

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

2  
3 **Tuesday, September 10, 2019**

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

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**Meeting Minutes**

10  
11 **Members:**

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

17  
18 **Others:**

19 Staff Advisory Council (SAC) President Missy Berkley.

20  
21 *Staff:* President Mike Martin; Provost and Vice President for Academic Affairs James  
22 Llorens; Vice President for Administrative Services and Finance, and Executive Director  
23 of FGCU Financing Corporation Steve Magiera; Vice President and Chief of Staff Susan  
24 Evans; Vice President and General Counsel Vee Leonard; Vice President for Student  
25 Success & Enrollment Management Mitchell Cordova; Vice President for University  
26 Advancement, and Executive Director of FGCU Foundation Kitty Green; Senior Vice  
27 President for Strategy and Program Innovation Mike Rollo; Director of Internal Audit Bill  
28 Foster; Director of Equity, Ethics and Compliance, and Title IX Coordinator Precious  
29 Gunter; Director of Operations Tiffany Reynolds; Assistant Director of Board Operations  
30 Tiffany Jackson; Project Manager Melissa Pind; and Executive Assistant to the Vice  
31 President and Chief of Staff Bruna Ugolotti.

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33  
34 **Item 1: Call to Order, Roll Call, and Opening Remarks**

35 Chair Blake Gable called for a moment of silence for those impacted by Hurricane  
36 Dorian in the Bahamas. He called the meeting to order at 9:46 a.m., and asked Vice  
37 President and Chief of Staff Susan Evans to call the roll. Roll call was taken with all  
38 members present, thus meeting quorum requirements.

39  
40 He welcomed new Trustee Jamie MacDonald who was elected as the Faculty Senate  
41 President effective July 1, 2019. Trustee MacDonald stated he was excited to be  
42 present representing FGCU faculty and to serve on the FGCU Board of Trustees.

43  
44 **Item 2: Consent Agenda (See Tabs #1-4)**

45 Chair Gable stated there were four items on the Consent Agenda: (1) Minutes of June  
46 11, 2019 Meeting, (2) Textbook and Instructional Materials Affordability Annual Report,

47 (3) Classification of Instruction Programs (CIP) Change from 52.0906 (Resort  
48 Management) to 52.0901 (Hospitality Administration/Management, General), and (4)  
49 Resolution of Appreciation for Outgoing Trustee Michael McDonald.

50  
51 He called for a motion.

52  
53 Trustee Darleen Cors made a motion to approve the Consent Agenda. Trustee Joseph  
54 Fogg seconded the motion.

55  
56 Chair Gable asked if there was any public comment, or Board discussion. Public  
57 comment included Mr. Morgan Paine, Fort Myers, FL.

58  
59 President Martin responded to the public comment regarding the Classification of  
60 Instruction Programs (CIP) Change from 52.0906 (Resort Management) to 52.0901  
61 (Hospitality Administration/Management, General). He reported this change was  
62 considered very thoughtfully and thoroughly. He stated the administration solicited input  
63 on needed changes from one of the leading experts in the field, Dr. Michael Johnson,  
64 former Dean of the Cornell School of Hotel Administration and current President of John  
65 Carroll University. He stated the direction of FGCU's program was evaluated with  
66 respect to other programs in the state. He reported that enrollment in the program had  
67 dropped 41percent in the last three and a half years, which alerted administration to  
68 consider the need for change. He noted the administration solicited advice from the  
69 program's external advisory committee regarding program restructuring. He indicated  
70 this change was not considered frivolously and was done within the confines of the  
71 Collective Bargaining Agreement (CBA). He stated he believed this was appropriate as  
72 a Consent Agenda item. He stated changing the CIP code put FGCU in alignment with  
73 other programs in the State of Florida, and seeking Association to Advance Collegiate  
74 Schools of Business (AACSB) accreditation would put FGCU's program in the league  
75 with the better programs nationally.

76  
77 Trustee MacDonald reported faculty members in Resort & Hospitality Management  
78 (RHM) were concerned the program would not be going through the normal curriculum  
79 revision after the CIP code was changed. He asked if this was the case. Provost and  
80 Vice President for Academic Affairs James Llorens explained the CIP code change was  
81 the administrative action which came before the curriculum change, and after the  
82 administrative action was approved, the revised curriculum would be developed and  
83 presented to the University Curriculum Committee for approval.

84  
85 Trustee MacDonald noted that cancellation of three faculty contracts had been  
86 rescinded and asked if there was a possibility more contract cancellations would be  
87 rescinded. Provost Llorens responded it was a possibility. He said they were  
88 continuing to look at the remaining faculty and how they would fit into the new  
89 curriculum. He said that a decision also would be made based on teaching out  
90 concentrations that were eliminated, and faculty would be identified to teach out those  
91 courses for students currently enrolled in the concentrations.

92

93 Trustee Stephen Smith asked for clarification in response to the public comment made  
94 by Mr. Paine regarding the change of all faculty contracts from three-year to one-year.  
95 President Martin responded that standard contracting would continue; however, when a  
96 substantive change was made in a program the relationship with the faculty in that  
97 particular unit could change. He stated even when a substantive change was not made  
98 to a program, when enrollment dropped clearly the program was not generating the  
99 revenue necessary to justify the number of faculty. He explained, if nothing else, if  
100 enrollment dropped 40 percent, faculty would drop 40 percent. He stated administration  
101 was repositioning this program, consistent with current policy, in an effort to ensure the  
102 program was the robust program it needed to be to serve the region. Trustee S. Smith  
103 reiterated that any comments regarding the contract change applied only to the RHM  
104 faculty. President Martin confirmed this statement.

105  
106 Trustee Josh Ballin stated he received student feedback regarding this change. He  
107 indicated he supported the idea that programs needed to evolve to meet the needs of  
108 the growing industries. He noted the RHM program was why he chose to attend FGCU  
109 and was one of the reasons many of the students he was connected with chose to  
110 attend FGCU. He stated while most students understood programs changed over time,  
111 many students were disappointed there were not many opportunities for the students to  
112 provide feedback regarding changes they would want to see in the program. He stated  
113 many of the students in this program were upset. He explained because of the nature  
114 of this program the students tended to be rather emotional as hospitality was based on  
115 relationship building. He stated he understood changes needed to be made, but it was  
116 important for the Board to consider the needs of the students before voting to officially  
117 change something in the program.

118  
119 Trustee Ken Smith stated he appreciated Trustee Ballin's comments; however, he said  
120 it was important to understand this need for change came from the industry. He noted it  
121 was important to consider students' wants and needs, but it was more important for  
122 students to be highly hireable post-graduation. He noted the program itself was deemed  
123 to have problems in this regard; the hospitality industry had asked for changes to the  
124 program, and he believed these changes, made with the assistance of the expert from  
125 Cornell, a flagship school, would create more hireable graduates. He stated President  
126 Martin and Provost Llorens had vast amounts of experience and consistently worked for  
127 the benefit of the students. He stated the changes in this curriculum would better equip  
128 students to compete against the Cornell and Michigan type of schools.

129  
130 Trustee Ballin stated the students understood that administration was working for their  
131 benefit and were supportive of revamping the curriculum and the program to help them  
132 be more competitive. He noted the students were upset not because the program was  
133 changed, but because information was not initially shared by the University regarding  
134 these changes. He said although a letter had been sent out, students are still confused  
135 about the future of the program.

136  
137 President Martin stated CIP stood for Classification of Instruction Programs. He stated  
138 the classification was designed so students and parents knew what type of job could be

139 obtained with each degree. He stated this change in the CIP raised the bar for the  
140 students and increased career options. He noted FGCU was changing the CIP to  
141 match every other hospitality program in the State of Florida. He stated by making  
142 these changes, FGCU was promising a better starting point for students. He noted all  
143 great universities pursued excellence at every turn, and this was what FGCU was doing.  
144 He explained the conversation had been going on for a long time – emails were sent to  
145 the faculty, meetings with the faculty took place, and communications were sent to the  
146 campus as a whole. He stated that anyone who felt the information was not  
147 communicated had missed the fact that conversations had been occurring for a long  
148 time. President Martin stated that the administration had not tried to be opaque, but  
149 rather, resolute. He also pointed out that the expert from Cornell did, in fact, meet with  
150 students while at FGCU, and quoted them in his report.

151  
152 Trustee Ashley Coone stated she did not understand why the faculty was upset and  
153 asked what the negative connotations were for the faculty. Provost Llorens responded  
154 the students he had been in communication with understood the positive benefits of  
155 these changes and were supportive. He stated he felt the faculty feared an unknown  
156 career future in this program. He stated the curriculum would be more rigorous, and  
157 faculty would be required to adhere to the new curriculum and meet the qualifications  
158 for instruction. He said the downside from the student perspective was uncertainty  
159 about the changes occurring, but that students currently enrolled in the program and  
160 concentration were reassured that faculty would teach out the program under the  
161 existing curriculum. He said that the changes would not occur overnight, and that it  
162 would be a transition over the next couple of years before full implementation of the new  
163 curriculum and degree program. Provost Llorens reported that the feedback received  
164 from the industry, as well as from students, was that the changes to the program were  
165 positive for FGCU. He said that the faculty were still undergoing a review process to  
166 determine if they would be capable of meeting the new AACSB accrediting standards.

167  
168 Trustee Richard Eide asked if the typical standard faculty contract length was three  
169 years. Provost Llorens responded in the affirmative. Trustee Eide asked if there was  
170 still an annual performance review within a three-year contract. Provost Llorens  
171 responded in the affirmative. Trustee Eide asked if knowledge that a program was not  
172 performing well was communicated to faculty during annual performance reviews.  
173 Provost Llorens responded annual performance reviews were very individual to the  
174 instructor and not a reflection of the overall program. He stated the evaluation of the  
175 program itself was done on a departmental level. He said program evaluation looked at  
176 the leadership of the program, the curriculum, and instruction. Trustee Eide said that he  
177 understands, however, there seemed to be a deficit between what was occurring on the  
178 ground and what the faculty understood was the outcome. Trustee Eide suggested  
179 program and department goals be communicated to faculty members during annual  
180 performance reviews as to prevent them from being blindsided when the University  
181 takes action.

182  
183 Trustee Coone asked if Mr. Paine's concerns about these contract changes affecting all  
184 FGCU faculty members have been proven false. President Martin responded in the

185 affirmative. Provost Llorens stated the contact change only involved RHM, and that the  
186 administration notified the affected faculty members with letters of non-reappointment.  
187 President Martin noted there was much communication with faculty regarding the drop  
188 in program enrollment. He stated it was fiscally irresponsible to fund a program at 100  
189 percent when it was operating at 60 percent. He stated the goals of these curriculum  
190 and CIP changes were to rebuild the RHM program and focus it in such a way to give  
191 students the best possible career outcome.

192  
193 Chair Gable thanked those who commented. He stated it was clear a change needed  
194 to be made and change was never easy.

195  
196 There was no additional public comment, or further Board discussion. The vote was 13-  
197 0 in favor of the motion to approve the Consent Agenda.

198  
199  
200 **Item 3: Presentation of Resolution of Appreciation for Outgoing Trustee Michael**  
201 **McDonald**

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202 President Martin and Chair Gable presented outgoing Trustee Michael McDonald the  
203 Board's Resolution of Appreciation, which was read into the record by Vice President  
204 and Chief of Staff Susan Evans:

205  
206 "Whereas, in 2001 there was created a new system of K-20 seamless education  
207 for the State of Florida, which included installation of the Florida Gulf Coast  
208 University Board of Trustees; and  
209 Whereas, the President of each state university Faculty Senate statutorily is  
210 appointed as a trustee for his or her respective university; and  
211 Whereas, Dr. Michael McDonald was elected by his peers as President of the  
212 Florida Gulf Coast University Faculty Senate in 2017 and 2018, thereby causing  
213 him to be appointed for two terms to the Florida Gulf Coast University Board of  
214 Trustees; and  
215 Whereas, Dr. Michael McDonald has served with great distinction on the Florida  
216 Gulf Coast University Board of Trustees as a representative of the faculty, with  
217 support for the University's academic programs, and mission of teaching,  
218 research and service;  
219 Now, Therefore Be It Resolved that the Florida Gulf Coast University Board of  
220 Trustees wishes to express appreciation for Trustee Michael McDonald's  
221 outstanding and longstanding service, and wishes to recognize his commitment  
222 to Florida Gulf Coast University's students of today and for generations to come."

223  
224 Dr. Michael McDonald thanked President Martin and Chair Gable for their leadership  
225 and mentoring. He thanked his Board colleagues for their collegiality. He stated he had  
226 been a FGCU faculty member for 22 years, and thought that he knew a lot about the  
227 University. He said his time served on the FGCU Board of Trustees had been quite  
228 educational. He stated he came away from the Board realizing that the members were  
229 idealists who held the University to standards, to ideals of good governance, and ideals  
230 of responsibility for the resources in which the University had been entrusted. He said

231 the Board members were also “idea-ists,” in that they believed in the idea of FGCU. Dr.  
 232 McDonald said he was inspired and was pleased to have served on the Board for the  
 233 past two years.

234  
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236 **Item 4: Student Success – Enrollment Management Initiative**

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237 Chair Gable indicated that as was customary for the Board meetings, he asked Vice  
 238 President for Student Success and Enrollment Management Mitch Cordova to provide  
 239 an update regarding the Student Success – Enrollment Management Initiative.

240

241 Dr. Cordova stated that he wanted to provide the Board with fall enrollment data, and an  
 242 update on student enrollment and credit hour data, as well as other key metrics and  
 243 performance indicators. He displayed a Freshman Profile chart which illustrated  
 244 comparison data between the fall of 2018 and fall of 2019 terms including: first-time-in-  
 245 college (FTIC) enrollment numbers (decreased about four percent), average GPA  
 246 (weighted) (increased 1.3 percent), average ACT scores (unchanged), and average  
 247 SAT scores (unchanged). Trustee Christian Spilker asked if the GPA was based on a  
 248 4.0 scale. Dr. Cordova responded that it was effectively a weighted GPA; students had  
 249 the opportunity to score above a 4.0 based on honors courses and Advanced  
 250 Placement (AP) credits.

251

252 He indicated that a survey was administered to learn more about the freshman profile.  
 253 He noted 84 percent of 2019 freshman FTIC students had completed the survey. He  
 254 said this was an increase from last year, which was 50 percent. He explained students  
 255 take the survey prior to Eagle View Orientation (EVO). He stated 72 percent of the  
 256 FTIC students surveyed reported FGCU was their first choice college (this was an  
 257 increased percentage from 68 percent the previous year) and five percent reported a  
 258 plan to transfer. He noted 96 percent of students surveyed planned to graduate in four  
 259 years or less and 37 percent of incoming freshman were identified as first generation  
 260 college students. He stated 59 percent planned to work while attending school (up  
 261 slightly from last year’s 54 percent) and 31 percent cited a combined family income  
 262 below \$50,000 dollars (decreased percentage). Trustee K. Smith asked if the  
 263 percentage of students who planned to work (59 percent) was a typical percentage. Dr.  
 264 Cordova responded he was unsure, but he felt this percentage was consistent with  
 265 other institutions. He stated 85 percent of FTIC students surveyed felt confident they  
 266 would be successful in college (increased from 83 percent last year). He noted  
 267 students felt least confident about time management ability, and that FGCU provided  
 268 resources through the Center for Academic Achievement (CAA) and other mentoring  
 269 programs for students in this regard. He stated of the FTIC students surveyed, 46  
 270 percent cited mental health as a significant concern (decreased four percent from last  
 271 year). He stated there was an increase in the percentage of students who were  
 272 stressed financially. He stated 68 percent felt a strong sense of community was  
 273 important for their success at the University. He said this was down about two percent  
 274 from the previous year, but was not troubled by the decrease. Dr. Cordova stated it was  
 275 important for incoming freshman students to realize that FGCU provided a strong sense

276 of community, which would allow them to connect to resources and peers, which would  
277 hopefully over time help to increase retention.

278  
279 Dr. Cordova stated the next section of his presentation on fall 2018-2019 enrollment  
280 data would provide a perspective of total enrollment and student credit hours,  
281 distributed by levels and type. He explained this data was preliminary. He noted fall  
282 2019 lower level student (freshman/sophomore) enrollment was up 1.9 percent from the  
283 previous year due to better student retention. He noted fall 2019 upper level student  
284 (junior/senior) enrollment was down 2.7 percent due to graduating students. He stated  
285 graduate enrollment was up 5.8 percent and non-degree seeking student enrollment  
286 was up 2.76 percent. He stated total enrollment had decreased by a small 0.15  
287 percent. He reported a 0.67 percent decrease in undergraduate student credit hours,  
288 and a 10 percent increase in graduate student credit hours. He noted another metric  
289 that the University was looking at closely was the Hispanic student population. He said  
290 FGCU was an emerging Hispanic serving institution and there was a one percent  
291 increase from last year in the Hispanic population.

292  
293 Dr. Cordova noted summer enrollment was a critical factor in helping students to persist  
294 through their degrees and to graduate more quickly. He displayed and reviewed data  
295 spanning from summer 2017 to summer 2019. He reported there was an 18.7 percent  
296 growth in three years in number of summer enrollment seats occupied and a 28.3  
297 percent increase in number of sections. He noted there was a 7.7 percent increase in  
298 total head count and lower level student summer credit hours went up 15.7 percent. He  
299 stated there was a 22 percent increase in upper level student credit hours. He noted  
300 data indicated, while the total head count had only increased by 7.7 percent, the  
301 number of sections, number of seats occupied, and the student credit hours generated  
302 were increasing a lot more. He said what his staff was seeing was relatively the same  
303 amount of students enrolled were taking more credit hours in the summer.

304  
305 Dr. Cordova reviewed the Academic Progress Rate (APR) data; APR referred to the  
306 percentage of freshmen retained from freshman year to sophomore year with a GPA of  
307 2.0 or higher. He stated APR retention showed a 1.8 percent increase from last year to  
308 this year. He stated overall retention showed an increase of 3 percent. He noted active  
309 interventions continued in an effort to capture students from the fall 2018 cohort to enroll  
310 them in the fall "B" term. He stated FGCU had an APR retention goal of 75 percent  
311 (currently 74.2 percent) and an overall retention rate goal of 80 percent (currently 79.9  
312 percent). Trustee Eide asked what the best retention rate was for the State University  
313 System (SUS). Dr. Cordova responded around 90+ percent for University of Florida  
314 (UF) and Florida State University (FSU).

315  
316 Dr. Cordova reported the 2013 cohort four-year graduation rate was 28.8 percent and  
317 the 2014 cohort four-year graduation rate was 34.5 percent. He said there was  
318 potential to bring that number close to 35 percent this year. He said that was about a  
319 6.2 percent increase from last year. He said collectively, when looking at the four-year  
320 graduation rate from the last two years, there was the potential to exceed 12 percentage  
321 points. He said that was a testament to the efforts of a lot of remarkable people on

322 campus trying to help students graduate as quickly as possible. He displayed a six-year  
323 timeline of cohorts from 2010 to 2015 which illustrated the jump in four-year graduation  
324 rates following the launch of the Student Success Initiative in March 2018. He noted  
325 with respect to the five-year graduation rate, the 2013 cohort had a 43.6 percent  
326 graduation rate, and the 2014 cohort was at 48.5 percent (about a 4.9 percent increase  
327 from last year). He said it was exciting that the five-year graduation rate was currently  
328 higher than the six-year graduation rate last year. He stated the six-year graduation  
329 rate for the 2012 cohort was 47 percent and now the five-year graduate rate was 48.5  
330 percent. Dr. Cordova said that was a strong, outstanding number.

331  
332 He stated FGCU encouraged students to graduate with the least amount of hours  
333 toward the degree. He displayed a chart which illustrated the average number of hours  
334 to bachelor's degree completion for FTIC students. He noted FGCU was ranked  
335 number one in this category at 136.6 hours. He noted that the State University System  
336 (SUS) average was 143.8 hours to degree completion. Trustee S. Smith asked why  
337 fewer hours to bachelor's degree completion was a good thing. Dr. Cordova explained  
338 bachelor's degree programs were typically 120 hours, and FGCU encouraged students  
339 to graduate in four years and as close to 120 hours as possible.

340  
341 Dr. Cordova displayed a chart which illustrated the average number of hours to  
342 bachelor's degree completion for transfer students (students who transferred to FGCU  
343 with an Associate of Arts degree from a Florida College System school). He stated  
344 FGCU had an average of 147.3 hours and was ranked fourth in the SUS. He noted  
345 FGCU was working to improve this number. He said he believed the 2+2 pathways that  
346 FGCU was working on with State College of Florida and the current "Destination FGCU"  
347 program with Florida SouthWestern State College would help over time to improve this  
348 key performance indicator.

349  
350 He stated, in summary, FGCU would continue to improve upon admitting students who  
351 viewed FGCU as a first choice school. He noted summer school was the key to  
352 increasing persistence, increasing graduation rates, and decreasing cost to the student.  
353 He stated FGCU would continue to create the best environment for student success.

354  
355 Trustee Fogg asked about the University of Florida (UF) FTIC student hours to  
356 bachelor's degree completion rate of 155 hours, and why it was so high. He noted UF  
357 was Florida's flagship school, and he wondered if the 155 hour completion rate was  
358 good or bad. Dr. Cordova indicated he could not speak for the University of Florida. He  
359 said the bottom line was that FGCU wanted students to graduate as quickly as possible.  
360 Senior Vice President for Strategy and Program Innovation Mike Rollo stated he worked  
361 at UF for many years and noted many students at UF entered as freshmen with 30-36  
362 credit hours from AP courses already accrued, which could contribute to the increased  
363 hours to degree completion rate.

364  
365 Trustee Fogg asked how the data found on page 1 of Dr. Cordova's presentation slides  
366 regarding the Freshman Profile measured up to the goals that Dr. Cordova would like to  
367 see for incoming freshmen. Dr. Cordova stated FGCU always strove to improve the



368 quality of incoming students (as indicated by GPA or test scores); however, more  
369 important to FGCU was increasing the quantity of students who chose FGCU as a first  
370 choice school. Trustee Fogg responded that this was the “hand” that FGCU was dealt,  
371 and that FGCU’s job was to do better with the “hand.” President Martin stated he felt a  
372 regional school such as FGCU was a ladder, not a filter. He said FGCU needed to give  
373 students who were motivated and prepared a chance. He stated he felt FGCU was a  
374 value-added institution rather than a selective institution. He indicated he felt FGCU  
375 was doing an excellent job of taking students who needed a jump start and putting them  
376 on the path to success. He stated he believed FGCU should take great pride in this.  
377 He said the K-12 school system in the region may not be as strong as they would like it  
378 to be, and that many of the FGCU students were first generation and come with  
379 financial challenges. President Martin stated if FGCU could take those students  
380 through a successful college experience and into a career, then it has made a profound  
381 social contribution.

382

383 Trustee K. Smith commended Vice President Cordova, Provost Llorens, President  
384 Martin, the faculty, and the students for the Student Success & Enrollment Management  
385 Initiative which he felt was highly successful, as well as the summer school program  
386 improvements. He said it was amazing to look at what had been done, and that the  
387 data spoke for itself.

388

389 Trustee Robbie Roepstorff agreed with Trustee K. Smith. She asked if FGCU acquired  
390 a Benacquisto Scholarship recipient this year. Dr. Cordova responded in the negative.  
391 Trustee Roepstorff said that was the goal - that Senator Benacquisto had done so much  
392 for FGCU and that the University needed to make this happen. Trustee Roepstorff  
393 noted that she valued the FGCU Board of Trustees Information System (BOTIS)  
394 quarterly report and that upon review she did not see any new freshmen from Bishop  
395 Verot, Canterbury or the Community School in Naples. She asked if there was a reason  
396 students from these schools were not choosing FGCU. Dr. Cordova responded these  
397 students were competitive and had many options, and were going to the finest public  
398 and private institutions. He stated as FGCU’s quality continued to improve, and the  
399 message continued to circulate that FGCU students were achieving high success rates  
400 of employment within six months of graduation in high earning jobs, the more  
401 competitive students would choose FGCU. Trustee Roepstorff encouraged Dr. Cordova  
402 to focus recruiting efforts toward these schools.

403

404 Trustee Coone asked if the Student Success & Enrollment Management Initiative was  
405 launched in 2018 and if the APR data provided was a direct result of implementation of  
406 the initiative. Dr. Cordova responded in the affirmative. He explained that a lot of what  
407 had been put in place last year was the *Eagles in 22* program, which was aimed at  
408 tracking and retaining the fall 2018 freshmen who were now rising sophomores. He  
409 stated the First Year Experience and Retention Programs department developed a  
410 completely new program to support creating an engaged, connected student  
411 environment for freshmen. He said the South Village Residence Hall is the location that  
412 was built to support this effort. Trustee Coone asked what offices partnered with Dr.  
413 Cordova to implement the Student Success program. Dr. Cordova responded FGCU

414 had a Student Success division with three units: Academic Engagement, Student  
415 Engagement, and Enrollment Management. He stated there were numerous  
416 departments within those three units with approximately 350 full-time employees and  
417 150 part-time employees. He stated that Student Success & Enrollment Management  
418 also partnered with Academic Affairs to continuously support students and help them  
419 graduate quicker. He said they also worked with the Advancement Office and the Office  
420 of Administrative Services and Finance, and work together across the institution to  
421 make this happen.

422

423

424 **Item 5: Standing Report from United Faculty of Florida (UFF)/FGCU Chapter**

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425 Chair Gable stated the standing report from United Faculty of Florida (UFF)/FGCU  
426 Chapter report was being made in conjunction with the Collective Bargaining Agreement  
427 provision which provided UFF an opportunity to speak to FGCU Board of Trustees'  
428 agenda items which affected the wages, hours, and other terms and conditions of  
429 employment of employees. "Employees" was defined as a member of the bargaining  
430 unit. He welcomed new Co-Presidents Dr. Scott Michael and Mr. Patrick Niner.

431

432 Dr. Michael reported he was a professor in the department of biology and taught biology  
433 and honors, and ran a research lab dealing with viruses. He said he brought in about  
434 \$10 million in external research support and had been at FGCU for 15 years. He said  
435 he came from Tulane University in New Orleans. He noted he was present as an  
436 advocate for student excellence, which was the heart of everything that FGCU was  
437 trying to accomplish.

438

439 Mr. Patrick Niner introduced himself as an instructor in the department of language and  
440 literature. He said he was beginning his eighth year as an instructor. He stated in the  
441 time he had been at FGCU, he served in several roles in shared governance, most  
442 notably as a former officer of the Faculty Senate, as part of the Collective Bargaining  
443 Team, and as Collective Bargaining Chair. He said he was a son of the great state of  
444 West Virginia, which meant his ancestors shed their blood for the right to collectively  
445 bargain. He said that it was in their honor that he served as co-president of the Union.

446

447 Dr. Michael stated he was co-president of the FGCU chapter of UFF which represented  
448 all faculty members in the University. He reported 56 percent of the faculty members at  
449 FGCU were dues-paying members, which was the highest in the history of the  
450 University. He said they would like to get to 60 percent and above by the end of the  
451 academic year. He stated the intention was to work with management for stronger  
452 terms and conditions and stronger faculty; UFF/FGCU Chapter believed stronger faculty  
453 led to stronger student success which led to a better University.

454

455 Mr. Niner reported contract negotiations were almost complete (including salary and  
456 benefits). He reported the UFF/FGCU Chapter bargaining team was led by Dr. Scott  
457 Michael and the management bargaining team was led by Associate Provost and  
458 Associate Vice President for Academic Affairs Tony Barringer. He stated the  
459 UFF/FGCU Chapter was pleased with the collaborative spirit and commitment to

460 problem solving both bargaining teams displayed. He stated he believed contract  
461 changes would be ratified and ready for the Board's review soon.

462  
463 Trustee MacDonald asked if the UFF/FGCU Chapter had anything to add about Mr.  
464 Paine's public comment regarding faculty contracts for Resort and Hospitality  
465 Management. Mr. Niner stated the UFF/FGCU Chapter had no desire to hold the  
466 University back from progress and betterment, and if this meant changing a program,  
467 then it had no objections. He noted the three-year contract was sacred to FGCU  
468 faculty, as the University did not offer tenure. He stated that cutting a three-year  
469 contract short was unprecedented. He said that the UFF/FGCU Chapter wished to  
470 ensure this was being done correctly through a collaborative process, and that both  
471 labor and management had the same interpretation of contract language. He stated he  
472 could not say these goals had been met completely, but the UFF/FGCU Chapter and  
473 management were working toward reaching them. Dr. Michael stated the UFF/FGCU  
474 Chapter understood these contract changes were being compartmentalized to the  
475 Resort and Hospitality Management program, but was interested in the precedent  
476 setting nature of these changes and how they might be interpreted by other faculty  
477 across the entire University.

478  
479

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

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481 FGCU Board of Trustees Liaison to FGCU Foundation Board of Directors Leo  
482 Montgomery reported the FGCU Foundation Executive Committee met last week and  
483 the first order of business was to welcome Ms. Katherine "Kitty" Green as the new Vice  
484 President for Advancement and Executive Director of the Foundation. He welcomed  
485 Ms. Green to the team. He stated the meeting consisted of reports from each of the  
486 Committees, and asked Ms. Green to give this report today.

487  
488 Ms. Green reported the Foundation ended the fiscal year with \$135 million in total  
489 assets, and liabilities of just over \$650,000. She reported net investment earnings for  
490 the year were \$66.5 million; the investment pool's market value at the end of the year  
491 was \$99.7 million; and the portfolio returned 7 percent against the benchmark of 7.4  
492 percent. She stated the Foundation's operating budget finished the year with revenues  
493 exceeding expenses by \$425,000. She stated the auditors were onsite last month, and  
494 to date no unusual issues have arisen; the audit would be approved by the Foundation  
495 Committee at the October meeting, and the FGCU Board of Trustees would see the  
496 audit in January.

497  
498 She stated as a part of the Finance Committee's work to position the Foundation for the  
499 future the Committee was reviewing the overhead and spending rates for the  
500 endowments in comparison to the other state universities in Florida. She noted the data  
501 showed the FGCU overhead allocation of 1.5 percent on invested funds was among the  
502 lowest in the state, and the four percent spend rate for the University was comparable to  
503 others with only one being higher. She stated the Finance Committee would continue  
504 its efforts to determine how to achieve the combined 5.5 percent net rate in the  
505 uncertain months and years ahead. She reported the Foundation's investment advisor

506 was educating the Foundation about potential alternative investments which could  
 507 increase yield with acceptable volatility, including real estate, but no allocation changes  
 508 were recommended at this time. She reported the Foundation raised \$24 million last  
 509 year, just short of the \$25 million goal. She noted year to date the Foundation was  
 510 slightly ahead of last year's numbers and the Foundation again had a goal of \$25 million  
 511 for next year. She stated the primary goal of fund raising this year would be to match  
 512 the \$4 million challenge grant for the Entrepreneurship Building, as well as funding for  
 513 The Water School, continued Student Success initiatives and scholarships, and Phase  
 514 II of the Alico Arena project. She reported the Foundation was in the midst of a faculty  
 515 staff annual campaign, and to date 400 members of faculty and staff contributed to the  
 516 campaign. She stated the Advancement team spearheaded FGCU's very impactful  
 517 participation in the News-Press Water Summit last month and was coordinating a grand  
 518 opening for the new Student and Community Counseling Center on November 1, 2019  
 519 and a ceremonial groundbreaking for Academic Building 9 (AB9) on November 21,  
 520 2019. She indicated the decision was made to put FGCU's annual gala on hiatus in  
 521 favor of smaller and more targeted events this year.

522  
 523 Trustee Montgomery stated members of the Executive Committee and the Foundation  
 524 as a whole were very qualified and committed to the success of the University.

525  
 526 Chair Gable thanked and welcomed Ms. Green.

527  
 528

#### 529 **Item 7: Standing Report from FGCU Financing Corporation Board of Directors**

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530 FGCU Board of Trustees Liaison to FGCU Financing Corporation Board of Directors  
 531 Richard Eide, Jr. reported that over the summer, the Financing Corporation held a  
 532 conference call meeting in July in an effort to set up an agenda "to-do list" for refunding.  
 533 He stated FGCU had reached the first call date on roughly 25 percent of its outstanding  
 534 bonds. He reported the interest rate markets moved substantially over the summer,  
 535 lowering rates absolutely with a dramatic flattening of the yield curve. He stated there  
 536 was leverage in FGCU's favor for refunding at this time. He stated the Financing  
 537 Corporation discussed the possibility of delaying this activity, and it was decided not to  
 538 delay as the gain was very advantageous to the University and as this was only 25  
 539 percent of the outstanding bonds. He said that when he gave his report in June, they  
 540 were basing their budget on a 95 percent student housing occupancy, but housing  
 541 activity numbers were actually at a 99.1 percent occupancy rate, which was  
 542 outstanding.

543  
 544

#### 545 **Item 8: Chair's Report**

---

546 Chair Gable reported the Board of Governors met at FGCU two weeks ago. He stated it  
 547 was a wonderful opportunity for individuals from around the State of Florida to see the  
 548 FGCU campus. He stated the Board of Governors was very pleased with the visit, and  
 549 thanked those who coordinated the event. He stated the Chair of the BOG reminded all  
 550 BOT Chairs of a Trustee Summit next month in Gainesville on October 29 from 8 a.m.  
 551 until 3:45 p.m. at the University of Florida (UF). He stated the BOG and Chancellor felt

552 the Trustee Summit was extremely important, and Chair Gable encouraged all Trustees  
553 to attend. He stated October 11, 2019 was the deadline for booking the hotel, and  
554 Trustees should contact Ms. Evans for additional information.

555  
556

557 **Item 9: President's Report**

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558 President Mike Martin introduced the following new employees: Vice President for  
559 University Advancement, and Executive Director of the FGCU Foundation Katherine  
560 "Kitty" Green; Dean of the Marieb College of Health & Human Services Dr. Ann Cary;  
561 Director of the Bower School of Music and the Arts Dr. Krzysztof Biernacki; Associate  
562 Vice President for Enrollment Management Lisa Johnson; and Associate General  
563 Counsel Robert Eschenfelder. He introduced and thanked Dr. Charles Lindsey for  
564 serving as Interim Dean for the College of Arts and Sciences; introduced and thanked  
565 Dr. Barbara Stites for serving as the Interim Dean of Library Services; and introduced  
566 Dr. James Cousins from Western Michigan University as the second American Council  
567 on Education (ACE) Fellow to spend a year with FGCU.

568

569 He reported FGCU was well into the search for the Dean of the Lutgert College of  
570 Business. He noted Trustee S. Smith was serving as a non-voting, advisory member of  
571 the search committee, and Senior Associate Provost and Associate Vice President for  
572 Planning and Institutional Performance Paul Snyder was serving as chair. He noted  
573 there were 90 applicants, and interviews would begin soon. He said the search for the  
574 Executive Vice President and Provost recently had begun. He reported Trustee Coone  
575 was serving as a non-voting, advisory member for this search committee, and Senior  
576 Vice President for Strategy and Program Innovation Mike Rollo was serving as chair.  
577 He noted the Committee was soliciting nominations and advertising the position. He  
578 stated the Provost search would take a bit longer than an average search. He reported  
579 Associate Provost and Associate Vice President for Academic Affairs Tony Barringer  
580 was chairing the search for the Dean of Library Services. He stated FGCU was using  
581 for many of the searches a single executive search firm, Diversified Search, which was  
582 chosen after much research and consideration.

583

584 President Martin reported the Student and Community Counseling Center would open in  
585 October 2019. He stated he hoped construction would begin this academic year on the  
586 Entrepreneurship Building. He reported the Recreation and Fitness Center would open  
587 in January 2020. He also noted that 27,000 square feet of general meeting space was  
588 being added next door to the Cohen Center. He said the Cohen Center had always  
589 been a shared space for student activities and administrative offices but over time the  
590 hope is to transition it into a student service facility, for student meetings, student  
591 leadership offices, and a venue that is appealing for students to utilize seven days a  
592 week. He noted the Cohen Center expansion should be complete in the next couple of  
593 months.

594

595 He stated he reached out to the President of the University of the Bahamas, Rodney  
596 Smith, in an effort to help the Bahamas, and its University, recover from Hurricane  
597 Dorian. He noted Director of Emergency Management Ruth Rodriguez was

598 coordinating larger relief efforts campus-wide, and Ms. Evans was collecting money  
599 from the Cabinet members to make a personal contribution from FGCU leadership.  
600

601 Chair Gable asked if FGCU offered in-state tuition rates to students from Puerto Rico  
602 after Hurricane Maria. President Martin responded in the affirmative. He said that it  
603 would be a while before they knew exactly in which the ways FGCU could help the  
604 University of the Bahamas, but that FGCU was willing and prepared to serve and assist.  
605

606

607 **Item 10: Academic/Student/Faculty Affairs Committee** (see Tab #5)

---

608 Committee Chair Christian Spilker reported there was one action item for the Board, the  
609 Amended 2019 FGCU Accountability Plan. Trustee Spilker called on Provost Llorens to  
610 present this item.  
611

612

612 **Amended 2019 FGCU Accountability Plan (TAB #5)**

---

613 Provost Llorens reported this was an action to approve the Board of Governors' (BOG)  
614 requested revisions to the FGCU 2019 Accountability Plan. He stated the FTIC four-  
615 year graduation goal rate, approved by the FGCU Board of Trustees and presented to  
616 the BOG, was believed to be a moderate, achievable goal of a 35 percent rate for the  
617 2018-2022 cohort; however, the BOG wanted the metric changed to a more aggressive  
618 goal of 45 percent. He stated the FGCU-Board-of-Trustees-approved goal for the APR  
619 metric was slightly less than BOG's requested goal for the years 2018-2019 and 2019-  
620 2020, while the 2020-2021 and 2021-2022 goal would remain the same with no change.  
621 He noted they believed even with these revised BOG goals, FGCU would score  
622 sufficiently enough to retain performance funding.  
623

624

624 Trustee Spilker called for a motion. Trustee S. Smith made a motion to approve the  
625 Amended 2019 FGCU Accountability Plan. Trustee K. Smith seconded the motion.  
626

627

627 Trustee K. Smith asked if Provost Llorens and Dr. Cordova set the original goals with  
628 well thought out reasons for the chosen goal numbers. Provost Llorens responded in  
629 the affirmative. Dr. Cordova stated FGCU was ahead of schedule in the FTIC four-year  
630 graduation metric and he felt the BOG's challenge to reach 45 percent in the next four  
631 years was reasonable. He stated the APR metric increase of 10 percent would be  
632 difficult; however, FGCU would work hard to reach this goal. He agreed there were well  
633 thought out reasons for the original goal numbers chosen.  
634

635

635 Trustee K. Smith said that he understands why the four-year graduation rate metric had  
636 changed because it was clear that FGCU would achieve that goal, but pointed out that  
637 the University was not aware of the progress made in the four-year graduation rate  
638 when the goals were first created. He also pointed out that the data shown today was  
639 not final. He said the APR number seemed to be somewhat problematic. He stated the  
640 FGCU Board of Trustees was designed to discuss, implement, and govern certain  
641 things at the local level. He stated he did not believe the Board was necessarily  
642 required to approve these changes. He explained the Board had a responsibility to the  
643 University to make good decisions regarding how the University should progress. He

644 stated he believed FGCU leadership was best equipped to make these decisions, not  
645 the BOG. He said that when he looked back at Florida Agricultural and Mechanical  
646 University (FAMU) and the University of Central Florida (UCF), all of the issues that  
647 occurred at those institutions were not good and the BOG had approved the UCF  
648 building currently in question two times. He also pointed out the BOG had sent an  
649 advisor to FAMU to specifically discuss the issues occurring in their athletics  
650 department with FAMU's Audit and Compliance Committee Chair, and yet the problem  
651 still continued. He noted he was concerned about who would be held accountable if  
652 these new metrics were not met. He said responsibility could be shifted, but risk could  
653 not be shifted. He asked if the BOG had data which illustrated a statistical reason for  
654 the increased Academic Progress Rate metric.

655  
656 Dr. Cordova responded that after the Accountability Plan was presented to the BOG,  
657 they challenged FGCU to stretch its goals. He explained the goals were re-discussed  
658 (between President Martin, Dr. Paul Snyder, himself, and others) and it was decided  
659 while the APR increase was a stretch, this new goal was a number which could be  
660 achievable. President Martin stated he believed in "under promising and over  
661 performing" and the original goals had been set with this in mind. He said that was not  
662 the philosophy the BOG wanted to hear. He said that they had thought through the  
663 numbers carefully, but this was the hand that FGCU had been dealt.

664  
665 Trustee K. Smith stated he wished to support what Dr. Cordova decided was a realistic  
666 goal and he felt it was important to establish attainable goals. He said the FGCU Board  
667 of Trustees approved the APR goal, and he felt that the BOG put the FGCU  
668 administration between the BOT and the BOG.

669  
670 Chair Gable noted he had been attending the BOG meetings for two years and he  
671 believed the intent of the BOG was not punishment or an attempt to set FGCU up for  
672 failure. He said that was not the spirit of this. He stated he believed the BOG was  
673 thrilled with the path FGCU was on and did not want to see FGCU become complacent.  
674 He stated he believed the BOG wished to push FGCU to improve. He said he did not  
675 construe any of it as a negative.

676  
677 Trustee S. Smith asked what was at risk if FGCU did not reach the APR goal. He asked  
678 if FGCU could lose State funding. Provost Llorens noted the changes were applied to  
679 two metrics only and FGCU was evaluated for all metrics overall. He stated when  
680 viewed as an overall accountability plan he believed FGCU would be able to meet the  
681 goals for performance funding. Trustee S. Smith asked if Provost Llorens was  
682 comfortable that FGCU's overall portfolio numbers would enable FGCU to receive  
683 discretionary funds. Provost Llorens responded in the affirmative.

684  
685 Trustee Roepstorff noted during the BOG meeting recently held at FGCU there was  
686 discussion of changing another metric which could negatively impact FGCU. Provost  
687 Llorens responded the other metric discussed was related to the metric for degrees  
688 awarded to Hispanic and African-American students. He explained the BOT wished this  
689 metric to be a set number and the BOG wished it to be a percentage; however, FGCU

690 was still fighting this metric change. Trustee Roepstorff asked what would happen if the  
691 BOG forced the metric change. Provost Llorens responded this change could  
692 negatively affect FGCU, but it was not guaranteed. Trustee Roepstorff said she really  
693 understood what Trustee K. Smith was saying, but having watched all of the BOG  
694 meetings, she understood that this had to do with numbers the BOG approved in 2018  
695 (which were higher) and they were not going to approve anything lower than those  
696 numbers. She said the BOG wanted to keep the universities accountable to the  
697 numbers that were approved last time. She stated that she saw some logic to where  
698 the BOG was coming from.

699  
700 Trustee Kevin Price asked if the APR goal was FGCU's performance as related to  
701 FGCU goals, or as related to other SUS institutions. Provost Llorens responded it was  
702 FGCU's performance as related to FGCU goals. Dr. Cordova explained the universities  
703 were scoring improvement points on the metrics and every five percent of improvement  
704 over last year was 10 points on the model. He said, for example, last year the  
705 University scored zero points on APR, but scored 10 points on four-year graduation  
706 rate. He said FGCU was currently tracking to score 10 points on four-year graduation  
707 rate, and about four points on APR, as well as points on other metrics. He stated that  
708 last year FGCU scored 81 total points, and staff are tracking the metrics closely to meet  
709 or exceed that number this year. Trustee Price noted points were doled out based upon  
710 performance, not based upon missing or making goal.

711  
712 Trustee Montgomery stated he felt this push was a governance technique the Board of  
713 Governors used to ensure schools did not grow complacent.

714  
715 Trustee Spilker asked what would happen if the FGCU Board of Trustees did not  
716 endorse the Board of Governors' request. Provost Llorens stated he was unsure. He  
717 said he was not sure if the BOG would have the authority to just override the decision  
718 and hold the University accountable for what they were proposing. Trustee Roepstorff  
719 said the BOG had to accept the Accountability Report, and they could just find it  
720 unacceptable. Chair Gable stated he understood the desire of the Board to have  
721 autonomy, but he did not believe this was a point worth arguing with the BOG. He  
722 stated the frustration had been noted and heard, and he recommended voting and  
723 proceeding with the meeting.

724  
725 There was no public comment, or further Board discussion. The vote was 11-2 in favor  
726 of the motion with Trustees K. Smith and Spilker dissenting.

727

728

729 **Item 10: Finance, Facilities and Administration Committee** (see Tabs #6-18)

730 Committee Chair Ken Smith reported there were four information items and nine action  
731 items on the Agenda. Trustee K. Smith called on Vice President for Administrative  
732 Services and Finance, and Executive Director of FGCU Financing Corporation Steve  
733 Magiera to discuss the four information items.

734

735



**2018-2019 End-Of-Year Budget Report (TAB #6)**

---

736  
737 Mr. Magiera reported this was the year-end budget report and had been previously  
738 discussed at the June Board meeting. He noted the Budget Office did a good job on  
739 forecasting as overall revenues were only off 4/10 (four tenths) of a percent, and  
740 expenditures were decreased by 3/10 (three tenths) of a percent of what was projected  
741 in June. He stated the Executive Summary discussed the different accounts which  
742 were also discussed at the June Board meeting.

743

**Carryforward Funds from Fiscal Year Ending June 30, 2019 (TAB #7)**

---

745 Mr. Magiera reported the Carryforward Funds from Fiscal Year Ending June 30, 2019  
746 was a recap of what was presented to the FGCU Board of Trustees at the June Board  
747 meeting. He reported the carryforward balance was continuously changing and was  
748 different today than it was in June. He stated the accounts did not change, but the  
749 balances in the accounts would decrease as money was spent. He stated the Board of  
750 Governors (BOG) has now asked the institutions to provide a list of encumbrances for  
751 the fiscal year ending June 30, 2019. He said encumbrances were not something  
752 people in business were used to because it is usually only used in government  
753 accounting. He explained encumbrances were very similar to accounts payables, but  
754 not the same thing. He explained all accounts payables were encumbrances, but not all  
755 encumbrances were accounts payables. He said, for example, if he ordered a podium  
756 at the end of June, government accounting would move it into an encumbrance and  
757 would take it out of the budget line so that it was no longer available. He said it would  
758 not be owed yet because it had not yet been received, thus not an accounts payable.  
759 He said they were very close, but not quite the same thing. He explained  
760 encumbrances were items which would be paid next year, and all encumbrances were  
761 required to be liquidated by December 31. He said if an encumbrance was not paid for  
762 and received by December 31, it goes back into the carryforward balance for the next  
763 year. He displayed a list of the encumbrances.

764

765 Trustee Roepstorff asked why encumbrances were required to be liquidated by  
766 December 31 if FGCU operated on a June 30 fiscal year budget. Mr. Magiera  
767 explained this was the law of encumbrances. He said the BOG did not want  
768 encumbrances going on for years, and there were rules. He explained that an item  
769 could be encumbered (such as a piece of equipment) that was expected to come in  
770 within six months, or a contract for services, as long as the service started before the  
771 end of the year. He said the point was that the BOG wanted them to add back in the  
772 encumbrances in the report which were already required payments, either backed by a  
773 purchase order or a contract. Trustee K. Smith commented that theoretically, the BOG  
774 was going to overstate money that the institution had as a carryforward, which was a  
775 quasi-problematic situation that financial statements were being put out overstated. Mr.  
776 Magiera agreed. Trustee Roepstorff said she thought a lot had to be done with the  
777 carryforward funds before the legislative session. Mr. Magiera said last year, each  
778 month they had to submit to the BOG the new carryforward amount and how much was  
779 spent (because the number constantly decreased).

780

781 Trustee K. Smith asked Mr. Magiera if he reiterated that all accounts payable were  
782 encumbrances, but that not all encumbrances were accounts payable. Mr. Magiera  
783 confirmed that he did. Trustee K. Smith said that it was an important thing to  
784 understand in government accounting.

785  
786 In looking at the carryforward, Trustee Roepstorff noted a recent change which now  
787 allowed construction of buildings to be completed with carryforward funds when this had  
788 never been permitted in the past. Mr. Magiera concurred this new rule was correct. He  
789 explained there was a new rule which indicated carryforward monies could be used to  
790 help in completion of a building which had already been appropriated.

791

#### 792 **Finance/Budget Update (TAB #8)**

---

793 Mr. Magiera reported this was the Finance and Budget update for the current year. He  
794 noted the budget began July 1, 2019 and as it was early in the fiscal year he provided a  
795 simple overall review found in the Executive Summary in the agenda packet. He noted  
796 at this point revenues were ahead of schedule (about \$1.2 million) and expenditures  
797 were slower than anticipated (by \$250,000). He stated when the Board had originally  
798 approved the budget there was approximately \$8.7 million of unallocated funds, and  
799 these funds were now allocated to line items. He stated another thing to note was the  
800 budget included a two-percent pay raise for staff (or \$1500, the greater thereof) which  
801 would be effective October 1, 2019. He noted negotiations with the University Police  
802 Department and United Faculty of Florida were not yet complete, so raise amounts had  
803 not yet been determined.

804

#### 805 **Fixed Capital Outlay Budget Quarterly Update (TAB #9)**

---

806 Mr. Magiera stated the Fixed Capital Outlay Budget was a new report that showed all of  
807 the fixed capital items for FGCU. He stated this was presented June 10, 2019, just prior  
808 to the end of the fiscal year. He explained the bold numbers in the budget report were  
809 the numbers which had changed due to projected expenditures changing to actual  
810 expenditures. He stated going forward, the only time changes would be seen was when  
811 there was a new item or an error. He said the Board would receive this report on a  
812 quarterly basis. He indicated the final three columns were the most important and  
813 included budgeted amounts and spent-to-date amounts. He stated a correction to the  
814 sixth item down in the report was needed: the Cohen Center Multipurpose Room would  
815 obtain funds from carryforward *and* auxiliary dollars (about \$200,000 from auxiliary and  
816 the remainder from carryforward), not just carryforward funds.

817

818 Trustee S. Smith asked if this report would note when there was an overrun (or  
819 variance) on a project. Mr. Magiera responded in the affirmative, that an overrun would  
820 show up if the expenditures exceeded the budget. Trustee S. Smith said it would be  
821 helpful if there were projected variances (that they were aware of) reflected in the report  
822 so that the Board could see what the estimate at completion would total. Mr. Magiera  
823 stated that this could be done.

824

825 Trustee Ballin asked what constituted the housing capital improvements listed on the  
826 report. Mr. Magiera responded FGCU spent approximately \$2 million to \$3 million

827 annually maintaining housing; housing capital improvements were primarily  
828 maintenance, such as painting, air conditioner replacement, and new flooring.

829

830 **FGCU Financing Corporation Bond Refinancing (TAB #10)**

---

831 Mr. Magiera reported two years ago FGCU refinanced some bonds and did really well,  
832 saving approximately \$500,000 a year. He stated FGCU now had some 30-year bonds  
833 which were callable (30-year bonds were callable after 10 years). He reported the sale  
834 of the bonds would be done on November 1, 2019, 90 days before February 1, 2020, in  
835 an effort to avoid advance refunding. He noted a financial advisor was assisting in this  
836 matter and had projected FGCU savings. He said the University had to make sure to  
837 follow the Debt Management Guidelines of the Financing Corporation, must work with  
838 the Board of Governors (BOG) and the Division of Bond Finance, and were not allowed  
839 to extend the maturity. He said that five percent was the recommended minimum  
840 savings amount. He reported the projected net present value savings was  
841 approximately 19 percent. He stated the financial advisors put together a sensitivity  
842 study (requested by Trustee Eide in June) which determined if interest rates moved one  
843 percent in the wrong direction FGCU would still save approximately \$4.6 million, or 11.5  
844 percent. Mr. Magiera noted approximately \$40 million would be refinanced, and he  
845 believed the University would save approximately \$500,000 again. He noted this sale  
846 could be stopped at any time; FGCU was not committed.

847

848 Trustee Spilker made a motion to approve FGCU Financing Corporation Bond  
849 Refinancing. Trustee Cors seconded the motion.

850

851 There was no public comment, or Board discussion. The vote was 13-0 in favor of the  
852 motion.

853

854 **FGCU Financing Corporation 2019-2020 Budget (TAB #11)**

---

855 Mr. Magiera stated this budget was approved by the Financing Corporation Board of  
856 Directors. He noted the net revenue received from the University was approximately  
857 \$18.6 million; however, with the increase in occupancy, the number would be a little  
858 higher. He pointed out that the housing and parking operations were University  
859 operations. He said that housing brings in around \$30 million, but the money to pay the  
860 principal, interest, and any excess revenues came over to the Financing Corporation  
861 budget. He noted the projected budget for 2019-2020 would be approximately \$1.3  
862 million revenues over expenses.

863

864 Trustee S. Smith asked what was done with the excess. Mr. Magiera reported excess  
865 funds stayed with the Financing Corporation. He stated the Financing Corporation had  
866 both restricted and non-restricted fund balance; restricted was for bond covenants, and  
867 there was approximately \$15 million to \$16 million of unrestricted fund balance which  
868 would be held and increased because of variable debt (approximately \$20 million), or to  
869 pay bank loans, or to finance the next parking garage.

870

871 Trustee S. Smith made a motion to approve the FGCU Financing Corporation 2019-  
872 2020 Budget. Trustee Cors seconded the motion.

873 There was no public comment, or Board discussion. The vote was 13-0 in favor of the  
874 motion.

875

876 **Appointments to FGCU Financing Corporation Board of Directors (TAB #12)**

---

877 Mr. Magiera reported there were two Board Members whose terms were up and who  
878 did not wish to be reappointed to the Board: Dr. Bernie Lester and Mr. Charles Winton.  
879 He stated there were two replacements initially approved by the FGCU Financing  
880 Corporation Board of Directors: Dr. Stephen McIntosh and Mr. Martin Wasmer. He  
881 asked if there were any questions about the candidates and informed the Board that  
882 their bios were included in the agenda packet.

883

884 Trustee Roepstorff made a motion to approve the appointments to FGCU Financing  
885 Corporation Board of Directors. Trustee Spilker seconded the motion.

886

887 Trustee Fogg stated Mr. Martin Wasmer managed money for his family. He asked if  
888 this would be a conflict, and should he abstain from the vote. Vice President and  
889 General Counsel Vee Leonard responded in the negative; there was no conflict.

890

891 Trustee K. Smith asked if there was a set of qualifications one would need to serve on  
892 the FGCU Financing Corporation Board of Directors. He indicated this was a matter of  
893 curiosity, and this information could be given to him at a later date.

894

895 There was no public comment, or further Board discussion. The vote was 13-0 in favor  
896 of the motion.

897

898 **FGCU Foundation 2019-2020 Budget (TAB #13)**

---

899 Ms. Green reported the FGCU Foundation 2019-2020 Budget reflected revenues which  
900 were approximately five percent higher than the previous year due to the increased  
901 value of FGCU's endowment. She said this was the 1.5 percent overhead charge from  
902 which the FGCU Foundation operated. She noted the additional funding was allocated  
903 among the various accounts, and there was no one place the additional funding was  
904 applied. She noted this year's budget was similar to last year's budget.

905

906 Trustee Montgomery made a motion to approve the FGCU Foundation 2019-2020  
907 Budget. Trustee MacDonald seconded the motion.

908

909 Trustee K. Smith asked if money was accrued for *Soar in 4*. Mr. Magiera responded as  
910 the original *Soar in 4* program was established, it was determined this program would  
911 not use Education & General (E&G) funds, thus they were using some Auxiliary funds.  
912 He noted the program was growing quickly and money was being set aside for the  
913 program. Dr. Cordova stated there was active fundraising being conducted with Ms.  
914 Green and the Advancement team for *Soar in 4*. Trustee K. Smith asked if Dr. Cordova  
915 was looking at potential positive changes to the *Soar in 4* to elevate the program. Dr.  
916 Cordova responded that based on Trustee K. Smith's previous feedback, as well as  
917 others', the *Soar in 4* program proposal would be updated and brought to the Board.

918

919 There was no public comment, or further Board discussion. The vote was 13-0 in favor  
920 of the motion.

921

922 **Appointments to FGCU Foundation Board of Directors (TAB #14)**

---

923 Ms. Green stated there were four nominations approved by the FGCU Foundation  
924 Board of Directors: David Call, who completed his first term on the Board and was  
925 initially approved for a second term, and three new appointments

926

927 Trustee Montgomery made a motion to approve the Appointments to FGCU Foundation  
928 Board of Directors. Trustee Price seconded the motion.

929

930 There was no public comment, or Board discussion. The vote was 13-0 in favor of the  
931 motion.

932

933 **Regulation: FGCU-PR1.003 Non-Discrimination, Anti-Harassment, and Sexual**  
934 **Misconduct (TAB #15)**

---

935 Ms. Leonard asked Director of Equity, Ethics and Compliance, and Title IX Coordinator  
936 Precious Gunter to present Regulation: FGCU-PR1.003 Non-Discrimination, Anti-  
937 Harassment, and Sexual Misconduct. Ms. Gunter reported the Regulation had been  
938 amended to further clarify eligibility of student witnesses for amnesty for student  
939 disciplinary action for intoxication or possession in connection with the report of sexual  
940 misconduct.

941

942 Trustee Spilker made a motion to approve Regulation: FGCU-PR1.003 Non-  
943 Discrimination, Anti-Harassment, and Sexual Misconduct. Trustee Cors seconded the  
944 motion.

945

946 Trustee Ballin stated in Section 1, *Affirmation*, the last sentence read “Retaliation  
947 against any individual involved in reporting or in the investigation of a complaint *will is*  
948 prohibited.” He suggested this be corrected. Ms. Leonard stated this was a scrivener’s  
949 error and would be modified.

950

951 Trustee Ballin asked how the information regarding amnesty would be relayed to the  
952 students. Ms. Gunter stated her department informed students about the amnesty  
953 when a student came forward to file a complaint. She explained amnesty applied to  
954 complainants and witnesses. Trustee Ballin asked if students were told about amnesty  
955 only when they filed a report. Ms. Gunter said students also were informed of amnesty  
956 during student trainings such as: Title IX training, orientation training, and training for  
957 resident directors and advisors. Trustee Ballin said those students will be able to  
958 disseminate the information down to other students who may not be involved in those  
959 leadership positions so that all students on campus understood amnesty. Trustee K.  
960 Smith said that it was a good question about how the general populous of students  
961 knew that if they witnessed something, amnesty existed. He said having this was very  
962 positive, but people needed to know about it.

963

964 Ms. Gunter stated informing students was done primarily through training and  
965 programing, but all incoming freshmen also had a requirement to do *My Student Body*,  
966 which included Title IX modules and information about sexual misconduct. She stated  
967 the Regulation was posted on the University website, and there were booklets and  
968 pamphlets with this information distributed by her department as well.

969  
970 Trustee Ballin asked if Registered Student Organizations (RSOs) were required to do  
971 Title IX training. Ms. Gunter responded in the negative; Title IX training was not  
972 mandated for registered student organizations; however, the majority of these  
973 organizations requested and received Title IX training, including Student Government.

974  
975 There was no public comment, or further Board discussion. The vote was 13-0 in favor  
976 of the motion.

977  
978 **Regulation: FGCU-PR5.023 Separations (TAB #16)**

---

979 Mr. Magiera reported the state auditors requested inclusion of language in Regulation:  
980 FGCU-PR5.023 Separations which indicated employees dismissed for cause were not  
981 eligible to receive severance pay. He noted this was the current practice, but the  
982 auditors wished to see the language in writing.

983  
984 Trustee Cors made a motion to approve Regulation: FGCU-PR5.023 Separations.  
985 Trustee S. Smith seconded the motion.

986  
987 There was no public comment, or Board discussion. The vote was 13-0 in favor of the  
988 motion.

989  
990 **Florida Gulf Coast University 2019 Florida Educational Equity Report (TAB #17)**

---

991 Ms. Gunter reported each year pursuant to the Florida Educational Equity Act, every  
992 university in the SUS was required to prepare and submit an annual Florida Equity  
993 Report. She stated the Annual Equity Report examined three different areas: student  
994 services/enrollment, equity in athletics, and employment representation. She stated  
995 within these areas, gender and race were assessed to ensure there were equitable  
996 practices in place in these three defined areas.

997  
998 Ms. Gunter stated in terms of student enrollment, it was important to note the Equity  
999 Report looked at the preceding academic year (July 1, 2017 through fall 2018). She  
1000 noted overall enrollment was 14,943 students; of these 56 percent were female and 44  
1001 percent were male. She stated national statistics during the same applicable time  
1002 period were 55 percent female and 45 percent male. She said FGCU was right in line  
1003 with national statistics in terms of enrollment based on gender. She stated in terms of  
1004 race (self-identified information), 34.3 percent identified as racial and ethnic minorities,  
1005 which was slightly increased from fall 2016 (which was a flat 34 percent). She reported  
1006 60 percent of females obtained the degrees awarded during applicable time periods,  
1007 and 31 percent of the racial and ethnic minorities obtained the degrees awarded during  
1008 applicable time periods.

1010 She reported in terms of gender equity in athletics, FGCU was substantially  
1011 proportionate, meaning athletic gender representation was proportional to overall  
1012 gender representation (57 percent female athletes, and 43 percent male athletes). She  
1013 stated FGCU had 15 sports, nine were female, and six were male. In that time period,  
1014 there were 274 athletes: 152 female and 122 male athletes. She said of the total  
1015 athletes, 43 percent identified as a racial or ethnic minority. She noted there was a  
1016 Diversity and Inclusion Committee through the Athletics Department which was chaired  
1017 by the Athletic Director (she served on this committee). She stated FGCU also had a  
1018 Title IX Committee which reviewed these types of statistics to ensure FGCU remained  
1019 in compliance and had equity in terms of the athletics programs.

1020  
1021 Ms. Gunter reported in terms of employment representation (faculty only), there were  
1022 474 non-tenure-earning faculty members; of these, approximately 46 percent were  
1023 female (218), 77 percent were of the majority, and 23 percent were identified as a racial  
1024 and ethnic minority.

1025  
1026 She noted the Affirmative Action Plan was a separate federal requirement, but she  
1027 included the Affirmative Action Plan data in her presentation as it reviewed the entire  
1028 faculty and staff statistics, whereas the Equity Report only looked at faculty statistics.  
1029 She reported during the applicable time period (2018 calendar year), there were 1,345  
1030 total employees, of which 22 percent identified as racial and ethnic minorities and 58  
1031 percent were women.

1032  
1033 She stated her department continued with programing and promotion of equity and  
1034 diversity at FGCU. She reported 170 trainings were offered during the 2017-2018  
1035 school year on a myriad of issues, including subjects ranging from sexual harassment to  
1036 American Disabilities Act to age discrimination. She noted online modules also were  
1037 sent out for employee completion. She said that they continued to implement the  
1038 Diversity and Inclusion Certificate program, which also had been included as an  
1039 evaluation metric for staff at FGCU. She said that last year, 117 programs were offered,  
1040 and there were 381 graduates (214 new graduates of the certificate program, and 167  
1041 renewals).

1042  
1043 Trustee K. Smith commented that it was an outstanding report, and he appreciated all  
1044 Ms. Gunter's area was doing.

1045  
1046 Trustee Montgomery suggested sending an annual report communicating to the local  
1047 communities how effectively FGCU was being run and the powerful things which were  
1048 being accomplished as reflected in this report. President Martin agreed and stated he  
1049 felt it was important for others to know of FGCU's efforts to work in fairness and  
1050 diversity. He noted he would speak with Ms. Gunter in this regard.

1051  
1052 Trustee MacDonald stated he would like to see the number of ethnic and minority  
1053 faculty members increased. He asked if there were any plans to move in this direction.  
1054 He said if you looked at the faculty diversity versus the overall employee diversity, the  
1055 faculty were not as diverse. Provost Llorens responded he recently asked Dr. Barringer

1056 to take on the additional role and responsibility for diversity and inclusion with a specific  
1057 task of looking at faculty and staff ranks.

1058  
1059 President Martin noted FGCU could be more conscious of where it advertised for faculty  
1060 positions in an effort to become more diversified. Trustee MacDonald agreed that this  
1061 would be very good because in the past they had been limited on the places that they  
1062 advertised positions. President Martin stated he wished to create search committees  
1063 that actively searched for more diverse candidates. Trustee K. Smith said that Trustee  
1064 Montgomery's idea about putting out an annual report might help in getting the word out  
1065 about FGCU and in making people feel more comfortable. He said that when he  
1066 chaired the Presidential Search Committee, it was a struggle to make sure there was  
1067 inclusiveness in applicants.

1068  
1069 Trustee Ballin concurred with Trustee MacDonald's point about diversity. He noted the  
1070 students would be grateful for any efforts made to bring in more diverse faculty  
1071 members. He noted students were grateful for what the University has done to support  
1072 different areas, such as adding new staff for the Multicultural Leadership Development  
1073 Office and hiring the Victim Advocate on campus.

1074  
1075 Trustee Spilker made a motion to approve the Florida Gulf Coast University 2019  
1076 Florida Educational Equity Report. Trustee S. Smith seconded the motion.

1077  
1078 There was no public comment, or further Board discussion. The vote was 13-0 in favor  
1079 of the motion.

1080  
1081 **2020-2021 Legislative Budget Request (LBR) Submission to Board of Governors**  
1082 **(TAB #18)**

---

1083 Trustee K. Smith asked Director of Government Relations Jennifer Goen to present the  
1084 2020-2021 Legislative Budget Request (LBR) Submission to Board of Governors. Ms.  
1085 Goen recognized Charlie Dudley with Floridian Partners who was FGCU's Tallahassee  
1086 anchor for advocacy.

1087  
1088 Ms. Goen stated on July 29, FGCU was required to submit a draft of the Legislative  
1089 Budget Request (LBR) to the Board of Governors (BOG). She reported in December of  
1090 2017, the BOT approved the 2017-2022 Strategic Plan and then in January 2018 the  
1091 BOG approved that Strategic Plan. She stated from this Plan, President Martin drafted  
1092 a three-year LBR for recurring operational funds. She stated the basic principles and  
1093 guiding objectives of the LBR were as follows: (1) provide every student an education  
1094 which would allow her/him the opportunity for a successful career and meaningful life,  
1095 (2) ensure that every student could expeditiously complete a high quality, affordable  
1096 degree, (3) contribute to the regional and state economic development and quality of life  
1097 by significantly improving the workforce through graduating well prepared students who  
1098 participated in targeted internships and other experiential learning experiences, and (4)  
1099 align academic programs with the goals of the FGCU Strategic Plan and, in turn, the  
1100 2025 System Strategic Plan, while identifying and affirming the distinctive mission and  
1101 contributions of FGCU.



1102 She reported the third year of the plan represented a \$9.2 million recurring request for  
1103 operational funding, and the request would focus on:

1104

- 1105 • Continued investment of scholarships
- 1106 • Expanded mental health counseling and services, and campus safety
- 1107 • Provide mental health counseling training
- 1108 • Initialize and develop The Water School
- 1109 • Expand the BSN Nursing Program to meet the state demand
- 1110 • Implement region-specific workforce development partnerships
- 1111 • Invest in infrastructure to provide the required technology and security

1112

1113 She stated in addition to the recurring operational request of \$9.2 million, there would  
1114 be a Public Education Capital Outlay (PECO) request for the remaining funds needed  
1115 (\$16.3 million) for the construction of the Integrated Watershed and Coastal Study  
1116 Building, Academic Building 9 (AB9), which would house The Water School at FGCU.  
1117 She stated the two requests for the 2020 proposed legislative agenda were the \$9.2  
1118 million in recurring operational funding which represented the third and final year of the  
1119 three-year plan, and \$16.3 million in PECO funding for the Integrated Watershed and  
1120 Coastal Study Building, AB9.

1121

1122 She stated the Eagle Advocacy Kickoff would take place on September 26, 2019 and  
1123 would roll out what the FGCU Board of Trustees approved today, and that FGCU Day at  
1124 the Capital would be held on January 28, 2020. She stated she hoped the Board would  
1125 attend both events.

1126

1127 Trustee Ballin asked if the language “him/her” in the basic principles and objectives  
1128 could be changed to “all students” in an effort to include transgender students.  
1129 President Martin responded in the affirmative.

1130

1131 President Martin reported this agenda item was to approve the LBR as it was today. He  
1132 stated the LBR was prepared prior to the FGCU-hosted BOG meeting as the third in a  
1133 three-year installment of the tactical implementation of the FGCU Strategic Plan. He  
1134 stated this LBR would put FGCU on par with other institutions with respect to funding  
1135 per student.

1136

1137 He said at the last BOG meeting, he was introduced to a new concept, “Institutions of  
1138 Distinction,” and FGCU was to be identified as one. He stated he spoke with the  
1139 Chancellor this morning on the phone, and the BOG Chair in the past week, and that  
1140 the BOG was requesting a statement from FGCU regarding how we defined ourselves  
1141 as an “Institution of Distinction.” He said this had to be submitted to the BOG by  
1142 September 16, 2019. He asked permission from the FGCU Board of Trustees to use  
1143 Chair Gable as a sounding board and for final approval if changes needed to be made  
1144 to the LBR. President Martin said if he were going to define the unique characteristics  
1145 of FGCU that would make the institution distinguished from the other regional  
1146 institutions, they would be: (1) all things water in a coastal, tropical environment; (2)  
1147 health sciences serving a disproportionately geriatric population; (3) selected and

1148 targeted partnerships, both public/public and public/private for workforce development  
1149 improvement; and (4) entrepreneurship across the curriculum.

1150  
1151 Trustee Cors made a motion to approve the 2020-2021 Legislative Budget Request  
1152 (LBR) Submission to Board of Governors with a contingency authorization for Chair  
1153 Gable to work with President Martin to make any necessary adjustments. Trustee Ballin  
1154 seconded the motion.

1155  
1156 Trustee MacDonald asked how the state defined an "Institution of Distinction."  
1157 President Martin stated he was unsure. He said they were still waiting for the definition,  
1158 but the Chancellor said that he would be in conversations with additional information.  
1159 Trustee MacDonald asked if it was possible to create something that defied the BOG's  
1160 definition. President Martin stated that he wanted the BOG to know that FGCU had  
1161 been giving this some thought. He said that he believed that The Water School already  
1162 had given FGCU enough visibility to begin to define the brand. He stated that there was  
1163 a Summit three weeks ago, and that Governor DeSantis flew in just to attend that event.

1164  
1165 Trustee Cors asked if there were other "Institutions of Distinction." President responded  
1166 that all of the regional universities were in this category (FGCU, FIU, FAU, UWF, UNF,  
1167 and FAMU) and had to define something distinct about their institution. He said there  
1168 were three institutions of pre-eminence: UF, FSU, and USF.

1169  
1170 There was no public comment, or further Board discussion. The vote was 13-0 in favor  
1171 of the motion.

1172  
1173

1174 **Item 11: Audit and Compliance Committee (See Tabs #19-24)**

---

1175 Chair Gable called on Audit and Compliance Committee Chair Joseph Fogg to present  
1176 these items.

1177  
1178 Trustee Fogg said there was one information item, and five action items to cover. He  
1179 asked Director of Internal Audit Bill Foster to be brief regarding the action items, noting  
1180 that these action items were discussed thoroughly at the Audit and Compliance  
1181 Committee meeting held just prior to the full Board meeting today.

1182  
1183 **Investigation – Bishop (TAB #19)**

---

1184 Mr. Foster indicated this verbal report represented an investigation into the University-  
1185 issued purchasing card (P-card) activity of Dr. Winston Bishop, who previously was  
1186 employed in the Division of Student Success and Enrollment Management as an  
1187 Assistant Director of Outreach Programs in the department of Student Support  
1188 Services. He explained Dr. Bishop had the ability to make expenditures, and some  
1189 were determined to be inappropriate and unauthorized. He indicated all the misspent  
1190 funds were recovered. He noted the dollar amount was approximately \$7,800. He  
1191 reported Dr. Bishop was terminated from FGCU. He stated there were appropriate  
1192 controls in place; however, a review was being conducted regarding where the controls  
1193 and processes were not followed, and where they could be enhanced going forward.

1194 Trustee Fogg indicated the Audit and Compliance Committee (ACC) discussed this  
1195 matter, and it was determined there was a responsibility through the ACC Charter to  
1196 review the situation more closely and determine if the response to the situation was  
1197 appropriate; this would be done at the next ACC meeting.

1198

1199 **Office of Internal Audit Annual Report for 2018-2019 (TAB #20)**

1200 Mr. Foster reported FGCU was required by BOG Regulation 4.002 to prepare a report  
1201 summarizing the activities of the Office of Internal Audit for the preceding fiscal year.  
1202 He noted the Report contained information regarding Office of Internal Audit personnel,  
1203 education and professional development, quality assurance improvement, audit  
1204 engagements, and open items for follow-up. He stated in the interest of brevity he  
1205 would refrain from further detail unless there were any questions.

1206

1207 Trustee K. Smith made a motion to approve the Office of Internal Audit Annual Report  
1208 for 2018-2019 as presented. Trustee Montgomery seconded the motion.

1209

1210 There was no public comment, or Board discussion. The vote was 13-0 in favor of the  
1211 motion.

1212

1213 **Risk Assessment for 2019-2020 Internal Audit Work Plan (TAB #21)**

1214 Mr. Foster reported the BOG required the Office of Internal Audit to develop, at least  
1215 annually, audit plans which were communicated to the President and submitted to the  
1216 FGCU Board of Trustees for approval. He stated in developing the 2019-2020 Internal  
1217 Audit Work Plan, his department performed a University-wide internal audit risk  
1218 assessment, a process which identified and analyzed risks facing Florida Gulf Coast  
1219 University. He noted the objective was to align internal audit resources with processes  
1220 which posed the highest risk to the University's ability to achieve its objectives. He  
1221 stated in addition, fraud risk factors were considered while developing this assessment.  
1222 He indicated based on earlier discussion, a copy of the work plan was included. He  
1223 stated a Performance Measures Data Integrity Audit was required to be performed and  
1224 the BOG also encouraged a review of Education and General Carryforward  
1225 Expenditures.

1226

1227 Trustee K. Smith made a motion to approve the Risk Assessment for 2019-2020  
1228 Internal Audit Work Plan as presented. Trustee Spilker seconded the motion.

1229

1230 There was no public comment, or Board discussion. The vote was 13-0 in favor of the  
1231 motion.

1232

1233 **Degree Works Audit (TAB #22)**

1234 Mr. Foster stated this report presented a limited scope audit of the Degree Works  
1235 software program to determine whether Degree Works provided accurate and timely  
1236 degree advice for reviewing student progress toward degree completion. He stated a  
1237 data analytics and reporting group was created to focus on using data reporting and  
1238 University systems to enhance student success. He stated this group was considering  
1239 other potential uses or features of Degree Works and other University systems to

1240 enhance student success. He noted test sampling was done to determine whether data  
1241 represented in Degree Works was accurate compared to original sources; it was  
1242 deemed accurate. He noted when reviewing the access controls, it was determined the  
1243 Degree Works access control policy for users did not adequately reflect the current  
1244 reporting structure of the advising function. He noted there had been changes in  
1245 University organization which directly impacted the primary user groups in Degree  
1246 Works, and it was recommended that the Office of Academic and Curriculum Support  
1247 work with all applicable departments to update the access policy. He stated  
1248 management agreed and was working to implement this recommendation.

1249  
1250 Trustee K. Smith made a motion to accept the Degree Works Audit as presented.  
1251 Trustee MacDonald seconded the motion.

1252  
1253 Trustee Ballin asked if this audit evaluated the usefulness of Degree Works. Mr. Foster  
1254 responded in the negative; the audit evaluated the accurateness of information. Trustee  
1255 Fogg noted the usefulness of Degree Works was discussed at the ACC meeting, and it  
1256 was agreed it was a useful program. Trustee Ballin recommended obtaining student  
1257 input regarding the usefulness of Degree Works. He said he thought they would receive  
1258 mixed reviews from students as to whether Degree Works actually was helpful. Trustee  
1259 Fogg noted this type of survey would not fall under the jurisdiction of the Office of  
1260 Internal Audit. Provost Llorens noted he, along with Dr. Cordova, would meet with  
1261 Trustee Ballin to discuss any concerns students had regarding Degree Works.

1262  
1263 There was no public comment, or Board discussion. The vote was 13-0 in favor of the  
1264 motion.

1265  
1266 **Vester Marine & Environmental Science Research Field Station Audit (TAB #23)**

1267 Mr. Foster stated this report represented a limited-scope audit of the Vester Marine &  
1268 Environmental Science Research Field Station. He stated the Office of Internal Audit  
1269 reviewed the University's operations as related to Vester's activities, revenues,  
1270 expenditures, and related internal controls for calendar year 2018. He stated the first  
1271 objective was to determine whether there were sufficient internal controls in place for  
1272 identified Vester activities. He indicated during the review it was noted Vester followed  
1273 appropriate guidelines for campus-wide activities with pre-existing University policies  
1274 and procedures. He stated guides for administering Vester should be documented in a  
1275 manual which contained procedures specific to Vester in addition to referencing  
1276 established University policies where applicable. He stated written manuals supported  
1277 allowable practices and consistency in daily operations. He noted procedures not in  
1278 writing may lead to operating inconsistencies and could expose the University to  
1279 unnecessary risk.

1280  
1281 Trustee Fogg noted there were a number of minor exceptions found within the audit.  
1282 He noted none of the exceptions caused concern for the Audit and Compliance  
1283 Committee, and called for a motion.

1284

1285 Trustee K. Smith made a motion to accept the Vester Marine & Environmental Science  
1286 Research Field Station Audit as presented. Trustee Gable seconded the motion.

1287  
1288 There was no public comment, or Board discussion. The vote was 13-0 in favor of the  
1289 motion.

1290  
1291 **Florida Retirement System Audit (TAB #24)**

---

1292 Trustee Fogg noted this Audit was performed by state auditors, not FGCU's Office of  
1293 Internal Audit. He noted it resulted in a clean opinion and a clean audit.

1294  
1295 Trustee K. Smith made a motion to accept the Florida Retirement System Audit as  
1296 presented. Trustee S. Smith seconded the motion.

1297  
1298 There was no public comment, or Board discussion. The vote was 13-0 in favor of the  
1299 motion.

1300  
1301  
1302 **Item 12: Old Business**

---

1303 There was no old business for discussion.

1304  
1305  
1306 **Item 13: New Business**

---

1307 President Martin noted for Hurricane Dorian, Chief of Staff Susan Evans and Chief of  
1308 Police Steven Moore kept all informed regarding storm activity, which enabled decisions  
1309 to be made regarding the FGCU campus and operations. He thanked Ms. Evans and  
1310 Chief Moore. He noted classes were canceled for one day in an effort to relieve any  
1311 pressure on students to return to campus for classes during high traffic times due to  
1312 evacuations.

1313  
1314  
1315 **Item 14: Chair's Closing Remarks, and Adjournment**

---

1316 Chair Gable noted it would be informative to hear a presentation from The Water  
1317 School. The Board agreed, and Chair Gable asked for this to be done at the next  
1318 meeting.

1319  
1320 He stated the next FGCU Board of Trustees meeting would be held on Tuesday,  
1321 January 14, 2020. He noted the Audit and Compliance Committee was holding a  
1322 workshop on Senate Bill 190 after a 10-minute break; all Trustees were welcome to  
1323 attend; and lunch would be served.

1324  
1325 Chair Gable adjourned the meeting at 12:41 p.m.

1326  
1327  
1328  
1329  
1330

1331 Minutes prepared by Transcription Experts, and reviewed by Tiffany Jackson, FGCU  
1332 Assistant Director of Board Operations.

1333

1334

1335 Agenda Items:

1336 A. See Tabs # 1-24

1337 a. [https://www2.fgcu.edu/Trustees/AgendaFile/2019/9-10-2019/FINAL-](https://www2.fgcu.edu/Trustees/AgendaFile/2019/9-10-2019/FINAL-FGCUBOTMTG-AGENDAPACKET_9-10-2019.pdf)  
1338 [FGCUBOTMTG-AGENDAPACKET\\_9-10-2019.pdf](https://www2.fgcu.edu/Trustees/AgendaFile/2019/9-10-2019/FINAL-FGCUBOTMTG-AGENDAPACKET_9-10-2019.pdf)

1339

1340

1341 B. Handouts

1342 a. [https://www2.fgcu.edu/Trustees/AgendaFile/2019/9-10-](https://www2.fgcu.edu/Trustees/AgendaFile/2019/9-10-2019/FGCUBOTMTGHANDOUTS_9-10-2019.PDF)  
1343 [2019/FGCUBOTMTGHANDOUTS\\_9-10-2019.PDF](https://www2.fgcu.edu/Trustees/AgendaFile/2019/9-10-2019/FGCUBOTMTGHANDOUTS_9-10-2019.PDF)

1344

1345

1346

1347 Attachment:

1348 A. Record of Votes

<b>Record of Votes FGCU Board of Trustees DATE: <u>9/10/2019</u></b>		Consent Agenda (Tabs #1-4) 1- Cors 2- Fogg	Amended 2019 FGCU Accountability Plan (Tab #5) 1- S. Smith 2- K. Smith	FGCU Financing Corporation Bond Refinancing (Tab #10) 1- Spilker 2- Cors	FGCU Financing Corporation 2019-2020 Budget (Tab #11) 1- S. Smith 2- Cors	Appointments to FGCU Financing Corporation Board of Directors (Tab #12) 1- Roepstorff 2- Spilker	FGCU Foundation 2019-2020 Budget (Tab #13) 1- Montgomery 2- MacDonald	Appointments to FGCU Foundation Board of Directors (Tab #14) 1- Montgomery 2- Price
	<b>TRUSTEES</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>
1	Trustee Josh Ballin	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2	Trustee Ashley Coone	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	Trustee Darleen Cors	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	Trustee Richard Eide	Yes	Yes	Yes	Yes	Yes	Yes	Yes
5	Trustee Joseph Fogg	Yes	Yes	Yes	Yes	Yes	Yes	Yes
6	Trustee Jamie MacDonald	Yes	Yes	Yes	Yes	Yes	Yes	Yes
7	Trustee Leo Montgomery	Yes	Yes	Yes	Yes	Yes	Yes	Yes
8	Trustee Kevin Price	Yes	Yes	Yes	Yes	Yes	Yes	Yes
9	Trustee Robbie Roepstorff	Yes	Yes	Yes	Yes	Yes	Yes	Yes
10	Trustee Kenneth Smith	Yes	No	Yes	Yes	Yes	Yes	Yes
11	Trustee Stephen Smith	Yes	Yes	Yes	Yes	Yes	Yes	Yes
12	Trustee Christian Spilker	Yes	No	Yes	Yes	Yes	Yes	Yes
13	Trustee Blake Gable	Yes	Yes	Yes	Yes	Yes	Yes	Yes

<b>Record of Votes FGCU Board of Trustees DATE: 9/10/2019</b>	Regulation: FGCU- PR1.003 Non- Discrimination, Anti-Harassment, and Sexual Misconduct (Tab #15) 1- Spilker 2- Cors	Regulation: FGCU- PR5.023 Separations (Tab #16) 1- Cors 2- S. Smith	Florida Gulf Coast University 2019 Florida Educational Equity Report (Tab #17) 1- Spilker 2- S. Smith	2020-2021 Legislative Budget Request (LBR) Submission to Board of Governors (Tab #18) 1- Cors 2- Ballin	Office of Internal Audit Annual Report for 2018- 2019 (Tab #20) 1- K. Smith 2- Montgomery	Risk Assessment for 2019-2020 Internal Audit Work Plan (Tab #21) 1- K. Smith 2-Spilker	Degree Works Audit (Tab #22) 1- K. Smith 2- MacDonald	Vester Marine & Environmental Science Research Field Station Audit (Tab #23) 1- K. Smith 2- Gable	Florida Retirement System Audit (Tab #24) 1- K. Smith 2- S. Smith
<b>TRUSTEES</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>	<b>Yes/No</b>
Trustee Josh Ballin	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Ashley Coone	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Darleen Cors	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Richard Eide	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Joseph Fogg	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Jamie MacDonald	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Leo Montgomery	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Kevin Price	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Robbie Roepstorff	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Kenneth Smith	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Stephen Smith	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Christian Spilker	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Trustee Blake Gable	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes