FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Tuesday, June 11, 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. (until 10:37 a.m., and excused for remainder of meeting); Trustee Joseph Fogg III; Trustee Mike McDonald; Trustee Leo Montgomery; Trustee Kevin Price; Trustee Kenneth Smith; Trustee Stephen Smith; and Trustee Christian Spilker.

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

Staff: President Mike Martin; 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; Senior Associate Provost and Associate Vice President for Planning and Institutional Performance Paul Snyder; Director of Internal Audit Bill Foster; Director of Equity, Ethics and Compliance, and Title IX Coordinator Precious Gunter; 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 Opening Remarks
Chair Blake Gable called the meeting to order at 8:30 a.m. and stated that the noticed meeting was originating from the Cohen Center Ballroom on the campus of Florida Gulf Coast University. He asked Vice President and Chief of Staff Susan Evans to call the roll. Roll call was taken with all members present, thus meeting quorum requirements.
Item 2: Consent Agenda (See Tabs #1-2)

Chair Gable stated there were two items on the Consent Agenda: (1) Minutes of the April 9, 2019 Meeting and (2) Meeting Dates for 2020-2021. He called for a motion.

Trustee Ken Smith made a motion to approve the Consent Agenda. Trustee Kevin Price seconded the motion. There was no public comment, or Board discussion. The vote was 13-0 in favor of the motion.

Item 3: Student Success – Enrollment Management Initiative (TAB #3)

Chair Gable indicated that as previously stated, student success was the main priority of FGCU and asked Vice President for Student Success and Enrollment Management Mitch Cordova to make the presentation regarding the Student Success – Enrollment Management Initiative.

Dr. Cordova stated that a plan that was developed to enhance prospective student communications, which were communications sent to students who hoped to become FGCU Eagles, was rolled out directly following the start of the Student Success & Enrollment Management Initiative. He reported the specific goals of this program included (1) keeping students engaged throughout the college decision process; (2) helping decrease the number of good students who opted out; (3) helping position FGCU as the first-choice school; and (3) improving efficiencies, message consistency and brand integration.

He indicated the Student Success and Enrollment Management Team (SS&EM) focused on communications from application submission through registration; mapped out most of the correspondence a prospective student received from high school through the time he or she stepped on campus; reviewed correspondence across departments to look at quantity, messaging, tone, timing and brand consistency; and identified key decisions points, communications gaps and opportunities for improvement.

He explained through the mapping process the following was discovered: there was a need to streamline and consolidate messaging to ensure students received necessary information at the right times; there was a lack of brand consistency from one area to the next, and from one message to the next; and there was a need to do a better job of internally connecting the communications systems and automating some of the functions. He stated critical communications gaps and opportunities to be more intentional were identified, as well as a need for alternative methods of delivery beyond email (such as social media, texts, etc.). He stated as a result the SS&EM Team created a step-by-step task list to help students better understand and move through the Admissions process. He stated a series of instructional videos to help students through the Admissions/First Year Experience process were being incorporated and an “Ask Azul” feature was being added to be implemented by Admissions, Housing, Financial Aid & Scholarships, Records & Registration, Eagle View Orientation (EVO), and others. He indicated email messages would be prioritized, and the number of
prospective student emails would be limited. Dr. Cordova presented a brief video included in his PowerPoint presentation.

He reported the targeted social media campaigns focused on creating a promotional social media calendar tuned to key decision points and opportunities to engage students in the life of the University, targeted non-responders to EVO registration to meet enrollment targets, and emphasized more attention on marketing and communications in the Admissions process. He noted Admissions had ramped up emphasis on celebration of acceptance; and new acceptance materials were more contemporary and aesthetically pleasing.

He reported the May 1-15, 2018 social media campaign attempted to increase the yield from accepted to EVO registrations; it targeted approximately 6,000 students with the result of 663 link clicks to EVO registration and 11,568 video ad views. He played an example of the video ad, noting the ads were short, specific and engaging. He reported a social media campaign was conducted from December 24, 2018 through January 31, 2019 and targeted 11,500 non-responders. He stated there were 473 link clicks to the Admissions page and 11,584 individuals viewed the ad. He explained the goal was to utilize social media to drive more students to the University Admissions web page and encourage interest in FGCU. He played the video and displayed the new acceptance materials. He noted students received banners which then could be used to take selfies to post on social media which celebrated acceptance, as well as drew attention to FGCU.

He reported in the future his Team would work on creating a “celebrating acceptance” video, would continue on-going social media efforts to maximize exposure to FGCU for recruitment, acceptance, and enrollment, and would complete the communications map which would tie into the new student web and communications portal. He thanked and commended the SS&EM Team.

Trustee Joseph Fogg asked what percentage of applicants were accepted to FGCU. Dr. Cordova responded FGCU accepted approximately 62-64 percent of applicants. Trustee Fogg asked what percentage of the accepted students matriculated to FGCU. Dr. Cordova responded approximately 35 percent of the accepted students enrolled.

Trustee Richard Eide asked Dr. Cordova if we identified specific high schools, cities, counties, either in-state or out-of-state, where FGCU had high recognition. Dr. Cordova responded in the affirmative; specifically, those high schools which yielded high quality students likely to stay enrolled at FGCU were targeted. Trustee Eide asked if any of these high schools were out-of-state high schools. Dr. Cordova responded in the affirmative.

Trustee Mike McDonald said that in the application process one of the steps was filling out the Free Application for Federal Student Aid (FAFSA). He asked if filling out this application would be a requirement to proceed to the next step in the task list process. Dr. Cordova responded that it is an optional process that students do not have to fill out,
but are encouraged to submit. Trustee McDonald asked if students could be compelled to fill out certain forms through the new app. Dr. Cordova responded in the negative.

Trustee McDonald asked if there was a specific university FGCU competed against for recruitment. Dr. Cordova responded FGCU competed against 10 of the institutions in the State University System (SUS) for high quality students, with the exceptions of Florida Polytechnic and New College of Florida. He stated the SS&EM Team was attempting to make prospective students see FGCU as a first-choice school.

Trustee Stephen Smith commended Dr. Cordova for his efforts. He stated when viewing the video ads he noted while a student might appreciate certain scenes (such as the water skiing clip), it may not appeal to a parent or grandparent. He noted it was important to think carefully on who was being targeted through the videos. He said that when he thinks back to when he was a prospective student, the things that would have mattered to him would be the “fit” of the university, the academics, and the cost. He noted that FGCU does well in these categories, but what troubled him was what he called “rewards.” He stated it was important to raise the starting salary number for FGCU graduates through higher salaried degree programs. He noted he understood this was a long-term issue, but felt that it was a big part of student success.

Trustee Christian Spilker asked if there was a target metric to compare the social media ad click-through rate. Dr. Cordova responded in the negative. He said that since this was the first time this had been done, there was no institutional baseline data to compare. He noted ultimately in the future a comparison of social media targeting to previous years would be made. Trustee Spilker asked if social media targeting compared to print media efforts. Dr. Cordova responded the social media efforts were much more powerful and impactful than traditional print. He said social media advertising could be done quickly and precisely.

Trustee K. Smith noted that as a parent of a college freshman, the video was very impactful. He stated as a University without a football program, FGCU needed an enrollment driver -- which was the beach, water sports, etc. He said the dynamic from when the Trustees were going to school is much different now. He noted he believed FGCU’s click rate was higher than most social media campaigns achieved. He reported he owned a business which utilized social media advertising, and FGCU’s hit rate was highly successful. He noted when his business began its social media advertising the hit rate was approximately 0.001 percent, which was considered good. He stated, in response to Trustee S. Smith, the starting salary numbers were very biased due to cost of living rates in more expensive cities. He noted he believed FGCU should focus on improving this statistic, but it was important to understand the bias and location inflation. He stated the social aspects of the FGCU campus, such as water skiing, were an enrollment draw which deserved attention.

Trustee Price commended Dr. Cordova for his great work and the way that he explained the “why” and the “how” of the work the SS&EM Team is doing. He asked for social media targeted ads, what was the primary metric to indicate success. Dr. Cordova
responded yield was the most important metric, meaning the yield of an accepted student to ultimately becoming an EVO registered student. He stated the current yield was approximately 34 percent. He stated as brand identity increased, he anticipated this yield would increase. He stated the second metric considered was the percentage of incoming freshmen who viewed FGCU as their first choice. Trustee Price asked if there were students who registered for EVO, but then decided not to enroll. Dr. Cordova responded affirmatively; there is a slight attrition rate. He said there also are some students who attend EVO, register for classes, and then decide not to attend primarily due to financial reasons. Dr. Cordova said that this represents only a very small number of students. Trustee Price stated FGCU’s value was excellent as a high quality education at an affordable cost, and a piece he believes that should be advertised.

Trustee Price said he was surprised to hear that the out-of-state students were originating from the Northeast instead of the Midwest, given the I-75 corridor. Chair Gable noted in the FGCU Board of Trustees Information System (BOTIS) Quarterly Briefing report, pages 7-9 list which high schools and states students come from. He asked to hear from Trustee Josh Ballin as a representative of the students.

Trustee Ballin commended Dr. Cordova for the brand awareness initiative and said the streamlining of the checklist process was excellent. He noted applying and registering for school, while exciting, were stressful, especially after acceptance as there was a lot that needed to be done. He stated he wished he had a checklist to guide him through the process. Trustee Ballin asked how students would know to utilize the checklist rather than Gulfline, or if the checklist would send students to Gulfline. Dr. Cordova responded the checklist was envisioned as a shell which would link students to the internal processes, some of which are linked to Gulfline. Trustee Ballin stated he thought the new acceptance emails, social media and related materials were fantastic as he only received an email when he was accepted to FGCU years ago. He noted when a student received an acceptance packet it was an experience. He stated the Team was doing an excellent job of engaging the student, which was extremely important.

President Martin stated while it was important to push salaries up, it was also important to recognize FGCU was by far the biggest supplier of K-12 teachers in the Southwest Florida (SWFL) region, and teachers did not have large starting salaries. He stated while this initiative focused on freshmen, last year 1,400 students transferred in from Florida Southwestern State College (FSW). He stated for informational purposes, every state college (with maybe two exceptions) had seen a significant decline in enrollment and a significant decline in the number of graduates. He said that because the economy was strong, those students were going to work instead of going to college. He stated last year FSW’s transfer to university rate declined by 11 percent while FCGU’s transfer rate from FSW increased by 4 percent. He noted while it was important for freshmen to enroll and succeed, it also was important for FGCU to be a positive experience for transfer students. Trustee Ballin asked if transfer students received an acceptance package similar to the package incoming freshmen received. Dr. Cordova
responded in the negative, but ultimately the goal was to provide a transfer student with a similar experience. Trustee Ballin stated it was important to ensure transfer students had the same level of encouragement and guidance as incoming freshmen. Chair Gable suggested that Dr. Cordova provide more detail at the next FGCU Board of Trustees (BOT) meeting on the materials for transfer students when he had more information to share with the Board.

**Item 4: 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 which provided an opportunity to speak to FGCU Board of Trustees (BOT) agenda items which affect the wages, hours, and other terms and conditions of employment of employees. “Employees” was defined as a member of the bargaining unit.

Dr. Everham reported this would be his last FGCU BOT address as President of the United Faculty of Florida (UFF)/FGCU Chapter. He introduced his successors, Co-Presidents Elect Patrick Niner from the Department of Language and Literature, and Scott Michael from the Department of Biological Sciences. He reported both Co-Presidents had served as bargaining chairs. He stated he felt the FGCU BOT would enjoy working with both Mr. Niner and Dr. Michael.

He noted he attended the FGCU Eagle Advocacy Legislative Appreciation Event last week. He reported the institution was on a positive funding trajectory. He thanked the FGCU BOT for its efforts in this direction. He stated the Union continued to encourage the Board to recognize that excellence was built upon attracting and retaining the best staff and faculty which was done, in part, through compensation. He noted there were other methods to positively affect the terms and conditions of employment, and UFF would continue to work with the FGCU BOT in all efforts to innovate toward this goal. He noted the three-year rolling contracts for faculty were an effective alternative to tenure appointments. He stated he was excited the FGCU BOT would be informed today on promotions for some of FGCU’s best faculty as he felt the merit-based raises were richly deserved.

He stated today Dr. Cordova spoke on the progress of enrollment management and student success, and he hoped the FGCU BOT would notice this was in part due to expansion of FGCU’s summer course offerings. He asked the Board to consider looking at policies which would lead to a full trimester calendar. He noted offering a third full semester could significantly impact a student’s success, enabling students (especially in the hospitality industry) to work in the spring during busy season and attend class in the summer. He stated this would be relatively innovative in the State of Florida; might carve out an interesting niche for FGCU; and could attract students who preferred this flexibility. He stated it also might open doors for faculty to choose to switch from a 9-month contract to a 12-month contract, or give faculty the opportunity to choose between which of the semesters to vacate if on a 9-month contract. He
explained while this might be difficult, FGCU should never be an institution which made
decisions based on what was easiest.

He noted in his two years as President of the United Faculty of Florida (UFF)/FGCU
Chapter he came to understand no one was perfect, and faculty often benefitted from
the guidance and leadership of supervisors. He stated unfortunately, far too often
supervisors were not up to this task; many were faculty promoted from the ranks without
adequate preparation for their new role. He stated the Union was working with
Administration on identifying training gaps, and helping to design and deliver training to
supervisors. He noted several years ago FGCU initiated a New Teacher Academy to
meet the needs of new faculty by training scholars to also be effective teachers. He
stated he hoped to see a New Supervisor Academy in the future at FGCU. He noted
the Trustees always were welcome to attend his classes, and he would be happy to
formalize opportunities for Trustees to visit any desired class.

He stated the Union slogan was “Stronger Together” and he felt this slogan applied to
FGCU students, faculty, staff, Administration, and the FGCU BOT, who indeed were
stronger together.

Trustee Ashley Coone asked if there was any program in place currently for new
supervisors. Dr. Everham responded in the affirmative; the State of Florida offered
Institute for Academic Leadership training in Howey-in-the-Hills through a three-day
retreat for individuals taking on new supervisory, academic leadership roles. He stated
he completed this training himself, which was good, but was not enough. He stated five
years ago, the FGCU department chairs coordinated and formed a Council of Chairs
through which this type of information could flow, but the idea was extremely embryonic.
He noted the New Teacher Academy met every Friday morning during fall semester for
training. He stated FGCU could be a leading institution in recognizing the need for
continued education of supervisors, not just in academic areas.

Trustee Eide asked, in regard to FGCU moving to a trimester, was there any type of
feasibility or desirability study being performed. President Martin stated a task force
was formed to review whether or not this was feasible. He noted there was skepticism
and currently FGCU was contemplating a 12-week summer session, which was close to
a trimester, and could be made almost equal in terms of contact hours by adding an
extra lecture every three weeks. He stated Senior Vice President for Strategy and
Program Innovation Mike Rollo chaired the group which investigated the third trimester
option. President Martin stated he agreed with Dr. Everham regarding exploring ways
to make the spring more flexible for working students.

Dr. Rollo stated one of the challenges FGCU faced was there were start dates
mandated by the Board of Governors and fitting a full semester between spring and fall
was not possible. He stated his task force discovered FGCU did not offer a full summer
schedule of courses. He stated the first step was to provide a full summer schedule of
courses thereby increasing summer attendance. He noted the faculty members
involved in the task force were not excited about a 12-week third semester during summer.

Dr. Everham stated he came to FGCU to build a better institution of higher education, and to do things differently if needed. He stated he believed FGCU could make the move to a trimester education program in spite of the scheduling challenges and staffing challenges which would be a highly beneficial to students and faculty alike.

Chair Gable stated he agreed with the importance of exploring ways to create a flexible spring semester for students in the hospitality industry. Trustee Ballin also noted agreement with this.

Chair Gable thanked Dr. Everham for the time, effort, heart and soul he had invested in FGCU.

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

FGCU Board of Trustees Liaison to FGCU Financing Corporation Board Richard Eide, Jr. reported the FGCU Financing Corporation Board of Directors met on June 4, 2019, at which time Chair Joseph Catti and Treasurer Larry Hart were unanimously reelected. He reported that after serving long terms on the Financing Corporation Board of Directors, both W. Bernard Lester and Charles Winton had termed out and would be going off the Board. He said in their place, the FGCU BOT would have the opportunity in September to consider approval of Dr. Stephen McIntosh and Mr. Martin Wasmer as their replacements. He stated the revenues over expenses for the fiscal year would come in close to $2.5 million, which was excellent. He stated this was a result of student housing full occupancy this year, and next year’s occupancy was estimated at 97 percent which would result in $1.3 million excess for the coming year.

Chair Gable noted Dr. Lester and Mr. Winton had been remarkable supporters of FGCU for a very long time, and thanked them for their service on the Financing Corporation Board.

**Item 6: Standing Report from FGCU Foundation Board of Directors**

FGCU Board of Trustees Liaison to FGCU Foundation Board Leo Montgomery stated Interim Vice President for University Advancement, and Interim Executive Director of FGCU Foundation Bill Rice would make the Report.

Mr. Rice announced the new Vice President for University Advancement, and Executive Director of FGCU Foundation was Ms. Katherine “Kitty” Green, whose start date was June 24, 2019. He stated the Finance Committee of the Foundation Board of Directors had discussions regarding maintaining the necessary returns in excess of 5.5% despite the young endowment. He stated the outlook from financial experts indicated that the market was due for correction meaning investments would be yielding lower returns under 5.5% in the future years. He noted this year the Foundation surpassed $4 million
in scholarships, which was nearly a $1 million growth over the past two years; however, $200,000 would be needed from reserves due to the downturn at the end of the year.

He reported the audit process had begun and was ongoing with a draft scheduled for delivery on October 15, 2019 to the Foundation Board Audit Committee for review; and final recommendation for approval by the Foundation Board was scheduled for December 4, 2019 before moving to the FGCU Board of Trustees. He stated fundraising efforts continued; as of today fundraising efforts brought in just over $23 million, compared to 2018 at just over $20 million, which was approximately a 14 percent increase. He noted the Foundation Board had set a $25 million goal for next year, which would be a 10 percent increase over the current year. He stated a systematic goal plan was being developed. He explained sister universities set baselines of money which did not include principal gifts (gifts of $1 million and more). He reported approximately 40 percent of the dollars FGCU raised came from principal gifts. He noted principal gifts were difficult to predict and he suggested FGCU adopt the baseline goal method with a secondary principal gift goal to be developed. He reported that at the June 4, 2019 Foundation Board of Directors meeting, the following new officers were elected for 2019-2021: Chair Timothy Cartwright; Vice Chair Samantha Scott; Secretary Kimberly Reese; Treasurer Charles Ketteman; and Assistant Treasurer Steve Magiera. He noted three new Directors: David Bartley, Shontra Powell, and Alexandria Davis, were recommended for a four-year term pending FGCU Board of Trustees approval at the September 2019 Board meeting.

Item 7: Chair’s Report
Chair Blake Gable stated he had no Report as he would be speaking during the President’s Evaluation and other agenda items.

Item 8: President’s Report
President Mike Martin stated the naming of the Library for retired FGCU President Wilson G. Bradshaw would be discussed shortly. He noted it was FGCU tradition to name a building after past FGCU Presidents. He reported Dr. Bradshaw was the longest serving President in FGCU’s history to date and he believed it was appropriate to recognize him in naming the Library after him.

President Martin indicated the past Legislative Session went very well. He thanked Director of Government Relations Jennifer Goen, Mr. Charlie Dudley of Floridian Partners, as well as the advocates, students and members of the FGCU BOT who went to Tallahassee to make a case for FGCU. He noted FGCU began the Session looking at a budget cut of some significance, however, as the Session wore on the message became that FGCU might possibly receive a few million dollars towards Academic Building 9 (AB9) as well as some nonrecurring operating funds. He said in the end, Senator Lizbeth Benacquisto informed him FGCU would receive $10 million recurring funds in base budget and a total of $9 million toward AB9. He noted FGCU received the best deal on Public Education Capital Outlay (PECO) funding for AB9. As a result,
President Martin said FGCU would begin construction on AB9 in the belief the final funding would conclude next year. He noted the Southwest Florida Legislative Delegation was terrific, and rallied for FGCU. He reported we had closed the gap between FGCU and other institutions of its type on a per-student funding basis by two thirds. He said he had been meeting with a group of representative constituents from across the campus to continue discussions on how best to invest these dollars. He noted his philosophy was to continue to focus on the five pillars of the FGCU 2017-2022 Strategic Plan. He believed in a rough distribution of 70 percent of new dollars toward pure academic enterprise and excellence, and 30 percent toward other kinds of support necessary to support and maintain the campus, including campus safety.

President Martin reported FGCU continued toward a model of distributive resource management; meaning pushing the academic enterprise as close to the colleges and deans as possible while removing central administration micromanagement. He stated FGCU continued to distribute some of the funding on a recurring basis to programs and some on a non-recurring basis, providing a margin of money available should issues arise. He stated he would be talking to the United Faculty of Florida (UFF)/FGCU Chapter regarding a well-earned compensation package for the faculty, and also would look at one well deserved by the staff. He said the performance funding numbers were up, as were tuition revenues. He noted initially he was going to propose an increase in the student health fee, but he believed this would no longer be necessary and could be supplemented with some of the money provided to FGCU by the State.

President Martin noted FGCU had been having programs across the community designed to make connections, and as a result new mentors joined FGCU, guest lectures had been held, and new relationships were being developed. Some programs he noted were the community lecture with former Governor of New Mexico Bill Richardson and a roundtable on water science and public policy with Congressman Francis Rooney.

President Martin reported there were a number of searches and hires underway. He explained that FGCU had been using the Diversified Search executive search firm to help with some of the hires. He stated the new Dean of the Marieb College of Health and Human Services, Dr. Ann Cary, was coming to FGCU from the University of Missouri Kansas City and would begin August 30, 2019. He stated the new Director of the Bower School of Music and the Arts, Dr. Krzysztof Biernacki from the University of North Florida, would begin on August 7, 2019. He stated WGCU, Athletics and the Bower School of Music and the Arts were FGCU’s three biggest connectors to the community. He noted the new Associate Vice President for Enrollment Management, the last of that group’s senior roles to be filled, was Dr. Lisa Johnson, who would start on September 1, 2019. He stated Dr. Lisa Johnson had served as the Vice Chair of Enrollment Management at the University of Massachusetts Boston. He said the Dean of the Marieb College of Health & Human Services search was chaired by College of Arts and Sciences Dean Bob Gregerson; the Director of the Bower School of Music and the Arts search was chaired by College of Arts and Sciences Associate Dean Chuck
Lindsey; and the Associate Vice President for Enrollment Management search was chaired by Associate Vice President for Student Engagement Brian Fisher.

He noted as previously indicated, the new Vice President for Advancement and Executive Director of the Foundation was Katherine “Kitty” Green. He said that Ms. Green led the local Habitat for Humanity for a number of years and had an enormous amount of private sector experience in the region. He recalled that he had shared with the FGCU BOT that it was his view that given the nature of the philanthropy FGCU needed to pursue, it was in the best interest of the University to find someone who had established local connections with the community. He thanked Mr. Rice for his service as Interim Vice President, and explained that he would now serve as Senior Associate Vice President for Advancement with a primary focus on philanthropy. He reported the search for a Dean of the Lutgert College of Business was under way, chaired by Senior Associate Provost and Associate Vice President for Planning and Institutional Performance Paul Snyder. He reported in the near future a search for a long-term Provost would begin and would be chaired by Senior Vice President for Strategy and Program Innovation Mike Rollo. Finally, he said a national search to replace Dr. Bob Gregerson, Dean of the College of Arts and Sciences, would begin later this year after the Provost position had been filled. Dr. Gregerson was leaving FGCU after his selection as President of University of Pittsburgh at Greensburg.

President Martin noted FGCU was well on the way to completing the building for Student and Community Counseling Center and hoped to be open in the fall. He said there was a slight delay due to a glitch in the elevator that was ordered for the building. He reported the Recreation and Wellness Center also was well under way. He stated FGCU had over $40 million in hand for AB9 and would begin the construction process soon; this would be home to The Water School, among other things. He stated he hoped to construct a building similar to the counseling building and which would be home to the Entrepreneurship Program, along with others, near the Family Resource Center. He explained there was a commitment of $4 million for this project; if FGCU could match these funds construction would begin quickly. He noted a space was being cleared on the Cohen Center terrace to add approximately 3,600 square feet of meeting room space next door to the Cohen Center Ballroom. He said under the old and new rules of carryforward funds, some of that money could be used to expand the (Cohen Center) facility.

President Martin recognized and thanked Representative Raymond Rodrigues who had been a stellar representative of FGCU and an excellent example of public service.

Trustee Spilker stated he was pleased to see the capital improvements on campus.

Trustee Ballin agreed with Trustee Spilker that it was awesome to see new buildings going up around campus. He asked if student input was considered in the search committees and, if so, was there a process for student participation selection. President Martin responded in the affirmative; the President of the Student Body always were asked to provide the names of three students from which one was chosen to participate.
on search committees. He noted it was important to provide students the opportunity to participate and for candidates to have the opportunity to meet the students.

Item 9: Academic/Student/Faculty Affairs Committee (see Tabs #4-5)

Committee Chair Christian Spilker reported two items were before the FGCU Board of Trustees, one information item and one action item. He called on Senior Associate Provost and Associate Vice President for Institutional Planning and Performance Paul Snyder to present the first item on behalf of Interim Provost and Vice President for Academic Affairs Jim Llorens.

Faculty Promotions (TAB #4)

Dr. Snyder reported he was pleased to present information regarding the faculty promotion process for this year. He noted there were 35 successful candidates, the majority of which were at the senior ranks. He noted seven faculty members moved from Instructor I to Instructor II, three faculty members moved from Instructor II to Instructor III, 15 faculty members moved from Assistant to Associate Professor, and 10 faculty members moved from Associate to Full Professor. He stated all would receive a 13-percent salary increase. He indicated the promotion process was rigorous with multiple levels of review before a final recommendation was made to the President.

Trustee Spilker called for public comment. Public comment included Ms. Alexa Gutierrez, Naples, FL.

Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process (TAB #5)

Trustee Spilker called on Dr. Cordova to present Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process. Dr. Cordova noted proposed for action today were amendments made to the existing Student Code of Conduct and its review process. He indicated a committee of students, faculty and staff met over the course of the past academic year to review the current Code of Conduct, as well as the review process. He stated an executive summary had been provided which outlined the proposed changes.

Trustee Fogg asked, as found on page 1 of the Executive Summary, for an explanation of the terms “CourseHero,” “SpinBot” and “TurnItIn.” Dr. Cordova explained these were online tools used to identify cheating or academic misconduct. Trustee Spilker added the tools checked for plagiarism.

Trustee S. Smith made a motion to approve Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process. Trustee Ballin seconded the motion. There was no public comment, or further Board discussion. The vote was 13-0 in favor of the motion.

Chair Gable called for a brief recess at 9:58 a.m.
Item 10: Finance, Facilities and Administration Committee (See Tabs #6-17)

Chair Gable reconvened the meeting at 10:05 a.m. He called on Committee Chair Ken Smith.

Trustee K. Smith reported there were three information items and ten action items on the agenda. He called on Chair Gable to present the first two action items: President’s Performance Evaluation for 2018-2019, and President’s Employment Agreement.

President’s Performance Evaluation for 2018-2019 (TAB #6)

Chair Gable stated after the decision to hire or fire a President, one of the most important statutory duties of the FGCU Board of Trustees was evaluating and compensating the University President. He reported the BOT had conducted an annual performance evaluation of the FGCU President since the Board’s creation in 2001 and it was now time to evaluate President Mike Martin for the 2018-2019 year. He stated the process this year was the same as last year and all Trustees completed a rating form for the President’s performance. He reported also he consulted with Board of Governors Chair Ned Lautenbach and State University System (SUS) Chancellor Marshall Criser to obtain input on President Martin’s performance, and that they were in agreement with what he was proposing. He stated he reviewed the results of the Trustees’ individual ratings, as well as the feedback from Chair Lautenbach and Chancellor Criser. He indicated the Board of Governors (BOG) did not allow anything more than a one-year extension of a President’s contract. He noted he advocated for a longer extension; however, he was rejected in this regard due to BOG regulations and not as a reflection on President Martin or the work being done at FGCU. He noted Chair Lautenbach and Chancellor Criser had nothing but exceptionally positive comments regarding President Martin and FGCU. He spoke with a number of members of the BOG, and that FGCU was viewed positively by the Board. He said that in Tallahassee, the actions of the BOG spoke loudly to how they felt about FGCU. He opened the floor for Board discussion.

Trustee K. Smith stated when FGCU was in search of a president, it had very specific direction from the FGCU BOT regarding what was desired in a president, and Dr. Mike Martin checked all the boxes. He stated President Martin had adapted well with FGCU changes and in general, had achieved many of the goals the FGCU BOT wished to achieve: increased funding, increased presence in the State, increased presence with the Legislature, and a better relationship with the BOG. He stated he believed it was important to remember that President Martin had checked all of the boxes at a high level. He said in the community there was a point in time where FGCU was not reaching Naples or Charlotte County the way that it should, and the President has spent a lot of time improving those relationships. He finished by saying that as he looked back on what has happened under President Martin’s leadership, he does not think the FGCU BOT could have made a better choice.

Trustee Robbie Roepstorff concurred with Trustee K. Smith. She said that when they were conducting the search for a President, she was quite concerned that the University would get so caught up in the looming issues surrounding the institution at the time that
FGCU would lose sight of all of the good things, lose the momentum, and fail to keep the community engaged. She commended President Martin for proving her wrong and continuing to focus on what was important to FGCU and not only on the numbers; for his capital improvement achievements; and his work with the Legislature and the PECO list. She thanked President Martin for the phenomenal job that he has done for FGCU and student success.

Trustee Coone stated it had been a pleasure to work with President Martin. She stated when she was evaluating President Martin, she considered how the public viewed FGCU, President Martin’s relationship with the Legislature, his presence in local media, and FGCU collaborations and innovations. She indicated she believed President Martin was doing an excellent job. She noted that did not go without understanding that there was some hard working employees and staff under President Martin who were happy and some who perhaps were not. She said as was mentioned earlier in the meeting implementing training for new supervisors was very important and something that should be looked into further. Overall, she said she was a student under former President Merwin and had a great relationship with him, worked as an employee under former President Bradshaw and had a great relationship with him, and is now serving on the FGCU BOT and felt that she had a really good relationship with President Martin. Trustee Coone stated she appreciated President Martin’s efforts and asked him to keep an open ear to the employees and to the students, who make up the University.

Trustee Eide stated that in the two years he has evaluated the President, they were thorough evaluations and he appreciated that he never had to include anything which President Martin would not discuss face-to-face with him in his office. He stated he believed President Martin had no hidden agenda and that there is nothing he would not take on head-to-head. Trustee Eide said he always felt like he got a fair hearing from President Martin, and he hoped that President Martin felt the same way.

Trustee Montgomery noted any organization was successful as a culture of teamwork; teamwork began at the top and he believed President Martin encouraged a culture of teamwork which would continue to ensure success at FGCU.

Trustee Ballin stated from a student’s perspective. President Martin was an inspiring and caring individual who put student success at the forefront of his decisions. He noted President Martin treated students as colleagues. He stated students appreciated President Martin's hard work in advocating for new buildings, new classes, mental health support, etc. He said it showed that President Martin understood the struggles students faced, and that he puts students first. Trustee Ballin thanked President Martin for the growth, the resources, and the amazing job he has done. Trustee McDonald echoed the comments of his colleagues; faculty also concurred that President Martin's leadership had been a breath of fresh air; inspiring; they enjoyed working with him; and hoped to continue to do so for many more years to come.
Trustee Darleen Cors concurred with the other Trustees. She stated she appreciated President Martin’s continued focus on the Pillars of the FGCU 2017-2022 Strategic Plan. She thanked President Martin and said he was a great leader.

Trustee Price stated he believed FGCU was founded to be different; it was a transformative approach to the higher education model and as such he was a bit concerned when choosing President Martin due to President Martin’s extensive traditional background in higher education. He noted, however, President Martin focused on FGCU roots, embraced the FGCU mission, and used it as a competitive advantage. He stated he approved of President Martin efforts in this regard, his radical focus on student success, the unique focus on the environment in Southwest Florida, attention to non-traditional students, and the strides in innovative technology.

Trustee Fogg indicated he had written a detailed evaluation, but would like to add he believed the search committee found exactly what it was looking for in a President, and was very lucky. He noted while President Martin and he did not always agree, he and President Martin never failed to have a very frank discussion, which he appreciated.

Trustee S. Smith stated he shared the Trustees’ views. He stated FGCU was fortunate to have President Martin who led the University energetically and enthusiastically. He stated he hoped when the current student success goals were met, the University might extend its student success goals to incorporate student success after graduation. He said he believed student success should be measured 10 years after graduation. He noted FGCU had achieved amazing strides under the leadership of President Martin.

Trustee Spilker stated he could not be more excited about the trajectory President Martin had FGCU on, and where they were headed. He stated objectively there were metrics which demonstrated President Martin’s excellent influence on the community and the University.

President Martin thanked the members of the FGCU BOT for their comments. He stated his achievements have all been team efforts, and it was a testament to the individuals who loved FGCU. He stated after two years, he could truly say that FGCU was his favorite stop over the 48 years of his career for many reasons, one was the Board, another was his coworkers, and of course the students. He noted the students at FGCU viewed education not as an entitlement, but as a privilege.

Chair Gable stated he recommended and would entertain a motion with the suggested language: “I move that President Martin has performed in an outstanding manner for the 2018-2019 year.”

Trustee Spilker made the suggested motion. Trustee K. Smith seconded the motion. There was no public comment, or further Board discussion. The vote was 13-0 in favor of the motion.
Chair Gable stated that given the FGCU BOT’s evaluation of President Martin, and in accordance with his employment contract, he recommended and would entertain a motion with the suggested language: “I move that the Board award President Martin a $100,000 performance bonus in accordance with his employment contract.”

Trustee K. Smith made the suggested motion. Trustee Spilker seconded the motion. There was no public comment, or Board discussion. The vote was 13-0 in favor of the motion.

**President’s Employment Agreement (TAB #7)**

Chair Gable stated based on his conversations with President Martin, he recommended the President’s contract be adjusted. He stated he had spoken with BOG Chair Lautenbach, as well as Chancellor Criser regarding this contract amendment; however, BOG approval was not required. He stated President Martin’s base pay would be increased from $350,000 to $400,000, and the potential annual performance bonus would be reduced from up to $100,000 to up to $50,000. He called for a motion.

Trustee K. Smith made a motion to approve the changes to the President’s contract. Trustee Ballin seconded the motion. There was no public comment or Board discussion. The vote was 13-0 in favor of the motion.

Chair Gable congratulated President Martin. President Martin thanked the FGCU Board of Trustees.

**2019 Legislative Session Report (TAB #8)**

Trustee K. Smith stated there were three information items: the first was a 2019 Legislative Session Report to be made by Director of Government Relations Jennifer Goen.

Ms. Goen reported FGCU was appropriated $10 million in recurring operational funding, and $9 million toward construction of AB9, which was to be the Integrated Watershed and Coastal Studies building. She indicated FGCU was provided the funds due to the dedicated and persuasive Southwest Florida legislative delegation, whose leadership was integral. She thanked President Martin, the Trustees, and the Eagle Advocates which included alumni, faculty, staff, students and community leaders. She stated she was still waiting on the budget to be presented to the Governor who then had fifteen days to make decisions and complete the budget. She stated she would keep the BOT posted regarding the presentation of the budget to the Governor. She noted the BOT had a copy of the 2019 Regular Session Policy Report on legislative actions, bills and outcomes from the session.

She reported Senate Bill 190 was presented on June 5, 2019; the Governor had until June 20, 2019 to act by allowing it to become law without signature, sign it, or veto it. She noted she did not anticipate a veto. She noted included in Senate Bill 190 was Trustee training, new requirements for the request of Public Education Capital Outlay (PECO) projects, and an increase in the amount of the required budget reserve amount
up to 7 percent. She announced the 2020 Legislative Session would begin January 14, 2020; FGCU Day at the Capitol was January 28, 2020; and the Eagle Advocacy Appreciation reception would be April 9, 2020.

Trustee Fogg noted the 2019 Regular Session Policy Report was extremely complicated and difficult to understand. He asked for assistance in understanding the information as it was important to be well educated in this regard. President Martin stated much understanding would come with interpretation from the State University System (SUS) staff, and FGCU would await SUS staff interpretation. He stated there were some surprising fundamental changes to carryforward funds, which Mr. Magiera would explain shortly. He indicated he and others would be talking with colleagues from the other institutions, with staff at the SUS, and others to ensure understanding.

Trustee Fogg suggested holding a workshop in the fall to walk the Trustees through the information. President Martin stated he felt this was an excellent idea which would benefit both the presenters, as well as the Trustees.

“Flavor of Money” – Board of Governors’ Training

Trustee K. Smith called on Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation Steve Magiera to discuss the “Flavor of Money.”

Chair Gable stated “Flavor of Money” was an initiative the Board of Governors (BOG) felt was important. He stated he would ensure the BOG was aware the FGCU Board of Trustees (BOT) had reviewed this information.

Mr. Magiera said he had a couple of things to go over before he started the presentation. He reported that FGCU was in better financial shape than it had been in years, which had much to do with Legislature. He noted new buildings were being constructed. He explained challenges in the past included lack of funding, and BOG regulations. He reported in the past two years, FGCU had received additional money from the State, which had been helpful. He stated he would review some of the late hour changes, and the unintended consequences of said changes. He noted additional reporting would be required for some items; for example, following the meeting a certification signed by himself, President Martin and Chair Gable noting the FGCU BOT approved the budgets would be sent to the BOG, along with another certification letter regarding the Capital Improvement Plan. He noted, however, these were minor requirements in return for what was gained.

He reported following the previous FGCU BOT meeting in April, Ms. Evans sent the FGCU BOT the BOG “Flavors of Money” presentation, which was approximately 25 slides; he and his team consolidated this to eight slides after consultation with Chair Gable. He explained the BOG wished the Board to understand there were different fund types and what could and could not be done with certain monies. Mr. Magiera provided the “Flavor of Money” presentation to the FGCU BOT. A copy of the “Flavor of Money” presentation is attached.
Trustee Fogg asked about auxiliary activities. Mr. Magiera responded auxiliary activities included housing, but also included such things as conferences held on campus which generated revenue, the budget of which might include printed material expenses, speaker fees, etc. Trustee Fogg asked who was responsible for determining whether or not an activity was an auxiliary activity. Mr. Magiera responded he was responsible for this, as well as Director of Internal Audit Bill Foster.

Trustee Fogg stated, given the importance the BOG placed on this document, and given the complexity of the information, he wondered if a workshop session explaining this document could be held in the fall for the Audit and Compliance Committee so that there would be better familiarity with the terminology and rules. Chair Gable agreed; this was important and needed review and understanding. Trustee Fogg stated he would work with Ms. Evans and President Martin to schedule this workshop. He invited all Trustees to attend.

Trustee K. Smith stated knowing FGCU had an Audit and Compliance Committee to ensure documents such as this were understood and complied by was comforting. He thanked Trustee Fogg for his work along these lines. He stated he felt it was important starting next year to hold a separate Finance, Facilities and Administration Committee meeting regarding the budget each year as well. Trustee Fogg concurred and noted this was two separate issues; one a workshop for the Audit Compliance Committee in the fall, and the other a meeting of the Finance, Facilities and Administration Committee to review the budget before its annual approval by the BOT.

Trustee Montgomery agreed with Trustee Fogg. He stated he wished to confirm the internal controls set in the organization, whether project or specific transaction oriented, were geared to ensure FGCU was in compliance with BOG regulations moving forward.

Trustee McDonald asked when Education and General (E&G) money became carryforward money, if its “flavor” changed and was no longer subjected to the same restrictions as E&G, but took on a new set of restrictions. Mr. Magiera responded in general that the allowed uses overlapped; however, carryforward had more allowed uses.

Trustee McDonald asked in terms of carryforward money used for continuing contracts, if the contracts were dependent upon a carryforward balance. Mr. Magiera agreed.

Trustee McDonald asked if FGCU had any continuing contracts dependent upon a carryforward balance. Mr. Magiera responded that FGCU did not. Trustee McDonald asked if the self-supporting rules surrounding fixed capital outlay would apply to AB9. Mr. Magiera explained that this was referring to buildings that had strictly research labs and no classrooms or teaching occurring in the building. He said that FGCU would not have this issue with AB9.

Trustee S. Smith asked how funds and funding sources were tracked to ensure BOG regulations were being followed and the funds were used appropriately. Mr. Magiera responded each department’s budget was uploaded into the accounting system which
monitored spending and did not allow any department to spend over a budgeted amount. He noted monies came in through the Office of the Controller and that office posted receipts. He stated all expenditures went through the Procurement Office. He explained the Office of the Controller and the Office of Procurement Services both monitored regulations.

Trustee Montgomery asked if information was provided to departments on a routine basis showing users their budget balances. Mr. Magiera said the budget office provided training to users on how to use the accounting system to view their budgets. He explained that the users could not move the funds themselves, but they would put in a request to the budget office. Trustee Montgomery stated he would like to spend some time with Mr. Magiera for him to explain the budget process. Chair Gable recommended that this be done as part of the workshop in the fall.

Trustee Spilker stated the BOG did an excellent job focusing E&G dollars for operations, but he felt this also tied the hands of FGCU in regards to spending; universities with revenue-generating athletics departments or research departments had more leeway with spending funds. He stated FGCU needed PECO dollars to make up for these funding disadvantages. He stated it was important for the BOG and Legislators to understand these disadvantages.

Chair Gable suggested rather than a workshop with the Audit and Compliance Committee, perhaps the September FGCU BOT meeting should include a workshop portion. He stated it was very important for all Trustees to have a thorough understanding of these BOG regulations. He recommended Trustee Fogg and Trustee K. Smith take the lead in this regard. Trustee K. Smith stated he did not believe this could be accomplished during a meeting. He explained gaining a true understanding would require more than an hour or so. Trustee Fogg stated he understood two different suggestions had been made, one for an expanded workshop on the “Flavors of Money” material, while the second suggestion was for a future meeting of the Finance, Facilities and Administration Committee to look on the budget. Trustee K. Smith stated he believed the Finance, Facilities and Administration Committee meeting could wait until this time next year. Trustee Fogg noted the Audit and Compliance Committee workshop would be open to any Trustee who wished to attend and gain a better understanding. Chair Gable stated this would be acceptable.

Trustee K. Smith asked if there were more questions or comments. There were none. He asked Mr. Magiera to continue with the Finance and Budget Update.

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

Mr. Magiera stated the Finance/Budget Update included projections through the end of June, and the final numbers would be presented at the September BOT meeting. He noted FGCU was in a good financial position. He noted revenues were overall above projections, approximately $4.8 million above projections; however, $2.9 million of this was from Financial Aid. He stated there was a positive variance of 4.27 percent in expenditures, which was approximately $11 million. He indicated this was cash basis,
and payables were not included as of yet. He noted part of the $11 million positive variance was from the significant increase in funding last year, some of which was allocated in September and another portion January. This caused some salary savings and some employees were budgeted for but would not start until fall, also resulting in a larger than usual positive variance in salaries and benefits. He said they also had anticipated an increase in the State-required reserve from 5 percent to 7 percent ($4 million), so expenditures were slowed to ensure there was enough carryforward. He reminded the BOT about Dr. Cordova’s presentation on the “One-Stop-Shop” at the April BOT meeting, and the renovations that would need carryforward money to complete. He said, lastly, some of the carryforward money that was unspent was appropriated for the World Class Faculty and the graduate programs in the College of Business, which was approximately $1.5 million. President Martin commented FGCU intentionally distributed recurring monies at different times of the year, which enabled some flexibility in spending and helped cover unforeseen expenditures.

**Carryforward Funds for the Fiscal Year ended June 30, 2019 (TAB #10)**

Mr. Magiera reported carryforward funds were projected at just under $20 million. He noted the required statutory reserve at 7 percent was approximately $11 million. He said they did not have enough money to meet the 7 percent, so they would use $2 million of current year funding to meet the requirement. He stated the graduate programs in the College of Business and World Class Faculty were “fenced,” meaning there was a special appropriation for the programs, and that funds could not be used in any other way. He noted last year approximately $5.2 million was approved for the new information system, the remaining $2.3 million of which would be spent in the upcoming year. He discussed the remodeling section, what had been completed, and what was left to be done. He noted it was important to drive funds toward carryforward to be used for this purpose. He stated the maintenance item was rebuilding and paving of Parking Lot 8 and the road by Athletics at approximately $500,000. He stated he asked to set aside approximately $2 million to show good faith to the Legislature that FGCU was setting aside its own carryforward money for the PECO-approved project, AB9.

Trustee K. Smith called for a motion to approve the Carryforward Funds for the Fiscal Year ended June 30, 2019.

Trustee Cors moved to approve the Carryforward Funds for the Fiscal Year ended June 30, 2019. Trustee McDonald seconded the motion.

Trustee Fogg asked if these were all permitted uses of carryforward monies. Mr. Magiera responded in the affirmative.

Trustee Roepstorff asked if the $2 million that Mr. Magiera was requesting the FGCU BOT set aside in carryforward money toward the construction of AB9 had been signed off on by the Governor. Mr. Magiera said they were waiting for the Governor to act on Senate Bill 190.
Trustee K. Smith stated the motion needed to be changed to approve the Carryforward Funds for the Fiscal Year ended June 30, 2019 subject to approval of Senate Bill 190.

There was no public comment, or further Board discussion. The vote was 12-0 in favor of the motion.

**Regulation: FGCU-PR7.001 Tuition and Fees (TAB #11)**

Trustee K. Smith noted Tab #11, Regulation FGCU-PR7.001 Tuition and Fees, would be amended from the floor to remove the increase in the Student Health Fee. He stated this was not an indication of an unwillingness to fund this item, but rather that different funding would be provided. He asked how this should be accomplished. Ms. Evans recommended a motion to approve the item as amended to include the removal of the proposed Health Fee increase.

Trustee S. Smith moved to approve Regulation FGCU-PR7.001 Tuition and Fees including the removal of the proposed Health Fee increase. Trustee Spilker seconded the motion.

Trustee Ballin asked if the same increase in funding was to be spent on student health/mental health even without the fee increase. Trustee K. Smith responded in the affirmative. President Martin noted at some point there was a possibility of a fee increase, but currently the funds were being provided from a different source to increase the funding for Student Health Services. He stated FGCU was committed to fund student health needs as the University grew. Trustee K. Smith reported the Board of Governors (BOG) recommended finding a way to increase spending for student health without raising fees. He indicated he understood the importance of student health/mental health as it related to student success.

Trustee Coone asked for clarification; the FGCU BOT was not voting to increase the Health Fee, and the increased funding was emanating from elsewhere. Trustee K. Smith responded in the affirmative; the FGCU BOT was voting to approve the Regulation without the increase in the Health fee. Ms. Evans explained every year the FGCU BOT approved a regulation on tuition and fees which gave FGCU the authority to charge students tuition and fees going into the new year. She noted occasionally there was a recommended increase in one of the fees. She explained today the FGCU BOT would be voting to approve the Regulation minus the increase in the Health Fee.

Trustee Price asked how many years FGCU had gone without a tuition increase. Ms. Evans responded it had been more than six years. She noted that former Governor Rick Scott and the BOG were very clear about not increasing tuition or any fees.

Trustee Roepstorff asked if the increase in the repeat course fee would be kept in the Regulation. Trustee K. Smith responded in the affirmative; this was done at the direction of the BOG. He stated everything would remain the same in the Regulation except the increase in the Health Fee. President Martin noted given the increase in
student aid, the actual cost of attendance at FGCU was declining. Trustee Price noted staff and faculty performance was increasing.

There was no public comment, or further Board discussion. The vote was 12-0 in favor of the motion.

2019-2020 Operating Budget (TAB #12)

Trustee K. Smith noted Tab #12, 2019-2020 Operating Budget, would be amended from the floor to remove the included revenue derived from the above removed increase in the Student Health Fee. He asked Ms. Evans how best to accomplish this. Ms. Evans recommended a motion to approve the 2019-2020 Operating Budget as amended with the removal of the income which would have been derived from the increase in the Student Health Fee.

Mr. Magiera reported that on TAB 12 in the agenda packet and page 135 in Diligent Boards, there was a breakdown of the Operating Budget explaining where new money originated and how it was allocated. He noted there was an increase in performance based funding of $1.6 million. He stated the Legislature did not add money to performance based funding, but the way this amount was determined and allocated was related to a total systems base which had increased. He noted $2.2 million, as indicated earlier by President Martin, was allocated last year for nonrecurring items and was available to add to the new budget again for this year. He stated there was a projected increase in tuition of approximately $400,000, and FGCU had a total net increase in funding to $12.8 million. He stated approximately $2 million would be needed for the carryforward; however, this was a nonrecurring item and the $2 million would become available again next year for distribution. He reported President Martin allocated approximately $2 million to departments which had their spending plans approved. He said approved budgets meant that the specific departments, colleges, and divisions had their spending plans approved, thus the money was allocated. He explained the spending plans were needed to determine where to allocate the money for salaries, benefits and expenses. He noted the $8.7 million which was unallocated would be distributed to the departments after department budget approval, which he believed the majority would be completed by the September FGCU BOT meeting. He noted in September an amended budget would be presented which reflected these allocations, as well as the Student Health Fee change.

Trustee K. Smith suggested the motion be “to approve the 2019-2020 Operating Budget as amended with the removal of the income which would have been derived from the increase in the Student Health Fee, and contingent upon the Governor signing Senate Bill 2500.”

Trustee Spilker made the suggested motion. Trustee Cors seconded the motion. There was no public comment, or Board discussion. The vote was 12-0 in favor of the motion.
Mr. Magiera reported this year's Capital Improvement Plan Request was in a different report format. He explained in the past the Board of Governors (BOG) wished all buildings planned within the next five years to be included, even if it was just a "wish list" building. He noted the BOG no longer granted specific monies for operating buildings; therefore, there was a change in budgeting. He stated this year the BOG required inclusion of only the PECO-approved projects which were Educational Plant Survey approved and the inclusion of Capital Improvement Trust Fund (CITF) projects (which for FGCU would be the Recreation and Wellness Center). He reported AB9 was included in this report. He explained that although costs had gone up to $13 million, only $11 million was requested since $2 million of carryforward money would be used to assist in the completion of the project, pending the Governor's approval of Senate Bill 190. He noted the report included details about the buildings such as square footage, number of classrooms, etc. He reported this also would be signed by President Martin, and Chair Gable noting approval by the FGCU Board of Trustees (BOT).

Trustee S. Smith noted the total cost of one of the buildings was $57 million, but FGCU was only requesting $13.9 million. He asked the reason for this. Mr. Magiera explained only $13.9 million was required to finish construction on the building, FGCU had received three previous installments of funds for this particular building.

Trustee Fogg asked what happened if FGCU did not receive the expected final funds for the AB9 building. Mr. Magiera explained the AB9 building was very important. He explained the project would be bid out in two phases; the first phase would be paid for with current funds, and phase two with anticipated funds when available. He noted the architect had been selected, the programming was completed, and the architect was designing the building. Trustee Fogg asked if there was a contingency fund if the anticipated funds were not realized. President Martin responded other funding sources could be utilized such as borrowing funds from the Financing Corporation, or the building could be scaled down. He stated he believed we needed to move forward with this project, not only because FGCU needed the building, but also as it had been largely funded by the efforts of Senator Benacquisto, and he hoped she would be able to participate in the breaking of the ground while she was still a Senator.

Trustee Roepstorff asked if FGCU would need to work with the U.S. Army Corps of Engineers in order to break ground on AB9. Mr. Magiera confirmed that the U.S. Army Corps of Engineers was not involved, but the University would work with the Southwest Florida Water Management District.

Trustee Fogg made a motion to approve the 2019-2020 Capital Improvement Plan Request. Trustee Spilker seconded the motion. There was no public comment, or Board discussion. The vote was 12-0 in favor of the motion.

Mr. Magiera reported the Fixed Capital Outlay Budget was a new requirement from the Board of Governors (BOG). He explained this budget included University money
projects and construction projects being completed by the Financing Corporation, projects being completed by the Foundation, a third party (such as a food service vendor), and carryforward projects. He explained that the section the FGCU BOT would be approving was the Budget FY 2019-2020 column of the document. He stated he would bring budget updates for this every quarter to the BOT. He noted this was an extensive list and a living document which would be constantly updated.

Trustee K. Smith asked if all projects were funded according to BOG regulations. Mr. Magiera responded in the affirmative. Trustee K. Smith asked if this was predicated on getting the budget and Senate Bill 190 approved. Mr. Magiera responded in the affirmative.

Trustee Roepstorff asked when Phase II of the Alico Arena project would begin. Mr. Magiera responded he was unsure. He indicated Phase II of this project could not begin until the Recreation and Wellness Center was completed. Mr. Rice noted Phase II was not completely funded as of yet; therefore, the earliest this project would begin would be spring of 2020.

Trustee K. Smith recommended a motion to approve the 2019-2020 Fixed Capital Outlay Budget contingent upon the Governor signing the new budget, as well as Senate Bill 190.

Trustee S. Smith made a motion to approve the 2019-2020 Fixed Capital Outlay Budget contingent upon the Governor signing the new budget, as well as Senate Bill 190. Trustee Montgomery seconded the motion. There was no public comment, or further Board discussion. The vote was 12-0 in favor of the motion.

Trustee K. Smith commended Mr. Magiera for his efforts in regard to the budget. President Martin commented 92 percent of FGCU’s annual budget was committed, and only 8 percent was available annually. He stated he appreciated Mr. Magiera’s abilities to fiscally navigate FGCU in the right direction.

Regulation: FGCU-PR5.023 Separations (TAB #15)

Mr. Magiera reported there were some minor changes to this Regulation; benefits were being added to employees that are separated without cause if the employee had been with the University for more than a year. He explained sometimes there were budget changes and sometimes a position was no longer needed; as such, employees were let go with approximately 90 days of pay. He stated the Regulation did not previously include language about the University providing health benefits for the employees who were separated without cause. He explained for the employee to join COBRA, it cost approximately $1,700 a month. Mr. Magiera said it was a cost that the University normally covered, but the language needed to formally be added to the Regulation. He stated the second change to the Regulation was to include the language that lump sum severance payments may not exceed the limitations under Section 215.425 of the Florida Statues, which is currently 20 weeks of compensation. The last change was
making sure the Regulation was consistent with language in Regulation: FGCU-PR5.003, Employee Debt Collection.

Trustee Roepstorff asked to clarify if the University paid COBRA if there was an employee separation. Mr. Magiera explained FGCU gave money to employees separated without cause to pay for the cost of COBRA for 90 days. Trustee Roepstorff asked if this benefit was provided also to "separation during probationary period" employees. Mr. Magiera responded in the negative.

Trustee Fogg made a motion to approve Regulation: FGCU-PR5.023 Separations. Trustee Ballin seconded the motion. There was no Board discussion, or public comment. The vote was 12-0 in favor of the motion.

**Regulation: FGCU-PR5.003 Employee Debt Collection (TAB #16)**

Mr. Magiera reported if an employee left FGCU and owed money to the University, such as parking fines, key or equipment return failure, FGCU's policy was to take the money owed out of the employee's final check. He said the Regulation indicated if there was not enough money in the final check, FGCU would send the employee to debt collection.

Trustee S. Smith asked if the debt was always a modest debt and never a large loan. Mr. Magiera responded in the affirmative.

Trustee Coone asked if FGCU billed employees upon separation. Mr. Magiera explained if an individual was leaving employment, but owed FGCU fees of some sort, a letter would be included with the final check showing what was deducted and for what reason. He explained this Regulation provided for situations when employees, upon separation, owed FGCU more than the final check amount. He explained a notice would be sent indicating if the debt was not paid within a certain time period, the debt would be sent to collections. Trustee Coone asked what the period of time was. Mr. Magiera stated he was unsure, but he would get back to Trustee Coone with the information.

Trustee Spilker made a motion to approve Regulation: FGCU-PR5.003 Employee Debt Collection. Trustee Price seconded the motion. There was no public comment, or Board discussion. The vote was 12-0 in favor of the motion.

**Naming of Library as the “Wilson G. Bradshaw Library” (TAB #17)**

President Martin noted it was FGCU's tradition to recognize long serving leaders with naming of a facility on campus. He stated he believed this was entirely appropriate in recognition of Dr. Wilson G. Bradshaw's ten years of service as FGCU's President, which was half of the institution's history. He stated he reviewed the aerial photographs of campus during Dr. Bradshaw's service which indicated many positive changes while Dr. Bradshaw was at FGCU. He noted there was great change in enrollment, change in standards, and change in academic programs which he felt indicated great growth and advancement under the leadership of Dr. Bradshaw. He stated he was pleased to
honor Dr. Bradshaw with the recommended naming of the Wilson G. Bradshaw Library, and that he strongly recommended approval.

Trustee Roepstorff asked if this required approval by the Board of Governors. Trustee K. Smith responded in the negative. He stated he felt Dr. Bradshaw deserved much credit for his work with the University, especially during the time of tumultuous budget cuts statewide.

Trustee Montgomery stated Dr. Bradshaw was President of the University during a period of rapid growth which required much coordination of many different elements. He commended Dr. Bradshaw for his accomplishments over a 10-year period.

Chair Gable made a motion to approve the Naming of Library as the “Wilson G. Bradshaw Library.” Trustee Montgomery seconded the motion. There was no public comment, or Board discussion. The vote was 12-0 in favor of the motion.

**Item 11: Audit and Compliance Committee** (See Tabs #18-19)

Audit and Compliance Committee Chair Fogg reported the Audit and Compliance Committee met on June 6, 2019, and had two items, both audits, for recommendation to the FGCU Board of Trustees. He noted both audits were almost a year old, but still needed to be approved and submitted to the Board of Governors (BOG). He called on Director of Internal Audit Bill Foster to present these items.

**Florida Gulf Coast University Audited Financial Statements for the Fiscal Year ended June 30, 2018 (TAB #18)**

Mr. Foster reported this was the financial audit for FGCU’s Financial Statements for the Fiscal Year ended June 30, 2018. He indicated on page 2, the Opinion, the auditors determined the financial statements fairly presented the financial position of the University. He explained this was known as a clean opinion and was what the Finance and Accounting Department strove for each year.

He stated pages 4-16 contained the Management’s Discussion and Analysis, where management described in reader friendly terms what occurred in the last fiscal year. He explained this section pointed out major transactions and presented comparative figures from the prior year. He reported pages 18-19 were the Statement of Net Position (previously known as the Balance Sheet). He noted the first column was titled “University” and contained figures for the University and the FGCU Financing Corporation. The second column was titled “Component Unit” and represented the Foundation’s information. He explained at year end there were total assets of $665.8 million and $131.5 million, total liabilities of $345 million and $0.6 million, with a net position (residual equity) of $341.5 million and $129.9 million, respectively for the “University” and the “Component Unit” columns. He reported page 21 was the Statement of Revenues, Expenses and Changes in Net Position (formerly known as an Income Statement). He explained for the year, FGCU had $117 million and $11.6 million in operating revenue, and $230.4 million and $16.1 million in operating
expenses, while net non-operating revenues were $102.6 million and $7.2 million, respectively for the “University” and “Component Unit” columns. He stated pages 22-23 were the Statement of Cash Flows, which showed the effects to cash from the financial transactions. He noted the net effect was a $209,000 increase in cash and cash equivalents for the year end. He reported pages 24-55 were the Notes to the Financial Statements, which contained a significant amount of information to explain the various line items in the Financial Statements. He noted compared to Management’s Discussion and Analysis, these notes were not necessarily as reader friendly. He stated pages 56-58, Supplementary Information, reflected the information the State of Florida used to determine pension and health insurance subsidy liabilities. He noted pages 59-60 were the Auditor’s Report on Internal Control and Compliance, and that this report related financial reporting and compliance with Government Auditing Standards. He said there were no deficiencies in internal controls noted.

Trustee Fogg stated the Audit and Compliance Committee had reviewed the Audit and recommended it for acceptance by the Board. He called for a motion.

Trustee K. Smith made a motion to accept the Florida Gulf Coast University Audited Financial Statements for the Fiscal Year ended June 30, 2018. Trustee Montgomery seconded the motion. There was no public comment, or Board discussion. The vote was 12-0 in favor of the motion.

State of Florida Compliance and Internal Controls over Financial Reporting and Federal Awards Audit (TAB #19)

Trustee Fogg noted the actual Audit was not included in the agenda packet, but was hyper-linked for review.

Mr. Foster reported this was FGCU’s Federal Audit. He explained since FGCU was a component unit of the State of Florida, its Federal audit was included within the State of Florida’s. He explained it was hyper-linked as it was 469 PDF pages. He reported there were zero findings for Fiscal Year ended June 30, 2018. He reported the prior year there was one incident; Federal Requirements required a summary schedule for prior findings which was why there was an attachment from Fiscal Year ended June 30, 2017 regarding one late refund of Federal Financial Aid.

Trustee Fogg stated the Audit and Compliance Committee recommended the Board accept this Audit as presented. He called for a motion.

Trustee K. Smith made a motion to accept the State of Florida Compliance and Internal Controls over Financial Reporting and Federal Awards Audit as presented. Trustee Montgomery seconded the motion. There was no public comment, or Board discussion. The vote was 12-0 in favor of the motion.

Chair Gable thanked the Audit and Compliance Committee for its work.
Item 12: Old Business
There was no old business for discussion.

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

Item 14: Chair's Closing Remarks, and Adjournment
Chair Gable stated the next FGCU Board of Trustees meeting would be held on Tuesday, September 10, 2019. He noted lunch would be served momentarily for those Trustees staying, and wished all a pleasant summer.

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 # 1-19

Attachment:
A. “Flavor of Money” – Board of Governors’ Training
   B. Record of Votes
Education & General Revenue Fund

Appropriated funds sources from tax revenues and lottery ticket sales, or student tuition and matriculation fees

<table>
<thead>
<tr>
<th>Education and General (E&amp;G) Revenue</th>
<th>FY 18-19 Amended Budgeted Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Revenue</td>
<td>87,427,428</td>
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<tr>
<td>Tuition &amp; Fees</td>
<td>58,120,724</td>
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<tr>
<td>Lottery</td>
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<td><strong>Total E&amp;G Revenue</strong></td>
<td><strong>153,182,070</strong></td>
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<table>
<thead>
<tr>
<th>E&amp;G Expense</th>
<th>FY 18-19 Amended Budgeted Expenditures</th>
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<tr>
<td>Salaries and Benefits</td>
<td>113,044,144</td>
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<td>Other Personal Services</td>
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<td>General Expense</td>
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<td>Capital Expenditures</td>
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<td>Library Resources</td>
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<td>Unallocated</td>
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<td><strong>Total E&amp;G Expenditures</strong></td>
<td><strong>153,182,070</strong></td>
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</table>

E&G funds are used for operating activities only, such as, but not limited to, general instruction, public service, plant operations and maintenance, student services, furniture, equipment, libraries, administrative support, and other enrollment-related and stand-alone operations of the universities.

Unexpended and unencumbered funds become carryforward.

E&G funding may not be used to purchase food (outside of travel purposes), gifts, giveaways, entertainment and a number of other items.

E&G may not be used for construction of new space, although remodeling or renovation in limited scope is permissible.
Local Funds

Fee driven revenue activities, although not limited to fee revenue alone

<table>
<thead>
<tr>
<th>Local Fund Revenues</th>
<th>FY 18-19</th>
<th>Amended</th>
<th>Budgeted</th>
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<td>Student Activity Revenue</td>
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<td>4,360,490</td>
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<td>Athletic Revenue</td>
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<td>Concessions</td>
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<td>Financial Aid Revenue</td>
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<td>Total Local Fund Revenues</td>
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<td>46,839,289</td>
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<th>Student Related Expenditures</th>
<th>FY 18-19</th>
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<th>Expenditures</th>
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<td>Salaries and Benefits</td>
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<td>Financial Aid/Scholarship</td>
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<td>Total Student Related Expenditures</td>
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- Each of these funds serves to support the specific activity related to the revenue indicated. In the case of concessions, the revenue stream is associated with vending commissions.
- Athletics and Student Activity fees defined in BOG regulations, with specific language on use, process for increasing fees and other matters.
- Financial Aid is limited to financial aid and scholarship, each of which have guidelines depending upon the funding source.
Grants & Auxiliary

Grants represent sponsored research and specific funding sources

Auxiliary revenues are derived from university business operations that are self-supporting through fees, payments and charges

<table>
<thead>
<tr>
<th>Grant and Auxiliary Revenue</th>
<th>FY 18-19</th>
<th>Amended Budgeted Revenue</th>
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<tr>
<td>Grant Associated Revenue</td>
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<td>Auxiliary Revenue</td>
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<td>Total Grant and Auxiliary Revenues</td>
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<th>Grant &amp; Auxiliary Activities</th>
<th>FY 18-19</th>
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<tr>
<td>Salaries and Benefits</td>
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<td>Other Personal Services</td>
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<td>General Expense</td>
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<td>Capital Expenditures</td>
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<td>Transfer to DSO</td>
<td>18,395,928</td>
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<tr>
<td>Total Grant &amp; Auxiliary Expenditures</td>
<td>58,719,217</td>
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</table>

- Grants revenues are specifically provided to execute a given function, and their use is restricted to that activity only.
- Auxiliary activities must be self-supporting, and cannot be supported by state funds.
- Auxiliary revenues have greater flexibility than appropriated funds and can be used for construction without state approval unless debt is involved.
Carryforward funds represent the unencumbered, unexpended balances of Education and General Revenue funds at the end of the fiscal year.

Carryforward shall be used for operating activities only except where expressly allowed by law. Operating activities included, but are not limited to, unfunded enrollment growth, potential budget reductions, anticipated increases in university operations.

At any time the unencumbered available balance in the E&G fund of the university board of trustees approved operating budget falls below 7 percent of the approved total, the president shall provide a written notification and explanation to the Board of Governors.

At Florida Gulf Coast University, recent utilizations of carryforward have centered around maintenance, remodeling, and most recently investment in a new Enterprise Resource Planning system.

Carryforward may not be used for the construction of new buildings or projects above a threshold set by the Board of Governors.
Carryforward

Carryforward funds represent the unencumbered, unexpended balances of Education and General Revenue funds at the end of the fiscal year.

The uses of Carryforward have recently been defined by SB 190 as follows:

- Operating expenditures that are nonrecurring
- Any purpose specified by the board or in the General Appropriations Act
- Commitment to a previously appropriated PECO project which required additional funds for completion and is on the PECO list
- Completion of renovation, repair or maintenance project up to $5 Million
- Replacement of a minor project that does not exceed 10,000 GSF in size up to $2 Million
- Completion of a remodel or infrastructure project up to $10 Million if Educational Plant Survey recommended per Florida Statute 1013.31
- Repair or replacement due to a natural disaster
- Spending of the 7 percent only with a demonstrated emergency, with approval by the Trustees and the Board of Governors
Fixed Capital Outlay

Funding sourced for the construction of new buildings on campus

Public Education Capital Outlay (PECO) – Funded by the Gross Receipts Tax, which is a 2.5 percent levy on the gross receipts of electric, gas and telecommunications. This tax is devoted entirely to the PECO and Debt Service Trust fund and is the major state source of revenue dedicated to k-20 facilities. Funds are used for renovation/remodeling, new construction and/or land acquisition. This is the primary source of funding for construction in the State University System.

Capital Improvement Trust Fund Fee (CITF) – Funded by student fees and used for student related projects. This fee can be no more than 10 percent of tuition. Board Regulation 7.003(16).

Other State Sources – General Revenue or Lottery may also be directed for construction in the General Appropriations Act.

Self-supporting activities such as Housing, Athletics, Research, etc., do not receive Fixed Capital Outlay funding.

Tuition is expressly prohibited as a funding source.

Additional Reports Required – Senate Bill 190 requires added reporting of the use of carryforward and projects in general.
Definitions
Florida Statute 1013.01

**Maintenance and Repair** – means the upkeep of educational and ancillary plants, including, but not limited to, roof or roofing replacement short of complete replacement of membrane or structure; repainting of interior or exterior surfaces; resurfacing of floors; repair or replacement of glass; repair of hardware, furniture, equipment, electrical fixtures, and plumbing fixtures; and repair or resurfacing of parking lots, roads, and walkways. The term “maintenance and repair” does not include custodial or grounds keeping functions, or renovation except for the replacement of equipment with new equipment of equal systems meeting current code requirements, provided that the replacement item neither places increased demand upon utilities services or structural supports nor adversely affects the function of safety to life systems.

**Remodeling** – means the changing of existing facilities by rearrangement of spaces and their use and includes, but is not limited to, the conversion of two classrooms to a science laboratory or the conversion of a closed plan arrangement to an open plan configuration.

**Renovation** – means the rejuvenating or upgrading of existing facilities by installation or replacement of materials and equipment and includes, but is not limited to, interior or exterior reconditioning of facilities and spaces; air-conditioning, heating, or ventilating equipment; fire alarm systems; emergency lighting; electrical systems; and complete roofing or roof replacement, including replacement of membrane or structure. As used in this subsection, the term “materials” does not include instructional materials.
## Record of Votes
**FGCU Board of Trustees**  
**DATE:** 6/11/2019

<table>
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<tr>
<th>TRUSTEES</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
<th>Yes/No</th>
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<td>1 Trustee Josh Ballin</td>
<td>Yes</td>
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<td>Yes</td>
<td>Yes</td>
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<td>12 Trustee Christian Spilker</td>
<td>Yes</td>
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<td>Yes</td>
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<td>13 Trustee Blake Gable</td>
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<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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**Regulation: FGCU-PR4.002 Student Code of Conduct and Student Conduct Review Process (Tab #5)**  
1- S. Smith  
2- Ballin

**Motion 1:** Performance Evaluation of Outstanding for President Martin for 2018-2019  
1- Spilker  
2- K. Smith

**Motion 2:** $100,000 Performance Bonus for President Martin for 2018-2019  
1- Spilker  
2- K. Smith

**President’s Employment Agreement (Tab #7)**  
1- K. Smith  
2- Ballin

**Carryforward Funds for the Fiscal Year ended June 30, 2019 (Tab #10)**  
1- Cors  
2- McDonald

**Regulation: FGCU-PR7.001 Tuition and Fees (Tab #11)**  
1- S. Smith  
2- Spilker

**TRUSTEES**

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<tr>
<th>1</th>
<th>Trustee Josh Ballin</th>
<th>Yes</th>
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</thead>
<tbody>
<tr>
<td>2</td>
<td>Trustee Ashley Coone</td>
<td>Yes</td>
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<td>3</td>
<td>Trustee Darleen Cors</td>
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<td>4</td>
<td>Trustee Richard Eide (excused after 10:37 a.m.)</td>
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<td>5</td>
<td>Trustee Joseph Fogg</td>
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<td>13</td>
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## Record of Votes

### FGCU Board of Trustees

**DATE:** 6/11/2019

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<tr>
<th>TRUSTEES</th>
<th>2019-2020 Operating Budget (Tab #12)</th>
<th>2020-2021 Capital Improvement Plan Request (Tab #13)</th>
<th>2019-2020 Fixed Capital Outlay Budget (Tab #14)</th>
<th>Regulation: FGCU-PR5.023 Separations (Tab #15)</th>
<th>Regulation: FGCU-PR5.003 Employee Debt Collection (Tab #16)</th>
<th>Naming of Library as the “Wilson G. Bradshaw Library” (Tab #17)</th>
<th>Florida Gulf Coast University Audited Financial Statements for the Fiscal Year ended June 30, 2018 (Tab #18)</th>
<th>State of Florida Compliance and Internal Controls over Financial Reporting and Federal Awards Audit (Tab #19)</th>
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