

1 **FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES**

2
3 **Tuesday, April 9, 2019**

4
5 **COHEN CENTER BALLROOM, ROOM #203**
6 **Florida Gulf Coast University**

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Meeting Minutes

10
11 **Members:**

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

16
17 *Not Present:* Trustee Christian Spilker (Excused Absence) and Trustee Leo
18 Montgomery (Excused Absence).

19
20 **Others:**

21 Staff Advisory Council (SAC) President Missy Berkley.

22
23 *Staff:* President Mike Martin; Provost and Vice President for Academic Affairs James
24 Llorens; Vice President for Administrative Services and Finance, and Executive Director
25 of FGCU Financing Corporation Steve Magiera; Vice President and Chief of Staff Susan
26 Evans; Vice President and General Counsel Vee Leonard; Vice President for Student
27 Success & Enrollment Management Mitchell Cordova; Senior Vice President for
28 Strategy and Program Innovation Mike Rollo; Interim Vice President for University
29 Advancement, and Interim Executive Director of FGCU Foundation Bill Rice; Director of
30 Equity, Ethics and Compliance, and Title IX Coordinator Precious Gunter; Director of
31 Internal Audit Bill Foster; Director of Operations Tiffany Reynolds; Assistant Director of
32 Board Operations Tiffany Jackson; Project Manager Melissa Pind; and Executive
33 Assistant to the Vice President and Chief of Staff Bruna Ugolotti.

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

39
40 **Item 1: Call to Order, Roll Call, and Welcome to New Trustee Joshua Ballin**

41 Chair Blake Gable called the meeting to order at 8:34 a.m., and stated that the noticed
42 meeting was originating from the Cohen Center Ballroom on the campus of Florida Gulf
43 Coast University (FGCU). He asked Vice President and Chief of Staff Susan Evans to
44 call the roll. Roll call was taken with 11 of 13 members present, thus meeting quorum
45 requirements. Trustees Christian Spilker and Leo Montgomery were granted excused
46 absences.

47 Chair Gable welcomed newly elected Student Government President (and Trustee)
48 Joshua Ballin to the FGCU Board of Trustees (BOT). Trustee Ballin stated he had been
49 looking forward to his first BOT meeting. He stated he was a junior studying Resort and
50 Hospitality Management at FGCU. He said he was born in Fort Lauderdale, raised in
51 North Carolina, and chose FGCU because it was distinctive. He said he was fortunate
52 to have the Florida Pre-Paid College Tuition Plan because it allowed him to choose his
53 university. Trustee Ballin said he had received an acceptance to Florida State
54 University (FSU) but he toured FGCU because his friend was going to attend here and
55 recommended it to him. He stated from the second he came on campus, his decision
56 was made due to the welcoming atmosphere and incredible people he encountered. He
57 said looking back three years later, FGCU had been a positive, life-changing experience
58 and had afforded him many opportunities. Trustee Ballin said his goal as Student
59 Government President and as a Trustee is to enable every student at FGCU to have the
60 same positive experience.

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62

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

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

75

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

88

89 Dr. Cordova stated there were a number of opportunities to gain efficiency and
90 innovation through the ESC. He said an example would be residency, and that FGCU
91 could consolidate Florida residency declaration services for all students as they
92 currently were being handled by two different departments in two different locations. He

93 said in the area of scholarships, the University had the opportunity to consolidate all
94 scholarship services provided at the institution – Admissions merit, FGCU Foundation
95 scholarships, Florida Bright Futures scholarships, and private scholarships, which are
96 also currently handled by two different departments located in two different locations.
97 He stated staff would be cross-trained to efficiently serve students all in one place
98 without sending them to various campus locations. He said some other examples
99 where efficiencies could be gained by the ESC were: Veteran Services, withdrawals,
100 and student holds. He explained these efficiencies would provide a better workflow
101 between academic advisors and ESC staff. He said specifically with student holds,
102 putting that information in the hands of academic advisors who then understood what
103 the holds were and how to best help the students get the holds released with the ESC
104 was powerful and critical in helping students minimize the barriers they currently had in
105 that area. He stated he saw a really strong connection between academic advisors and
106 the services provided through the ESC.

107

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

112

113 He stated the Virtual - ESC would provide the opportunity to allow current and
114 prospective FGCU students to complete various transactions online such as applying
115 for admission, applying for Financial Aid & Scholarships, registering for Eagle View
116 Orientation, signing up for housing, class registration, transcript requests, tuition
117 payments, parking services, etc. He displayed several maps and illustrations which
118 showed where the ESC would be located and visual design concepts for the Student
119 Plaza, which was comprised of the following buildings: Howard Hall, McTarnaghan Hall,
120 Wellness Center and Cohen Center. He noted the ESC would be located on the first
121 floor of McTarnaghan Hall with a renovation cost of \$1.4 million (plus \$300,000 for
122 furniture). He indicated the space would be open and inviting and contain all the staff
123 directly involved in delivering the ESC. He said the location would be approximately
124 8,700 square feet; the left side would be principally Enrollment Management Services
125 and the right side would be Student Financial Services. He said a full-gut renovation to
126 the space to make it what it could be in delivering the services through the ESC was
127 anticipated.

128

129 Dr. Cordova stated the first floor of Howard Hall would be redesigned as well and would
130 complement the ESC (renovation cost \$1.1 million plus \$300,000 for furniture). He
131 stated the second floor of Howard Hall would contain leadership staff, Registration and
132 Records, some Financial Aid and Scholarships staff, Graduate Studies, Business
133 Operations and Campus Reservations. He stated he did not believe the second floor of
134 Howard Hall would require full renovation due to recent renovations in the building, but
135 a full renovation would cost \$1.4 million. He said the Wellness Center building played a
136 critical role in supporting the ESC because it was where University Advising Services
137 and Career Development Services would be located. He said the full building
138 renovation cost would be about \$850,000 plus \$300,000 for furniture. He stated the first

139 floor of the Cohen Center would support administrative offices for the Division of
140 Student Success and Enrollment Management, Student Engagement, and some
141 Campus Reservations staff. He stated the Cohen Center also would augment student
142 activity and auxiliary space on the first floor. He stated he was unsure of the renovation
143 cost for the Cohen Center because discussions were still preliminary. He indicated the
144 order of renovation would be: (1) Wellness Building, (2) the first floor of McTarnaghan
145 Hall, (3) the first floor of Howard Hall, (4) the second floor of McTarnaghan Hall, (5) The
146 second floor of Howard Hall and (6) the first floor of the Cohen Center. Dr. Cordova
147 finished by stating he would be happy to answer any questions regarding the ESC.
148

149 Trustee Richard Eide asked if the ESC was geared toward the newly admitted students
150 and the steps that they would take to become a FGCU student. Dr. Cordova responded
151 the ESC plan provided services for prospective students, as well as newly admitted
152 students. Trustee Eide asked how many times and in what ways it was communicated
153 to FGCU prospective or admitted students that we want and expect them to finish in
154 four years. Dr. Cordova responded every possible opportunity was taken to reinforce
155 the concept of graduation. He said it begins when students go through Eagle View
156 Orientation (EVO) where they register for classes. He said the message also is
157 reinforced through the First Year Experience (FYE) program, which was discussed at a
158 previous Board meeting. Trustee Eide asked if there were incentives offered to
159 students to graduate in four years. Dr. Cordova responded in the affirmative; there was
160 a *Soar in 4* rebate program that incentivized students to graduate in four years to be
161 eligible to receive a rebate on first-year tuition. He said a proactive incentivized plan for
162 students to understand the importance of matriculating on time and reward them for
163 progressing, persisting, and staying on track in four years also was being considered.
164

165 Trustee Ken Smith asked what the *Soar in 4* numbers were and whether students were
166 taking advantage of the rebate program. Dr. Cordova responded he did not have the
167 numbers with him. Trustee K. Smith asked if staff had goals and expectations for wait
168 times, and would the wait-time statistics be monitored. Dr. Cordova responded he was
169 unsure; he asked Director of Financial Aid and Scholarships Jorge Lopez to answer the
170 question. Mr. Lopez indicated the wait time goal was under 20 minutes. Trustee K.
171 Smith asked if any of the Virtual - ESC services were new or if some of the services
172 could be done currently, and was there a plan to add anything to increase efficiencies.
173 Dr. Cordova responded by saying some of the services currently were available online
174 and others would be expanded to online, such as Parking Services. He explained that
175 currently, students went to the Student Plaza for Parking Services, but they envisioned
176 students being able to obtain a parking permit online in the future. He said staff also
177 would like to optimize the services that currently are available online.
178

179 Trustee Joseph Fogg asked what issues needed to be addressed which would
180 significantly impact the four-year graduation rate. Dr. Cordova responded the First Year
181 Experience (FYE) *Eagles in 22* program was critical; it was important to connect
182 students to campus. He stated another issue was trying to minimize the number of D,
183 F, and W rates students acquired in lower-level courses and upper-level courses. He
184 explained this was being addressed through various academic strategies and

185 supplemental instruction. He stated students were being encouraged to enroll in
186 summer school to make up failed classes to stay on track for graduating in four years.
187 He reported this year's graduating class showed a 5.9 percent increase in four-year
188 graduation over the past year. He said 5.4 percent of those students were able to
189 graduate because they took classes in the summer of their last year. Trustee Fogg
190 commented these issues were different than the previously considered issues such as
191 students transferring to other universities or needing to work and taking classes on a
192 part-time basis. Dr. Cordova stated work opportunities were expanded on campus to
193 encourage students to continue their education. He stated recruitment strategies and
194 efforts were increased with a goal of admitting students who had FGCU as a first-choice
195 school. He explained all these efforts combined would have a cumulative effect on
196 improving four-year graduation rates, as well as improving the metric with staying
197 power. He said they were trying to target certain areas that if sustained over time,
198 would continue to increase the four-year graduation rate.

199

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

204

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

212

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

230 commented that Mr. Magiera educated the Board well about renovations and that it was
231 important to be aware of the changing rules and regulations regarding renovations.

232
233 President Mike Martin explained how last year's budget was distributed to ensure FGCU
234 upheld all laws and legislation while enabling the University to retain some financial
235 flexibility. He noted Florida was thirty-third in the nation with 29.2 percent of Florida's
236 workforce having a bachelor's degree or higher. He stated FGCU aimed to increase the
237 percentage of the workforce with bachelor's degrees by aligning degrees with the local
238 economy and seeking out-of-state students who would stay in Florida post-graduation.
239 He indicated he wished to study the elasticity of demand for non-resident students to
240 determine if FGCU was pricing itself out of some markets. He said the differential
241 between in-state and out-of-state tuition was pretty high. He explained there was one
242 program on campus which allowed a discount on out-of-state tuition if the student
243 committed to three years in a residence hall. He said he would like to, at some point,
244 have a deeper conversation about a bigger strategy to attract the right kind of students,
245 both in-state and out-of-state who would stay in the region and make a difference. He
246 said Trustee Ballin was the "poster child" for out-of-state students, the kind of student
247 who wished to establish and retain residency in the State of Florida.

248
249 Trustee Fogg asked Trustee Ballin for his opinion regarding Dr. Cordova's presentation.
250 Trustee Ballin commended Dr. Cordova for the presentation. He stated in his
251 experience it was rather hectic running between desks, buildings and departments to
252 get things accomplished. He noted McTarnaghan Hall was a bit outdated. He thought
253 the proposed reconstruction design was wonderful, and as a hospitality major he
254 appreciated Dr. Cordova's vision of an open and welcoming "Disney" concept. He
255 noted providing students with resources in a space that was inviting, modern and met
256 student interests would improve student success. He stated he believed this would be
257 an extremely positive change which would help all students, from prospective to
258 graduating students.

259
260 Trustee Ballin asked if there would be a centralized location for on-campus employment
261 recruitment. Dr. Cordova responded they were in the process of creating a new website
262 which would front and center display advertisements and announcements regarding
263 employment opportunities for students. Trustee Ballin thanked Dr. Cordova for his
264 efforts in this regard. He stated living in Southwest Florida, whether on or off campus,
265 was very expensive, and he believed providing students with on-campus employment
266 opportunities would alleviate this, and would in turn improve four-year graduation rates.

267
268 Trustee Mike McDonald stated he was interested in the Virtual-ESC and wondered if all
269 ESC services were duplicated in the virtual setting and would there be a chat function
270 enabled for a staff member to answer student questions. Dr. Cordova responded that if
271 a student had difficulty with virtual services, help would be provided. The goal, however,
272 was to improve the efficiency of services offered online, and it was hoped that services
273 provided virtually would be performed virtually, eliminating the need to visit the Student
274 Plaza for all student services, thus making the area a less hectic and crowded

275 environment. He noted educating students about what services were provided virtually
276 versus face-to-face was a large part of the efficiency strategy.

277
278 Dr. Cordova announced Director of Financial Aid and Scholarships Jorge Lopez would
279 be the new Assistant Vice President of Student Enrollment and Financial Services. Dr.
280 Cordova stated that Mr. Lopez in his new role still would manage the Department of
281 Financial Aid and Scholarships, but also would take on the leadership and management
282 in getting the ESC off the ground.

283
284 Trustee Ballin asked if the number of staff would be increased to facilitate the ESC, and
285 if so, how much would this cost. Dr. Cordova responded in the affirmative; the ESC
286 would require some additional staff to be hired. He explained he was in the process of
287 determining what staff would be needed for the ESC and what current staff was
288 available to fill ESC roles. He explained he was in the process of creating a new budget
289 request for next year which would reflect employment changes and new employee
290 requests.

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292

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

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

297
298 Trustee K. Smith made a motion to approve the Consent Agenda. Trustee Eide
299 seconded the motion. There was no public comment, or Board discussion. The vote
300 was 11-0 in favor of the motion.

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302

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

305 President Martin and Chair Gable presented to outgoing Trustee Jalisa White the
306 Resolution of Appreciation, which was read into the record by Vice President and Chief
307 of Staff Susan Evans:

308
309 "Whereas, in 2001 there was created a new system of K-20 seamless education
310 for the State of Florida, which included installation of the Florida Gulf Coast
311 University Board of Trustees; and

312 Whereas, the President of each state university's Student Government is
313 statutorily appointed as a trustee for his or her respective university; and
314 Whereas, Jalisa White was elected by her peers as President of the Florida Gulf
315 Coast University Student Government in 2017 and 2018, thereby causing her to
316 be appointed for two terms to the Florida Gulf Coast University Board of
317 Trustees; and

318 Whereas, Jalisa White served with great distinction on the Florida Gulf Coast
319 University Board of Trustees during 2017-2019 as a representative of the 15,000
320 students at Florida Gulf Coast University;

321 Now, therefore be it resolved that the Florida Gulf Coast University Board of
322 Trustees wishes to express appreciation for Jalisa White's outstanding service,
323 and wishes to recognize her commitment to Florida Gulf Coast University's
324 students of today and for generations to come."

325
326 Ms. White thanked the FGCU Board of Trustees for an amazing two years and stated
327 she appreciated her time on the Board and looked forward to coming back and seeing
328 the progress of FGCU.

329
330 President Martin noted along with her service on the FGCU BOT, Ms. White was the
331 first FGCU student to be elected Chair of the Florida Student Association (FSA) across
332 the State University System (SUS) and served on the Board of Governors (BOG). He
333 commended her for her remarkable leadership on campus and beyond, and thanked
334 her for her service.

335
336
337 **Item 5: Standing Report from FGCU Financing Corporation Board of Directors**

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

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354
355 **Item 6: Call for Executive Sessions**

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

364
365 At 9:25 a.m. Chair Gable temporarily adjourned the regular Board meeting for the
366 purpose of convening the Executive Session in Cohen Center Room 213, and

367 announced the FGCU BOT meeting would reconvene immediately following
368 adjournment of the Executive Sessions.

369
370

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

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

374

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

379

380 Chair Gable called on Mr. Rice for opening remarks.

381

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

386

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

399

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

402

403 Mr. Johnson reported WGCU total revenues for the year were approximately \$6.5
404 million which included \$3.9 million raised from viewer and listener memberships, local
405 and state-wide sponsorships and special events; \$1.2 million from the Corporation for
406 Public Broadcasting in the form of community service grants; \$631,000 from FGCU
407 E&G dollars which were spent on salaries; \$407,000 from the State of Florida
408 distributed through the Department of Education; and \$218,000 raised in production
409 grants and services. He reported \$2 million in gifts and in-kind support were received in
410 the form of facilities and administrative support from FGCU, and over \$12 million was
411 received in realized gifts, grants, and irrevocable bequests towards the \$30 million goal
412 of the WGCU "Fund our Future" Future Capital and Endowment Campaign. He stated

413 total expenditures for the current fiscal year were projected to be \$6.3 million: \$2.9
414 million of that for program acquisition and production; \$1.4 million for development and
415 underwriting; \$785,000 for administrative and finance; \$765,000 for technology and
416 operations; and \$460,000 for community relations and outreach. He stated there also
417 was a \$3.7 million Public Education Capital Outlay (PECO) - funded project to rebuild
418 the tower and main transmission facility located on State Road 31 near Babcock Ranch,
419 projected to be completed in March 2020.

420

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

444

445 He reported in 2018, WGCU-TV was ranked #1 Public Television Station in the country
446 based on market penetration. He stated over the course of the year, WGCU was
447 viewed in 84 percent of all households in the service area and ranked #2 in the United
448 States in market penetration in homes with less than \$40,000 in household income. He
449 said he believed this put to rest the idea that public television was an elite service for a
450 small sliver of society. He stated WGCU received the Suncoast Emmy Award in 2018
451 for the *Curious Kids* television show. He stated later this year Southwest Florida
452 residents and stories would be showcased in the new national PBS series *Family*
453 *Pictures USA*. He explained WGCU was one of three co-producing stations in the
454 country for this three-part series. He noted WGCU-FM Radio had a weekly cumulative
455 audience of 134,000 listeners with a coverage area from Sarasota to Everglades City
456 and east to Lake Okeechobee. He noted the WGCU News Team won a National
457 Murrow Award Breaking News Coverage for the coverage of Hurricane Irma in 2017;
458 won five 2018 Regional Murrow Awards; won the Florida Associated Press Station of

459 the Year Award in 2018; won nine other Associated Press Awards, and this year
460 garnered eleven AP awards. He stated WGCU Public Media was named “Business of
461 the Year” by the Fort Myers News-Press, along with President Martin’s being named
462 “Person of the Year.”

463
464 Trustee Fogg thanked Mr. Rice and Mr. Johnson for the presentation. He stated
465 financially WGCU was larger than he expected; it was a serious enterprise and highly
466 regarded. He indicated that beyond financial regulation, he believed it was important for
467 the FGCU Board of Trustees to ensure the editorial content of FGCU was diverse in all
468 respects, including political. He stated he felt it would be an excellent idea to have a
469 FGCU BOT member represented on the WGCU Public Media Advisory Board. Chair
470 Gable asked how often the WGCU Public Media Advisory Board met. Mr. Johnson
471 responded four times per year. Chair Gable asked if the Board had an objection to
472 Trustee Fogg’s recommendation. There were no objections. He asked if there was a
473 volunteer to serve on the WGCU Public Media Advisory Board. Trustee Kevin Price
474 volunteered, and Chair Gable accepted the offer.

475
476 Trustee Price asked about distance learning and WGCU. Mr. Johnson responded one
477 classroom in the Public Media building was intended to be a distance learning
478 classroom; however, the Internet had displaced satellite distance learning. He stated
479 the most effective distribution of subject matter was via online streaming which was
480 much more cost effective. He noted WGCU could produce learning content, but
481 distribution should be online.

482
483 Trustee K. Smith commented he visited the WGCU building and it was an impressive
484 facility. He asked what WGCU might do with expanded resources to better serve FGCU
485 and the students. He asked if there was an area in which WGCU was resource limited.
486 Mr. Johnson responded WGCU had an excellent relationship with the Journalism
487 program, but would love to expand this to enable more students to use the facilities. He
488 stated in order to facilitate this expansion, part of the building would need to be
489 reconfigured to incorporate the Journalism program into the Public Media building.
490 Trustee K. Smith stated he would be interested in exploring ways to bring this to fruition.

491
492 President Martin stated there were three major programs on campus which connected
493 FGCU to the community: (1) the Bower School of Music and Arts, (2) Athletics and (3)
494 WGCU. He said during Hurricane Irma, the WGCU staff remained on campus
495 continuing to conduct WGCU business and news for the benefit of the region. He
496 commended Mr. Johnson and the WGCU staff.

497
498

499 **Item 8: Standing Report from United Faculty of Florida (UFF)/FGCU Chapter**

500 Chair Gable introduced Dr. Win Everham, President of the United Faculty of Florida
501 (UFF)/FGCU Chapter, whose report was being made in conjunction with the Collective
502 Bargaining Agreement provision that provides an opportunity to speak to FGCU Board
503 of Trustees agenda items which affect the wages, hours, and other terms and

504 conditions of employment of employees. "Employees" is defined as a member of the
505 bargaining unit.

506

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

534

535

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

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

542

543 Mr. Rice reported since the last FGCU Board of Trustees meeting, Vice President Chris
544 Simoneau had moved on and taken a job with Lee Health. Mr. Rice stated he was
545 serving as Interim Vice President for University Advancement, and Interim Executive
546 Director of FGCU Foundation, and that President Martin diligently was working with
547 FGCU Foundation Board Chair David Holmes, other Foundation officers and directors,
548 and staff, as well as community leaders to determine potential local qualified individuals
549 as a replacement.

550 Mr. Rice said on the investment side of things, the first quarter in the Foundation had
551 been settling down and the nearly \$100 million investment portfolio weathered through
552 the financial markets inconsistencies under the very watchful eyes of the Outsourced
553 Chief Investment Officers (OCIO). He noted it was projected that approximately
554 \$200,000 of the scholarship reserve would be used to subsidize endowed scholarships
555 in fiscal year (FY) 2020. He stated the FGCU Foundation Independent Auditor's Report
556 Fiscal Year Ended June 30, 2018 was accepted by the FGCU BOT in January and was
557 sent to the Board of Governors (BOG). He said the Foundation Audit Committee would
558 meet in May to discuss the timeline for the 2019 Foundation audit report. He stated
559 fundraising efforts continued in Athletics, which looked to complete Phase II of the Alico
560 Arena enhancement project, and with mini-campaigns including for entrepreneurship
561 and water to reach the \$25 million goal. He said the FGCU Board of Trustees had the
562 pleasure of hearing from WVCU General Manager Rick Johnson on operations and
563 positive impact on the community.

564
565 Mr. Rice stated from a Real Estate Committee standpoint, as the University continued to
566 grow, the Foundation continued to look for affordable options for off-campus office
567 space possibly to relocate non-essential staff to open space for student classrooms. He
568 reported the events and special projects team continued to be busy with the University's
569 Lecture Series, the groundbreaking of the Student and Community Counseling Center,
570 the open house for the newly-opened Construction Management Program, and the
571 inaugural Endowed Donor Dinner. He stated to close the fiscal year, the Foundation's
572 Board membership was beginning the transition of all officers who concluded their two-
573 year terms. He said in accordance with the Foundation Bylaws, officers may be elected
574 to serve a second two-year term. He informed the Board that two positions in the Class
575 of 2019 are opening up, leading to conversations with four individuals regarding their
576 interest in joining the Foundation Board. He said they have narrowed the individuals
577 down to three they would bring to the Board for nomination.

578
579 Trustee Fogg stated future reports from the Foundation should include fundraising
580 dollars raised from report to report. Mr. Rice indicated as of yesterday FGCU was just
581 shy of \$19 million in cash and pledges for the fiscal year (July 1, 2018 through the
582 current date). Trustee Fogg stated he felt a statistical comparison on the cash and
583 pledges to past years should be made as well. Chair Gable stated this could be done.

584
585

586 **Item 10: Chair's Report**

587 Chair Gable reported he and President Martin had the opportunity to attend Board of
588 Governors (BOG) meetings several weeks ago. He noted the BOG wanted to make
589 sure the various universities' boards of trustees had a good handle on the budgetary
590 process. He stated the FGCU BOT, assisted by Mr. Magiera, would ensure FGCU's
591 budget was handled appropriately. He stated the BOG had put together a
592 comprehensive PowerPoint ("*Flavors of Money*") which he believed was important for
593 the FGCU BOT to review. He asked Ms. Evans to send the PowerPoint to the FGCU
594 BOT for review prior to a presentation Mr. Magiera would make on it at the June Board
595 meeting.

596 He announced the BOG was holding its next Trustee Summit on October 29, 2019 at
597 the University of Florida (UF) and members of the BOG would like to see as many
598 Trustees attend as possible. He asked members of the BOT to mark this date on the
599 calendar and make arrangements to attend if at all possible. He noted it was important
600 for FGCU to be well represented at the Summit.

601
602 He reported he also had the opportunity recently to have a series of discussions with
603 BOG Chair Ned Lautenbach regarding the University's and the BOG's relationship with
604 university DSOs. He stated Chair Lautenbach recommended waiting to see what
605 happened in the legislative session, following which BOG staff would get back with
606 Chair Gable regarding FGCU's responsibilities related to the DSOs.

607
608 Chair Gable stated the President's annual performance evaluation would be in June and
609 that he would discuss this later in the agenda.

610

611

612 **Item 11: President's Report**

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

621

622 President Martin reported The Water School was rolled out recently. He stated this was
623 one of the signature programs he believed would become the brand of FGCU. He
624 stated FGCU was creating the capacity for significant contributions to all things related
625 to water in Southwest Florida in an interdisciplinary and interinstitutional manner. He
626 said aligned with the roll-out of The Water School, FGCU recently signed an MOU with
627 Mote Marine Laboratory & Aquarium which he believed would bring strong relationships,
628 as well as additional funding. He noted the principal focus of the program would be Red
629 Tide, but he hoped long term this program would become an internationally recognized
630 center for all things related to water in a coastal tropical zone. He stated Chair of the
631 Department of Marine & Ecological Sciences Greg Tolley would be the leader of the
632 initiative at this time. He said as The Water School grows, he was hopeful that
633 Academic Building 9 (AB9) would be its physical home. He stated for now, the
634 Emergent Technologies Institute (ETI) would be used as a centerpiece for some of the
635 more technical research done on water quality. He said the program already was
636 receiving significant attention from the press, and he thanked Trustee Fogg for being a
637 major contributor in helping FGCU to articulate the plans to Tallahassee. He pointed
638 out that Director of the Coastal Watershed Institute and Vester Field Station Michael
639 Parsons recently was on WINK News discussing the current condition of the state of
640 water off of the coast, and that FGCU faculty was getting the exposure they deserved
641 for their expertise.

642 President Martin thanked the Trustees and students who attended FGCU Day at The
643 Capitol. He stated he believed this was a fruitful day and while there were challenges
644 with the Legislature, FGCU's message was well delivered. He stated it was
645 communicated to the Legislature that the investment in FGCU last year already was
646 paying off, and that future investments would continue to enhance the service FGCU
647 provided to the students, citizens of the region, and beyond.

648
649 President Martin explained FGCU faced a challenge in that both the House and the
650 Senate had produced budgets which resulted in cuts to every university in the State
651 University System (SUS). He noted the overall cut for recurring funding was about 2.4
652 percent, and FGCU's share of this was just slightly over \$5 million. He stated on the
653 Senate's side, its budget called for a cut that be about \$780,000 for FGCU. He said this
654 was disheartening as he believed FGCU had been underfunded, and the funds FGCU
655 received last year from both performance funding and State appropriation really were
656 beginning to make a difference. He stated he hoped that since the Governor weighed in
657 with a budget larger than both the House and Senate budgets, there would be some
658 rectification of the budget cut.

659
660 President Martin reminded the Board that every university had been required to appear
661 before a House Committee to defend and explain its Public Education Capital Outlay
662 (PECO) projects. He explained there was a serious consideration to remove projects
663 from the PECO list from other universities. He noted the State had decided not to bond,
664 so any construction money would have to come from cash, which was not a very big
665 pool. He reported, nonetheless, FGCU remained on the list for a modest increase in the
666 contribution to AB9. He said the good news was that in staying on the list, it gave
667 FGCU the chance to do a little better than anticipated in the final decision making. He
668 stated FGCU was fortunate to be recognized as far enough up on the building list to
669 remain where in position. He believed there was approximately \$2.5 million proposed in
670 the budget to add to the "pot" accumulating for AB9. He stated that issues with some of
671 FGCU's sister institutions, the hurricane, and the concern over K-12 school safety were
672 going to extract some money from the Legislature that otherwise might have been
673 available to higher education. He noted staff was continually monitoring the legislative
674 progress.

675
676 President Martin reported there had been some discussion regarding a succession plan
677 for the larger leadership of FGCU. He stated the plan was to launch a search for a
678 permanent Provost sometime early in the summer, and at the same time Chair Gable
679 and he would continue to discuss the President's relationship long term with the FGCU
680 Board of Trustees and the University. He noted in June he would have a more detailed
681 plan. He said someone at the BOG remarked that he and Chair Gable seemed to be on
682 the same page in advancing FGCU, and he agreed.

683
684 President Martin stated FGCU was going to miss Dean of the Lutgert College of
685 Business Bob Beatty who decided to accept a position with the University of Texas
686 Tyler, and wished him well. He stated they had been meeting with the external search
687 firm and putting together a committee, and the search for the new Dean of the Lutgert

688 College of Business would begin soon. He said it was important to consider long-term
 689 implications with respect to the Vice President for University Advancement, and
 690 Executive Director of FGCU Foundation position. He noted he was in conversations
 691 with current Chair of the Foundation Board David Holmes from Punta Gorda and
 692 incoming Chair Tim Cartwright from Naples, and it was determined that FGCU was
 693 functioning well with Mr. Rice in his interim role, thus they would wait and determine the
 694 fiscal situation coming from the Legislature before making specific decisions regarding
 695 the position. He said that with the previous Vice President for University Advancement
 696 Chris Simoneau, FGCU was lucky entering into an advancement pool nationally to find
 697 someone who stepped into the role and got connected right away. He said because
 698 FGCU was not a university with a deep and wealthy alumni base, the University had to
 699 rely on a slightly different pool of philanthropists to help out. He said that meant FGCU
 700 really needed someone who very quickly could understand the nature of the donors of
 701 the region who are not alumni, but close to the University. He said that this would
 702 require a different style than at a long-standing university with a large alumni base. He
 703 said both Mr. Cartwright and Mr. Holmes had been tremendously helpful, and other
 704 members of the Foundation Board had been called upon for their insights.

705
 706 President Martin stated there were three key searches currently under way: (1) Dean of
 707 the Marieb College of Health & Human Services, (2) Director of the Bower School of
 708 Music and the Arts (noting that a meet and greet with the finalists for this position and
 709 donors would be held in Naples), and (3) Associate Vice President for Enrollment
 710 Management. He stated the searches were coming to a close and he hoped to have all
 711 interviews completed prior to the end of the semester for those three positions.

712
 713 President Martin reminded the Board that spring Commencement was approaching. He
 714 encouraged the Trustees to participate, if possible. He stated he invited three founding
 715 faculty members to be the Commencement speakers for each of the three ceremonies.

716
 717 He announced that Regional Economic Research Institute Director Chris Westley would
 718 serve as Interim Dean of the Lutgert College of Business. He thanked Dr. Westley for
 719 stepping into this position.

720

721

722 **Item 12: Academic/Student/Faculty Affairs Committee (See Tabs #5-7)**

723 Chair Gable indicated Committee Chair Christian Spilker was unable to attend today's
 724 meeting, and thus he would handle these items. He noted there were three action items
 725 and asked Provost and Vice President for Academic Affairs James Llorens and Dr.
 726 Cordova to present the first item, while Dr. Llorens would handle the following two
 727 items.

728

729 **FGCU 2019 Accountability Plan for Board of Governors (TAB #5)**

730 Provost Llorens reported the FGCU 2019 Accountability Plan combined the Annual
 731 Accountability Report and the University Work Plan into one document for submission to
 732 the Board of Governors (BOG). He noted it presented the Mission Statement and the
 733 Statement of Strategy. He acknowledged the work of the FGCU Institutional Research

734 staff, Director of Institution Research & Analysis Bob Vines, and Senior Associate
735 Provost and Associate Vice President for Planning and Institutional Performance Paul
736 Snyder. He noted the report highlighted four key drivers: (1) Campus culture of
737 students first, (2) Creation of the Student Success & Enrollment Management Initiative,
738 (3) Community Engagement, and (4) Infrastructure. Investment in critical infrastructure
739 included facilities, technology, operational efficiencies, and personnel. He stated the
740 report presented FGCU's strengths, opportunities and challenges. He noted a key
741 component to the report and plan was the implementation of student data analytics to
742 guide initiatives. He said as FGCU moved into the second year of implementation, the
743 University had begun to realize positive results. He reported a major emphasis was on
744 the performance based funding metrics which determined performance based funding.
745 He stated FGCU's projected performance metric score was its highest point total ever at
746 81.

747
748 Dr. Cordova stated at the March BOG meeting Chair Lautenbach identified two critical
749 metrics to the State University System (SUS): (1) Average Cost to the Student (Metric
750 #3) and (2) Four Year Graduation Rate (Metric #4). He stated these metrics were
751 critical, as was Metric #5, Academic Progress Rate (APR). He noted for the 2017-2018
752 academic year, the average cost to student was \$15,350, whereas the year prior the
753 average cost was \$17,630, which represented a decrease of 14.9 percent. He said that
754 FGCU scored a maximum of 10 points on Metric #3. He stated the decrease was a
755 result of the improvement in the four-year graduation rate, as well as a significant
756 increase in financial aid funding offered by the Florida Bright Futures academic funding.
757 He noted FGCU scored the maximum improvement points (10 points) for this metric.
758 He stated it was anticipated this number would further improve next year. He reported
759 the four-year graduation rate for 2018 was 28.8 percent, representing an increase of 5.9
760 percent from 2017. He noted FGCU scored the maximum improvement points for this
761 metric (10 points).

762
763 Dr. Cordova explained there were both qualitative and quantitative reasons for the
764 increase in metric points. He noted qualitatively, in 2014, FGCU instituted mandatory
765 advising for freshmen in undeclared majors. In Spring 2015, FGCU required freshmen
766 to meet with advisors five times if placed on academic warning, curriculum maps for all
767 degree programs were created and degree works was implemented. In 2016, data
768 analytics were launched to better understand student populations. He noted
769 quantitatively the percent of undergraduate students enrolled in 15 or more credit hours
770 during the four years of the 2014 first-time-in-college (FTIC) cohort increased. He noted
771 summer enrollment increased by 14.5 percent in semester credit hour (SCH);
772 concurrently there was a 7.3 percent increase in total head count. He noted there was
773 a 1.8 percent increase in the graduation rate as a direct result of students enrolling in
774 summer classes. He noted spring interventions in 2018 ensured there were no barriers
775 preventing students from graduating, provided the students passed classes. He stated
776 right now FGCU had the potential to increase the four-year graduation rate by four
777 percent if all students eligible this spring and summer satisfactorily completed the
778 academic courses.

779

780 Dr. Cordova reported with respect to Metric #5, APR, it was the number of freshmen
781 retained to sophomore year with a GPA of 2.0 or higher. He stated the APR for Fall
782 2018 was 72.4 percent which represented a decrease of 2.9 percent from Fall 2017;
783 FGCU scored 0 points on this metric. He stated this data point was based on a cohort
784 size of 2,624 students for Fall 2017 during which Hurricane Irma hit. He explained the
785 drop of 2.9 percent effectively represented 75 students who scored a 2.0 or lower than
786 the previous class year, and the overall drop of 1 percent represented 36 students who
787 dropped out and did not return to FGCU from Fall 2017 to Fall 2018. He stated these
788 numbers were a direct result of Hurricane Irma's effects. He stated currently the
789 freshman fall to spring GPA of 2.0 or higher was 82.3 percent, compared to 78.7
790 percent last year; therefore, there was a 3.6 percent increase in APR retention from fall
791 to spring. He stated for the fall to spring, overall retention for FGCU was at 93.6
792 percent, which was higher than the Fall 2017 rate of 92.7 percent. He stated the current
793 percentage of students on academic warning went down 3.2 percent from last year. He
794 said the First Year Experience program, *Eagles in 22* (presented at the January 8, 2019
795 Board meeting), was designed specifically to improve APR. He stated he believed
796 FGCU's APR could increase 3.5 percent to 4 percent next year.

797
798 Trustee Ashley Coone asked if any studies were being conducted regarding students
799 enrolled in 15 or more credit hours and the number of classes passed versus failed.
800 She asked if counselors were encouraging students to enroll in 15 credit hours. Dr.
801 Cordova reported advisors were strongly encouraging students to enroll in 15 hours per
802 term, but if students did not feel capable of successfully completing 15 credit hours then
803 advisors were encouraging those students to enroll in summer classes to make up the
804 difference.

805
806 Dr. Cordova reviewed the admissions data. He noted the first-time-in-college (FTIC)
807 target for the incoming freshman class of 2019 was initially to enroll 500 students in
808 summer and 2,500 students in fall. He noted this had shifted as estimated enrollment
809 for fall was 2,600 students and summer was 400 students. He stated the expected yield
810 of 34 percent was a positive increase of 3 percent due to an increase in students who
811 applied and committed to FGCU as a first-choice school. He stated FGCU was on
812 target to meet the goal of 350 upper level transfer students in fall, and 45 transfer
813 students in summer. He said in terms of the lower-level transfer students, FGCU was
814 just under the goal of 750 students at 700 students in the fall, but summer admits
815 estimated to exceed the target of 130 students.

816
817 Provost Llorens recognized the support of the faculty in terms of collecting the data
818 needed to develop the Plan. He explained the steps taken to accumulate data and
819 create the Plan. He stated the Office of Institutional Research and the Office of the
820 Provost played a major role in terms of data analytics. He said in review of the other
821 metrics, FGCU met and exceeded goals in Metric #6 (Percentage of Bachelor's
822 Degrees Awarded within Programs of Strategic Emphasis), Metric #8 (Percentage of
823 Graduate Degrees Awarded within Programs of Strategic Emphasis), Metric #7
824 (University Access Rate for Pell Grant students), and Metric #10 (Bachelor's Degrees
825 Awarded to Hispanic and African-American Students), which had been selected by the

826 University as a metric it wished to focus on. He stated the University continued to score
 827 well on Metric #9 (Percent of Baccalaureate Degrees Awarded without Excess Hours).
 828 He noted this metric was a challenge for all of the SUS institutions. He noted at the
 829 SUS level, the Council of Academic Vice Presidents (CAVP) was in the process of
 830 analyzing degree programs in excess of 120 hours. He said FGCU was working with
 831 deans, accrediting bodies, and industry leaders to ensure the University was
 832 maintaining the integrity of the degrees, yet continuing to heed the message from the
 833 BOG regarding excess credit hours. He noted FGCU would be adding five high-
 834 demand degree programs in the next two years: (1) Construction Management, (2)
 835 Digital Media Design, (3) Environmental Geology, (4) Analytics and Informatics, and (5)
 836 Supply Chain Management. He stated FGCU continued to show major success in
 837 professional licensure and certification exam first-time pass rates, time-to-degree for
 838 FTICs in 120-hour programs, and bachelor's degrees awarded. He noted other key
 839 performance indicators were improving, and he believed the student success and
 840 enrollment management initiatives would lead to gains in performance indicators in
 841 coming years. He requested the FGCU Board of Trustees' approval of the report for
 842 submission to the Board of Governors.

843
 844 Trustee K. Smith made a motion to approve the FGCU 2019 Accountability Plan for the
 845 Board of Governors. Trustee McDonald seconded the motion. There was no public
 846 comment, or Board discussion. The vote was 10-0 in favor of the motion.

847

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

849 Provost and Vice President for Academic Affairs James Llorens reported two new
 850 degree programs would be presented to the Board of Governors: (1) a Bachelor of
 851 Science in Analytics and Informatics and (2) a Bachelor of Science in Digital Media
 852 Design. He stated the Bachelor of Science in Analytics and Informatics would be
 853 offered in the Lutgert College of Business with an anticipated implementation date of
 854 Fall 2019. He stated Analytics and Informatics was critical in running FGCU, and he
 855 believed it was important to train students in this to provide many opportunities for
 856 graduates. He noted the Bachelor of Science in Analytics and Informatics would
 857 provide students with the knowledge and skills needed to process and understand the
 858 types and volume of data available to organizations. He stated graduates would be
 859 able to pursue careers in organizations locally and nationally in jobs with titles such as
 860 data analyst, healthcare data analyst, business intelligence analyst, compensation
 861 analyst, and sales operations analyst. He noted these areas of industry were critical to
 862 industry, education and all fields. He stated it would build on the knowledge and
 863 techniques from several academic disciplines including: statistics, computer science,
 864 information systems, information technology, economics, marketing, and other fields in
 865 the social sciences. He noted the pre-proposal was reviewed by the Council of
 866 Academic Vice Presidents (CAVP) Academic Program Coordination Work Group and
 867 was consistent with FGCU's Strategic Plan and priorities. He stated the average
 868 salaries for business analytics ranged from approximately \$35,000 per year for a
 869 marketing intern to \$127,000 per year for data scientists. He stated it was anticipated
 870 20 students would enroll for this degree in year one, 30 in year two, 35 in years three
 871 and four, and 40 in year five. He reviewed estimated faculty salaries and benefits,

872 approximately \$170,000 in year one and \$312,000 in year five. He noted the proposed
873 program would operate using regular tuition rates; and existing classroom, laboratory
874 and administrative spaces were sufficient for implementation and sustaining the
875 program through year five. He requested approval of the Bachelor of Science in
876 Analytics and Informatics.

877
878 Trustee K. Smith made a motion to approve the New Degree Program: Bachelor of
879 Science in Analytics and Informatics. Trustee Darleen Cors seconded the motion.

880
881 Trustee Roepstorff stated she worried that within the Southwest Florida Region, the
882 average wages for the program was \$35,000 per year for the marketing intern, which
883 was less than the starting salary for FGCU bachelor's graduates, which was at \$38,000.
884 She said given that FGCU kept striving to create programs that drove up the salary for
885 bachelor's degree graduates, she wondered how the degree would affect this number.
886 Provost Llorens explained additional industry with a demand for this graduating degree
887 was growing in Southwest Florida, but data analytics was quickly rising in demand.
888 Trustee Roepstorff stated she understood industry in Southwest Florida was in need of
889 this type of degree graduate, but she felt it was important to assist graduates in
890 obtaining the higher salary jobs in the industry.

891
892 Trustee S. Smith noted he had a family member who worked in this field. He stated he
893 felt the projected salaries were low, and he felt graduates with this degree would gain
894 employment with larger companies. He asked if the faculty for this degree program
895 were currently on staff or if new faculty members would be needed. He stated he
896 believed the numbers of projected students was low; he asked what FGCU would do to
897 create more interest in this program. Provost Llorens responded he had projected the
898 numbers on the conservative side, but expected demand to rise. He responded in
899 terms of faculty, some were in-house, and as the program grew additional faculty would
900 be required.

901
902 Trustee Price stated he wished to see a corporate sponsor for this and all new degree
903 programs, with a commitment to hire which would help FGCU gauge local interest;
904 however, he believed this degree program would fill a need in the market.

905
906 There was no public comment, or further Board discussion. The vote was 10-0 in favor
907 of the motion.

908
909 **New Degree Program: Bachelor of Science in Digital Media Design (TAB #7)**

910 Provost Llorens reported the Bachelor of Science in Digital Media Design would be in
911 the College of Arts and Sciences and the Bower School of Music and the Arts. He
912 noted this degree would meet the needs of industry and the interest of the students. He
913 stated students would work with new design paradigms to create products for multiple
914 media platforms. He reported careers in the field included web design, interactive
915 design, experience design, interface design, video game design, graphic design, etc.
916 He indicated this degree would prepare students for entry into graduate studies in the
917 masters and doctoral levels such as Doctor of Design, as well as MA and MS of Design.

918 He noted the pre-proposal was reviewed by the SUS Council of Academic Vice
 919 Presidents (CAVP) Academic Program Coordination Work Group in November 2016;
 920 was consistent with Board of Governors regulations in terms of authorization; and was
 921 120 credit hours. He indicated it was consistent with FGCU's Strategic Plan and
 922 priorities. He noted there were two degree programs which were similar, but not the
 923 same, at the University of Central Florida (UCF) and University of Florida (UF);
 924 therefore, FGCU would offer something unique. He stated the average base salary for
 925 an experienced designer was \$107,000 per year, interactive designer \$106,000, and
 926 user interface designer \$87,000. He stated he anticipated a high level of interest
 927 among students. He indicated calculated cost for year one was \$68,000, as there was
 928 currently faculty on board for this degree and two media lab studio spaces in place. He
 929 requested approval of the Bachelor of Science in Digital Media Design.

930
 931 Trustee K. Smith made a motion to approve the New Degree Program: Bachelor of
 932 Science in Digital Media Design. Trustee McDonald seconded the motion. There was
 933 no public comment, or Board discussion. The vote was 10-0 in favor of the motion.

934
 935

936 **Item 13: Finance, Facilities and Administration Committee (See Tabs #8-10)**

937 Committee Chair Ken Smith stated there were two information items and one action
 938 item on the agenda. He called on Chair Gable to present the first item, and Vice
 939 President for Administrative Services and Finance, and Executive Director of FGCU
 940 Financing Corporation Steve Magiera to present the remaining items.

941

942 **President's Performance Evaluation for 2018-2019 (TAB #8)**

943 Chair Gable reported Tab #8 was the rating form utilized last year for President Martin's
 944 performance evaluation. He said he welcomed any recommendations for improvement.
 945 He asked the Trustees to complete the form and return it to Susan Evans by April 26,
 946 2019, at which point he would use the forms, in conjunction with consultation with the
 947 Chancellor and the Board of Governors Chair, to make recommendations on salary and
 948 bonus, which would be presented to the FGCU Board of Trustees at the June meeting
 949 when the performance evaluation was conducted.

950

951 **Finance/Budget Update (TAB #9)**

952 Mr. Magiera reported revenues were 0.45 percent above projected, which was where
 953 FGCU expected to be. He noted the only revenue line item greater than 5 percent was
 954 Concessions, but this was only \$13,000. He noted on the expense side, there was a
 955 positive variance of 3.7 percent which equaled approximately \$7.4 million. He
 956 explained there were a couple of items over 5 percent, one of which was General
 957 Expense which had a positive variance of 9.61 percent, or \$3.2 million. He noted this
 958 was not uncommon at this point in the year; history showed FGCU spent approximately
 959 35 percent of the General Expense budget in the last quarter of the year. He stated
 960 Capital Expenditures also were under, but only by \$246,000. He stated there was a lot
 961 of money which had not been spent (\$7.4 million). He explained departments were
 962 encouraged not to "spend just to spend." He stated departments were encouraged to
 963 send money back if not spent; there would be no budget cut if a department did not

964 spend its budgeted amount. He stated this year it was important to have excess funds
 965 returned due to the carryforward which was needed for renovations. He noted the
 966 Legislature was considering increasing the 5 percent reserve to a 7 percent reserve,
 967 which would increase FGCU's allowed reserve by \$3 million.

968
 969 Trustee Fogg stated Athletic Revenues (a little over \$7.5 million) and Athletic
 970 Expenditures seemed out of line. He asked if this was a timing issue. Mr. Magiera
 971 responded in the affirmative; this would balance later in the year.

972
 973 **Regulation FGCU-PR5.006 Employee Criminal and Background Checks (TAB #10)**

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

980
 981 Trustee S. Smith made a motion to approve Regulation FGCU PR5.006: Employee
 982 Criminal and Background Checks. Trustee Cors seconded the motion. There was no
 983 public comment, or Board discussion. The vote was 10-0 in favor of the motion.

984
 985
 986 **Item 14: Audit and Compliance Committee (See Tabs #11-14)**

987 Chair Gable called on Audit and Compliance Committee Chair Joseph Fogg to present
 988 these items.

989
 990 Trustee Fogg reported the Audit and Compliance Committee met on April 2, 2019 and
 991 had four action items to recommend for approval. He called on Director of Equity,
 992 Ethics and Compliance, and Title IX Coordinator Precious Gunter and Director of
 993 Internal Audit Bill Foster to present the items.

994
 995 **Annual Compliance Report 2018 (TAB #11)**

996 Ms. Gunter reported on the Annual Compliance Report 2018 to be presented to the
 997 Board of Governors pursuant to State University System (SUS) Regulation 4.003, SUS
 998 Compliance and Ethics Programs. The University was required to report on the
 999 Compliance and Ethics Program at least annually. She explained that through the
 1000 Program Plan, which was also approved first by the Audit and Compliance Committee
 1001 and then by the FGCU Board of Trustees (BOT), the Office of Intuitional Equity and
 1002 Compliance (OIEC) had identified Compliance Liaisons throughout the University. She
 1003 stated in order to ensure FGCU was compliant with this requirement, the Compliance
 1004 Liaisons Committee was reinstated which consisted of key stakeholders, and met
 1005 quarterly. She noted this report covered the calendar year from January 1, 2018 to
 1006 December 31, 2018. She said in February 2018, the FGCU BOT approved the Code of
 1007 Conduct and the Code of Ethics Regulation for the University. She stated the Code of
 1008 Conduct had been incorporated into FGCU's New Employee Orientation. She noted
 1009 annual evaluation metrics had been instituted in terms of ethics; all employees were

1010 required to complete ethics training, as was the FGCU BOT. She reported FGCU
1011 received a score of 18 out of 19 on the program rating from the BOG. She explained
1012 the reason FGCU did not receive a 19 out of 19 was because the five-year review was
1013 not yet done as it was on schedule for completion in 2021.

1014
1015 Trustee Fogg commented the Audit and Compliance Committee spent quite a bit of time
1016 on the Annual Compliance Report 2018. He explained it was a list of the different
1017 reports which were required to be submitted to various places throughout the State of
1018 Florida and contained well over 100 items, many of which did not involve the Audit and
1019 Compliance Committee, but involved facilities, management and others at the
1020 University. He noted there were no policy issues, but the FGCU BOT should be aware
1021 of the time spent simply filing reports to comply with various regulations. He stated the
1022 Audit and Compliance Committee had reviewed this document and was recommending
1023 its approval to the Board.

1024
1025 Trustee S. Smith made a motion to approve the Annual Compliance Report 2018.
1026 Trustee K. Smith seconded the motion.

1027
1028 Trustee Roepstorff asked if ethics training would be an annual requirement for all
1029 members of the FGCU BOT, or if only new Board members would be required to
1030 undergo the training. Ms. Gunter responded only new Trustees would complete
1031 training; the FGCU BOT would not be required to complete the training annually. She
1032 indicated that she sends new Board members a link to online ethics training, but that
1033 they were more than welcome to request a one-on-one training if they preferred.

1034
1035 There was no public comment, or further Board discussion. The vote was 10-0 in favor
1036 of the motion.

1037
1038 **Process for Agreed-On Procedures for Performance Based Data Integrity Audit**
1039 **(TAB #12)**

1040 Trustee Fogg said there had been quite a bit of discussion regarding this Item at the last
1041 Audit and Compliance Committee meeting, and the Committee recommended FGCU
1042 staff fully conduct the Performance Based Data Integrity Audit for the forthcoming year
1043 without outside consultants, which was a practice followed by 10 of the 12 universities
1044 within the SUS.

1045
1046 Trustee K. Smith made a motion to accept the Process for Agreed-On Procedures for
1047 Performance Based Data Integrity Audit. Trustee Ballin seconded the motion.

1048
1049 Mr. Foster indicated FGCU planned to hire an IT Auditor in approximately one month
1050 which would increase the skill set and available resources of the Internal Audit Office
1051 and would facilitate in-house support on data testing previously contracted to an outside
1052 CPA firm as part of the Performance Based Data Integrity Audit for the Board of
1053 Governors.

1054

1055 Trustee Roepstorff stated that in the past, there was not adequate staff to perform the
1056 audit in-house and the University had no other option but to perform the audit using an
1057 outside CPA firm. She asked if the FGCU BOT was approving taking on the audit in-
1058 house before the staff was hired. Trustee Fogg stated that the Office of Internal Audit
1059 was performing a lot of the work anyway, and that the only thing that previously was not
1060 being farmed out was the review of the procedures.

1061
1062 There was no public comment, or further Board discussion. The vote was 10-0 in favor
1063 of the motion.

1064
1065 **WGCU Public Media Audit Report for the Years ended June 30, 2018 and June 30,**
1066 **2017 (TAB #13)**

1067 Trustee Fogg reported the Audit and Compliance Committee reviewed the WGCU
1068 Public Media Audit Report for the Years ended June 30, 2018 and June 30, 2017 and
1069 recommended its acceptance to the Board.

1070
1071 Mr. Foster reported this Report presented the results of the Audit for Public
1072 Broadcasting for the comparative years ending June 30, 2018 and June 30, 2017
1073 respectively. He noted the purpose of the Audit, which was required for all public
1074 media, radio, and television stations, was to document and review the financial activity
1075 of the University's Public Media function. He noted this was a department of the
1076 University, not a Direct Support Organization (DSO). He noted the CPA firm which
1077 performed this Audit performed the same Audit for multiple Public Broadcasting entities.
1078 He noted WGCU and the CPA included him on relevant items such as fraud inquiries
1079 and proposed audit adjustments. He stated page 4 of the Audit Report noted these
1080 items included monetary amounts from the Public Media department of the University
1081 and related monetary amounts from the FGCU Foundation. He pointed out there was
1082 an audit adjustment for a depreciation of \$80,510. He explained this adjustment
1083 resulted from an incorrect beginning number for accumulated depreciation found during
1084 the consolidation process which was corrected during the audit. He stated the numbers
1085 on the University's record were correct.

1086
1087 He noted the auditors had determined the financial statements fairly presented the
1088 financial position of WGCU, which was called a clean opinion. He noted the Statement
1089 of Net Position (formerly known as a balance sheet), on page 7, reflected at year-end
1090 on June 30, 2018, WGCU had \$5.1 million in total assets, \$1.1 million in total liabilities,
1091 and residual equity of \$4 million. At the end of June 30, 2017, WGCU had \$5.3 million
1092 in total assets, \$1.5 million in total liabilities, and a net position of \$3.8 million. He
1093 indicated the Statement of Revenues, Expenses and Changes in Net Position (income
1094 statements) beginning on page 8 showed an operating net income of \$9.2 million at the
1095 end of June 30, 2018. For the year ended June 30, 2017, WGCU had \$9.1 million in
1096 operating revenue, \$9.5 million in operating expense, and \$0.2 million in non-operating
1097 revenue (primarily investment income), resulting in a net decrease of \$0.2 million.

1098
1099 He stated page 9, the Statement of Cash Flows, showed the effects to cash from
1100 financial transactions. He noted the net effect for the year ended June 30, 2018 was a

1101 \$2,992 decrease in cash and cash equivalents for the year, and for 2017 a \$43,073
1102 decrease. He stated Notes to the Financial Statements in the report were located on
1103 pages 10 through 24; pages 25 through 27 were Supplemental Information on
1104 revenues, expenses and changes of position in the TV and radio stations listed by
1105 functional category.

1106
1107 Trustee K. Smith made a motion to accept the WGPU Public Media Audit Report for the
1108 Years ended June 30, 2018 and June 30, 2017. Trustee Coone seconded the motion.
1109 There was no public comment, or Board discussion. The vote was 10-0 in favor of the
1110 motion.

1111
1112 **FGCU Athletics National Collegiate Athletic Association (NCAA) Report for the**
1113 **Year ended June 30, 2018 (TAB #14)**

1114 Trustee Fogg indicated President Martin assisted the Audit and Compliance Committee
1115 with interpreting this report. He noted the Audit and Compliance Committee was
1116 satisfied with the report and recommended its acceptance to the full Board.
1117 President Martin indicated the report was required annually by the National Collegiate
1118 Athletic Association (NCAA) and was a complex and sometimes confusing document.
1119 He explained the NCAA used the data to ensure FGCU was compliant with everything
1120 from being fiscally viable to the appropriate level of scholarships provided. He stated he
1121 was confident FGCU was compliant with the NCAA's regulations.

1122
1123 Mr. Foster noted the key point of the report was that FGCU Athletics broke even, which
1124 was a positive, and difficult feat to achieve; many universities did not break even.

1125
1126 Trustee K. Smith made a motion to accept the FGCU Athletics National Collegiate
1127 Athletic Association (NCAA) Report for the Year ended June 30, 2018. Trustee S.
1128 Smith seconded the motion. There was no public comment, or Board discussion. The
1129 vote was 10-0 in favor of the motion.

1130
1131 Chair Gable thanked Trustee Fogg and the Audit and Compliance Committee for its
1132 time and effort. He reminded and encouraged the Trustees to attend the BOG Trustee
1133 Summit on October 29, 2019 at the University of Florida (UF). He noted this was an
1134 important event. He thanked Mr. Johnson and WGPU for the presentation, and Trustee
1135 Price for volunteering for the WGPU Public Media Advisory Board.

1136
1137

1138 **Item 15: Old Business**

1139 Trustee Roepstorff asked if the Health and Fitness Center was on track to open on
1140 schedule. Mr. Magiera responded in the affirmative and said that it was scheduled to
1141 open in January.

1142
1143 Trustee Price acknowledged the great work of Women's Basketball Head Coach Karl
1144 Smesko, Director of Athletics Ken Kavanagh, and the Women's Basketball Team for
1145 representing the University in the NCAA tournament this year.

1146

1147 **Item 16: New Business**

1148 There was no new business for discussion.

1149

1150

1151 **Item 17: Chair's Closing Remarks, and Adjournment**

1152 Chair Gable stated the next FGCU Board of Trustees meeting would be held on
1153 Tuesday, June 11, 2019 and would include a number of important items like approval of
1154 the new budget, and the President's performance evaluation.

1155

1156 Chair Gable adjourned the meeting at 12:06 p.m.

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1167 Minutes prepared by Transcription Experts, and reviewed by Tiffany Jackson, FGCU
1168 Assistant Director of Board Operations.

1169

1170

1171 Agenda Items:

1172 A. See Tabs # 1-14

1173 a. [https://www2.fgcu.edu/Trustees/AgendaFile/2019/4-9-
1174 2019/FGCU%20BOTMTG-AGENDAPACKET-4-9-2019.pdf](https://www2.fgcu.edu/Trustees/AgendaFile/2019/4-9-2019/FGCU%20BOTMTG-AGENDAPACKET-4-9-2019.pdf)

1175

1176

1177

1178

1179 Attachment:

1180 A. Record of Votes

1181

1182

Record of Votes FGCU Board of Trustees DATE: <u>4/9/2019</u>										
		Consent Agenda (Tabs #1-2) 1- K.Smith 2- Eide	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- Cors	Annual Compliance Report 2018 (Tab #11) 1- S. Smith 2- K. Smith	Process for Agreed-On Procedures for Performance Based Data Integrity Audit (Tab #12) 1- K.Smith 2- Ballin	WGCU 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
	TRUSTEES	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No
1	Trustee Josh Ballin	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2	Trustee Ashley Coone	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	Trustee Darleen Cors	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	Trustee Richard Eide	Yes								
5	Trustee Joseph Fogg	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
6	Trustee Mike McDonald	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
7	Trustee Leo Montgomery (excused absence)									
8	Trustee Kevin Price	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
9	Trustee Robbie Roepstorff	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
10	Trustee Kenneth Smith	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
11	Trustee Stephen Smith	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
12	Trustee Christian Spilker (excused absence)									
13	Trustee Blake Gable	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes