FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Tuesday, April 11, 2017

COHEN CENTER BALLROOM, ROOM # 203-B
Florida Gulf Coast University

Meeting Minutes

Members:
Present: Trustee Dudley Goodlette – Chair; Trustee Ken Smith – Vice Chair; Trustee Darleen Cors (at 8:40 a.m.); Trustee Shawn Felton; Trustee Joe Fogg III; Trustee Blake Gable; Trustee Leo Montgomery; Trustee Kevin Price; Trustee Russell Priddy; Trustee Robbie Roepstorff; Trustee Christian Spiilker; and Trustee Jalisa White.

Others:
Foundation Board of Directors Chair David Call (by telephone); Staff Advisory Council (SAC) Vice President Lauren Strunk representing SAC President Nicole Catalfamo.

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; Chief Compliance and Ethics Officer Stacey Chados; Interim Director of Internal Audit Bill Foster; 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 11 of 12 members present, thus meeting quorum requirements. Trustee Darleen Cors arrived at the meeting at 8:40 a.m., making the attendance 12. Chair Goodlette indicated there would be no Executive Session. He welcomed newly elected President of Student Government (and Trustee) Jalisa White, and Vice President of the Staff Advisory Council Lauren Strunk.

Item 2: Student Success Showcase
Chair Goodlette asked President Bradshaw to introduce the Student Success Showcase. President Bradshaw asked the two selected FGCU students, David Mercer
and Marie Ovinci, to talk about their successes at Florida Gulf Coast University. After
their remarks, Chair Goodlette added his compliments to the two outstanding students.

**Item 3: Consent Agenda (See Tabs #1, 2, 3, 4, 5)**
Chair Goodlette called for a motion to approve the Consent Agenda, which included the
following items: (1) Minutes of the January 10, 2017 Meeting, (2) Minutes of the
February 24, 2017 Meeting, (3) Minutes of the February 28, 2017 Meeting, (4) Minutes
of the March 14, 2017 Meeting, and (5) Resolution of Appreciation for Outgoing Trustee
Thieldens Elneus.

Trustee Blake Gable made a motion to approve the Consent Agenda. Trustee Christian
Spilker seconded the motion. There was no public comment or discussion. The vote
was unanimous in favor of the motion.

**Item 4: Presentation of Resolution of Appreciation for Outgoing Trustee
Thieldens Elneus**
President Bradshaw and Chair Goodlette presented the Resolution of Appreciation to
Trustee Elneus, which was read into the record by Vice President and Chief of Staff
Susan Evans:

"Whereas, in 2001 there was created a new system of K-20 seamless
education for the State of Florida, which included installation of the Florida
Gulf Coast University Board of Trustees; and
Whereas, the President of each state university's Student Government is
statutorily appointed as a trustee for his or her respective university; and
Whereas, Thieldens Elneus was elected by his peers as President of the
Florida Gulf Coast University Student Government in 2015 and 2016, thereby
causing him to be appointed to the Florida Gulf Coast University Board of
Trustees; and
Whereas, Thieldens Elneus served with great distinction on the Florida
Gulf Coast University Board of Trustees during 2015-2017 as a representative
of the 15,000 students at Florida Gulf Coast University;
Now, Therefore Be It Resolved that the Florida Gulf Coast University Board of
Trustees wishes to express appreciation for Thieldens Elneus' outstanding
service, and wishes to recognize his commitment to Florida Gulf Coast
University's students of today and for generations to come."

Mr. Elneus thanked the Board for its recognition.

**Item 5: Chair’s Report**
Chair Goodlette acknowledged the outstanding efforts of FGCU Day at the Capitol. He
said it was great to have students participate, as well as members of the Board who
traveled to Tallahassee, including Trustee Shawn Felton, Trustee Robbie Roepstorff,
Trustee Darleen Cors, Trustee Joe Fogg, and then-Trustee Thieldens Elneus. He commented that the students were very impressive speakers with the legislative delegation. He gave special thanks to Director of Government Relations Jennifer Goen, and Legislative Coordinator Susie Wentworth for planning and managing the event.

Chair Goodlette commented on the Inspector General’s Investigative Report and said this report would be discussed at the FGCU Board of Trustees meeting on May 9. He asked the administrative staff to go through each of the recommendations from the report and provide the Board with how they could respond to each recommendation. He said this would provide a framework for the Board’s discussion on May 9.

Chair Goodlette announced President-elect Mike Martin had signed the new employment contract. He said President-elect Mike Martin was very appreciative of the Board’s support with the revised contract and was excited about joining FGCU on July 1.

**Item 6: President’s Report**

President Bradshaw welcomed Trustee Jalisa White to the Board. He then called on Director of Government Relations Jennifer Goen to give the Legislative Session Status Report.

Ms. Goen stated the legislature was at the halfway point in its session and would adjourn on May 5. She said the House budget totaled $81.2 billion, and the Senate budget totaled $83.2 billion. As there was quite a difference between the two, much discussion would be needed for a final budget. She shared that the Senate had funded the FGCU Honors College at $1.5 million, and the Talent Gaps at $2,234,361; however, neither request was funded in the House budget.

Ms. Goen reported the House and Senate had made recurring reductions to university budgets; the House contained the largest system of recurring reductions, which totaled $171 million. The Senate and House recurring system reductions for Florida Gulf Coast University included $500,000 in the Senate, and $750,000 in the House. She said all were working diligently to make sure that FGCU did not have a recurring base budget reduction.

Ms. Goen reported the Senate had included a Public Education Capital Outlay (PECO) projects in its budget, and FGCU received $20 million toward the $44 million request for the School of Water Resources and Integrated Sciences building AB9. She said the House had not addressed PECO, but it did fund State University System (SUS) maintenance totaling $114 million.

Ms. Goen thanked FGCU’s sponsors for their leadership, Senator Lizbeth Benacquisto, Senator Kathleen Passidomo, and Representative Matt Caldwell. She said all would continue to work for the best possible outcome for FGCU, and she thanked everyone involved for their support.
President Bradshaw added his thanks to the legislative delegation and said they had been very supportive and provided good counsel to FGCU. He thanked Ms. Goen and her staff for their work in the logistics for planning and executing FGCU Days in Tallahassee.

President Bradshaw said FGCU had always worked with students to help them find ways to reduce, if not eliminate altogether, their need to borrow money for their education. He said the percentage of students graduating with no debt was 54 percent. He reported the preliminary figure for the FGCU student cohort default rate was 4.8 percent for fiscal year 2014. He added that this was an improvement from 2013’s 6.4 percent.

President Bradshaw said FGCU had many protocols and programs associated with processing loans and educating students on debt responsibility. He said students were required to sign a Promissory Note for any federal loan prior to disbursement, and this procedure included information on rights and responsibilities regarding repayment. He added students receiving federal loans were required to complete entrance and exit counseling through the federal student loan website and could not receive their loans until they completed entrance counseling. He said students were also provided with free account registration to IonTuition (an outside software company) to provide loan indebtedness and repayment options and payoff amounts for federal loans. He added this website provided a free downloadable app for all current FGCU students and alumni, and currently 2,535 FGCU students have registered IonTuition accounts. He noted FGCU’s financial aid website included a “Repayment Options” section which provided students with tools and links related to repayment information, repayment calculators, and access to the National Student Loan Data System (NSLDS) where students could view all outstanding federal student loan balances, services and guarantor information.

President Bradshaw thanked everyone who had supported and helped make the President’s Celebration possible over the years, including Margaret Antonier and Miromar Development Corporation as the lead sponsor this year.

Item 7: Standing Report from FGCU Foundation Board of Directors

Foundation Board of Directors Chair David Call reported it had been a very busy quarter for the Foundation, which had celebrated its largest single gift ever in late February, which was a $10 million endowment gift from Dr. Elaine Marieb. He said this gift would be transformational to the Marieb College of Health & Human Services, and it drew attention to Florida Gulf Coast University across the state and the nation. Dr. Marieb was pleased and proud of the recognition bestowed on her.

Chair Call commented on the President’s Celebration that all enjoyed and had been attended by over 375 participants. He said the event celebrated FGCU’s 20th Anniversary, President Bradshaw’s 10-year presidency, and the surpassing of the
campaign goal of $100 million. He reported the campaign had raised $123 million with
three months remaining. He attributed this success to alumni, parents, friends, and
businesses who believe in FGCU. He said on behalf of the Foundation, he was grateful
to the 11,000 different donors who had made almost 28,000 gifts to the campaign.

Chair Call added that in the next quarter the Foundation would continue to pursue
funding at the intersection of the campaign goals and the strategic plan for the
University, especially for Student Success and Academic Excellence. He said the
Foundation was assessing its assets to make sure that as much as possible was
provided back to the University to help students and faculty reach their maximum
potential. He stated the Foundation would bring on new members to the Board;
nominate Board officers; and develop the fiscal year 2018 Budget.

Chair Call reported that the move to an outsourced CIO model for the endowment was
working well. He said all land holdings were being assessed, and the donor base was
being upgraded. He said the second FGCU Give Day would be launched on April 25.

Chair Call said the Foundation was closely monitoring the activities in Tallahassee that
could have significant repercussions on Foundation activities in the future. He thanked
and congratulated Vice President for University Advancement, and Executive Director of
FGCU Foundation Chris Simoneau and his team for what was accomplished this year.

President Bradshaw added his thanks to Chris Simoneau and the entire Advancement
staff for their accomplishments.

Item 8:  Standing Report from FGCU Financing Corporation Board of Directors
Chair Goodlette said FGCU Financing Corporation Chair Jeff Fridkin was unable to
attend today’s meeting and called on Financing Corporation Board Vice President Steve
Magiera to report on Chair Fridkin’s behalf.

Mr. Magiera said at the Financing Corporation Board of Directors’ meeting on March 1,
the Board had elected Doug St. Cerny to serve another term, and that Mr. St. Cerny had
served the University for many years. He said also at the last meeting, the Financing
Corporation Board directed staff to research the hiring of a financial advisor for the
possibility of refinancing bonds, and this selection was in the final stages. He reported
there were several bonds that had become callable in 2017. He said if they move
forward with refinancing, then they would come to the FGCU Board of Trustees with a
presentation for approval.

Mr. Magiera said on March 7 a ceremony was held to name the “Richard C. Ackert
Community Center.” This was attended by more than 150 people, and he thanked the
Trustees who attended. He reported the North Lake Village boardwalk and dining
facility were ahead of schedule, with the boardwalk expected to be completed in late
May and the dining facility to be completed in late October. He added these projects
were critical in fending off competition in the housing market.
Chair Goodlette called for questions.

Trustee Priddy asked what the occupancy rate was in student housing. Mr. Magiera said the occupancy rate traditionally had been about 100 percent. This past fall it was 98 percent, and in the spring it dropped to about 95 percent. He said this occupancy rate was at one of the lowest percentages, and the competition was a concern. He said marketing efforts had been increased, and he added there was no danger of going below 1.2, the debt ratio. He said the concern was that rating agencies can be fickle and, therefore, it was important that the ratio not get too low.

Chair Goodlette reported at the FGCU Board of Trustees emergency meeting last week, he had asked Trustee Fogg to serve as the Chair of the Ethics and Compliance Committee. He said he wanted to be sure that there was not a conflict between Trustee Fogg chairing the Committee and serving as the Board’s liaison to the Financing Corporation. He stated he would ask another trustee to serve as liaison to the Financing Corporation, possibly Trustee Leo Montgomery, but first wanted to make sure there were no conflicts.

**Item 9: Finance, Facilities and Administration Committee Meeting (See Tabs 6-9)**

Finance, Facilities and Administration Committee Chair Blake Gable stated Mr. Magiera would report on the Information Item, which was the Finance and Budget update.

**Finance/Budget Update (Tab #6)**

Mr. Magiera reported overall the budget was in good shape and currently was $12 million revenues over expenditures.

**Florida Gulf Coast University Audited Financial Statements for Fiscal Year Ended June 30, 2016 (Tab #7)**

Mr. Magiera said this action item was the financial audit of the University done by the Auditor General. He stated the Summary Sheet was provided, and the most important item was the opinion, which stated the University was “clean.” He said also in the Audit Report on Internal Control and Compliance there were no instances of errors. He said the auditors did not present any recommendations for any changes or adjustments to the audit. He reminded the Board that this was a financial audit. He added the state also does operational audits, where more operational suggestions will be given. He suggested that the Board read the Management Discussion and Analysis section of the audit report.

Trustee Gable called for questions, and congratulated the Committee for a clean audit. Hearing no questions, he called for a motion to accept the Florida Gulf Coast University Audited Financial Statements for Fiscal Year Ended June 30, 2016.

Chair Goodlette made a motion to accept the Florida Gulf Coast University Audited Financial Statements for Fiscal Year Ended June 30, 2016. Trustee Priddy seconded
the motion. There was no public comment or discussion. The vote was 11-0 in favor of the motion, with Trustee Spilker not present during the vote.

Sixth Amendment to the Campus Development Agreement (Tab #8)

Mr. Magiera explained that every five to ten years, a campus master plan was completed and which required FGCU to negotiate a development agreement with Lee County because the University did not pay impact fees. In the development agreement, the University told the County what buildings were going to be built in the next five years and in the next ten years and what impact this development would have on the County. He said there are 173,000-square-feet of credits with the County, and the bottom line was the County was in agreement with FGCU on the development. He stated the University did not owe the County anything, except one item, which was every five years the University pays the County $250,000, which gets passed on to the San Carlos Fire District, located just outside the entrance to FGCU. He thanked Vice President and General Counsel Vee Leonard for working with the County attorneys to get the agreement in place.

Trustee Roepstorff asked what the "projected ridership" number would be for the County to collaborate for mass transit with the University. Mr. Magiera said that would be up to the County, and sufficient "ridership" had not been defined by the County. He said much may change with transportation in the future when Miromar Corporation finishes its University Village to the south, which will include housing. Trustee Roepstorff stated the quality of life seemed to center around getting from one place to another, and she was curious if those conversations had commenced.

Trustee Spilker made a motion to approve the Sixth Amendment to the Campus Development Agreement. Trustee Smith seconded the motion. There was no public comment or discussion. The vote was unanimous in favor of the motion.

Flint Pen Strand Property (Tab #9)

Mr. Magiera explained that in 1991, different counties in the area were vying to have the University located in their county, and Lee County promised to give the University 320 acres that could be used as an environmental laboratory if the university were located in Lee County. He said it was not buildable land. He said the Flint Pen Strand property was about 160 acres appraised at $435,000. He said an environmental study was done and there were no concerns. He said there were no costs involved to FGCU. Counsel advised putting up “No Trespassing” signs, and someone needed to check monthly to be sure nothing was being dumped on the property. He said there were two approvals before the Board: First, to accept the 160 acres; if the first item was approved, the second item was to accept the 160 acres in full satisfaction of the 320 acres promised. He added the reason for this was the County did not have many large tracts of land that were not in the Conservation 2020 district. He said many small tracts would not be acceptable.

Trustee Priddy said he was in support of both items. He said he would be in agreement with letting the County off the hook for the additional land because the University could
get that benefit out of the County in another way. He said he did not think it would be wise to not maintain the property, and that a management plan would be needed for upkeep to the property to at least mow and keep out the exotic plants.

Mr. Magiera responded the County said currently it did not do any maintenance on the property. Trustee Priddy said FGCU needed to revisit the issue, and he said he would make himself available to look at the property and give suggestions on putting together a plan.

Trustee Roepstorff asked if this request to offer us the Flint Pen Strand property was coming from staff of the County. She asked if the commissioners were asking for this.

Mr. Magiera said the request came from the staff they met with, the county attorney and some of the land people. He said he assumed that the commissioners were on board with the request, but did not receive the request directly from the commissioners.

Trustee Roepstorff said she did not know the history, but remembered the day when the surrounding counties were vying for the University. She said she guessed this was a selling point that Lee County laid on the table. She said she would not want other counties to get upset with the University over this acreage reduction.

Mr. Magiera said he had some of the same questions, but from history, he believed that it was Mr. Griffin's contribution of land and cash that probably drove the University here much more than the promised land from the County. He added that this agreement had been on the books since 1991, and the Finance Committee was just trying to close it out.

Trustee Priddy made a motion to accept the 160-acre Flint Pen Strand property as full satisfaction for the 320 acres originally promised by Lee County. Chair Goodlette seconded the motion. There was no public comment or discussion. The vote was 11-0 in favor of the motion, with Trustee Smith not present during the vote.

**Item 10: Audit and Compliance Committee** (See Tabs #10-12)

Chair Goodlette called on Audit and Compliance Committee Chair Joe Fogg to give the report, and again expressed appreciation for his willingness to serve in this capacity.

Trustee Fogg said he had spoken to President Bradshaw about some items related to the Audit and Compliance Committee. Trustee Fogg recommended that it function as a standalone committee instead of as a committee of the whole. He said if that was agreeable to the Board, the Bylaws state that Chair Goodlette would appoint the members of the Committee.

Chair Goodlette asked if he had the concurrence of the Board for this approach with a standalone committee. With the concurrence of the Board, he asked the following Trustees in addition to Trustee Fogg to serve on the Audit and Compliance Committee:
Trustee Leo Montgomery, Trustee Kevin Price, and Trustee Darleen Cors. Chair Goodlette thanked them for their willingness to serve. He reminded the Board that all members were invited to attend, and participate, but not vote, at Committee meetings. Chair Goodlette asked Ms. Evans to include the full Board on information regarding the Committee’s meetings and materials.

Trustee Fogg asked the members of the Audit and Compliance Committee to remain for a few minutes after the conclusion of the Board meeting to schedule a meeting.

Trustee Fogg said he had spoken to President Bradshaw about tabling the action item of the Proposed Charter for the Office of Compliance and Ethics (TAB #12). He said the charter would be one of the first things that the newly formed Committee would discuss. He said the Board would be receiving a revised version of this charter after recommendation from the Committee.

Chair Goodlette said that item would be tabled and asked Trustee Fogg to continue with the other items on the agenda.

Trustee Fogg stated there were two action items, and he asked Interim Director of Internal Audit Bill Foster to present these items.

**Athletic Camps Audit (Tab #10)**

Mr. Foster introduced the Athletic Camps Audit, in which the objectives were to determine whether Athletic Camps of any type (institutional, independent or private) had been conducted in compliance with applicable state statutes, University policies and procedures and other guidelines; and to determine whether appropriate fees and revenues had been collected in accordance with University procedures and guidelines and sound business practices. He said there were nine observations in the report. These included (1) No Pre-approval/Compliance Form; (2) Internal Compensatory Time System; (3) Leave for Institutional Camp Employees; (4) Background Checks: Evidence of Completion for Independent Camps; (5) Insurance: Additional Insurance; (6) Institutional Camp Waivers; (7) Independent Camp Waivers; (8) Missing Outside Employment Forms; and (9) Controls Over Institutional Revenue Collection. Mr. Foster explained the first of these in detail and directed the Board to similar explanations in the report for the remaining eight observations.

Trustee Fogg said this was an action item and called for a motion.

Trustee Gable made a motion to accept the Athletic Camps Audit. Trustee Montgomery seconded the motion. There was no public comment or discussion. The vote was unanimous in favor of the motion.

**Accident Procedures Audit (Tab #11)**

Mr. Foster moved to the Accident and Procedures Audit. He said the objectives were to determine whether there were plans or procedures that addressed the risks associated with accidents at all sites where FGCU had a presence. The plans and procedures
should address workplace inspections, hazard identification and resolution, accident prevention and response, and safety training. He said the second objective was to determine whether the procedures in place had been reviewed in comparison to guidelines established by the federal government, the State of Florida and other related entities establishing appropriate best practices. He said the final objective was to determine if non-employee incident reports provided evidence of review, including identification of the incident’s root cause and measures to mitigate the hazard risk. Mr. Foster stated it was the opinion of the auditor that Environmental Health and Safety had documented procedures that it used effectively to manage the accident risk as well as other physical risk on the FGCU campus and its offsite locations. These procedures met the established guidelines and University regulations, policies and procedures. He added that in the course of the audit he had come across two items he was calling for management to consider, sidewalk safety and golf cart safety.

Hearing no questions, Trustee Fogg called for a motion.

Trustee Cors made a motion to accept the Accident Procedures Audit. Trustee Montgomery seconded the motion. There was no public comment or discussion. The vote was 11-0 in favor of the motion, with Trustee Price not present during the vote.

Item 11: Academic/Student/Faculty Affairs Committee (See Tabs #13-20)
Chair Goodlette called on Academic/Student/Faculty Affairs Committee Chair Christian Spilker to proceed with this item.

Degree Works Update (Tab #13)
Provost Toll introduced the first item, which was a new software program called Degree Works. Provost Toll introduced Associate Vice President for Academic and Curriculum Support Cathy Duff, who provided data on the program. Dr. Duff said in 2011 her department was using a product called CAP, and finding it was not user friendly, selected a new program called Degree Works. She said the primary reason Degree Works had been chosen was for the Degree Audit function. She stated an audit displayed all the program requirements needed to graduate including what courses the student had taken, how those courses applied to the requirements, and what the student still needed to take. She said the audit portion of Degree Works was exceedingly efficient and user friendly. She said there was another module of Degree Works, the Student Educational Planner, which was a management tool that could be used as a one-on-one advising tool. She said in the presentation for this new module, there were some standard management reports which her department had hoped to begin using right away. She said the one-on-one advising tool would give the student valuable information but was dependent upon the student meeting with the advisor on a regular basis and completing the courses as planned with the grades necessary.

Dr. Duff reported the success and progress that had been achieved on the plans, which showed 75 percent of undergraduate degree-seeking students in the spring had Student
Educational Planner plans. She added that the 25 percent that did not have plans included 1,300 students who had applied for graduation, and it did not make sense for them to have plans. She said the 25 percent also included some students in the Whitaker College of Engineering, which has been using another self-created plan called Smart Plan. She commented that advisors need the help of the support staff to create these student plans.

Trustee Spilker asked about what would be necessary to ensure that every student would be mandated to have a review before they registered for classes. He said that this was “low hanging fruit” for improving graduation rates.

Dr. Duff responded that the administration recognized this and wanted to improve graduation rates. She said to implement mandatory advising for each student right now would be great, but it would be massive to require it. She said it would be reasonable initially to have mandatory advising for those students involved in Metric 4. She said there were many complexities to advising, and she did not wish to overwhelm their relatively small staff, who had done an outstanding job this year in fall planning. She said the catalog would be published next week. Dr. Duff stated during orientation for advising, students would get a template placed in each student’s file according to the student’s major so the student could be on the right track.

Trustee Spilker congratulated Dr. Duff and her staff for all they had done, and he said it was the role of the Trustees to provide the tools to help with this priority. Dr. Duff said she appreciated this support.

Trustee Smith commented that the timeline showed that in 19 days every student would be in the system. He asked if they were on schedule, and he suggested to delay that deadline 31 days if necessary. Dr. Duff responded a delay would help.

Trustee Smith said he would like to see the number of students updated to reflect which students were not included in the number. He also asked if not being able to reach the deadline was a resource issue. He said this information was a priority. Dr. Duff said that there were some resources the team could use to assist them.

Trustee Smith stated he agreed with Trustee Spilker concerning mandatory advisement prior to registration, and in his opinion, it was a mistake that Florida Gulf Coast University did not require advisement. He added he had read an article about the University of South Florida, which stated it had had the same issues, had corrected them, and catapulted its graduation rate.

President Bradshaw asked for what group of students was mandatory advising already required. Dr. Duff responded that it was done for first-year students, and some of the colleges in trying to develop milestones had instituted their own mandatory advising requirement. She emphasized that it was not across the board, and at this time, it was for smaller populations.
President Bradshaw asked if that would include students who were not making satisfactory academic progress. Dr. Duff responded affirmatively.

Provost Toll commented that a student who had only a few courses remaining to graduate would not need to be put into the system. He added that they had found in using this program, only selected personnel should enter the data in order to ensure that it was correct; and therefore, access had been given only to these individuals.

Chair Spilker thanked Dr. Duff for her presentation and asked Provost Toll to discuss the process for developing course schedules.

**Process for Developing Course Schedules (Tab #14)**

Provost Toll introduced University Registrar Susan Byars to present this information.

Ms. Byars began with the fall 2017 semester, for which planning started in fall 2016. She explained the dates and order of the planning process for a course schedule. She stated that one month prior to registration, the course schedule was viewable by the students. Following this, additional needs were identified by advisors, the students, and the Colleges; and adjustments and revisions continued to be made. She said the Colleges and the Office of the Registrar monitored enrollments for approximately two months before enrollment was open to all. She stated it was a very measured registration process so that seniors got first choice, and the selection proceeded based on class status. In orientation, where students do not register with advisors, the process continued and during this time additional sections were opened, additional seats were found in the courses and independent studies courses could be opened to meet individual student needs. She asked for questions.

Trustee Priddy commented the previous presentation on advisement seemed to help this area plan for how many courses would be needed. He asked how much concern there was for classroom space.

Ms. Byars said currently, available space looked okay for fall 2018, and if enrollments followed the current trend, the University should be okay for fall 2019. Beyond that, she stated it would be hard to project.

Trustee Smith asked if Ms. Byars’ department was using the data from Degree Works to make projections about course needs.

Provost Toll responded that was the plan, but there were additional mechanisms that were currently available. He said Friday was being used as a full day for classes, and more and more, Saturdays were being used, especially for laboratory space. He said the Office of the Registrar was good at solving the space problems, but the need was there.

Trustee Smith asked if the utilization rates were based on 12 months or the fall and spring semesters. Provost Toll responded that rates were based on fall and spring.
semesters. Trustee Smith said the summer semesters would be an opportunity to offer more classes with labs.

Provost Toll stated with additional data there was better understanding in terms of the classes that needed to be offered during the summer. He added summer was a regular semester and part of the revenue model, and they did not use the buildings in the summer at the level that they did during the rest of the year. He said there were issues with offering the labs during summer as the semester was shorter and not suitable for all students. He also explained that students had found a loophole in the system, which was then fixed, and now made available a few more sections for students.

Trustee Smith asked if it would be fair to say the University could add capacity in the summer semester. The response was positive. He said it was important that this opportunity be pursued.

Trustee Felton suggested looking at the way the scheduling was prioritized to possibly ensure that students who were currently in the University got the classes they needed before the transfer students.

Trustee Roepstorff stated that First Time in College (FTIC) students and transfer students needed to have some priority because they needed to complete their degrees to improve the graduation rate.

Provost Toll said the purpose of the workshop of the afternoon was to inform the Work Plan for the next year. He said the University looked at students in a variety of ways, and one was that they bring in revenue. He said in terms of building a student base, if they looked at a transfer student in a program of strategic emphasis, the University benefited in the metric that dealt with number of degrees awarded. They would not benefit if that student did not continue in that program of strategic emphasis. He said the Board may wish to consider the question of who to accept at the University based on courses that could be offered.

Provost Toll shared that he had asked his deans and advisors to inform him of any students who were in situations where the courses they needed were not available; and in a year, there had been 17 students. He encouraged the Board to consider the proportionality of the problem. He added of those 17, the mistake was the University’s once, and it had been fixed.

Trustee Spilker said he would like to know what resources it would take for every student to be advised before registration. He said it did not need to be done right away, but how could FGCU make it happen. Provost Toll said he would provide the information.

College of Education Overview (Tab #15)

Provost Toll said College of Education Dean Eunsook (Eunny) Hyun provided a full report in the materials, and he said there was quite a bit of positive news about the
College of Education in terms of its performance and support of the metrics. He asked if there were any questions for Dean Hyun.

Trustee Spilker commented that the numbers in the report were highly impressive.

Trustee Roepstorff asked Dean Hyun what she needed from the Board to strengthen the program. She said the job market for graduating teachers was there, and she wanted the Board to do all it could for this department.

Dean Hyun stated the College of Education appreciated the Board’s recognition of how well they were doing. She said the mission of the College of Education was the cornerstone of the region’s economic development, the fundamental workforce development. She said the College of Education took this responsibility very seriously, and there were two areas where they would ask for assistance. First, their students must take three different, very costly, challenging, state mandated tests in order to graduate in a timely manner. She said some financial assistance for these tests would be appreciated. Also, she pointed out it was generally considered that there was a mismatch between the profession of teaching and the nature of these tests. Secondly, students most often had to give up their jobs to fulfill the internship requirement during their final semester. She said the College hoped to receive more scholarships to support students during their internship program.

Trustee Priddy asked if the University should consider moving some of the education degrees into another STEM area. He suggested this would help another metric, and would also prepare the students to pass those tests to become teachers. He said some students would not need an education degree, but would still have the credentials to become employed as teachers.

Dean Hyun said there was a full spectrum teacher education program within the undergraduate program for all elementary teachers; STEM courses were not a subject matter. These students learned contemporary critical literacy. However, the secondary teacher program directly spoke to traditional STEM-related teacher preparation. She stated they now offered secondary teacher programs in biology, mathematics and social science, and the College was trying to add chemistry or integrated science.

Dean Hyun said another factor to consider was that community colleges in 2012 became state colleges, which offered teacher education programs. She stated that Florida SouthWestern State College was starting to phase out its teacher education programs, which would increase the number of students at Florida Gulf Coast University. In addition, she stated if a student in a STEM major became interested in being a teacher, there was a program to help these students get their credentials. She added that until a few years ago, this particular program received funding, but it was no longer funded. She said her department hoped to see this funding return due to the teacher shortage, especially for the STEM area.
Trustee Priddy added the University should encourage education majors to specialize in STEM areas.

Trustee Spilker stated this topic would be discussed more thoroughly in the workshop that afternoon.

Trustee Smith stated Florida SouthWestern State College (FSW) had discontinued some of its teacher programs that were STEM related. He said it was not because it did not want to continue with the programs; it was because there was low enrollment. He also suggested that the schools where students interned possibly could help financially by providing substituting jobs for students or something similar.

Trustee Roepstorff said that was an excellent suggestion and was a good question for Tom Grady who was on the State Board of Education.

Dean Hyun said most STEM majors and others could minor in education and increase their employability. She pointed out that the starting salary for teachers was around $41,000, which was competitive in the job market, and she hoped to see more education minors.

**Reactivation of CIP 52.1201 at the Master's Level and Nomenclature Change to M.S. Information System and Analytics (Tab #16)**

Provost Toll said the first item was a reactivation of CIP 52.1201 at the Master's Level and Nomenclature Change for Master of Science in Information Systems and Analytics. He said this was an important degree that had been reviewed and would assist with the metrics.

Trustee Smith asked how many students would be affected by this change.

Trustee Spilker said this CIP had been suspended but not eliminated. He said the curriculum was being updated to match workforce demands.

Provost Toll said it had been taken off line to give the faculty an opportunity to look at it closely, and this retooled master's degree would be much more attractive than the prior degree.

Trustee Fogg asked what the degree included.

Provost Toll explained it was the computer analytic side of managing huge amounts of information within a business environment, and was a growing field which required a great deal of expertise.

Trustee Gable made a motion to approve the reactivation of CIP 52.1201. Trustee Roepstorff seconded the motion. There was no public comment or discussion. The vote was unanimous in favor of the motion.
Regulation: FGCU-PR3.003 Textbook Adoption and Affordability (Tab #17)

Provost Toll stated there were changes that had been made at the state level with regard to House Bill 7019, and this adoption would bring FGCU into compliance with the changes.

Trustee Spilker called for questions, and hearing none, asked for a motion to be made.

Trustee Smith made a motion to approve FGCU-PR3.003 Textbook Adoption and Affordability. Trustee Gable seconded the motion. There was no public comment or discussion. The vote was unanimous in favor of the motion.

Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process (Tab #18)

Dr. Rollo began by stating this was a living document, and as a result, it needed to be reformatted periodically. He said the University received input from court systems, legislatures, and the federal government, as well as its own faculty and staff. He said the Code has gone through a major review process and has been reformatted. He said basically his department has put the Code in a more streamlined format to be easier to read. He said there was some language that needed to be added to the Burden of Proof section of the document and to the instructions on how to digitally record more serious cases; but other than that, there had been no major changes in the Code.

Trustee Gable asked how often this document was updated. Dr. Rollo responded his department was required to regularly review it by the Board of Governors, and every year they did so.

Trustee Smith made a motion to approve FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process. Trustee Gable seconded the motion. There was no public comment or discussion. The vote was unanimous in favor of the motion.

Regulation: FGCU-PR9.002 Possession, Service or Consumption of Alcohol (Tab #19)

Dr. Rollo said they had reconfigured this item so that it reflected what a regulation should be. He said the reason for the regulation was to give information on how to acquire approval to use alcohol on the campus. He added the regulation outlined what would happen if approval was not given. He stated faculty, staff and students were heavily involved in drafting this item. He said his department would be drafting a policy to give specifics to the procedure of the regulation.

Trustee Smith made a motion to approve FGCU-PR9.002 Possession, Service or Consumption of Alcohol. Trustee Cors seconded the motion. There was no public comment or discussion. The vote was unanimous in favor of the motion.
Operationalizing the ETI Report (Tab #20)

President Bradshaw explained the process of revising this report and said the timeline and activities, which included an enhanced place for water management, entrepreneurship, and research and development were being presented. He said the report also included the number of funded grants and submitted grants for extra funding.

Provost Toll thanked President Bradshaw for the excellent introduction and asked Dean of the U.A. Whitaker College of Engineering Richard Behr, and Backe Chair and ETI Director Dr. John Woolschlager to give an overview of their report.

Dean Behr introduced Dr. Woolschlager to give an overview of the document, which had been developed as an action plan to implement the major objectives that were identified in the ETI Task Force Report.

Dr. Woolschlager said the first objective was to use the ETI to support educational programs, and he directed the Board to Table 1 in the report that showed different types of activities which would be supported at the ETI and the projected number of courses expected to be held at the ETI. He said with each objective, performance goals had been identified and connected to educational support. He stated the second objective was research and technology development support. He said criteria had been developed to determine how research and lab space would be allocated at the ETI, which included external funding, the amount of innovation and technology development, and the contribution to economic development. Dr. Woolschlager said the performance goals connected to this objective included externally funded research expenditures, the number of publications connected to the research, and the percent of laboratory utilization at the ETI. The third objective was supporting entrepreneurial activities. He said the ETI housed the Institute for Entrepreneurship and supported the Runway Program and the Veterans Florida Entrepreneurship Program. He stated as the Entrepreneurship Program grew, ETI wanted to support the Bachelor of Arts in Interdisciplinary Entrepreneurship and eventually as it developed, the College of Entrepreneurship. He stated the performance goals connected to this objective included enrollment of FGCU students in entrepreneurship programs and veterans.

Trustee Spilker asked if there were questions.

Dean Behr added Appendix A showed a significant amount of funded activity in place, proposals pending, and industry research partnerships that were flourishing. He commented he was very pleased with the amount of activity the ETI was able to put in place in a relatively short amount of time.

Trustee Smith said he was confused with what “water” meant. He said he knew what the legislative body would fund, but he was not sure what the ETI thought. He also asked if ETI was looking at the cluster hires which the Board of Governors had said could be a way to get additional money to add more faculty. Trustee Smith said when he thinks about “water,” he thinks about external funding.
Dr. Woolschlager responded that some of the projects the ETI was supporting included a water lab. He said he had worked with the Department of Marine and Environmental Sciences, and with its equipment and the equipment purchased with the residual money left from building, a first-rate water quality lab had been developed. He said this lab was focusing on nutrient pollution, like nitrogen and phosphorous; drinking water treatment projects; and storm water pollution control. He added this was mostly water, waste water treatment, and water quality control, which primarily was focused on inland waters and rivers. He said his department also was discussing looking at the Gulf of Mexico. He added that interdisciplinary teams consisting of all of their best experts were being put together to increase the research funding from wherever it might come.

Chair Goodlette stated there was a great deal of activity at the state and federal level on this subject of water and water pollution. He said he knew Tom Grady had been on the Task Force but he did not see the specificity in the ETI report that Mr. Grady had in some of his recommendations to the Task Force. Chair Goodlette asked if Dr. Woolschlager’s department intended to go as far as Mr. Grady outlined in the materials submitted to the Task Force.

Dr. Woolschlager responded this was meant to be a summary for the Board, and there were more detailed versions of the report. He added in the master’s program there were many courses that dealt with water, water treatment, and water quality, and from that perspective the topic was well-defined. He said the ETI was working with the Department of Marine and Environmental Sciences to pursue different types of water quality and quantity. However, he said when looking at research, he had found from past experience to not be too specific because sometimes the funding comes from an unexpected area. He added state and federal funding was being pursued, and he was making connections constantly with the appropriate groups.

President Bradshaw asked the Board to look at the current research that had been funded and the proposals that have been submitted to get an idea where the research was directed.

Trustee Smith commented Florida Gulf Coast University needed someone to focus on the issue of fresh water as the state would readily fund that research. He added he wondered if FGCU was missing the mark on a big opportunity to be renowned in this area.

Dr. Woolschlager responded he agreed completely with Trustee Smith and Mr. Grady, and this big opportunity was #1 on his agenda. He said he had participated in the Lake Okeechobee Watershed Task Force Meeting, which was his second meeting with that group. He added he has talked with the U.S. Army Corps of Engineers, and the Water Management Districts, and that he was forming relationships with other universities.

Trustee Spilker said Operationalizing the ETI Report was brought forth as an action item, and he asked what the Trustees would be approving. President Bradshaw responded the Board would be approving the timeline and activities that were proposed
as a result of the Task Force Report. President Bradshaw said they had wrestled with
proposing it as an action item.

Trustee Spilker asked Trustee Smith if he was just encouraging the ETI or would he like
to see something further. Trustee Smith responded he was encouraging the ETI and
did not want it to lose sight of that window of opportunity. Trustee Smith said water was
an issue being discussed everywhere, but especially in the five-county region. He
encouraged the ETI to reach out to the appropriate individuals, and he mentioned
several Trustees who could introduce Dr. Woolschlager to Water Management
personnel.

Dr. Woolschlager indicated that his background was “water,” but the ETI was rightly still
pursuing other areas. He said he was speaking with the Water Management District,
Army Corps of Engineers, Civic leaders, community development organizers, and
forming partnerships to deal with watershed issues. He added that if the Board could
connect him with the legislators, he would be happy to talk to them.

Trustee Spilker asked President Bradshaw if he wanted the Board to consider this an
action item or informational. President Bradshaw responded that informational would
be fine, and he assured the Board that they were ready to move with the plan.

Trustee Spilker suggested a name change for ETI to incorporate the word “water” might
add visibility.

Item 12: Standing Report from FGCU Faculty Senate
Chair Goodlette recognized FGCU Faculty Senate President Shawn Felton to give his
report.

Trustee Felton said the Faculty Senate had been busy working with Library Services in
approving a proposed FGCU Open Access Archiving policy within the FGCU Library.
He said the Faculty Senate had approved a resolution in support of immigration and
diversity in light of some of the recent executive orders on immigration and travel
restrictions. He said the resolution stated that FGCU was a civil institution and would
continue to be so. He said the Senate would be having its last meeting of the academic
year where it would select a president from two nominees, Dr. Mike McDonald and Dr.
Sandra Pavelka. He said the Board would be notified of the outcome. Trustee Felton
said his term on the Board would expire in August, and he truly appreciated the
experience.

Trustee Felton said the Senate Ad Hoc Team on Internationalization led by Dr. Mike
McDonald was going well and had created a survey for 2017. He said this initiative has
brought people on campus together.

Trustee Felton welcomed all Trustees to attend the Faculty Senate meetings. He
suggested the Board consider a Faculty Showcase similar to the Student Showcase.
President Bradshaw asked Trustee Felton to expand on the Internationalization Initiative.

Trustee Felton said the Senate Ad Hoc Team had worked collaboratively with the Division of Academic Affairs to do an analysis of how different departments at the University could unite their synergies and move forward to do some local activities without travel in order to internationalize the campus.

Item 13: Standing Report from FGCU Student Government
Chair Goodlette recognized FGCU Student Government President Jalisa White for her report.

Ms. White said the Student Government had elected its officers for the coming year. She said the students who had attended FGCU Day in Tallahassee had enjoyed doing so, and she thanked those individuals who helped prepare the students for the day. She said Executive Cabinet applications were available, and a Chief of Staff and seven new directors soon would be appointed. She said Student Government would be traveling to the Florida Student Association meeting on April 22 at the University of South Florida.

Item 14: Standing Report from FGCU Staff Advisory Council (SAC)
Chair Goodlette introduced Vice President of FGCU Staff Advisory Council Lauren Strunk to give the report.

Ms. Strunk stated the first week of March the Council had hosted Soar into Spring to provide professional development for the staff, and it was well attended. She said the Annual Staff Picnic had been held, where money had been raised for the SAC scholarship and for the campus food pantry. She said the SAC Assembly would be Wednesday, April 26, at 2:30 p.m., which would give staff the opportunity to meet nominated staff members for next year’s Staff Advisory Council 2017-2019 term. She invited the Board to attend. She said that on March 17, SAC voted in support of the FGCU Faculty Senate’s resolution in support of immigration and diversity. She said at the Celebration of Excellence on April 21, SAC would present the Outstanding Staff award and the Professional Development Program award.

Chair Goodlette thanked Ms. Strunk for her report and called for a lunch recess at 11:32 a.m.

Item 15: Academic/Student/Faculty Affairs Committee Workshop: Student Success and Performance Funding Metrics (Tab # 21)
At 11:57 a.m. Chair Goodlette announced that the meeting would reconvene and progress to the Academic/Student/Faculty Affairs Committee Workshop. Chair Goodlette asked the Board to please note that discussion and direction were needed as
the staff continued to prepare the Work Plan that would come before them as an action item at the next FGCU Board of Trustees meeting on May 9. He called on Trustee Spilker to introduce the workshop.

Trustee Spilker emphasized the goal of the workshop was to inform decision making relative to the Work Plan, and he reminded the Trustees that this workshop was an outgrowth of asking what the outcome would be if FGCU drilled down into the metrics on the college level. He said they would hear from each of the presenters from the colleges, as it was not always easy to get their perspective while everyone was in the same place. He said he did not want to get “into the weeds” on this issue, and he encouraged the Board to keep its focus on the Work Plan.

Trustee Spilker asked President Bradshaw to begin with an introduction.

President Bradshaw reminded the Board of some preliminary work that had been done at its request. He said they would review the focus of the Strategic Plan for alignment of objectives and actions with greater student success. He said there would be a chart that would show their status on most action items in the Strategic Plan, and at the end, he hoped that discussion would inform the Work Plan. He asked the Trustees to make notes and comments that could be useful.

Provost Toll stated that the goal of the workshop was to have the members of the Board inform the Work Plan. He presented an overview of college performance funding metrics (handout). He said 7 of the 10 metrics were found suitable to drill down to the college level. He explained three had been eliminated from the presentation, Metrics 3, 5, and 7, because it was felt the individual colleges could not have an effect on them. He pointed out some special conditions of the categories represented in the chart on page 4. He said they had divided Metric 4 into 4a, students who began and completed in one college, and 4b, students who began in one college but transferred and completed in a different college. He said the staff had suggested several strategies to specifically address these immediately. The first was a grassroots effort to reach out to high achieving students at the high school level with the individual academic units working more directly with Undergraduate Admissions. Another suggestion was a specific review of some curricula. The third suggestion was a direct connectivity of faculty advisors with first year advisors. The fourth suggestion was to provide enhanced experiential learning activities.

Provost Toll introduced College of Arts and Sciences Dean Robert Gregerson.

Dean Gregerson said he would talk about three initiatives. He said the first was a revisit of Degree Works and Student Educational Planning (SEP). He said in a survey that was done by Academic Affairs, students who did not graduate in four years were asked what the biggest factor to this circumstance was. He said their answer was they had changed their major. He said this was also the number one reason students graduated with excess hours. He said the SEPs would be critical in helping those students who
change majors to stay on track. He said milestones would be instituted which would be valuable.

Dean Gregerson added that curricular changes had been made in his College to allow for ease of progress and proper sequencing. He said also new majors had been added including Integrated Studies, which had graduated six students and now had over 120 students. He said this major was very important to the University strategically. He said the other new major was Forensic Science, which also was a program of strategic emphasis.

Provost Toll introduced Marieb College of Health & Human Services Dean Mitch Cordova.

Dean Cordova recognized that his College did not score well on Metric 4 and so many of their strategies focused on the four- and six-year graduation rates. First, he said the College has begun a process of establishing a mechanism of tracking each of its designated First Time in College (FTIC) majors or pre-majors by their University identification number. He said this would allow them to track the progress of each of these students and allow them to contact students who were not on track. He said the mechanism also would be able to determine if students are changing majors. He said the number of minorities that are enrolled across the programs, which connects to Metric 10, could be determined. He said secondly, his College could start admitting Marieb students that were FTIC and transfers as direct majors instead of pre-majors, which would allow students to have access to faculty advisors quickly. He said lastly, all students in the Marieb College who were designated as pre-majors would be designated as majors. He stated the College has implemented milestones for all the undergraduate degree programs. He said students now were required to declare a backup major, which would allow them to make sure their students were tracking on the curriculum maps. If students have backup majors within their college, the transition to a new major would be easier. He said if the backup major was not in the Marieb College, his College could still help with the transition. This was all to help students make progress toward a degree.

Dean Cordova received accolades for the College’s Physician Assistant Studies Program, which had been provisionally accredited.

Provost Toll introduced Lutgert College of Business Dean Robert Beatty.

Dean Beatty said some of the challenges his College faced were in the degrees of strategic emphasis. He said at both the graduate and undergraduate levels these degrees were difficult to manage. He said the degree of accounting made sense to them, but it got more difficult in the marketing and management fields. He said these fields were their largest majors and did not fall under one of the five categories that were in the degrees of strategic emphasis. He said the challenge was that those degrees were picked as high ranking degrees across the state and the nation. He gave an example of management, which has 355 majors, and was picked as the number four
most wanted occupation in Southwest Florida, the state, and the nation. Another
challenge he said was salary in state, which did not capture if a student left the state or
started his own business. He said based on a survey conducted in their courses, 20
percent of the students were leaving the state.

Dean Beatty pointed out that partnerships with local business were being formed to
provide internships to help students get jobs locally. He said the College of Business
was seeking re-accreditation from AACSB (Association to Advance Collegiate Schools
of Business) next February. He said as part of that process his College had launched a
number of initiatives to try and address any curricular or strategic planning concerns as
they would be reviewed by this accrediting body. He said a review had been done of
every degree offered by the College of Business to find bottlenecks and excess
electives, and the process has been streamlined. He said one way students were
encouraged to complete their degrees was through professional development activities
which cause students to become more involved. He said 10 local businesses are
brought on campus periodically for recruitment purposes, where students could get jobs
and meet professionals in the local community. Also, students were provided with
hands-on professional development training from how to write a resume to how to do
cover letters. He said the goal was to improve the performance numbers.

Provost Toll introduced College of Education Dean Eunsook (Eunny) Hyun.

Dean Hyun said the College of Education was nationally accredited, which meant they
had to demonstrate continuous improvement in all aspects, curriculum, service, faculty,
teaching, alumni and even students. She said her College’s improvement plan was
rigorously ongoing. She presented three points that directly related to the University’s
strategic plan and the metrics. She said the College needed to improve the six-year
graduation rate. She said when a student entered the College, if he or she did not have
a certain kind of aptitude, they would not match with the degree as it was a rigorous and
challenging profession, and students give up. In addition, as students advance, they
must pass state required exams. She said these exams become roadblocks to students
and so they either stay longer or leave the program. She said her department has
instituted a self-administered aptitude exam at the entry point of the program. In
addition, a state exam preparation program has been instituted where support was
provided to help students pass the state exams. The third component had to do with
financial support tied to internships. In response to this, she stated paid internships
have been increased.

Provost Toll introduced U.A. Whitaker College of Engineering Dean Richard Behr.

Dean Behr said with regard to Metric 2, the College of Engineering had initiated a
Career Fair for only the College of Engineering in 2016, and it was very successful for
internships and permanent employment opportunities. He said they would continue to
do this each November. He said with regard to Metric 4, the six-year graduation rate, a
milestone program was in place. He said if students did not meet the milestones, which
he called the “stick,” they would be counseled out of the engineering program. He said
a VIP Program has been initiated, which he called the “carrot,” which recruited blue chip students who could succeed in a demanding engineering curriculum. He said he had discovered that their program was the only engineering program in the region, and now that he had raised the bar, more scholarship money would be needed. He said the College of Engineering uses Smart Plan, which he felt was as good as or better than Degree Works. He said it is initiated in the first year, and students must complete it every semester in order to register. He said intrusive advising was used to catch students who are slipping behind schedule. He added there were several initiatives in place to maximize student success.

Trustee Spilker asked Dean Behr if he knew the reason for the placement rating of 50 percent, and Dean Behr responded he did not understand it as the College had done its own self accounting and the placement rate was 94 percent. He said also the graduates were making an average of $55,000, not $48,000.

Trustee Fogg said he could not believe this error, and the Engineering College should be able to get to the bottom of this issue if they were being penalized with faulty data. Trustee Fogg said they should go to the Board of Governors and compare data.

Trustee Smith said he would be curious to know if other universities had the same concern.

Trustee Fogg said these were not anomalies; these were facts, and so somebody was wrong.

Provost Toll suggested the difference in the two numbers may have to do with timing and using different cohorts.

Trustee Spilker said to Trustee Fogg’s point, if the Board of Governors was not getting the numbers right, what did the Trustees need to do to advocate for new numbers.

Provost Toll responded he would come back to him with an answer. He said FETPIP data lags by a couple of years, and it was based on who was employed in the fourth quarter of each calendar year and was an underrepresentation. He said he presumed it affected all universities equally.

Trustee Spilker said if this was the wrong methodology, the Trustees needed to be empowered to question it.

President Bradshaw said they might want to question the figures for the four-year graduation rate for part-time students. He said that was a metric that made no sense. He said each year FGCU was audited to make sure it was following the same algorithm as all other institutions. He said other universities have raised these issues as well.

President Bradshaw said in summary that many of the initiatives the Colleges were doing were essentially at no cost, and on the other end of the spectrum, some of the
initiatives needed funding. He said there was an issue with students getting paid to receive college credit, but the school internship could be solved by simply giving it as a scholarship.

Trustee Smith said he appreciated the work completed, and it was helpful. However, he said almost all of what they have mentioned had been ongoing. He asked how the data had been used to dive deeper to find out the granular issues that were problematic.

Provost Toll said Trustee Smith’s question had two components. He said it was important to recognize that these were things that were already going on and that indicated the Colleges were already attempting to fix these issues before the analyses had been done. He said at one of the BOT meetings, the question was asked if they should be chasing the numbers or student success. He said this was an intellectual dichotomy. He said they were effectively looking at a variety of different data, and sometimes the data was lagging rather than leading.

Provost Toll moved into the next section and used a PowerPoint presentation to show who were FGCU’s successful students. The data showed a steady increase since 2009 to the present of FTIC students who graduated in four years, and the high schools from which students had graduated that tended to produce successful students. The PowerPoint showed the number of these students with a 3.5 grade point average (GPA) or higher; who were female; and who came to college with greater than five credits completed; and the presentation showed successful students are those who withdraw from less than five classes. Also, 59 percent of these students graduate from within 10 majors. The presentation listed the top 10 high schools from which the students came to FGCU. The presentation further showed the majors and Colleges that these students selected. Provost Toll said this type of data had been collected before, and it produced pretty much the same results. He said the next steps were to focus on admissions and enrollment management, and that data analytics needed to continue to be developed.

President Bradshaw stated the University would use the metrics to inform recruitment. He said that would have another effect as there would be students who were admitted two years ago who simply would not be admitted presently because the University knew what the student looked like who had a higher probability of achieving. He said that also might shift some of the demographics of the institution.

President Bradshaw said he wanted the Board to look over a preliminary report from a Task Force on Student Success which had made some recommendations. He asked the Board to review these recommendations.

Provost Toll added that the three working groups of the Task Force on Student Success were set up with a steering committee. He said they were given fairly broad charges with overlap in the hope of covering all areas. He said they had produced this preliminary report in response to Trustee Price’s interest and to demonstrate that the President had been proactive. Provost Toll highlighted some of the information
contained in this preliminary report. He said the final report would be available in May, and that it could be brought to the June meeting of the FGCU Board of Trustees.

Provost Toll was asked if he saw the Dashboard tying into analytics at some point, and he said absolutely. He said the University wanted all of these items to tie in together and be robust, and be a dynamic database that was constantly changing and being updated. He said the downside to a dynamic database was that it changed frequently, but snapshots of data could be taken when needed.

Trustee Spiker introduced the next topic of Alignment with Performance Funding.

Provost Toll said the entire Strategic Plan provided for each of the four pillars an assessment of the current progress on each objective, and aligned it specifically with the 10 Performance Funding Metrics by individual metric. He explained the three colors: green light meant progress; yellow light meant plans had started; and red light meant plans had not started. In addition, he explained the columns of overall completion percentage and alignment with metrics. He said this was a data set to discuss at future meetings.

President Bradshaw introduced page 36 of 42 in the handouts and explained the FGCU Board of Trustees metric has been the number of degrees awarded to minorities. He said in the past they have had the autonomy to select that metric; however, he said for the upcoming year, the FGCU Board of Trustees would select three metrics and the Board of Governors would select one of the three for FGCU.

President Bradshaw asked Provost Toll if he knew the methodology the Board of Governors would use to select one for FGCU. Provost Toll responded he believed it would be reciprocal. The BOG would give FGCU three choices, and FGCU would choose one. President Bradshaw invited the Trustees to general discussion about the metrics. He said there had been a great deal of discussion about Metric 3, and he did not think it would be changed significantly. He suggested they go down the list of metrics and get the Board’s thoughts.

Provost Toll explained the Chart of Performance Based Funding Metrics Goals pointing out that in 2017, the actual performance was shown and the goal. He said for the years 2018, 2019, and 2020, the Board had already approved the numbers. He said those numbers could be revised. He said the entire right column for 2021 goals needed to be populated.

President Bradshaw added that the Board did not have to give an exact number, but merely indicate if the report was going in the right direction.

Trustee Priddy asked if there was data to explain the 34 percent of graduates who were unemployed in 2017.
Dr. Rollo said the problem at FGCU and across the country was that universities lose
track of their graduates quickly. He said sometimes students don’t look for a job until
after they graduate and sometimes they don’t look for a job for a while.

Trustee Priddy asked if losing track of graduates caused us to be 34 percent. He said if
graduates could not be contacted, then were they considered unemployed.

Dr. Rollo responded they ended up not in the group because the data came from
employment records from the fourth quarter. In addition, the self-employed do not end
up as part of the data. He said the irony was they could have graduated an amazing
individual but not get the credit.

Trustee Spilker said there was a deadline for the Work Plan, probably in May, and as
they would be setting goals, he suggested they invite President-elect Mike Martin to the
next Board meeting.

Chair Goodlette said he would be happy to extend the invitation.

Trustee Spilker asked when the Trustees set the goals if they could give a range.
President Bradshaw responded affirmatively but added that it needed to be a fixed
number in the final document.

Trustee Roepstorff commented that in the first item, Percentage of Bachelor's
Graduates Enrolled of Employed ($25,000+), the figure had been changed from the
previous Work Plan. She asked if it would change again, and President Bradshaw
responded that there had been no indication that it would change.

Provost Toll said the President was correct in the short term. In the longer term, he said
he had indication that the figure of $25,000+ might go up.

Chair Goodlette added that item had been a conversation recently at the BOG.

Provost Toll stated that every university would be hit if that number went up. He said he
thought FGCU would be hit harder because basically the wages in Southwest Florida
were less than other places across the state. He said they had asked that
demographics be taken into consideration when determining this figure.

Trustee Smith asked if FGCU maximized on the metrics, how much new money would
they receive. Mr. Magiera responded approximately $3 million. Trustee Smith asked
what percentage of the whole budget that would represent, and the response was 3
percent. Trustee Smith said it was important to remember how much money they were
talking about; from an economic perspective, he’s not sure how hard they should chase
this.

Trustee Fogg said if it was true that a significant number of graduates were going into
entrepreneurial activities, it would behoove FGCU to keep track of this and be able to
say to a legislator the percentage of graduates who had started their own businesses. He said why not keep FGCU’s own statistics to make a case when necessary.

Trustee Smith asked of students who will graduate in May, how many will become members of the Alumni Association over the first six months to a year. Mr. Simoneau responded that the University considered all alumni upon graduation to be members of the Alumni Association. He said to join as a lifetime member the cost was $600, and there were few who joined at that rate, maybe 2 percent. He said the challenge was that the young alumni population was extremely mobile.

President Bradshaw, in responding to Trustee Smith, said when they were trying to stay “in the money,” it was not how much FGCU was getting, it was how much FGCU was losing. He said if the University dropped two points, it would lose $8 million. He said FGCU had been limiting enrollment for the past few years and had been going after better and brighter students. He added that a balance must be found because there were debts to be paid and residence halls to fill, but if they get the graduation rate up, many of the other metrics would improve as well.

Trustee Spilker requested that at the next meeting, the Trustees return with the input necessary to revisit this section. He agreed with President Bradshaw that the graduation rate metric was the metric with the broadest impact.

Trustee Price said based on what the Trustees did with the contract and putting more at-risk versus the reward, he had increased expectations from the President-elect in terms of the outcome, and he would like to see more than just a gradual increase. He said their expectation as a Board needed to have increased expectations because of a significant bonus.

Chair Goodlette said he agreed with Trustee Price and that was another good reason to have President-elect Mike Martin at the next meeting as he was going to be judged on his performance based on the contract he had signed. As such, President-elect Mike Martin needed to be involved in this process.

Trustee Priddy asked if Mr. Simoneau could give comments to the Board concerning the College of Education. Mr. Simoneau said some of the STEM area ideas Trustee Priddy had referenced earlier were under way. He said there was a grant of over a million dollars to support STEM majors who are also education minors, encouraging them to pursue teaching STEM fields. He said money had also been given to fund STEM students who wanted to get a teaching certificate, STEM degree graduates who wanted to return and get a teaching certificate, and high school teachers who wanted to enroll in courses over the summer for instruction on how to bring STEM ideas into their classroom.

**Item 16: Old Business**

There was no old business for discussion.
Item 17: New Business

There was no new business for discussion.

Item 18: Chair’s Closing Remarks & Meeting Adjournment

Chair Goodlette indicated the meeting on May 9 would include the Work Plan, and response to the recommendations of the Inspector General’s report. He said Tuesday, June 13, was a regular meeting of the Board. He pointed out two other dates, April 21, the Celebration of Excellence, and Saturday, May 6, at 9:00 a.m., 1:00 p.m., and 5:00 p.m., for Commencement ceremonies.

Chair Goodlette adjourned the meeting at 1:51 p.m.

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

Agenda Items:

A. See Tabs
B. Handouts

Attachment:

A. Record of Votes
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**Regulation:**

FGCU-PR9.002 Possession, Service or Consumption of Alcohol (Tab #19)
1- Smith
2- Cors

**Operationalizing the ETI Report (Tab #20)**

No vote. Information Only.