FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Tuesday, April 9, 2019

COHEN CENTER BALLROOM, ROOM #203
Florida Gulf Coast University

Meeting Minutes

Members:
Present: Trustee Blake Gable – Chair; Trustee Robbie Roepstorff – Vice Chair; Trustee Josh Ballin; Trustee Ashley Coone; Trustee Darleen Cors; Trustee Richard Eide, Jr.; Trustee Joseph Fogg III; Trustee Mike McDonald; Trustee Kevin Price; Trustee Kenneth Smith; and Trustee Stephen Smith.

Not Present: Trustee Christian Spilker (Excused Absence) and Trustee Leo Montgomery (Excused Absence).

Others:
Staff Advisory Council (SAC) President Missy Berkley.

Staff: President Mike Martin; Provost and Vice President for Academic Affairs James Llorens; Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera; Vice President and Chief of Staff Susan Evans; Vice President and General Counsel Vee Leonard; Vice President for Student Success & Enrollment Management Mitchell Cordova; Senior Vice President for Strategy and Program Innovation Mike Rollo; Interim Vice President for University Advancement, and Interim Executive Director of FGCU Foundation Bill Rice; Director of Equity, Ethics and Compliance, and Title IX Coordinator Precious Gunter; Director of Internal Audit Bill Foster; Director of Operations Tiffany Reynolds; Assistant Director of Board Operations Tiffany Jackson; Project Manager Melissa Pind; and Executive Assistant to the Vice President and Chief of Staff Bruna Ugolotti.

NOTE – At the direction of the Chair and with the concurrence of the Board, some agenda items were taken out of order. The minutes reflect the actual order of the proceedings.

Item 1: Call to Order, Roll Call, and Welcome to New Trustee Joshua Ballin
Chair Blake Gable called the meeting to order at 8:34 a.m., and stated that the noticed meeting was originating from the Cohen Center Ballroom on the campus of Florida Gulf Coast University (FGCU). He asked Vice President and Chief of Staff Susan Evans to call the roll. Roll call was taken with 11 of 13 members present, thus meeting quorum requirements. Trustees Christian Spilker and Leo Montgomery were granted excused absences.
Chair Gable welcomed newly elected Student Government President (and Trustee) Joshua Ballin to the FGCU Board of Trustees (BOT). Trustee Ballin stated he had been looking forward to his first BOT meeting. He stated he was a junior studying Resort and Hospitality Management at FGCU. He said he was born in Fort Lauderdale, raised in North Carolina, and chose FGCU because it was distinctive. He said he was fortunate to have the Florida Pre-Paid College Tuition Plan because it allowed him to choose his university. Trustee Ballin said he had received an acceptance to Florida State University (FSU) but he toured FGCU because his friend was going to attend here and recommended it to him. He stated from the second he came on campus, his decision was made due to the welcoming atmosphere and incredible people he encountered. He said looking back three years later, FGCU had been a positive, life-changing experience and had afforded him many opportunities. Trustee Ballin said his goal as Student Government President and as a Trustee is to enable every student at FGCU to have the same positive experience.

Item 2: Student Success – Enrollment Management Initiative (“One-Stop Shop” Concept for Improving Student Enrollment and Financial Services) (TAB #3)

Vice President for Student Success and Enrollment Management Mitch Cordova reported in September 2018 he charged a committee to create a “One-Stop Shop” concept for students. He explained he asked the committee to look at the following: establishing front-end experiences for students where the services they received and the environment they were in was analogous to Disney World; creating back-end operational efficiencies providing seamless integration of processes, procedures, policies and actions that were aimed at improving delivery of services for students which would improve retention, persistence, and four-year graduation rates; and creating a geographic plan which identified the relocation and colocation of key personnel who would directly impact and interface with students within the Student Plaza.

He stated the “One-Stop Shop” would be called the Enrollment Services Center (ESC) with the tagline “Student Success Begins Here.” He said the ESC would play a critical role in student success by streamlining direct services, optimizing technical & staff resources, reducing wait times and referrals, and supporting student success through recruiting, retention, persistence, and timely graduation. He explained the ESC would use a hybrid delivery model with a physical location and also a virtual presence online. He indicated the services provided through the ESC would be handled by four departments: (1) Undergraduate Admissions, (2) Registration and Records, (3) Financial Aid and Scholarships, and (4) Bursar. He explained that the important takeaway is the services provided by those four departments would be integrated together. He said these areas had some of the highest levels of activity and interaction with students on a daily basis.

Dr. Cordova stated there were a number of opportunities to gain efficiency and innovation through the ESC. He said an example would be residency, and that FGCU could consolidate Florida residency declaration services for all students as they currently were being handled by two different departments in two different locations. He
said in the area of scholarships, the University had the opportunity to consolidate all scholarship services provided at the institution – Admissions merit, FGCU Foundation scholarships, Florida Bright Futures scholarships, and private scholarships, which are also currently handled by two different departments located in two different locations. He stated staff would be cross-trained to efficiently serve students all in one place without sending them to various campus locations. He said some other examples where efficiencies could be gained by the ESC were: Veteran Services, withdrawals, and student holds. He explained these efficiencies would provide a better workflow between academic advisors and ESC staff. He said specifically with student holds, putting that information in the hands of academic advisors who then understood what the holds were and how to best help the students get the holds released with the ESC was powerful and critical in helping students minimize the barriers they currently had in that area. He stated he saw a really strong connection between academic advisors and the services provided through the ESC.

Dr. Cordova stated technology would be used to innovate and improve services, such as software which would allow check-in to the ESC via kiosks and iPads, which also would have the ability to monitor and track the level of services provided by employees during the process.

He stated the Virtual - ESC would provide the opportunity to allow current and prospective FGCU students to complete various transactions online such as applying for admission, applying for Financial Aid & Scholarships, registering for Eagle View Orientation, signing up for housing, class registration, transcript requests, tuition payments, parking services, etc. He displayed several maps and illustrations which showed where the ESC would be located and visual design concepts for the Student Plaza, which was comprised of the following buildings: Howard Hall, McTarnaghan Hall, Wellness Center and Cohen Center. He noted the ESC would be located on the first floor of McTarnaghan Hall with a renovation cost of $1.4 million (plus $300,000 for furniture). He indicated the space would be open and inviting and contain all the staff directly involved in delivering the ESC. He said the location would be approximately 8,700 square feet; the left side would be principally Enrollment Management Services and the right side would be Student Financial Services. He said a full-gut renovation to the space to make it what it could be in delivering the services through the ESC was anticipated.

Dr. Cordova stated the first floor of Howard Hall would be redesigned as well and would complement the ESC (renovation cost $1.1 million plus $300,000 for furniture). He stated the second floor of Howard Hall would contain leadership staff, Registration and Records, some Financial Aid and Scholarships staff, Graduate Studies, Business Operations and Campus Reservations. He stated he did not believe the second floor of Howard Hall would require full renovation due to recent renovations in the building, but a full renovation would cost $1.4 million. He said the Wellness Center building played a critical role in supporting the ESC because it was where University Advising Services and Career Development Services would be located. He said the full building renovation cost would be about $850,000 plus $300,000 for furniture. He stated the first
Trustee Richard Eide asked if the ESC was geared toward the newly admitted students and the steps that they would take to become a FGCU student. Dr. Cordova responded the ESC plan provided services for prospective students, as well as newly admitted students. Trustee Eide asked how many times and in what ways it was communicated to FGCU prospective or admitted students that we want and expect them to finish in four years. Dr. Cordova responded every possible opportunity was taken to reinforce the concept of graduation. He said it begins when students go through Eagle View Orientation (EVO) where they register for classes. He said the message also is reinforced through the First Year Experience (FYE) program, which was discussed at a previous Board meeting. Trustee Eide asked if there were incentives offered to students to graduate in four years. Dr. Cordova responded in the affirmative; there was a Soar in 4 rebate program that incentivized students to graduate in four years to be eligible to receive a rebate on first-year tuition. He said a proactive incentivized plan for students to understand the importance of matriculating on time and reward them for progressing, persisting, and staying on track in four years also was being considered.

Trustee Ken Smith asked what the Soar in 4 numbers were and whether students were taking advantage of the rebate program. Dr. Cordova responded he did not have the numbers with him. Trustee K. Smith asked if staff had goals and expectations for wait times, and would the wait-time statistics be monitored. Dr. Cordova responded he was unsure; he asked Director of Financial Aid and Scholarships Jorge Lopez to answer the question. Mr. Lopez indicated the wait time goal was under 20 minutes. Trustee K. Smith asked if any of the Virtual - ESC services were new or if some of the services could be done currently, and was there a plan to add anything to increase efficiencies. Dr. Cordova responded by saying some of the services currently were available online and others would be expanded to online, such as Parking Services. He explained that currently, students went to the Student Plaza for Parking Services, but they envisioned students being able to obtain a parking permit online in the future. He said staff also would like to optimize the services that currently are available online.

Trustee Joseph Fogg asked what issues needed to be addressed which would significantly impact the four-year graduation rate. Dr. Cordova responded the First Year Experience (FYE) Eagles in 22 program was critical; it was important to connect students to campus. He stated another issue was trying to minimize the number of D, F, and W rates students acquired in lower-level courses and upper-level courses. He explained this was being addressed through various academic strategies and
supplemental instruction. He stated students were being encouraged to enroll in summer school to make up failed classes to stay on track for graduating in four years. He reported this year’s graduating class showed a 5.9 percent increase in four-year graduation over the past year. He said 5.4 percent of those students were able to graduate because they took classes in the summer of their last year. Trustee Fogg commented these issues were different than the previously considered issues such as students transferring to other universities or needing to work and taking classes on a part-time basis. Dr. Cordova stated work opportunities were expanded on campus to encourage students to continue their education. He stated recruitment strategies and efforts were increased with a goal of admitting students who had FGCU as a first-choice school. He explained all these efforts combined would have a cumulative effect on improving four-year graduation rates, as well as improving the metric with staying power. He said they were trying to target certain areas that if sustained over time, would continue to increase the four-year graduation rate.

Trustee Stephen Smith asked if the residency assistance mentioned in the presentation was in regard to helping students who were out-of-state attain Florida residency and if this was a common practice at other state universities. Dr. Cordova responded in the affirmative.

Trustee Robbie Roepstorff asked if the ESC would help with student retention. Dr. Cordova responded in the affirmative. He said that they were trying to improve the customer service experience so that students did not feel alienated or shuffled around the Student Plaza. He stated if they could refine the front-end direct services provided by the university, in an open and inviting environment, students would more enjoy being at FGCU. Trustee Roepstorff asked if the ESC would have expanded services to assist students throughout all four years. Dr. Cordova responded in the affirmative.

Trustee Roepstorff asked how this renovation would be financed. Chair Gable expanded upon Trustee Roepstorff’s question, and asked if the money for the renovation was being spent from the appropriate buckets. Dr. Cordova asked Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera to answer this question. Mr. Magiera explained every June the carryforward dollars and spending plan were presented to the FGCU Board of Trustees for approval. He noted most of the financing for the renovations would come from carryforward funds which were the excess revenue over expenditures in the Education and General (E&G) Revenue Funds. He stated the University was watching for possible new rules regarding carryforward funding and project limits (which were currently $2 million per project). He stated the second-floor projects explained by Dr. Cordova probably would be completed in future years, and the first-floor projects would be completed first, keeping in mind that they could not exceed $2 million per project. He said a more detailed presentation on the renovation money would be done at the June 11 BOT meeting when they had a better understanding of available carryforward dollars, and where he could suggest the funds to pay for the projects would come from in accordance with legal requirements. Trustee Roepstorff
commented that Mr. Magiera educated the Board well about renovations and that it was important to be aware of the changing rules and regulations regarding renovations.

President Mike Martin explained how last year’s budget was distributed to ensure FGCU upheld all laws and legislation while enabling the University to retain some financial flexibility. He noted Florida was thirty-third in the nation with 29.2 percent of Florida’s workforce having a bachelor’s degree or higher. He stated FGCU aimed to increase the percentage of the workforce with bachelor’s degrees by aligning degrees with the local economy and seeking out-of-state students who would stay in Florida post-graduation. He indicated he wished to study the elasticity of demand for non-resident students to determine if FGCU was pricing itself out of some markets. He said the differential between in-state and out-of-state tuition was pretty high. He explained there was one program on campus which allowed a discount on out-of-state tuition if the student committed to three years in a residence hall. He said he would like to, at some point, have a deeper conversation about a bigger strategy to attract the right kind of students, both in-state and out-of-state who would stay in the region and make a difference. He said Trustee Ballin was the “poster child” for out-of-state students, the kind of student who wished to establish and retain residency in the State of Florida.

Trustee Fogg asked Trustee Ballin for his opinion regarding Dr. Cordova’s presentation. Trustee Ballin commended Dr. Cordova for the presentation. He stated in his experience it was rather hectic running between desks, buildings and departments to get things accomplished. He noted McTarnaghan Hall was a bit outdated. He thought the proposed reconstruction design was wonderful, and as a hospitality major he appreciated Dr. Cordova’s vision of an open and welcoming “Disney” concept. He noted providing students with resources in a space that was inviting, modern and met student interests would improve student success. He stated he believed this would be an extremely positive change which would help all students, from prospective to graduating students.

Trustee Ballin asked if there would be a centralized location for on-campus employment recruitment. Dr. Cordova responded they were in the process of creating a new website which would front and center display advertisements and announcements regarding employment opportunities for students. Trustee Ballin thanked Dr. Cordova for his efforts in this regard. He stated living in Southwest Florida, whether on or off campus, was very expensive, and he believed providing students with on-campus employment opportunities would alleviate this, and would in turn improve four-year graduation rates.

Trustee Mike McDonald stated he was interested in the Virtual-ESC and wondered if all ESC services were duplicated in the virtual setting and would there be a chat function enabled for a staff member to answer student questions. Dr. Cordova responded that if a student had difficulty with virtual services, help would be provided. The goal, however, was to improve the efficiency of services offered online, and it was hoped that services provided virtually would be performed virtually, eliminating the need to visit the Student Plaza for all student services, thus making the area a less hectic and crowded
environment. He noted educating students about what services were provided virtually versus face-to-face was a large part of the efficiency strategy.

Dr. Cordova announced Director of Financial Aid and Scholarships Jorge Lopez would be the new Assistant Vice President of Student Enrollment and Financial Services. Dr. Cordova stated that Mr. Lopez in his new role still would manage the Department of Financial Aid and Scholarships, but also would take on the leadership and management in getting the ESC off the ground.

Trustee Ballin asked if the number of staff would be increased to facilitate the ESC, and if so, how much would this cost. Dr. Cordova responded in the affirmative; the ESC would require some additional staff to be hired. He explained he was in the process of determining what staff would be needed for the ESC and what current staff was available to fill ESC roles. He explained he was in the process of creating a new budget request for next year which would reflect employment changes and new employee requests.

**Item 3: Consent Agenda (See Tabs #1-2)**

Chair Gable stated there were two items on the Consent Agenda: (1) Minutes of the February 19, 2019 Conference Call Meeting and (2) the Resolution of Appreciation for Outgoing Trustee Jalisa White. He called for a motion.

Trustee K. Smith made a motion to approve the Consent Agenda. Trustee Eide seconded the motion. There was no public comment, or Board discussion. The vote was 11-0 in favor of the motion.

**Item 4: Presentation of Resolution of Appreciation for Outgoing Trustee Jalisa White**

President Martin and Chair Gable presented to outgoing Trustee Jalisa White the Resolution of Appreciation, 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, Jalisa White was elected by her peers as President of the Florida Gulf Coast University Student Government in 2017 and 2018, thereby causing her to be appointed for two terms to the Florida Gulf Coast University Board of Trustees; and

Whereas, Jalisa White served with great distinction on the Florida Gulf Coast University Board of Trustees during 2017-2019 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 Jalisa White’s outstanding service, and wishes to recognize her commitment to Florida Gulf Coast University’s students of today and for generations to come.”

Ms. White thanked the FGCU Board of Trustees for an amazing two years and stated she appreciated her time on the Board and looked forward to coming back and seeing the progress of FGCU.

President Martin noted along with her service on the FGCU BOT, Ms. White was the first FGCU student to be elected Chair of the Florida Student Association (FSA) across the State University System (SUS) and served on the Board of Governors (BOG). He commended her for her remarkable leadership on campus and beyond, and thanked her for her service.

Item 5: Standing Report from FGCU Financing Corporation Board of Directors

FGCU BOT liaison to the FGCU Financing Corporation Board of Directors Trustee Eide reported that a meeting of the FGCU Financing Corporation was held on March 6, 2019 during which quarterly and annual financial results were reviewed. He noted both the quarter and the year were on track or ahead of budget. He stated it looked as if the full year would come in at $2 million excess of revenues over expenses. He noted this was the first time in many years Parking and Student Housing Operations produced a significant surplus due to FGCU being at 100 percent occupancy in cars and residents. He stated the FGCU Financing Corporation attempted to use the positive surplus results in its meeting with the rating agency to see if this could turn into an upgrade on the outstanding bonds; however, the rating agency indicated it took several years of this type of performance before bond upgrade was considered. He stated it was too early to predict next year’s occupancy; he would have these numbers at the June 2019 meeting of the FGCU Board of Trustees. He stated considering the return rate expected for the next year, and the yield of admissions, there was no reason to estimate less than 96 percent occupancy.

Item 6: Call for Executive Sessions

Vice President and General Counsel Vee Leonard called President Martin and the members of the FGCU Board of Trustees to meet with her for the Executive Sessions, along with outside counsels, to discuss a couple of matters of litigation. She stated outside counsel William Kratochvil was representing the University in the matter of Linda Pinckney versus Florida Gulf Coast University Board of Trustees. She stated outside counsel Richard Mitchell was defending the University in all litigation regarding L. Yvonne Brown versus Florida Gulf Coast University Board of Trustees, Kenneth Kavanagh, Dr. Roderick Rolle, Karl Smesko, and Kelly Brock.

At 9:25 a.m. Chair Gable temporarily adjourned the regular Board meeting for the purpose of convening the Executive Session in Cohen Center Room 213, and
announced the FGCU BOT meeting would reconvene immediately following adjournment of the Executive Sessions.

**Item 7: WGCU Public Media (TAB #4)**

Chair Gable reconvened the Board meeting at 10:19 a.m. upon conclusion of the two Executive Sessions.

Chair Gable stated that thanks to Trustee Fogg's interest in WGCU and Public Media, Interim Vice President for University Advancement and Interim Executive Director of FGCU Foundation Bill Rice, and WGCU Public Media General Manager Rick Johnson would make an informational presentation regarding WGCU Public Media.

Chair Gable called on Mr. Rice for opening remarks.

Mr. Rice explained WGCU was a unit of the Division of University Advancement and as such was not a Direct Support Organization (DSO), but rather functioned under FGCU's umbrella from an operational standpoint. He explained from a content standpoint, WGCU operated and reported to the President.

WGCU Public Media General Manager Rick Johnson reported WGCU had served Southwest Florida for over 35 years, first as WSFP which was a satellite operation of the University of South Florida (USF), and housed in separate locations, and then brought together on the FGCU Campus in the current WGCU Public Media building. He stated WGCU had five distinct television channels, the newest being a 24/7 PBS kids channel, as well as two FM radio services (news/information and classical music) on two full-power radio transmitters, and an auxiliary service which was just installed on the FGCU campus tower site, owned by Lee County. He stated WGCU also operated a 24-hour radio reading service with over 30 community volunteers for persons who are print challenged. He indicated WGCU was a Department of FGCU reporting to the Vice President for University Advancement on administrative matters and to President Martin on editorial and content matters.

Mr. Johnson played the “2019 Sizzle Reel” video as part of the WGCU Public Media PowerPoint, illustrating the depth and breadth of WGCU.

Mr. Johnson reported WGCU total revenues for the year were approximately $6.5 million which included $3.9 million raised from viewer and listener memberships, local and state-wide sponsorships and special events; $1.2 million from the Corporation for Public Broadcasting in the form of community service grants; $631,000 from FGCU E&G dollars which were spent on salaries; $407,000 from the State of Florida distributed through the Department of Education; and $218,000 raised in production grants and services. He reported $2 million in gifts and in-kind support were received in the form of facilities and administrative support from FGCU, and over $12 million was received in realized gifts, grants, and irrevocable bequests towards the $30 million goal of the WGCU “Fund our Future” Future Capital and Endowment Campaign. He stated
Total expenditures for the current fiscal year were projected to be $6.3 million: $2.9 million of that for program acquisition and production; $1.4 million for development and underwriting; $785,000 for administrative and finance; $765,000 for technology and operations; and $460,000 for community relations and outreach. He stated there also was a $3.7 million Public Education Capital Outlay (PECO) - funded project to rebuild the tower and main transmission facility located on State Road 31 near Babcock Ranch, projected to be completed in March 2020.

He noted WGCU had a tremendously talented and dedicated staff with 40 full-time employees: five in community relations and outreach (which included marketing, educational workshops and lifelong learning experiences); six in administration and finance (front office, front desk, and radio reading services); seven in development and underwriting membership (major donor stewardship and corporate sponsorship); seven in technology and operations (engineering, master control operators, programs, scheduling and logistics); and fifteen in content (television and radio producers, hosts, reporters and schedulers). He stated there were 18 FGCU student interns this past year, including two FGCU students who hosted the Curious Gulf Coast segments. He noted Davonte Detweiler, an FGCU freshman, was interviewed for the Family Pictures USA National PBS Series. He explained Davonte was the only one out of 11 students from his graduating class from Everglades City School to attend college. He said Davonte was a first-generation college student. He noted many students took advantage of the more than 200 hands-on production experiences afforded by the ESPN-3 and Atlantic Sun (ASUN) coverage of men’s and women’s basketball, soccer, tennis and softball. He reported WGCU spearheaded the technical side of that initiative and continued to support it. He stated there also was a ten-member WGCU Public Media Advisory Board, a volunteer group which assisted staff with development, content, and outreach advice, as well as hands-on participation in station activities. He said the members give generously of their time and treasure, and WGCU was fortunate to have so many talented and capable members supporting their efforts. He recognized WGCU Public Media Advisory Board Vice Chair Jim Hale, who was seated in the audience.

He reported in 2018, WGCU-TV was ranked #1 Public Television Station in the country based on market penetration. He stated over the course of the year, WGCU was viewed in 84 percent of all households in the service area and ranked #2 in the United States in market penetration in homes with less than $40,000 in household income. He said he believed this put to rest the idea that public television was an elite service for a small sliver of society. He stated WGCU received the Suncoast Emmy Award in 2018 for the Curious Kids television show. He stated later this year Southwest Florida residents and stories would be showcased in the new national PBS series Family Pictures USA. He explained WGCU was one of three co-producing stations in the country for this three-part series. He noted WGCU-FM Radio had a weekly cumulative audience of 134,000 listeners with a coverage area from Sarasota to Everglades City and east to Lake Okeechobee. He noted the WGCU News Team won a National Murrow Award Breaking News Coverage for the coverage of Hurricane Irma in 2017; won five 2018 Regional Murrow Awards; won the Florida Associated Press Station of
the Year Award in 2018; won nine other Associated Press Awards, and this year
generated eleven AP awards. He stated WGCU Public Media was named “Business of
the Year” by the Fort Myers News-Press, along with President Martin’s being named
“Person of the Year.”

Trustee Fogg thanked Mr. Rice and Mr. Johnson for the presentation. He stated
financially WGCU was larger than he expected; it was a serious enterprise and highly
regarded. He indicated that beyond financial regulation, he believed it was important for
the FGCU Board of Trustees to ensure the editorial content of FGCU was diverse in all
respects, including political. He stated he felt it would be an excellent idea to have a
FGCU BOT member represented on the WGCU Public Media Advisory Board. Chair
Gable asked how often the WGCU Public Media Advisory Board met. Mr. Johnson
responded four times per year. Chair Gable asked if the Board had an objection to
Trustee Fogg’s recommendation. There were no objections. He asked if there was a
volunteer to serve on the WGCU Public Media Advisory Board. Trustee Kevin Price
volunteered, and Chair Gable accepted the offer.

Trustee Price asked about distance learning and WGCU. Mr. Johnson responded one
classroom in the Public Media building was intended to be a distance learning
classroom; however, the Internet had displaced satellite distance learning. He stated
the most effective distribution of subject matter was via online streaming which was
much more cost effective. He noted WGCU could produce learning content, but
distribution should be online.

Trustee K. Smith commented he visited the WGCU building and it was an impressive
facility. He asked what WGCU might do with expanded resources to better serve FGCU
and the students. He asked if there was an area in which WGCU was resource limited.
Mr. Johnson responded WGCU had an excellent relationship with the Journalism
program, but would love to expand this to enable more students to use the facilities. He
stated in order to facilitate this expansion, part of the building would need to be
reconfigured to incorporate the Journalism program into the Public Media building.
Trustee K. Smith stated he would be interested in exploring ways to bring this to fruition.

President Martin stated there were three major programs on campus which connected
FGCU to the community: (1) the Bower School of Music and Arts, (2) Athletics and (3)
WGCU. He said during Hurricane Irma, the WGCU staff remained on campus
continuing to conduct WGCU business and news for the benefit of the region. He
commended Mr. Johnson and the WGCU staff.

Item 8: Standing Report from United Faculty of Florida (UFF)/FGCU Chapter
Chair Gable introduced Dr. Win Everham, President of the United Faculty of Florida
(UFF)/FGCU Chapter, whose report was being made in conjunction with the Collective
Bargaining Agreement provision that provides an opportunity to speak to FGCU Board
of Trustees agenda items which affect the wages, hours, and other terms and
conditions of employment of employees. “Employees” is defined as a member of the bargaining unit.

Dr. Everham reported he anticipated having a new UFF President to introduce at the June FGCU BOT meeting. He noted UFF was not yet fully engaged in the next cycle of Collective Bargaining. He thanked Trustee Fogg for attending the last Faculty Senate meeting. He stated he believed it was critical for Trustees to get to know the faculty. He invited all of the Trustees to attend any of his classes at any time, but they would need to let Vice President and Chief of Staff Susan Evans know if they planned to attend so it could be properly noticed. He noted the FGCU Faculty Senate was debating limits on Senate terms. He stated students and faculty were deeply involved in FGCU, and long-term excellence was derived from students’ and faculty members’ sense of commitment. He thanked students Ms. White and Trustee Ballin for their service to FGCU. He stated at its last meeting, the Faculty Senate discussed performance metrics. He stated he believed in these performance metrics, but the faculty concern was being too myopic in focusing on performance metrics. He stated graduation rates and retention could be improved by lowering standards which was not a path faculty would choose to pursue, nor should the FGCU Board of Trustees. He noted Dr. Cordova approached improving performance metrics in a positive and appropriate manner. He stated UFF hoped the State’s funding formula would be changed. He noted the future economic viability of Florida was critically tied to a well-supported vital university system. He noted while State funding decisions were not in the hands of the FGCU BOT, he hoped Board members would be able to communicate his concerns where indicated. He stated President Martin’s articulation of FGCU as a ladder rather than a filter was appreciated. He noted sometimes this took time, but always took resources. He noted he respected those who worked hard to keep FGCU fiscally lean, but he did not believe FGCU should continue to strive to be the least expensive university. He stated he hoped to come before the Board in June with an updated Collective Bargaining Agreement (CBA), but this depended upon timing of budgeting from the State. He thanked the trustees for their commitment to FGCU.

**Item 9: Standing Report from FGCU Foundation Board of Directors**

Chair Gable called on Interim Vice President for University Advancement, and Interim Executive Director of FGCU Foundation Bill Rice to give the report on behalf of the Foundation Board of Directors. Mr. Rice noted that FGCU BOT liaison to the FGCU Foundation Board of Directors Trustee Montgomery would be giving this report in the future.

Mr. Rice reported since the last FGCU Board of Trustees meeting, Vice President Chris Simoneau had moved on and taken a job with Lee Health. Mr. Rice stated he was serving as Interim Vice President for University Advancement, and Interim Executive Director of FGCU Foundation, and that President Martin diligently was working with FGCU Foundation Board Chair David Holmes, other Foundation officers and directors, and staff, as well as community leaders to determine potential local qualified individuals as a replacement.
Mr. Rice said on the investment side of things, the first quarter in the Foundation had been settling down and the nearly $100 million investment portfolio weathered through the financial markets inconsistencies under the very watchful eyes of the Outsourced Chief Investment Officers (OCIO). He noted it was projected that approximately $200,000 of the scholarship reserve would be used to subsidize endowed scholarships in fiscal year (FY) 2020. He stated the FGCU Foundation Independent Auditor’s Report Fiscal Year Ended June 30, 2018 was accepted by the FGCU BOT in January and was sent to the Board of Governors (BOG). He said the Foundation Audit Committee would meet in May to discuss the timeline for the 2019 Foundation audit report. He stated fundraising efforts continued in Athletics, which looked to complete Phase II of the Alico Arena enhancement project, and with mini-campaigns including for entrepreneurship and water to reach the $25 million goal. He said the FGCU Board of Trustees had the pleasure of hearing from WFGCU General Manager Rick Johnson on operations and positive impact on the community.

Mr. Rice stated from a Real Estate Committee standpoint, as the University continued to grow, the Foundation continued to look for affordable options for off-campus office space possibly to relocate non-essential staff to open space for student classrooms. He reported the events and special projects team continued to be busy with the University’s Lecture Series, the groundbreaking of the Student and Community Counseling Center, the open house for the newly-opened Construction Management Program, and the inaugural Endowed Donor Dinner. He stated to close the fiscal year, the Foundation’s Board membership was beginning the transition of all officers who concluded their two-year terms. He said in accordance with the Foundation Bylaws, officers may be elected to serve a second two-year term. He informed the Board that two positions in the Class of 2019 are opening up, leading to conversations with four individuals regarding their interest in joining the Foundation Board. He said they have narrowed the individuals down to three they would bring to the Board for nomination.

Trustee Fogg stated future reports from the Foundation should include fundraising dollars raised from report to report. Mr. Rice indicated as of yesterday FGCU was just shy of $19 million in cash and pledges for the fiscal year (July 1, 2018 through the current date). Trustee Fogg stated he felt a statistical comparison on the cash and pledges to past years should be made as well. Chair Gable stated this could be done.

**Item 10: Chair’s Report**

Chair Gable reported he and President Martin had the opportunity to attend Board of Governors (BOG) meetings several weeks ago. He noted the BOG wanted to make sure the various universities’ boards of trustees had a good handle on the budgetary process. He stated the FGCU BOT, assisted by Mr. Magiera, would ensure FGCU’s budget was handled appropriately. He stated the BOG had put together a comprehensive PowerPoint (“Flavors of Money”) which he believed was important for the FGCU BOT to review. He asked Ms. Evans to send the PowerPoint to the FGCU BOT for review prior to a presentation Mr. Magiera would make on it at the June Board meeting.
He announced the BOG was holding its next Trustee Summit on October 29, 2019 at the University of Florida (UF) and members of the BOG would like to see as many Trustees attend as possible. He asked members of the BOT to mark this date on the calendar and make arrangements to attend if at all possible. He noted it was important for FGCU to be well represented at the Summit.

He reported he also had the opportunity recently to have a series of discussions with BOG Chair Ned Lautenbach regarding the University’s and the BOG’s relationship with university DSOs. He stated Chair Lautenbach recommended waiting to see what happened in the legislative session, following which BOG staff would get back with Chair Gable regarding FGCU’s responsibilities related to the DSOs.

Chair Gable stated the President’s annual performance evaluation would be in June and that he would discuss this later in the agenda.

**Item 11: President’s Report**

President Martin introduced Dr. Aysegul Timur who joined FGCU as Assistant Vice President for Strategic Initiatives, Strategy and Program Innovation. He stated she would be working with Senior Vice President for Strategy and Program Innovation Mike Rollo, as well as Regional Economic Research Institute Director Chris Westley. President Martin said Dr. Timur brought with her connections, particularly to the business community across the region, and that she already had taken on a couple of tasks that would be of great significance to FGCU long term. He welcomed Dr. Timur to FGCU.

President Martin reported The Water School was rolled out recently. He stated this was one of the signature programs he believed would become the brand of FGCU. He stated FGCU was creating the capacity for significant contributions to all things related to water in Southwest Florida in an interdisciplinary and interinstitutional manner. He said aligned with the roll-out of The Water School, FGCU recently signed an MOU with Mote Marine Laboratory & Aquarium which he believed would bring strong relationships, as well as additional funding. He noted the principal focus of the program would be Red Tide, but he hoped long term this program would become an internationally recognized center for all things related to water in a coastal tropical zone. He stated Chair of the Department of Marine & Ecological Sciences Greg Tolley would be the leader of the initiative at this time. He said as The Water School grows, he was hopeful that Academic Building 9 (AB9) would be its physical home. He stated for now, the Emergent Technologies Institute (ETI) would be used as a centerpiece for some of the more technical research done on water quality. He said the program already was receiving significant attention from the press, and he thanked Trustee Fogg for being a major contributor in helping FGCU to articulate the plans to Tallahassee. He pointed out that Director of the Coastal Watershed Institute and Vester Field Station Michael Parsons recently was on WINK News discussing the current condition of the state of water off of the coast, and that FGCU faculty was getting the exposure they deserved for their expertise.
President Martin thanked the Trustees and students who attended FGCU Day at The Capitol. He stated he believed this was a fruitful day and while there were challenges with the Legislature, FGCU’s message was well delivered. He stated it was communicated to the Legislature that the investment in FGCU last year already was paying off, and that future investments would continue to enhance the service FGCU provided to the students, citizens of the region, and beyond.

President Martin explained FGCU faced a challenge in that both the House and the Senate had produced budgets which resulted in cuts to every university in the State University System (SUS). He noted the overall cut for recurring funding was about 2.4 percent, and FGCU’s share of this was just slightly over $5 million. He stated on the Senate’s side, its budget called for a cut that be about $780,000 for FGCU. He said this was disheartening as he believed FGCU had been underfunded, and the funds FGCU received last year from both performance funding and State appropriation really were beginning to make a difference. He stated he hoped that since the Governor weighed in with a budget larger than both the House and Senate budgets, there would be some rectification of the budget cut.

President Martin reminded the Board that every university had been required to appear before a House Committee to defend and explain its Public Education Capital Outlay (PECO) projects. He explained there was a serious consideration to remove projects from the PECO list from other universities. He noted the State had decided not to bond, so any construction money would have to come from cash, which was not a very big pool. He reported, nonetheless, FGCU remained on the list for a modest increase in the contribution to AB9. He said the good news was that in staying on the list, it gave FGCU the chance to do a little better than anticipated in the final decision making. He stated FGCU was fortunate to be recognized as far enough up on the building list to remain where in position. He believed there was approximately $2.5 million proposed in the budget to add to the “pot” accumulating for AB9. He stated that issues with some of FGCU’s sister institutions, the hurricane, and the concern over K-12 school safety were going to extract some money from the Legislature that otherwise might have been available to higher education. He noted staff was continually monitoring the legislative progress.

President Martin reported there had been some discussion regarding a succession plan for the larger leadership of FGCU. He stated the plan was to launch a search for a permanent Provost sometime early in the summer, and at the same time Chair Gable and he would continue to discuss the President’s relationship long term with the FGCU Board of Trustees and the University. He noted in June he would have a more detailed plan. He said someone at the BOG remarked that he and Chair Gable seemed to be on the same page in advancing FGCU, and he agreed.

President Martin stated FGCU was going to miss Dean of the Lutgert College of Business Bob Beatty who decided to accept a position with the University of Texas Tyler, and wished him well. He stated they had been meeting with the external search firm and putting together a committee, and the search for the new Dean of the Lutgert
College of Business would begin soon. He said it was important to consider long-term
implications with respect to the Vice President for University Advancement, and
Executive Director of FGCU Foundation position. He noted he was in conversations
with current Chair of the Foundation Board David Holmes from Punta Gorda and
incoming Chair Tim Cartwright from Naples, and it was determined that FGCU was
functioning well with Mr. Rice in his interim role, thus they would wait and determine the
fiscal situation coming from the Legislature before making specific decisions regarding
the position. He said that with the previous Vice President for University Advancement
Chris Simoneau, FGCU was lucky entering into an advancement pool nationally to find
someone who stepped into the role and got connected right away. He said because
FGCU was not a university with a deep and wealthy alumni base, the University had to
rely on a slightly different pool of philanthropists to help out. He said that meant FGCU
really needed someone who very quickly could understand the nature of the donors of
the region who are not alumni, but close to the University. He said that this would
require a different style than at a long-standing university with a large alumni base. He
said both Mr. Cartwright and Mr. Holmes had been tremendously helpful, and other
members of the Foundation Board had been called upon for their insights.

President Martin stated there were three key searches currently under way: (1) Dean of
the Marieb College of Health & Human Services, (2) Director of the Bower School of
Music and the Arts (noting that a meet and greet with the finalists for this position and
donors would be held in Naples), and (3) Associate Vice President for Enrollment
Management. He stated the searches were coming to a close and he hoped to have all
interviews completed prior to the end of the semester for those three positions.

President Martin reminded the Board that spring Commencement was approaching. He
encouraged the Trustees to participate, if possible. He stated he invited three founding
faculty members to be the Commencement speakers for each of the three ceremonies.

He announced that Regional Economic Research Institute Director Chris Westley would
serve as Interim Dean of the Lutgert College of Business. He thanked Dr. Westley for
stepping into this position.

Item 12: Academic/Student/Faculty Affairs Committee
(See Tabs #5-7)
Chair Gable indicated Committee Chair Christian Spilker was unable to attend today’s
meeting, and thus he would handle these items. He noted there were three action items
and asked Provost and Vice President for Academic Affairs James Llorens and Dr.
Cordova to present the first item, while Dr. Llorens would handle the following two
items.

FGCU 2019 Accountability Plan for Board of Governors (TAB #5)
Provost Llorens reported the FGCU 2019 Accountability Plan combined the Annual
Accountability Report and the University Work Plan into one document for submission to
the Board of Governors (BOG). He noted it presented the Mission Statement and the
Statement of Strategy. He acknowledged the work of the FGCU Institutional Research
staff, Director of Institution Research & Analysis Bob Vines, and Senior Associate Provost and Associate Vice President for Planning and Institutional Performance Paul Snyder. He noted the report highlighted four key drivers: (1) Campus culture of students first, (2) Creation of the Student Success & Enrollment Management Initiative, (3) Community Engagement, and (4) Infrastructure. Investment in critical infrastructure included facilities, technology, operational efficiencies, and personnel. He stated the report presented FGCU’s strengths, opportunities and challenges. He noted a key component to the report and plan was the implementation of student data analytics to guide initiatives. He said as FGCU moved into the second year of implementation, the University had begun to realize positive results. He reported a major emphasis was on the performance based funding metrics which determined performance based funding. He stated FGCU’s projected performance metric score was its highest point total ever at 81.

Dr. Cordova stated at the March BOG meeting Chair Lautenbach identified two critical metrics to the State University System (SUS): (1) Average Cost to the Student (Metric #3) and (2) Four Year Graduation Rate (Metric #4). He stated these metrics were critical, as was Metric #5, Academic Progress Rate (APR). He noted for the 2017-2018 academic year, the average cost to student was $15,350, whereas the year prior the average cost was $17,630, which represented a decrease of 14.9 percent. He said that FGCU scored a maximum of 10 points on Metric #3. He stated the decrease was a result of the improvement in the four-year graduation rate, as well as a significant increase in financial aid funding offered by the Florida Bright Futures academic funding. He noted FGCU scored the maximum improvement points (10 points) for this metric. He stated it was anticipated this number would further improve next year. He reported the four-year graduation rate for 2018 was 28.8 percent, representing an increase of 5.9 percent from 2017. He noted FGCU scored the maximum improvement points for this metric (10 points).

Dr. Cordova explained there were both qualitative and quantitative reasons for the increase in metric points. He noted qualitatively, in 2014, FGCU instituted mandatory advising for freshmen in undeclared majors. In Spring 2015, FGCU required freshmen to meet with advisors five times if placed on academic warning, curriculum maps for all degree programs were created and degree works was implemented. In 2016, data analytics were launched to better understand student populations. He noted quantitatively the percent of undergraduate students enrolled in 15 or more credit hours during the four years of the 2014 first-time-in-college (FTIC) cohort increased. He noted summer enrollment increased by 14.5 percent in semester credit hour (SCH); concurrently there was a 7.3 percent increase in total head count. He noted there was a 1.8 percent increase in the graduation rate as a direct result of students enrolling in summer classes. He noted spring interventions in 2018 ensured there were no barriers preventing students from graduating, provided the students passed classes. He stated right now FGCU had the potential to increase the four-year graduation rate by four percent if all students eligible this spring and summer satisfactorily completed the academic courses.
Dr. Cordova reported with respect to Metric #5, APR, it was the number of freshmen retained to sophomore year with a GPA of 2.0 or higher. He stated the APR for Fall 2018 was 72.4 percent which represented a decrease of 2.9 percent from Fall 2017; FGCU scored 0 points on this metric. He stated this data point was based on a cohort size of 2,624 students for Fall 2017 during which Hurricane Irma hit. He explained the drop of 2.9 percent effectively represented 75 students who scored a 2.0 or lower than the previous class year, and the overall drop of 1 percent represented 36 students who dropped out and did not return to FGCU from Fall 2017 to Fall 2018. He stated these numbers were a direct result of Hurricane Irma’s effects. He stated currently the freshman fall to spring GPA of 2.0 or higher was 82.3 percent, compared to 78.7 percent last year; therefore, there was a 3.6 percent increase in APR retention from fall to spring. He stated for the fall to spring, overall retention for FGCU was at 93.6 percent, which was higher than the Fall 2017 rate of 92.7 percent. He stated the current percentage of students on academic warning went down 3.2 percent from last year. He said the First Year Experience program, Eagles in 22 (presented at the January 8, 2019 Board meeting), was designed specifically to improve APR. He stated he believed FGCU’s APR could increase 3.5 percent to 4 percent next year.

Trustee Ashley Coone asked if any studies were being conducted regarding students enrolled in 15 or more credit hours and the number of classes passed versus failed. She asked if counselors were encouraging students to enroll in 15 credit hours. Dr. Cordova reported advisors were strongly encouraging students to enroll in 15 hours per term, but if students did not feel capable of successfully completing 15 credit hours then advisors were encouraging those students to enroll in summer classes to make up the difference.

Dr. Cordova reviewed the admissions data. He noted the first-time-in-college (FTIC) target for the incoming freshman class of 2019 was initially to enroll 500 students in summer and 2,500 students in fall. He noted this had shifted as estimated enrollment for fall was 2,600 students and summer was 400 students. He stated the expected yield of 34 percent was a positive increase of 3 percent due to an increase in students who applied and committed to FGCU as a first-choice school. He stated FGCU was on target to meet the goal of 350 upper level transfer students in fall, and 45 transfer students in summer. He said in terms of the lower-level transfer students, FGCU was just under the goal of 750 students at 700 students in the fall, but summer admits estimated to exceed the target of 130 students.

Provost Llorens recognized the support of the faculty in terms of collecting the data needed to develop the Plan. He explained the steps taken to accumulate data and create the Plan. He stated the Office of Institutional Research and the Office of the Provost played a major role in terms of data analytics. He said in review of the other metrics, FGCU met and exceeded goals in Metric #6 (Percentage of Bachelor’s Degrees Awarded within Programs of Strategic Emphasis), Metric #8 (Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis), Metric #7 (University Access Rate for Pell Grant students), and Metric #10 (Bachelor’s Degrees Awarded to Hispanic and African-American Students), which had been selected by the
University as a metric it wished to focus on. He stated the University continued to score well on Metric #9 (Percent of Baccalaureate Degrees Awarded without Excess Hours). He noted this metric was a challenge for all of the SUS institutions. He noted at the SUS level, the Council of Academic Vice Presidents (CAVP) was in the process of analyzing degree programs in excess of 120 hours. He said FGCU was working with deans, accrediting bodies, and industry leaders to ensure the University was maintaining the integrity of the degrees, yet continuing to heed the message from the BOG regarding excess credit hours. He noted FGCU would be adding five high-demand degree programs in the next two years: (1) Construction Management, (2) Digital Media Design, (3) Environmental Geology, (4) Analytics and Informatics, and (5) Supply Chain Management. He stated FGCU continued to show major success in professional licensure and certification exam first-time pass rates, time-to-degree for FTICs in 120-hour programs, and bachelor’s degrees awarded. He noted other key performance indicators were improving, and he believed the student success and enrollment management initiatives would lead to gains in performance indicators in coming years. He requested the FGCU Board of Trustees’ approval of the report for submission to the Board of Governors.

Trustee K. Smith made a motion to approve the FGCU 2019 Accountability Plan for the Board of Governors. Trustee McDonald seconded the motion. There was no public comment, or Board discussion. The vote was 10-0 in favor of the motion.

New Degree Program: Bachelor of Science in Analytics and Informatics (TAB #6)

Provost and Vice President for Academic Affairs James Llorens reported two new degree programs would be presented to the Board of Governors: (1) a Bachelor of Science in Analytics and Informatics and (2) a Bachelor of Science in Digital Media Design. He stated the Bachelor of Science in Analytics and Informatics would be offered in the Lutgert College of Business with an anticipated implementation date of Fall 2019. He stated Analytics and Informatics was critical in running FGCU, and he believed it was important to train students in this to provide many opportunities for graduates. He noted the Bachelor of Science in Analytics and Informatics would provide students with the knowledge and skills needed to process and understand the types and volume of data available to organizations. He stated graduates would be able to pursue careers in organizations locally and nationally in jobs with titles such as data analyst, healthcare data analyst, business intelligence analyst, compensation analyst, and sales operations analyst. He noted these areas of industry were critical to industry, education and all fields. He stated it would build on the knowledge and techniques from several academic disciplines including: statistics, computer science, information systems, information technology, economics, marketing, and other fields in the social sciences. He noted the pre-proposal was reviewed by the Council of Academic Vice Presidents (CAVP) Academic Program Coordination Work Group and was consistent with FGCU’s Strategic Plan and priorities. He stated the average salaries for business analytics ranged from approximately $35,000 per year for a marketing intern to $127,000 per year for data scientists. He stated it was anticipated 20 students would enroll for this degree in year one, 30 in year two, 35 in years three and four, and 40 in year five. He reviewed estimated faculty salaries and benefits,
approximately $170,000 in year one and $312,000 in year five. He noted the proposed
program would operate using regular tuition rates; and existing classroom, laboratory
and administrative spaces were sufficient for implementation and sustaining the
program through year five. He requested approval of the Bachelor of Science in
Analytics and Informatics.

Trustee K. Smith made a motion to approve the New Degree Program: Bachelor of
Science in Analytics and Informatics. Trustee Darleen Cors seconded the motion.

Trustee Roepstorff stated she worried that within the Southwest Florida Region, the
average wages for the program was $35,000 per year for the marketing intern, which
was less than the starting salary for FGCU bachelor’s graduates, which was at $38,000.
She said given that FGCU kept striving to create programs that drove up the salary for
bachelor’s degree graduates, she wondered how the degree would affect this number.
Provost Llorens explained additional industry with a demand for this graduating degree
was growing in Southwest Florida, but data analytics was quickly rising in demand.
Trustee Roepstorff stated she understood industry in Southwest Florida was in need of
this type of degree graduate, but she felt it was important to assist graduates in
obtaining the higher salary jobs in the industry.

Trustee S. Smith noted he had a family member who worked in this field. He stated he
felt the projected salaries were low, and he felt graduates with this degree would gain
employment with larger companies. He asked if the faculty for this degree program
were currently on staff or if new faculty members would be needed. He stated he
believed the numbers of projected students was low; he asked what FGCU would do to
create more interest in this program. Provost Llorens responded he had projected the
numbers on the conservative side, but expected demand to rise. He responded in
terms of faculty, some were in-house, and as the program grew additional faculty would
be required.

Trustee Price stated he wished to see a corporate sponsor for this and all new degree
programs, with a commitment to hire which would help FGCU gauge local interest;
however, he believed this degree program would fill a need in the market.

There was no public comment, or further Board discussion. The vote was 10-0 in favor
of the motion.

**New Degree Program: Bachelor of Science in Digital Media Design (TAB #7)**

Provost Llorens reported the Bachelor of Science in Digital Media Design would be in
the College of Arts and Sciences and the Bower School of Music and the Arts. He
noted this degree would meet the needs of industry and the interest of the students. He
stated students would work with new design paradigms to create products for multiple
media platforms. He reported careers in the field included web design, interactive
design, experience design, interface design, video game design, graphic design, etc.
He indicated this degree would prepare students for entry into graduate studies in the
masters and doctoral levels such as Doctor of Design, as well as MA and MS of Design.
He noted the pre-proposal was reviewed by the SUS Council of Academic Vice Presidents (CAVP) Academic Program Coordination Work Group in November 2016; was consistent with Board of Governors regulations in terms of authorization; and was 120 credit hours. He indicated it was consistent with FGCU’s Strategic Plan and priorities. He noted there were two degree programs which were similar, but not the same, at the University of Central Florida (UCF) and University of Florida (UF); therefore, FGCU would offer something unique. He stated the average base salary for an experienced designer was $107,000 per year, interactive designer $106,000, and user interface designer $87,000. He stated he anticipated a high level of interest among students. He indicated calculated cost for year one was $68,000, as there was currently faculty on board for this degree and two media lab studio spaces in place. He requested approval of the Bachelor of Science in Digital Media Design.

Trustee K. Smith made a motion to approve the New Degree Program: Bachelor of Science in Digital Media Design. Trustee McDonald seconded the motion. There was no public comment, or Board discussion. The vote was 10-0 in favor of the motion.

Item 13: Finance, Facilities and Administration Committee (See Tabs #8-10)
Committee Chair Ken Smith stated there were two information items and one action item on the agenda. He called on Chair Gable to present the first item, and Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera to present the remaining items.

President’s Performance Evaluation for 2018-2019 (TAB #8)
Chair Gable reported Tab #8 was the rating form utilized last year for President Martin’s performance evaluation. He said he welcomed any recommendations for improvement. He asked the Trustees to complete the form and return it to Susan Evans by April 26, 2019, at which point he would use the forms, in conjunction with consultation with the Chancellor and the Board of Governors Chair, to make recommendations on salary and bonus, which would be presented to the FGCU Board of Trustees at the June meeting when the performance evaluation was conducted.

Finance/Budget Update (TAB #9)
Mr. Magiera reported revenues were 0.45 percent above projected, which was where FGCU expected to be. He noted the only revenue line item greater than 5 percent was Concessions, but this was only $13,000. He noted on the expense side, there was a positive variance of 3.7 percent which equaled approximately $7.4 million. He explained there were a couple of items over 5 percent, one of which was General Expense which had a positive variance of 9.61 percent, or $3.2 million. He noted this was not uncommon at this point in the year; history showed FGCU spent approximately 35 percent of the General Expense budget in the last quarter of the year. He stated Capital Expenditures also were under, but only by $246,000. He stated there was a lot of money which had not been spent ($7.4 million). He explained departments were encouraged not to “spend just to spend.” He stated departments were encouraged to send money back if not spent; there would be no budget cut if a department did not
spend its budgeted amount. He stated this year it was important to have excess funds returned due to the carryforward which was needed for renovations. He noted the Legislature was considering increasing the 5 percent reserve to a 7 percent reserve, which would increase FGCU’s allowed reserve by $3 million.

Trustee Fogg stated Athletic Revenues (a little over $7.5 million) and Athletic Expenditures seemed out of line. He asked if this was a timing issue. Mr. Magiera responded in the affirmative; this would balance later in the year.

Regulation FGCU-PR5.006 Employee Criminal and Background Checks (TAB #10)
Mr. Magiera reported Regulation FGCU-PR5.006: Employee Criminal and Background Checks was for a couple of changes to the existing Regulation. He explained the title was changed a bit, but the main focus was to make it known the University would not pay for background checks and fingerprinting for camps and various associated outside activities conducted on campus. He noted background checks for these were required by law and would be completed at the expense of the camps.

Trustee S. Smith made a motion to approve Regulation FGCU PR5.006: Employee Criminal and Background Checks. Trustee Cors seconded the motion. There was no public comment, or Board discussion. The vote was 10-0 in favor of the motion.

Item 14: Audit and Compliance Committee (See Tabs #11-14)
Chair Gable called on Audit and Compliance Committee Chair Joseph Fogg to present these items.

Trustee Fogg reported the Audit and Compliance Committee met on April 2, 2019 and had four action items to recommend for approval. He called on Director of Equity, Ethics and Compliance, and Title IX Coordinator Precious Gunter and Director of Internal Audit Bill Foster to present the items.

Annual Compliance Report 2018 (TAB #11)
Ms. Gunter reported on the Annual Compliance Report 2018 to be presented to the Board of Governors pursuant to State University System (SUS) Regulation 4.003, SUS Compliance and Ethics Programs. The University was required to report on the Compliance and Ethics Program at least annually. She explained that through the Program Plan, which was also approved first by the Audit and Compliance Committee and then by the FGCU Board of Trustees (BOT), the Office of Intuitional Equity and Compliance (OIEC) had identified Compliance Liaisons throughout the University. She stated in order to ensure FGCU was compliant with this requirement, the Compliance Liaisons Committee was reinstituted which consisted of key stakeholders, and met quarterly. She noted this report covered the calendar year from January 1, 2018 to December 31, 2018. She said in February 2018, the FGCU BOT approved the Code of Conduct and the Code of Ethics Regulation for the University. She stated the Code of Conduct had been incorporated into FGCU’s New Employee Orientation. She noted annual evaluation metrics had been instituted in terms of ethics; all employees were
required to complete ethics training, as was the FGCU BOT. She reported FGCU received a score of 18 out of 19 on the program rating from the BOG. She explained the reason FGCU did not receive a 19 out of 19 was because the five-year review was not yet done as it was on schedule for completion in 2021.

Trustee Fogg commented the Audit and Compliance Committee spent quite a bit of time on the Annual Compliance Report 2018. He explained it was a list of the different reports which were required to be submitted to various places throughout the State of Florida and contained well over 100 items, many of which did not involve the Audit and Compliance Committee, but involved facilities, management and others at the University. He noted there were no policy issues, but the FGCU BOT should be aware of the time spent simply filing reports to comply with various regulations. He stated the Audit and Compliance Committee had reviewed this document and was recommending its approval to the Board.

Trustee S. Smith made a motion to approve the Annual Compliance Report 2018. Trustee K. Smith seconded the motion.

Trustee Roepstorff asked if ethics training would be an annual requirement for all members of the FGCU BOT, or if only new Board members would be required to undergo the training. Ms. Gunter responded only new Trustees would complete training; the FGCU BOT would not be required to complete the training annually. She indicated that she sends new Board members a link to online ethics training, but that they were more than welcome to request a one-on-one training if they preferred.

There was no public comment, or further Board discussion. The vote was 10-0 in favor of the motion.

Process for Agreed-On Procedures for Performance Based Data Integrity Audit (TAB #12)

Trustee Fogg said there had been quite a bit of discussion regarding this Item at the last Audit and Compliance Committee meeting, and the Committee recommended FGCU staff fully conduct the Performance Based Data Integrity Audit for the forthcoming year without outside consultants, which was a practice followed by 10 of the 12 universities within the SUS.

Trustee K. Smith made a motion to accept the Process for Agreed-On Procedures for Performance Based Data Integrity Audit. Trustee Ballin seconded the motion.

Mr. Foster indicated FGCU planned to hire an IT Auditor in approximately one month which would increase the skill set and available resources of the Internal Audit Office and would facilitate in-house support on data testing previously contracted to an outside CPA firm as part of the Performance Based Data Integrity Audit for the Board of Governors.
Trustee Roepstorff stated that in the past, there was not adequate staff to perform the audit in-house and the University had no other option but to perform the audit using an outside CPA firm. She asked if the FGCU BOT was approving taking on the audit in-house before the staff was hired. Trustee Fogg stated that the Office of Internal Audit was performing a lot of the work anyway, and that the only thing that previously was not being farmed out was the review of the procedures.

There was no public comment, or further Board discussion. The vote was 10-0 in favor of the motion.

**WGCU Public Media Audit Report for the Years ended June 30, 2018 and June 30, 2017 (TAB #13)**

Trustee Fogg reported the Audit and Compliance Committee reviewed the WGCU Public Media Audit Report for the Years ended June 30, 2018 and June 30, 2017 and recommended its acceptance to the Board.

Mr. Foster reported this Report presented the results of the Audit for Public Broadcasting for the comparative years ending June 30, 2018 and June 30, 2017 respectively. He noted the purpose of the Audit, which was required for all public media, radio, and television stations, was to document and review the financial activity of the University’s Public Media function. He noted this was a department of the University, not a Direct Support Organization (DSO). He noted the CPA firm which performed this Audit performed the same Audit for multiple Public Broadcasting entities. He noted WGCU and the CPA included him on relevant items such as fraud inquiries and proposed audit adjustments. He stated page 4 of the Audit Report noted these items included monetary amounts from the Public Media department of the University and related monetary amounts from the FGCU Foundation. He pointed out there was an audit adjustment for a depreciation of $80,510. He explained this adjustment resulted from an incorrect beginning number for accumulated depreciation found during the consolidation process which was corrected during the audit. He stated the numbers on the University’s record were correct.

He noted the auditors had determined the financial statements fairly presented the financial position of WGCU, which was called a clean opinion. He noted the Statement of Net Position (formerly known as a balance sheet), on page 7, reflected at year-end on June 30, 2018, WGCU had $5.1 million in total assets, $1.1 million in total liabilities, and residual equity of $4 million. At the end of June 30, 2017, WGCU had $5.3 million in total assets, $1.5 million in total liabilities, and a net position of $3.8 million. He indicated the Statement of Revenues, Expenses and Changes in Net Position (income statements) beginning on page 8 showed an operating net income of $9.2 million at the end of June 30, 2018. For the year ended June 30, 2017, WGCU had $9.1 million in operating revenue, $9.5 million in operating expense, and $0.2 million in non-operating revenue (primarily investment income), resulting in a net decrease of $0.2 million.

He stated page 9, the Statement of Cash Flows, showed the effects to cash from financial transactions. He noted the net effect for the year ended June 30, 2018 was a
$2,992 decrease in cash and cash equivalents for the year, and for 2017 a $43,073 decrease. He stated Notes to the Financial Statements in the report were located on pages 10 through 24; pages 25 through 27 were Supplemental Information on revenues, expenses and changes of position in the TV and radio stations listed by functional category.

Trustee K. Smith made a motion to accept the WGCU Public Media Audit Report for the Years ended June 30, 2018 and June 30, 2017. Trustee Coone seconded the motion. There was no public comment, or Board discussion. The vote was 10-0 in favor of the motion.

FGCU Athletics National Collegiate Athletic Association (NCAA) Report for the Year ended June 30, 2018 (TAB #14)

Trustee Fogg indicated President Martin assisted the Audit and Compliance Committee with interpreting this report. He noted the Audit and Compliance Committee was satisfied with the report and recommended its acceptance to the full Board. President Martin indicated the report was required annually by the National Collegiate Athletic Association (NCAA) and was a complex and sometimes confusing document. He explained the NCAA used the data to ensure FGCU was compliant with everything from being fiscally viable to the appropriate level of scholarships provided. He stated he was confident FGCU was compliant with the NCAA’s regulations.

Mr. Foster noted the key point of the report was that FGCU Athletics broke even, which was a positive, and difficult feat to achieve; many universities did not break even.

Trustee K. Smith made a motion to accept the FGCU Athletics National Collegiate Athletic Association (NCAA) Report for the Year ended June 30, 2018. Trustee S. Smith seconded the motion. There was no public comment, or Board discussion. The vote was 10-0 in favor of the motion.

Chair Gable thanked Trustee Fogg and the Audit and Compliance Committee for its time and effort. He reminded and encouraged the Trustees to attend the BOG Trustee Summit on October 29, 2019 at the University of Florida (UF). He noted this was an important event. He thanked Mr. Johnson and WGCU for the presentation, and Trustee Price for volunteering for the WGCU Public Media Advisory Board.

Item 15: Old Business

Trustee Roepstorff asked if the Health and Fitness Center was on track to open on schedule. Mr. Magiera responded in the affirmative and said that it was scheduled to open in January.

Trustee Price acknowledged the great work of Women’s Basketball Head Coach Karl Smesko, Director of Athletics Ken Kavanagh, and the Women’s Basketball Team for representing the University in the NCAA tournament this year.
Item 16: New Business

There was no new business for discussion.

Item 17: Chair’s Closing Remarks, and Adjournment

Chair Gable stated the next FGCU Board of Trustees meeting would be held on Tuesday, June 11, 2019 and would include a number of important items like approval of the new budget, and the President’s performance evaluation.

Chair Gable adjourned the meeting at 12:06 p.m.

Minutes prepared by Transcription Experts, and reviewed by Tiffany Jackson, FGCU Assistant Director of Board Operations.

Agenda Items:

A. See Tabs # 1-14

Attachment:

A. Record of Votes
# Record of Votes
## FGCU Board of Trustees
**DATE:** 4/9/2019

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1 TRUSTEES: No quorum was present for the following trustee(s):

- Trustee Leo Montgomery
- Trustee Christian Spilker

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FGCU 2019 Accountability Plan for Board of Governors (Tab #5)
1- K. Smith
2- McDonald

New Degree Program: Bachelor of Science in Analytics and Informatics (Tab #6)
1- K. Smith
2- Cors

New Degree Program: Bachelor of Arts in Digital Media Design (Tab #7)
1- K. Smith
2- McDonald

Regulation FGCU-PR5.006 Employee Criminal and Background Checks (Tab #10)
1- S. Smith
2- K. Smith

Process for Agreed-On Procedures for Performance Based Data Integrity Audit (Tab #12)
1- K. Smith
2- Ballin

Annual Compliance Report 2018 (Tab #11)
1- S. Smith
2- K. Smith

FGCU Public Media Audit Report for the Years ended June 30, 2018 and June 30, 2017 (Tab #13)
1- K. Smith
2- Coone

FGCU Athletics National Collegiate Athletic Association (NCAA) Report for the Year ended June 30, 2018 (Tab #14)
1- K. Smith
2- S. Smith