of success. He said with the issue of accountability, he realized the buck stopped at the president; all had to be on board. He said this had to be done college by college, department by department, with a commitment that they were all a part of success and were accountable for their own part of the effort.

Dr. McLellan said in terms of low hanging fruit, low grade point average (GPA) entrance level students might be moved into a two-year associate degree program first with a migration to a four-year, so that there was an attainable goal up front. He said he would look at not allowing undecided majors. He would move undecided majors into an interdisciplinary studies group where there was a rigidity of design, a program to achieve, but at the same time, a flexibility to explore and learn.

Dr. McLellan said academics were not the only reasons students decided not to stay at a university. He noted family or financial issues. He said there may be good reasons for students to declare a leave of absence, as opposed to dropping out, and with proper counseling that should be able to be tracked down. He said this would create a great opportunity to build some good fast-track relationships with community colleges in the entire region that would transfer students who would be successful and appreciated.

Dr. McLellan said in the New York Times on February 2, there was a story about data metrics on students and watching student performance. He said the article discussed how a university could learn what its successes were and where it might have some tripping points, and how to address them by studying data metrics regarding student performance. He said particular courses were strong gateways and indicators as to student performance in certain degrees. He said this was a great opportunity for all universities to step up and really find an understanding of what works and what does not work in terms of training the next generation.

Dr. McLellan stated he would like to explore diversity along with inclusiveness. He said in his last interview, the Presidential Search Advisory Committee learned he was passionate about building inclusivity, a bigger voice in terms of making a better decision. He said inclusiveness was a way of doing business or a way of behavior, and programs could be built. He said he would begin by talking to the Human Resources Department about discussing and understanding the nature of diversity and inclusiveness in hiring pools. He said that hiring was where members of underrepresented groups could be brought into the University. He said he would automatically have colleges fund a fourth interview slot dedicated to underrepresented groups. He said he would explore the idea of a faculty fellow position that functioned as a guide in terms of policy making and procedures.

Dr. McLellan stated when he moved from Cornell University to Texas A&M University, it truly was like moving to a different country; it was a great experience, but challenging.
He said he thought his unique experience in world class institutions could bring a great deal of experience to the position. He said he was passionate about transparency and inclusiveness. He said the best decisions were those made after an inclusive discussion.

Dr. McLellan said all the challenges that were faced while running institutions needed a sense of engagement that required creative thinking, and he thought he could bring that very strongly to the president role.

Chair Goodlette explained that at the campus forums participants were asked for feedback, and Dr. McLellan had received multiple pages of almost all favorable comments. He asked Dr. McLellan if he would comment on one participant’s remark, which said Dr. McLellan was very focused on student success, but did not speak to any level of being involved with students, and spoke mostly of management/administration without any mention of campus/student involvement.

Dr. McLellan said as dean of the graduate school at Utah State University, there was a regular flow of students coming in the front door looking for guidance, direction, and assistance. He said student issues were important to him, and as dean of the graduate school, he had daily engagement and one-on-one student engagement. He said students were very important, and had enjoyed being a classroom teacher. He stated he was thankful his current role kept him engaged with students.

Chair Goodlette asked if Dr. McLellan remembered from his Presidential Search Advisory Committee interview, a question asked by Governor Ed Morton about metrics where he told a story and suggested there may be root causes for some of the metric challenges. He asked Dr. McLellan to embellish upon his response.

Dr. McLellan said he thought in any of the metrics, issues could be found that had to be fundamentally addressed. He said one of the reasons he had spoken to every department, and every faculty member, was that metrics could not be left to an institutional assessment. He said they must be embodied throughout the institution, and that what he meant by the root cause, or issue, came down to one-on-one connection with the students.

Trustee Russell Priddy said one thing Dr. McLellan did not cover in his opening remarks was dealing with the political arena and specifically the state legislature and governor. He asked Dr. McLellan to comment on what he would bring to the table in the political arena.

Dr. McLellan said he had worked on the political side in his last three positions. He said at his current position at Utah State, the president gave him the reins to work with the higher education appropriations for the state of Utah, which operated in a very conservative manner in terms of fiscal allocations. He said Utah State was looking for enhancing funding for students, particularly for graduate students. He said he made the case that graduate students were exceptional and would be a critical part of the future
development of the state and talked about unique cross training of students, looking at both STEM and arts, business, humanities and creating a better, well rounded successful student. He said it got a great deal of attention and led to $3 million in one-time funds and more than $2 million in recurring funding. He said in going back to his days in Florida, he had spent time in and around the state as a part of the Institute of Food and Agricultural Science (IFAS) and the University of Florida, and he felt committed to the communities and what that represented. He said he had to be involved in local politics, as well as state politics. He said it all came down to communication.

Trustee Joe Fogg thanked Dr. McLellan for his time spent in the interview process. Trustee Fogg said one of the important needs FGCU had identified for the new president was fundraising and asked him to talk about his most recent six years at Utah State University as it relates to fundraising.

Dr. McLellan said the funding he had secured in the last six years had been primarily legislative, which had been his primary mandate. He said additional funding was secured from donors, particularly one significant donor in Salt Lake City who wanted to extend training for Ph.D. students in the sciences, which amounted to $1 million.

Trustee Ken Smith asked Dr. McLellan to relate how he would hit the ground running if selected for the position.

Dr. McLellan said during the last six years as Vice President of Research at Utah State, he reported directly to the president. He sat on the President’s Executive Committee and on the President’s Council. He said those two positions made him part of the discussions of the president as to what steps to take in virtually all issues across the University. He said he also sat on the Dean’s Council with the provost, which focused mostly on academic issues. He said those three councils gave him a great deal of engagement with the day-to-day operations of the University and a confidence where he could focus on virtually any of these. He said he took inclusiveness very seriously and was proud of the leadership team around him, which recognized that the best decisions were made when they were all together. He said he would carry that forward into the president’s role.

Trustee Shawn Felton said Dr. McLellan did not have quite the experience of the other presidential candidates, but did well in his role as Vice President of Research. Trustee Felton said in the areas of student affairs and housing, for example, much had changed, and asked Dr. McLellan to speak to that.

Dr. McLellan said for the last six years he had sat on an enrollment management committee that oversaw both undergraduate and graduate enrollments, specifically how they were managed and how scholarships were awarded. It was the Committee’s job to ensure that the University was in a good place. He said Utah State went through a very devastating change three years ago when the Latter Day Saints Church announced it was changing the age of Mormon missionaries. It meant hundreds of students were lost
from their entering class in a short time. He said they built an out-of-state recruitment
program that was extraordinary, and it worked well to counter that in-state student loss.
He said other campus leaders had come to him for guidance saying that they had heard
he had the best financial team on campus.

Chair Goodlette asked Dr. McLellan to talk a little bit more about his involvement with
strategic planning.

Dr. McLellan said he was very fortunate to have had a good run at strategic planning
because he learned how to incorporate it into day-to-day operations. He said on an
annual basis he presented a report to the Faculty Senate that explained the successes
and achievements of the year in light of the primary goals coming out of the Strategic
Plan. He said the largest strategic planning that he ever had to undertake was at the
University of Florida that went across all IFAS, across all 14 academic programs, 400
faculty, and 13 research centers. He said he had to lift a major new plan to expand the
direction of that institution, and it was very challenging. He said it was built in a way that
would ensure engagement. He said those plans were integrated across the disciplines
so that everyone could see himself or herself in a bigger role and look for partnerships.
He said eventually it led to a conclave where leaders were brought from each discipline
and got down to “brass tacks” in terms of future planning.

Chair Goodlette asked if he would comment on Florida Gulf Coast University’s Strategic
Plan.

Dr. McLellan said he was happy in terms of the four pillars, and the reason he
mentioned the Pre-eminence pillar was he thought it was important. He said he knew it
was controversial and challenging, but it was critical because it is part of what builds an
institution. He said the other pillars, Entrepreneurship and Health, were also strong and
certainly would lead to very successful programs. He said he would have liked to see a
broader faculty and staff ownership in the pillars.

Trustee Thieldens Elneus asked Dr. McLellan how he would create campus synergy to
address some of those concerns.

Dr. McLellan said he focused a great deal on the academic side of the house because
structurally it was a great place to engage in a disciplined, comfortable focus. He said
he would move from the discipline level to the college level, and then once the college
plans were in place, look at the issues university wide. He said there was great strength
in building from the bottom up because it produced a lot of “buy-in.” He said it took
time, but was very achievable.

Chair Goodlette said both of the universities Dr. McLellan had come from had strong
athletic programs and he had said he felt they were important for student success. Chair
Goodlette asked if he would embellish on that.
Dr. McLellan said he believed that athletics was the embodiment of belonging, of a sense of team, by definition almost. He said there was much benefit to a student feeling as if he were part of something. He said it put students in a planning mode that led to success and achievement. He said campus clubs could be like this, as well.

Trustee Christian Spilker said that there was concern expressed at the forum that his background was heavily weighted in research. He asked Dr. McLellan what he would do to push FGCU to the next level in research.

Dr. McLellan said he did not think there was any question that FGCU had both the capability and opportunity to build its research portfolio, and even to double it would not be unreasonable. He said many times he had been focused with that very task of improving research programs, and at Utah State University had set three record years of funding. He said the reason was they were learning how to do it better than their neighbors, and the skill set to achieve that was straightforward. He said he focused on the individual faculty member's skills and ensured that appropriate training programs for students were built. He said this had worked so well that it had become part of graduate student training and undergraduate research training. He stated it was a matter of training students how to make the case for the value of their work, their vision. He said this has been hugely successful.

Chair Goodlette said Dr. McLellan talked about community relations as being personal connections and asked him to speak to that further.

Dr. McLellan said one of the things he has learned from being in the land grant universities and being focused in agriculture was trying to connect to the community needs. He said Norman Borlaug said, "Take it to the farmer," and what he meant was take your innovation, best design, and hard work and carry it to the community that needed it. He said he could see how President Bradshaw had reached out and connected to the community. He said FGCU needed to retain that connection and for him that was a very personal connection. He said the University needed to know the pulse of the community in order to serve it.

Trustee Ken Smith asked Dr. McLellan if he was confident regarding fundraising, as that was going to be a huge part of the job. Trustee Smith asked what his comfort level was and how he saw that unfolding.

Dr. McLellan said even at the University of Florida, he was often out helping make the case for the value of the University's programs and encouraging donors to be engaged. He said the way he had done this then and would continue to do so now was to hunt for the passion of potential donors, connect with what they wanted to see, what was in their heart, and then find where the University could be a part of that vision or dream. He said that worked well, but it was a very personal connection. He added he was very comfortable with being passionate about the programs that he represented. He said he also had been successful at linking with the individual’s desires, whether private or a legislator.
Chair Goodlette invited Dr. McLellan to make closing comments and thanked him for being there.

Dr. McLellan said about two years ago in October, he had an unusual invitation from Terry Branstad, the Governor of Iowa, to come and speak with him and some state leaders about science. He said this daunted him and he was not sure what they were looking for. He said for the one hour he had with them he decided he would take them on a tour from the smallest of items, quarks, and then move into the fields of microbiology, human health and safety and into the heavens. He said he took them through what a university did, which was to take all that information and train the next generation of workforce.

Dr. McLellan said he believed his experience was unique and would give FGCU a deep reservoir of things on which to draw. He said his passion for engagement and transparency had worked tremendously well. He said his approach in terms of unique solutions would serve FGCU well. Dr. McLellan thanked the FGCU Board of Trustees for the opportunity.

The interview concluded at 12:54 p.m.

Chair Goodlette called a short recess before the next candidate interview.

Item 8: Presidential Candidate Interview (in alphabetical order) – Mark Rudin, Ph.D.

After concluding the temporary recess, Chair Goodlette reconvened the meeting. The interview began at 1:11 p.m.

Chair Goodlette welcomed back Dr. Mark Rudin to Florida Gulf Coast University and said the Board was very pleased to have the opportunity to speak with him. He said they had provided him with a universal question to which he should respond in 15 minutes. Following this, the Trustees would be asking questions for about 40 minutes, and there would be 5 minutes at the end for a closing statement by the candidate.

Chair Goodlette said Dr. Rudin had spent a great deal of time at Florida Gulf Coast University the past month, and had learned a great deal about the University and the Presidency. He asked Dr. Rudin to tell the Board why he should be Florida Gulf Coast University’s next president. Chair Goodlette requested him to include the topics of (1) Performance Funding Metrics and Accountability, (2) Diversity, Inclusion, Collaboration, and (3) External Relations, including Fundraising, Government and Community.

Dr. Rudin thanked FGCU for having him there. He said he was born and raised through the ranks of higher education, beginning with faculty member, department chair, Associate Vice President, and Vice President for Research and Economic Development. He said those opportunities afforded him the skills and experience to be able to understand how universities work from the grassroots up to administration, to
relate to folks at meetings around the table, and to be able to push initiatives forward. He said currently he was the Vice President for Research and Economic Development at Boise State University and before that he was simply Vice President for Research, but because so much of his activity at Boise State University was involved in community outreach his title and job description were expanded. He said the definition of economic development at Boise State University was leveraging the assets of the University for the social, cultural, and economic benefit of the state and region in which it resided. He added that oftentimes those assets could be people, faculty, equipment, facilities and so forth. He said the overwhelming majority of the time it was the students who were the asset and contributed to the economic growth and the engine of the region.

Dr. Rudin said when looking at his job description, it was about research, but it was also about student preparedness, student success, graduation, and workforce. He said he had led and supported many initiatives across that spectrum, and student success was important to him, and he knew it was important to FGCU and the FGCU Board of Trustees.

Dr. Rudin stated that higher education was constantly under attack, and these attacks seemed to be ramping up since the latest recession. He said when he went to school, there was no question that he would be going to a university, but that has changed. He said there were now picky consumers of higher education, parents who said it was too expensive and questioned the return on their investment. There were other community colleges and private organizations that were stepping up and saying they could offer better and cheaper two-year degrees while finding employment. He said that, along with cost, put higher education in the position of demonstrating accountability. He said a product had to be created that was accessible to as many people as possible. He stated performance measures in Florida offered a level of accountability that higher education needed and was extremely important. He said when he thought about student success and performance measures, they were not mutually exclusive. He said they were one and the same. He said if FGCU or any university had performance measures to improve themselves and had that added layer of accountability, student success would happen; and if the University focused on student success, it would meet those performance measures. He said it was incredibly important that those two were linked, and neither was more important that the other. He added that the accountability at the University has to be borne by everyone from the president to the faculty to administrators to the grounds crew. He said everyone owned a piece of those performance measures and student success. He said he would place the unit that administers the performance measures directly under the president to demonstrate the importance of them. He said that it would also send the message it is not just about academic affairs or student affairs but it is about the entire University meeting the needs of the students, and doing well in those metrics.

Dr. Rudin continued that universities do well at training and educating the accountant, the historian, and the engineer, but folks from outside the University were needed to come in and play a prominent role in the education and learning of students. He said the involvement of industry, the private sector, and public sector made students better.
He said that his job at Boise State University was to link the university to the community and create opportunities for the students. He said one of the great things he saw at FGCU was a community that was ready to embrace the University and that was asking to be given something to do.

Dr. Rudin said the community could also be a great partner in fundraising, going to the legislature and the governor’s office. He said he had a meeting last week with the Chair of the Joint Finance Committee in Idaho and they talked about an initiative at Boise State University that needed funding to launch. He said they discussed the return on investment and the importance of industry and by the end, all were in agreement that the initiative was needed.

Dr. Rudin said that diversity was an issue on people’s minds and could not be escaped. It impacts many students and will be an extremely important piece of any kind of administration at FGCU. He said having dialogue was important. He said in Boise, the University did not think some of the things happening nationally would impact the University, but they did. Recently, he said a Black Lives Matter float was vandalized at a parade. He said a few days later a student was quoted as saying, “No one at the University has contacted me.” He said he had asked how that dialogue could not have taken place. He said that dialogue needed to happen; people may not agree with one another, but they ought to talk about it. He said if he came to FGCU, he would take a number of discreet, discernible steps in that direction. He said he would start with creating one place that handled diversity issues; next the University would develop a specific statement about what was treasured in terms of diversity at FGCU that rejected bigotry and racism. Attempts would be made toward bringing everyone to the table to have that discussion. The third step would be to have either an associate vice president or vice president for diversity who would own that and move those types of initiatives forward.

Trustee Goodlette asked Dr. Rudin to talk about the similarities he found between FGCU and Boise State University and talk about the role he had played in strategic planning.

Dr. Rudin said 10 years ago Boise State University a metropolitan university, which was about 30 years old in a community that wanted to embrace the University and realized that the University needed to be great in order for the city to advance. It had an Honors College that was young and still trying to find its way, a young athletic program whose success changed the brand, and its research needed to grow without losing the undergraduate experience. Boise State University had about 16,000 students but the University was poised for growth in the state capital. The four-year graduation rates were abysmal. In 10 years, research had quadrupled, student growth reached 23,000, the first-year retention rate grew 16 percent, a large Honors College with a new building was introduced, and athletics were a window to their University. He said when he arrived at Boise State University; the president’s mantra was that it was going to be a metropolitan research university of distinction. Dr. Rudin said he asked the president what that meant, and the president said, "I don’t know, you go figure it out, go lead that,
go make that happen, Mark; I need your help to make that happen,” and he did. His
definition was that metropolitan meant it was a university that found itself in a
community that it served and vice versa. He said they did not have the distinction,
money or resources, but had strengths in certain areas, particularly material science,
computer science, sensors, and raptor biology. Investments were made in those areas
and it paid off in many ways. He mentioned President Obama visited Boise State
University because he had heard of all the good things being done there, and he
commented that he loved the products development lab for developing prototypes for
industry. President Obama gave a stamp of validation by saying Boise State University
had an innovative culture.

Dr. Rudin said he had been involved in strategic planning across all levels of the
University and even in developing a strategic plan for the State of Idaho that was
developed with two other universities in Idaho.

Trustee Shawn Felton asked Dr. Rudin to talk about why he chose FGCU, and some of
the differences regarding the other searches he had been in.

Dr. Rudin said that he had been a finalist at other searches. He said both he and his
current president and mentor believed he was ready for a presidency. He said because
of the similarities between FGCU and Boise State University, he was very excited about
this opportunity. He said he thought he had the perfect experience for Florida Gulf
Coast University.

Trustee Ken Smith asked how FGCU could know that Dr. Rudin was ready to hit the
ground running.

Dr. Rudin said the example he had just given where the president of Boise State
University told him to go lead the initiative showed that he did not need the title of
president to lead that opportunity or be successful. He said it was more about style,
connectivity and it was not about titles. He said that was the strength he brought to the
table. Dr. Rudin said he has been part of a leadership team for 13 years and had
worked on many initiatives that have given him a broad understanding of higher
education. He said he could not come here and have all the answers, but he would
start by understanding the culture of the campus. He said he saw himself as a servant
to the University.

Trustee Leo Montgomery asked Dr. Rudin to talk about his experiences with thinking
outside the box.

Dr. Rudin said as a research office, he and his team focused on research and
intellectual property that came out of the research. He said he got an idea from a
student to create a program for students who had indicated an interest in creating a
business. He said it started out ‘not for credit’ and was for students across the
disciplines. He said his office enlisted the help of entrepreneurs around the community
for mentoring. He said it started out as a cohort of about a dozen students and was
now 300 students and about 300 mentors from the community, and was called the Venture College. He said the project was transdisciplinary, where groups were actually brought together, and were used as a core to develop the College of Innovation and Design, which was a college that did things that normal colleges and universities couldn’t, shouldn’t, or wouldn’t do. He said that there was a program called Bridge 2 Career within the College of Innovation and Design that offered credit to students who needed more skills to be marketed for their first job. He provided another example, an initiative called “HBX” which asked how to take academic programming and make it part of the employee benefits in a place of employment as a retention opportunity.

Trustee Joe Fogg said FGCU may be facing an immediate $8-$11 million problem relating to performance metrics, and very specifically one that related to cost of education. He asked if Dr. Rudin had thought about that specifically and what Dr. Rudin’s analysis might be.

Dr. Rudin said he came from Boise State University where there were not many resources. He said he did understand that this was a pressing issue. He said he knew FGCU recently had a successful fundraising campaign. He said Boise State University also had a successful fundraising campaign, and when the time was right, immediately went into a scholarship campaign purposely to offset cost to students. He said the University felt if it could provide scholarships to students in the first two years, there would be more specific scholarships for them later on. He said he thought it would be a matter of finding money and being strategic with that money. Dr. Rudin said one of the things he had stayed away from in all his discussions was that he was a “research guy.” He said if someone asked him what he would do to increase the prestige of FGCU and to help student success, research would be one of his answers. Students involved in research have better retention rates. He said at Boise State University a significant part of their research portfolio was grants received to become better teachers.

Trustee Russell Priddy said they live in a wealthy community that has been supportive of the University. He asked how comfortable Dr. Rudin would be in attending the many social events, interacting with the community and fundraising.

Dr. Rudin said he had an absolute comfort level with social events and currently did so. He represented the research and economic piece serving on boards and going to mixers. He said he stood in for the president at other types of events. He gave talks throughout the community and wrote newspaper articles. He said he was very comfortable doing that.

Trustee Smith said he appreciated the idea of scholarships in response to Trustee Fogg’s question because it achieved that metric. Trustee Smith asked Dr. Rudin to discuss his observations about things that affect graduation rates and how Dr. Rudin would address them.

Dr. Rudin said one of the things done at Boise State was to collect data from their students and try to understand why they were not graduating. He said the data told
them that there were some things that correlated well with folks not graduating. For example, students were dropping out of a class first semester, or did not have financial aid. He said the things that retained students were doing well in English 101, doing well in math, and having financial means. These were the things that helped the graduation rate, so the University targeted those things. For example, it created English 101+ which added an extra hour to the class for students to get extra help to pass.

Chair Goodlette asked Dr. Rudin for his concluding remarks.

Dr. Rudin said again what was an intriguing opportunity from thousands of miles away has really turned into a real interest for him to lead this University. He has developed a fondness for it, and it was not the website or the potential. He said what really sold him were the people he met on campus. He enjoyed his conversation with President Bradshaw, who told him there were great people around, and he agreed. He said his experience was ready made for an opportunity like FGCU. He said if selected, he would give it everything he had. He told a story about his dad who was his hero because he was such a hard worker, and he had instilled that in him.

Chair Goodlette thanked Dr. Rudin for his participation in the process and called a short recess.

The interview concluded at 2:06 p.m.

**Item 9: Public Comment**
Chair Goodlette called the meeting back to order at 2:20 pm.

Chair Goodlette called for public comment. Public comment included Dr. Sharon Isern, Fort Myers, FL and Dr. Nicola Foote, Fort Myers, FL.

**Item 10: Selection of Candidate for FGCU President**
Chair Goodlette called for discussion of the presidential candidates. He said a motion and a second would be needed to name one of the candidates as FGCU’s President-elect, subject to the successful negotiations of the employment agreement, and approval by the Florida Board of Governors at its meeting on March 29 and 30, 2017 in Tallahassee.

Trustee Spilker said the Board had seen four extremely qualified candidates, and could pick any one of them and FGCU would go in a new direction. He said the president has a unique role as the face of the University and as such they needed to judge the person’s dynamism in order to find an individual who impressed, and for him, it was Dr. Michael Martin. Trustee Spilker stated that the energy between Dr. Michael Martin and the Board was palpable, and that Dr. Martin would be able to leave people impressed with FGCU.
Trustee Spilker made a motion to advance Dr. Michael Martin as Florida Gulf Coast University’s President-elect, subject to negotiation of a contract, and Board of Governors approval. The motion was seconded by Trustee Fogg.

Chair Goodlette called for discussion.

Trustee Priddy said he agreed with Trustee Spilker, but he felt there were two candidates to consider, with the second being Dr. Mark Rudin. He said it was easy to get down to two, but he said it needed a little more discussion.

Trustee Fogg said it was not an easy choice and they were all qualified candidates. He said he very much valued all the comments received from the on-campus forums from students, faculty and staff. He said the experience of the two candidates was strong, but felt Dr. Rudin may need a little more seasoning before he would be ready for the very difficult challenges at FGCU.

Trustee Felton said he agreed with Trustee Priddy; he was considering those two candidates, Dr. Michael Martin and Dr. Mark Rudin. He said after 20 years, the University was ready to grow up and move forward, and he believed Dr. Michael Martin had the ability to do that. He particularly liked what Dr. Michael Martin said about launching the growth of the University.

Trustee Montgomery said he thought Dr. Michael Martin was the right person because he could offer immediate help, and had the knowledge and experience to know what the performance metrics were, how to deal with them, and what the best practices were. Trustee Montgomery commented that Dr. Michael Martin also understood fundraising and was committed to it, and had the traditional academic experience that FGCU really needed right now.

Trustee Smith said he spent more time with the candidates than anyone, and there was no doubt that Dr. Michael Martin was a wonderful candidate, and he would support him. He said one thing everybody needed to think about was that this was a big process and selecting candidates from the pool was not an easy task. He said all the candidates were very capable of running the University. He said with Dr. Michael Martin, they could be searching for a president again in three years. The real issue in Florida was the Sunshine Law and most candidates were very leery of putting themselves in that environment. In the academic world, it was not easy to be a sitting president and go to a different institution and not get the job; there were ramifications. He told them not to be fooled that Dr. Mark Rudin could not come in and do the job on day one. He emphasized that the Board should not just be looking for short-term gains in metrics, but rather a long-term path. He compared Dr. Rudin to Florida Atlantic University’s President, Dr. John Kelly, and said the two had similar backgrounds. He said there was no wrong decision, and he was supportive of both candidates and wanted to be sure both were considered.
Trustee Gable asked Trustee Smith to expound on his discussion with the references of the two candidates.

Trustee Smith said one of the things he learned from Dr. Michael Martin’s references was that he had a very direct leadership style. He stated that if someone was a sitting president, it was difficult to not have collateral, and people either love you or hate you. It is hard to compare the two because Dr. Mark Rudin or Dr. Mark McLellan have not been presidents. Dr. Mark Rudin’s references all said he was ready to be a president and that he was a collaborator and fundraiser.

Trustee Montgomery said he agreed with Trustee Smith’s concerns about time, but his view was that Dr. Michael Martin was the right person to lead the University to the "promised land" quickly and in minimal time. He said the University really needed help in some things that Dr. Martin had knowledge of. He said the University needed to have a succession plan in place for whoever the next president was.

Trustee Fogg said he agreed with Trustee Smith, especially about the Sunshine Laws. He said it was his hope that with the right kind of immediate leadership, the next presidential search would be a great deal easier as they would be doing it from a position of strength.

Trustee Price said he agreed both candidates were highly capable and he could certainly support both. Trustee Price said he thinks about how he feels “in his gut”, and without a doubt Dr. Michael Martin was very charismatic and engaging. He said what was very clear with Dr. Mark Rudin was that he wanted the presidency more and that could be worth a great deal, because he would have the drive, passion, and desire to get things done. He said Dr. Rudin would be a good short- and long-term choice, and he won support from Trustee Price because of that. He said Dr. Mark Rudin had an interesting lens on higher education and the changing business model, and brought forth a number of good specific examples that gave evoked confidence. Trustee Price said FGCU was founded to be different by design, which he felt Dr. Rudin embraced, whereas Dr. Martin was more traditional. He saw Dr. Mark Rudin as someone who would bring the University back to the core of “why” we exist. He said he thought that Dr. Mark Rudin would build a little bit more of a path that would be more of an advocate for the students. Trustee Price said Dr. Mark Rudin had a connection with business and with some of the economic drivers and employment of the region. Trustee Price said that Dr. Mark Rudin was the right person at the right time for FGCU.

Trustee Smith said there was no doubt in his mind Dr. Mark Rudin would get the job done, and he has also held off other opportunities. He said there is an immediate need but a long-term solution is necessary for the changing landscape.

Trustee Roepstorff said she agreed with everything that had been said. She said they have two very good candidates. She said from day one Dr. Mark Rudin had intrigued her because of his experiences in education and the business world, and what she liked about Dr. Michael Martin was that she felt secure and comfortable and would not have
to worry because of his vast experience. At the same time, Dr. Rudin was exactly what they wanted, because he cared about the University and cared about pulling everyone together to create unique solutions. Trustee Roepstorff said she felt that the University needed help with some things, but that FGCU is not in such bad shape that they could still afford to choose someone who was innovative, with less experience, and still end up where the University needs to be. She said Dr. Rudin would pull the troops together, hold them accountable, and he would hold himself accountable. Trustee Roepstorff said her gut told her to go with Dr. Mark Rudin because he was everything they had been looking for since day one.

Trustee Felton said the Board could not predict the future for either candidate, but FGCU was facing a potential $8 million budget cut and an abysmal graduation rate. He said it might be hard to retain a shining star, so they should be looking at what needed to be done immediately. He concluded he still highly supported Dr. Michael Martin.

Trustee Spilker said both candidates were fantastic, and the Board should look for the thing that pushed them over the finish line in their interaction, dynamism, and vision, which for him was Dr. Michael Martin. He also stated his concern with Dr. Mark Rudin was the graduation rate at Boise State, which was lower than FGCU’s.

Trustee Smith said, again, Dr. Mark Rudin would bring innovation and that Boise State was making progress on the graduation rate. He said the new president would be walking in to FGCU with programs that were already in place. He said that at this moment, he would support Dr. Mark Rudin.

Trustee Elneus said since serving on the Board the focus has been on a few things: performance, community engagement, government relations with the state legislature, and fundraising. While searching for a president, there had been a focus for someone who would bring leadership and experience to the table and adapt to some of those things that impact the University. From his perspective, the search was for someone who would take the direction that was given, and who would come in understanding who FGCU was. He said experience speaks wonders, but brings in the same old feel with the overall student experience. He felt Dr. Mark Rudin represented the beacon of hope for FGCU, but Dr. Michael Martin would be a great choice if the Board felt experience would be more beneficial.

Trustee Priddy said coming from the business world, this would be an easy decision: Hire one as the president and one as the number two man to be promoted in three years. He said there was no wrong answer, but he would lean toward Dr. Mark Rudin for the energy and innovation that he brought.

Trustee Cors said she was leaning toward Dr. Michael Martin because in the next few years the University really needed someone like him.

Trustee Fogg said in listening to his colleagues who seem to be close to the Dr. Mark Rudin decision, he thought he would be with them if he had seen what they saw. He
said he thought they would be hiring Boise State and not Dr. Mark Rudin. He said he did not see what the Trustees had been describing.

Trustee Price said he agreed that Dr. Rudin’s delivery could have used some polish. He pointed back to his track record and evidence, instead of theoretically telling us what we want to hear.

Trustee Gable said he agreed with Trustee Priddy and he would like to hire them both, but was leaning toward Dr. Michael Martin.

Chair Goodlette said it was a wonderful dilemma to have. He said both candidates would do a wonderful job, but he would be voting for Dr. Michael Martin because experience does count. He said when Dr. Michael Martin went to Tallahassee, people would know him and he would hit the ground running. He called for a consensus vote to send a strong signal to the Florida Board of Governors and the internal and external communities. Chair Goodlette said as he was following what he believed was the scorecard, with himself as the last vote he thought it would give Dr. Martin seven votes, unless someone had changed their view. Chair Goodlette stated that if trustees hadn’t changed their view, he would like to see the whole group vote for Dr. Martin and he asked them to do this.

Trustee Smith asked if there were votes against Dr. Michael Martin, could they reconsider afterward to come to a unanimous vote.

Chair Goodlette said if that was the will of the group, it would achieve the same result.

He asked Ms. Evans to call the roll. The vote was unanimous in favor of the motion in support of Dr. Michael Martin.

Chair Goodlette said Mr. Robert Luke of executive search firm Witt/Kieffer would be calling Dr. Michael Martin who was nearby, and Dr. Martin would return to the meeting so the Board could extend the offer to him. He said they would adjourn and reconvene in 15 minutes.

Trustee Felton thanked and complimented all of the hard work done by all for the search.

Chair Goodlette called for a recess at 3:12 p.m.

Item 11: Selected Candidate for FGCU President Meetings with FGCU BOT
Chair Goodlette reconvened the meeting at 3:28 p.m. as Dr. Michael Martin entered the meeting room to a standing ovation and rousing applause by the audience of students, faculty, staff, and community members.
Chair Goodlette offered Dr. Michael Martin the position of President-elect of Florida Gulf Coast University subject to negotiating the terms of an employment agreement, and subject to confirmation by the Florida Board of Governors on March 29 and 30.

Dr. Martin thanked the Board and said it was a great honor. He said it was an exciting time in higher education and that the people around the campus and in the community knew a great deal, and he looked forward to utilizing all of that expertise. He said he was genuinely humbled and excited.

Chair Goodlette thanked and congratulated Dr. Michael Martin and said FGCU looked forward to moving forward in the process.

Item 12: Old Business
There was no old business for discussion.

Item 13: New Business
There was no new business for discussion.

Item 14: Chair's Closing Remarks & Meeting Adjournment
Chair Goodlette reminded the Board that the next meeting is scheduled for March 14, 2017, and he adjourned the meeting at 3:33 p.m.

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

Agenda Items:

Attachment:
A. Record of Votes
# Record of Votes
## FGCU Board of Trustees
**DATE: 2/28/2017**

<table>
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<th>TRUSTEES</th>
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<td>4  Trustee Joseph Fogg</td>
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<tr>
<td>5  Trustee Blake Gable</td>
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<td>8  Trustee Russell Priddy</td>
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<td>9  Trustee Robbie Roepstorff</td>
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<tr>
<td>12 Trustee Dudley Goodlette</td>
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</tr>
</tbody>
</table>

- **Florida Board of Governors University Data Integrity Audit (Tab #1)**
  - 1- Roepstorff
  - 2- Gable

- **Selection of Candidate Dr. Michael Martin for FGCU President-elect**
  - 1- Spilker
  - 2- Fogg