FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES  
June 15, 2004

SUBJECT: 2004-05 Operating Budget

PROPOSED BOARD ACTION

(1) Approve FGCU’s 2004-05 Operating Budget.
(2) Delegate operating budget amendment authority not to exceed 10% to the University President.

BACKGROUND INFORMATION

University boards of trustees are authorized to approve their respective institution’s annual operating budgets for implementation at the start of the fiscal year- July 1.

The operating budget for Florida Gulf Coast University in 2004-05 is demonstrative of the growth in enrollment and the subsequent resources that follow. The recently funded enrollment growth fuels an operating budget that not only increases over the previous year, but allows for the proper investment in the University’s faculty, staff, and technology that will allow for long-term sustainable growth.

Supporting Documentation Included: Proposed 2004-05 Operating Budget

Prepared by: David Vazquez, Director of University Budgets

Legal Review by: Wendy Morris, General Counsel (May 24, 2004)

Submitted By: Dr. Joe Shepard, Vice President for Administrative Services
As part of the fiscal control process of the institution, the University develops an annual operating budget that plans the utilization of resources throughout the year. The operating budget serves not only as a fiscal control agent, but a measure of performance and activity.

During the course of the fiscal year, non-substantive issues and central office budget amendments occur periodically that alter the budget as the year progresses. Additionally, grant awards and Student Government activities lead to further changes in the budget. The University is requesting that the Board of Trustees approve the initial 2004-05. The flexibility to amend the budget will allow the institution to manage the daily operations and allocate resources to best meet the mission of the institution.
Florida Gulf Coast University  
Projected Operating Budget  
FY 2004-05  
Grand Summary

### Summary of Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY 03-04 Projected Annual Revenue</th>
<th>FY 04-05 Projected Annual Revenue</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Revenue</td>
<td>29,907,358</td>
<td>33,687,117</td>
<td>11.22%</td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>12,868,301</td>
<td>13,818,334</td>
<td>6.88%</td>
</tr>
<tr>
<td>Lottery</td>
<td>1,487,511</td>
<td>2,755,428</td>
<td>46.02%</td>
</tr>
<tr>
<td>Student Activity Fees</td>
<td>1,419,877</td>
<td>1,441,276</td>
<td>1.48%</td>
</tr>
<tr>
<td>Athletic Fees</td>
<td>1,376,246</td>
<td>1,435,696</td>
<td>4.14%</td>
</tr>
<tr>
<td>Other Athletic Revenues</td>
<td>576,066</td>
<td>725,000</td>
<td>20.54%</td>
</tr>
<tr>
<td>Concessions</td>
<td>90,680</td>
<td>110,000</td>
<td>17.56%</td>
</tr>
<tr>
<td>Financial Aid Revenues</td>
<td>4,796,570</td>
<td>5,324,193</td>
<td>9.91%</td>
</tr>
<tr>
<td>Grant Associated Revenue</td>
<td>10,425,029</td>
<td>11,345,950</td>
<td>8.12%</td>
</tr>
<tr>
<td>Auxiliary Revenue</td>
<td>14,406,160</td>
<td>14,838,345</td>
<td>2.91%</td>
</tr>
</tbody>
</table>

**Summary of Revenues**

|                        | 77,353,797                       | 85,481,339                       | 9.51%             |

### Summary of Expenditures

<table>
<thead>
<tr>
<th></th>
<th>FY 03-04 Projected Annual Expenditures</th>
<th>FY 04-05 Projected Annual Expenditures</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>38,867,184</td>
<td>45,360,392</td>
<td>14.31%</td>
</tr>
<tr>
<td>Other Personal Services</td>
<td>6,048,653</td>
<td>5,886,220</td>
<td>-2.76%</td>
</tr>
<tr>
<td>General Expense</td>
<td>15,484,895</td>
<td>19,099,852</td>
<td>18.93%</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>1,777,204</td>
<td>3,061,731</td>
<td>41.95%</td>
</tr>
<tr>
<td>Financial Aid/Scholarship</td>
<td>6,030,417</td>
<td>6,543,951</td>
<td>7.85%</td>
</tr>
<tr>
<td>Library Resources</td>
<td>1,200,000</td>
<td>1,210,450</td>
<td>0.86%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>1,450,000</td>
<td>2,000,000</td>
<td>27.50%</td>
</tr>
</tbody>
</table>

**Summary of Expenditures**

|                        | 70,858,353                           | 83,162,596                           | 14.80%            |

### FY 03-04 Beginning Cash | FY 03-04 Cash Impact | FY 03-04 Estimated Ending Cash
7,656,276 | 6,495,445 | 14,151,720
Florida Gulf Coast University  
Projected Operating Budget  
FY 2004-05  
General Revenue  

<table>
<thead>
<tr>
<th>Education and General (E&amp;G) Revenue</th>
<th>FY 03-04 Projected Annual Revenue</th>
<th>FY 04-05 Projected Revenue</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Revenue</td>
<td>29,907,358</td>
<td>33,687,117</td>
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<td>6.88%</td>
</tr>
<tr>
<td>Lottery</td>
<td>1,487,511</td>
<td>2,755,428</td>
<td>46.02%</td>
</tr>
<tr>
<td>Total E&amp;G Revenue</td>
<td>44,263,170</td>
<td>50,260,879</td>
<td>11.93%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E&amp;G Expense Summary</th>
<th>FY 03-04 Projected Annual Expenditures</th>
<th>FY 04-05 Projected Expenditures</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>30,242,888</td>
<td>35,354,457</td>
<td>14.46%</td>
</tr>
<tr>
<td>Other Personal Services</td>
<td>3,028,521</td>
<td>2,912,249</td>
<td>-3.99%</td>
</tr>
<tr>
<td>General Expense</td>
<td>6,796,987</td>
<td>8,831,854</td>
<td>23.04%</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>268,567</td>
<td>1,404,239</td>
<td>80.87%</td>
</tr>
<tr>
<td>Financial Aid/Scholarship</td>
<td>592,746</td>
<td>547,629</td>
<td>-8.24%</td>
</tr>
<tr>
<td>Library Resources</td>
<td>1,200,000</td>
<td>1,210,450</td>
<td>0.86%</td>
</tr>
<tr>
<td>General E&amp;G Expenditure Totals</td>
<td>42,129,709</td>
<td>50,260,878</td>
<td>16.18%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 03-04 Beginning Cash</th>
<th>FY 03-04 Cash Impact</th>
<th>Estimated Ending Cash</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,400,369</td>
<td>2,133,461</td>
<td>4,533,830</td>
</tr>
</tbody>
</table>
## Florida Gulf Coast University
### Projected Operating Budget
#### FY 2004-05
### Student Related Activities

<table>
<thead>
<tr>
<th></th>
<th>FY 03-04 Projected Annual Revenue</th>
<th>FY 04-05 Projected Annual Revenue</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local Fund Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Activity Fees</td>
<td>1,419,877</td>
<td>1,441,276</td>
<td>1.48%</td>
</tr>
<tr>
<td>Athletic Fees</td>
<td>1,376,246</td>
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<td>Concessions</td>
<td>90,680</td>
<td>110,000</td>
<td>17.56%</td>
</tr>
<tr>
<td>Financial Aid Revenues</td>
<td>4,796,570</td>
<td>5,324,193</td>
<td>9.91%</td>
</tr>
<tr>
<td></td>
<td><strong>8,259,438</strong></td>
<td><strong>9,036,164</strong></td>
<td><strong>8.60%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>FY 03-04 Projected Expenditures</th>
<th>FY 04-05 Projected Expenditures</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Student Activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>251,982</td>
<td>325,920</td>
<td>22.69%</td>
</tr>
<tr>
<td>Other Personal Services</td>
<td>514,975</td>
<td>306,287</td>
<td>-68.13%</td>
</tr>
<tr>
<td>General Expense</td>
<td>607,766</td>
<td>713,639</td>
<td>14.84%</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>66</td>
<td>5,000</td>
<td>98.68%</td>
</tr>
<tr>
<td>Financial Aid/Scholarship</td>
<td>6,608</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>1,381,397</strong></td>
<td><strong>1,350,846</strong></td>
<td><strong>-2.26%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Intercollegiate Athletics</strong></th>
<th>FY 03-04 Projected Expenditures</th>
<th>FY 04-05 Projected Expenditures</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>708,971</td>
<td>828,160</td>
<td>14.39%</td>
</tr>
<tr>
<td>Other Personal Services</td>
<td>202,261</td>
<td>206,306</td>
<td>1.96%</td>
</tr>
<tr>
<td>General Expense</td>
<td>481,130</td>
<td>495,738</td>
<td>2.95%</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>3,056</td>
<td>3,121</td>
<td>2.09%</td>
</tr>
<tr>
<td>Financial Aid/Scholarship</td>
<td>554,379</td>
<td>609,817</td>
<td>9.09%</td>
</tr>
<tr>
<td><strong>Intercollegiate Athletics</strong></td>
<td><strong>1,949,797</strong></td>
<td><strong>2,143,142</strong></td>
<td><strong>9.02%</strong></td>
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</tbody>
</table>
### Student Related (Continued)

<table>
<thead>
<tr>
<th>FY 03-04</th>
<th>FY 04-05</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Projected Annual Expenditures</strong></td>
<td><strong>Projected Expenditures</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Concessions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Expense</td>
<td>22,090</td>
<td>28,000</td>
</tr>
<tr>
<td><strong>Concessions</strong></td>
<td>22,090</td>
<td>28,000</td>
</tr>
<tr>
<td><strong>Financial Aid</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Aid/Scholarship</td>
<td>4,571,822</td>
<td>5,074,723</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 03-04</th>
<th>FY 04-05</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Projected Annual Expenditures</strong></td>
<td><strong>Projected Expenditures</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Student Related Total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>960,953</td>
<td>1,154,080</td>
</tr>
<tr>
<td>Other Personal Services</td>
<td>717,236</td>
<td>512,593</td>
</tr>
<tr>
<td>General Expense</td>
<td>1,110,985</td>
<td>1,237,377</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>3,122</td>
<td>8,121</td>
</tr>
<tr>
<td>Financial Aid/Scholarship</td>
<td>5,132,809</td>
<td>5,684,539</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 03-04</th>
<th>FY 03-04</th>
<th>FY 03-04</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Cash</strong></td>
<td><strong>FY 03-04 Cash Impact</strong></td>
<td><strong>Estimated Ending Cash</strong></td>
</tr>
<tr>
<td>530,347</td>
<td>334,332</td>
<td>864,680</td>
</tr>
</tbody>
</table>
Florida Gulf Coast University  
Projected Operating Budget  
FY 2004-05  
Grant and Auxiliary Activity

<table>
<thead>
<tr>
<th>Grant and Auxiliary Revenue</th>
<th>FY 03-04 Projected Annual Revenue</th>
<th>FY 04-05 Projected Annual Revenue</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Associated Revenue</td>
<td>10,425,029</td>
<td>11,345,950</td>
<td>8.12%</td>
</tr>
<tr>
<td>Auxiliary Revenue</td>
<td>14,406,160</td>
<td>14,838,345</td>
<td>2.91%</td>
</tr>
<tr>
<td></td>
<td>24,831,189</td>
<td>26,184,296</td>
<td>5.17%</td>
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<table>
<thead>
<tr>
<th>Grant Activities</th>
<th>FY 03-04 Projected Annual Expenditures</th>
<th>FY 04-05 Projected Annual Expenditures</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>5,590,394</td>
<td>5,717,304</td>
<td>2.22%</td>
</tr>
<tr>
<td>Other Personal Services</td>
<td>1,703,946</td>
<td>1,742,629</td>
<td>2.22%</td>
</tr>
<tr>
<td>General Expense</td>
<td>2,437,393</td>
<td>2,492,726</td>
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</tr>
<tr>
<td>Capital Expenditures</td>
<td>896,299</td>
<td>916,646</td>
<td>2.22%</td>
</tr>
<tr>
<td>Scholarships</td>
<td>304,861</td>
<td>311,782</td>
<td>2.22%</td>
</tr>
<tr>
<td></td>
<td>10,932,893</td>
<td>11,181,087</td>
<td>2.22%</td>
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</table>

<table>
<thead>
<tr>
<th>Auxiliary Activities</th>
<th>FY 03-04 Projected Annual Expenditures</th>
<th>FY 04-05 Projected Annual Expenditures</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>2,072,949</td>
<td>3,134,550</td>
<td>33.87%</td>
</tr>
<tr>
<td>Other Personal Services</td>
<td>598,950</td>
<td>718,749</td>
<td>16.67%</td>
</tr>
<tr>
<td>General Expense</td>
<td>5,139,530</td>
<td>6,537,896</td>
<td>21.39%</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>609,216</td>
<td>732,725</td>
<td>16.86%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>1,300,000</td>
<td>1,516,610</td>
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</tr>
<tr>
<td>Fixed Capital Outlay</td>
<td>5,013</td>
<td>5,848</td>
<td>14.28%</td>
</tr>
<tr>
<td></td>
<td>9,725,658</td>
<td>12,646,379</td>
<td>23.10%</td>
</tr>
</tbody>
</table>
Grant and Auxiliary (continued)

<table>
<thead>
<tr>
<th>Grant &amp; Auxiliary Activity</th>
<th>FY 03-04 Projected Annual Expenditures</th>
<th>FY 04-05 Projected Expenditures</th>
<th>% Projected Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>7,663,342</td>
<td>8,851,855</td>
<td>13.43%</td>
</tr>
<tr>
<td>Other Personal Services</td>
<td>2,302,897</td>
<td>2,461,378</td>
<td>6.44%</td>
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<tr>
<td>General Expense</td>
<td>7,576,923</td>
<td>9,030,621</td>
<td>16.10%</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>1,505,514</td>
<td>1,649,371</td>
<td>8.72%</td>
</tr>
<tr>
<td>Financial Aid/Scholarship</td>
<td>304,861</td>
<td>311,782</td>
<td>2.22%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>1,450,000</td>
<td>2,000,000</td>
<td>27.50%</td>
</tr>
<tr>
<td><strong>Grant &amp; Auxiliary Activity</strong></td>
<td><strong>20,803,538</strong></td>
<td><strong>24,305,007</strong></td>
<td><strong>14.41%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 03-04 Beginning Cash</th>
<th>FY 03-04 Estimated Ending Cash</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,725,560</td>
<td>8,753,211</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>4,725,560</td>
<td>8,753,211</td>
</tr>
</tbody>
</table>
Florida Gulf Coast University Board of Trustees
June 15, 2004

SUBJECT: FGCU President’s Annual Performance Evaluation for 2003-04

PROPOSED BOARD ACTION

Conduct the annual performance evaluation for 2003-04 of FGCU President Bill Merwin

BACKGROUND INFORMATION

Florida’s state university boards of trustees are authorized to evaluate and compensate their respective institutions’ presidents, who serve as chief executive officers. The FGCU Board of Trustees is scheduled to conduct the 2003-04 performance evaluation of President Bill Merwin during the Board’s June 15 meeting. President Merwin is providing a self-evaluative report that addresses outcomes for each of the 2003-04 president’s performance measures adopted last year by the FGCU Board.

Supporting Documentation Included: “President’s Self-Evaluation Performance Report (2003-04)”

Prepared by: Susan Evans, Office of the President

Legal Review by: N/A

Submitted by: President Bill Merwin
MEMORANDUM

TO: Florida Gulf Coast University Board of Trustees
FROM: President Bill Merwin
DATE: May 26, 2004


The Florida Gulf Coast University Board of Trustees has been a leader among the state universities with respect to one of its most significant statutory responsibilities – implementing and conducting a comprehensive process for evaluating the performance of the University president. Each year the Board has adopted specific performance measures for me in my capacity as president of Florida Gulf Coast University (FGCU) – and subsequently used these measures as the basis from which to evaluate my performance. To assist in this process, each year I develop a self-evaluative “report card,” that addresses performance relative to each adopted performance measure. These goals are closely aligned with the goals of the University’s 2000-04 strategic plan, and their fulfillment reflects excellent benchmarks of FGCU’s continuing progress.

This document is my self-evaluation report for the fiscal year July 1, 2003 through June 30, 2004. In addition to its personal value to me in evaluating my previous year’s performance, the development of this year’s report also provided me an opportunity to consider the state of the University as I look to September 2004 when I will have completed five years as president of FGCU.

The University is currently in its seventh year since opening for students in 1997, and it continues to experience tremendous growth in all areas, including student enrollment, campus development, private funding, and partnerships. Our significant student enrollment growth – coupled with operating budget cuts for the past two years, and no enrollment growth funding – propelled us to lobby diligently for state recognition of FGCU’s unparalleled growth. I am pleased to note that Governor Bush and the Florida Legislature heard and responded to our calls for critically needed state funding support – and that as of this writing, FGCU is slated to receive $4.2 million in enrollment growth funding. This literally did not come a moment too soon for FGCU, and we are pleased to have the opportunity to fund greatly needed faculty and staff positions, as well as additional course sections, to meet our burgeoning student population’s needs.

Advocacy for the needs of FGCU students has been greatly advanced by the members of the Florida Gulf Coast University Board of Trustees. The University is indeed fortunate to have trustees who are so committed to developing our institution with high quality academics and student service as the heart of all we
do. Your ability as a local governing board to make local and nimble decisions for the University cannot be understated in terms of its effectiveness for FGCU, and I am confident that students for generations to come will benefit from your vision and stewardship. Joining you in this support are the members of the Florida Gulf Coast University Foundation Board of Directors, and other key community members and elected officials who share credit for the University’s dynamic growth and exceptional quality. I look forward to working with you – as well as the valuable faculty and staff members who comprise the FGCU team – as we work together in pursuit of achieving our shared goals.

The “2003-04 President’s Performance Measures” you adopted last year provide a framework of the responsibilities held by the institution’s chief executive officer, and they are presented here and followed by performance indicators. I will be pleased to provide any additional information you would like on the self-evaluative responses to the measures.

1. GOAL: Grow Student Enrollment

A. Fall Term Headcount:

Projected Fall 2003
5780 (10% Increase)

Actual Fall 2003
5825 (11% Increase)

B. Full-Time Equivalent (Fundable):

Projected 2003-04
3197 (8% Increase)

2003-04 Actual
3313 (12% Increase)

2. GOAL: Diversify Student Enrollment

A. Students of Color:

Projected Fall 2003
847 (9% Increase)
B. International Students:

Actual Fall 2002
315

Projected Fall 2003
331 (5% Increase)

Actual Fall 2003
313 (0.6% Decrease)

RESPONSE:
For “A” – Continued growth anticipated in students of color.
For “B” – Growth in the international students is limited due to the current political climate and federal initiatives that are monitoring the influx of international students.

3. GOAL: Increase Number of Undergraduate & Graduate Degrees Awarded

<table>
<thead>
<tr>
<th></th>
<th>Projected 2003-04</th>
<th>Actual 2003-04*</th>
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</thead>
<tbody>
<tr>
<td>Bachelor:</td>
<td>640 (3% Increase)</td>
<td>664 (7% Increase)</td>
</tr>
<tr>
<td>Master:</td>
<td>210 (3% Increase)</td>
<td>231 (13% Increase)</td>
</tr>
<tr>
<td>Total:</td>
<td>850 (3% Increase)</td>
<td>895 (8% Increase)</td>
</tr>
</tbody>
</table>

* Estimated

4. GOAL: Improve Freshman* to Sophomore Retention Rates

Actual Fall 2002
62.8%
Projected Fall 2003
63.3%

Actual Fall 2003
70.0%

* Freshman = First-Time-In-College Student with Fewer than 12 Semester Credit Hours

5. GOAL: Build New Facilities on Campus

- **Aquatics Center** – Completion in fall 2003.
- **Student Housing/Phase 5** – Completion in fall 2003.

**RESPONSE:**

- **Aquatics Center** – Completed in December 2003.
- **Margaret S. Sugden Welcome Center** – Completion in summer 2004.
- **WCI Green Building & Demonstration Center** – The WCI Green Building is currently on schedule to be completed by the beginning of fall 2005. A new architect with an extensive background in environmental design and certifications has been hired to provide another design. Begin construction early 2005 and complete in fall 2005.
- **Student Housing/Phase 5** – Completion in fall 2004.
6. GOAL: Increase Non-State Funding Support:

A. Sponsored Research Funds:
2002-03 Actual: $10 Million
2003-04 Goal: $10 Million
2003-04 Actual: $11 Million

B. Private Contributions & Gifts:
2002-03 Actual: $14.6 Million
2003-04 Goal: $13 Million
2003-04 Actual: $28 Million

7. GOAL: Increase/Improve Academic/Community Outreach

- Continue to strengthen A.S. articulation with Edison Community College.
- Grow an academic research relationship with Naples Botanical Garden.
- Increase offerings at the Charlotte Center.
- Increase memberships and participation in the Renaissance Academy.
- Grow the Center for Civic Engagement through community partnerships.
- Continue to develop an academic research relationship with Rookery Bay National Estuarine Research Reserve.

RESPONSE:

- **A.S. Articulation with Edison Community College** – The A.S. relationship with Edison was strengthened this year with the first full-year of implementation of the Bachelor of Science/Associate of Science degree program. Overall enrollments have more than doubled since last year from 30 students last year taking six credits each to over 70. Plans to expand the offering of the program from Lee into Charlotte County were implemented this past winter. Most students are pursuing their studies on a non-degree basis to make use of flexible programming that accommodates their work schedules. In addition the two institutions have also cooperated on various efforts to promote the program. Recently, FGCU and Edison signed an articulation agreement to allow AS graduates from Edison to pursue a BS degree in Legal Studies at FGCU.

- **Academic Research Relationship with Naples Botanical Garden** – Private funding of $2.5 million was secured for matching funds from the state Courtelis capital matching program. The legislature granted the state match of $2.5 million. Naples Botanical Garden is to deed approximately one acre of land within the Garden as the site of the FGCU Laboratory. Appropriate faculty, in conjunction with Garden personnel, have begun the research agenda program planning to focus on botanical research, ethnobotany, conservation, and other biotechnical areas.
FGCU’s Charlotte Center – The past year’s activities include the following:

- Appointment of full-time OPS Executive Director effective July 1, 2003.
- Addition of equipment to make possible teleconference delivery of courses meeting at Ft. Myers and via two-way interconnect also in Charlotte.
- Summer 2003--Relocation of FGCU Center for Positive Aging to Charlotte County (housed within the Cultural Center and doing the majority of its programs there also).
- Continued upper-division elementary education bachelor’s degree cohort (meeting at Edison-Charlotte and at the Cultural Center). First students will graduate in May 2004. New cohort will begin in fall 2004.
- November 2003 relocation of FGCU-Charlotte administrative offices within the Charlotte County Cultural Center.
- First full array of for-credit courses (selections from each of University’s five academic colleges) established for Spring 2004. Head count (HC) enrollment of 235. Classes held at the Cultural Center, Edison-Charlotte, and CC Sheriff’s Building.
- Extended FGCU Eagle Academy to Charlotte County through Sheriff’s Office to provide public administration courses needed by the workforce.
- Appointment of full-time OPS administrative assistant for FGCU-Charlotte.
- November 2003 and Spring 2004 initiated a series of non-credit programs focused on Florida history and culture. Partnered on these with the Peace River Center for Writers, the Charlotte County Visual Arts Center, the Cultural Center Education Committee, and Florida Humanities Council.
- Development of Summer 2004 Course Schedule with emphasis on work to enroll RN’s in for-credit courses.
- Preliminary figures indicate Summer 2004 FGCU-Charlotte enrollment in excess of 200 HC.
- Enhanced cooperation between FGCU-Charlotte and Edison-Charlotte by regular meetings and other contacts. Established monthly lunch meetings of FGCU-Charlotte Exec. Director, CC Supt. of Schools, Edison-Charlotte President, and the Director of the CC Tech Center.
- Charlotte County Commission donated land to FGCU (approx. 5 acres for $1) as site of first FGCU-Charlotte building.
- Degree program in Health Science, completely online, available to Charlotte students without travel to Ft. Myers.
- Degree program in Legal Studies available to Charlotte students in combination of traditional and online presentations.
- Second joint recruitment event (“Educational Opportunity in Charlotte County Expo”) was held May 25, 2004 at Edison-Charlotte with participation by FGCU-Charlotte, Edison-Charlotte and the county’s “Tech Center.”
• **Memberships and Participation in the Renaissance Academy** –
  o Programming and growth in the FGCU Renaissance Academy expanded by 25% overall, with 50% expansion at the FGCU Naples Center.
  o Offerings for the winter/spring session, summer and fall sessions were available at following locations: Marco Island, Naples, FGCU campus, Ft. Myers, Sanibel, and Charlotte County.
  o In addition the Academy entered into agreements with and established programs at Palmira Golf Club, TowerPointe at Arbor Trace, The Brooks, and Miromar.

• **Center for Civic Engagement** – The past year’s activities include the following:
  o During 2003-04, FGCU students performed approximately 63,000 hours of service learning in the greater communities. Included in these hours are more than 9,000 hours freshmen students in Styles and Ways of Learning (a service-learning course requiring service in an educational setting) spent tutoring, primarily in local elementary schools.
  o A Florida Campus Compact (FCC) Impact Grant facilitated faculty development activities and funded stipends to integrate service-learning into 20 existing courses. In addition, eight faculty members presented at and/or attended two national service-learning conferences with financial assistance from the same grant. Four FGCU students co-presented with the faculty. Another small FCC Impact Grant for 2004-05 will allow the Center to hire and train eight student assistants to work with selected service-learning faculty.
  o The Center maintained a relationship with a nationally recognized civic engagement expert who served as a consultant for the Social Capital Benchmark Survey (funded by the Stranahan Foundation). The Community Foundation of Collier County (CFCC) and the Center completed the Social Capital Benchmark Survey, a national project of the Saguaro Institute of Harvard University, in 2003. Robert Putnam, researcher and director of the Institute, presented results to the community in February 2004. The Center and the CFCC will use the survey results to shape future work together in the community.
  o The Center for Civic Engagement is in the final year of a three-year Americorps VISTA project that recruits, trains, and places FGCU students as tutors. This year, Circle of FRIENDS placed 130 FGCU students at 10 elementary schools in Lee and Collier Counties. These students tutored approximately 1,000 K-3 students. When the VISTA grant ends in July, Circle of FRIENDS will be staffed using a work-study student and possibly a graduate assistant.
  o The Center is facilitating FGCU’s participation in the American Democracy Project, a national initiative of the American Association of
State Colleges and Universities. The three-year project is designed to engage our students in civic engagement and produce graduates who are committed to meaningful action as citizens in a democracy and to highlight the University’s role in this process.

- A new VISTA-staffed program is planned for 2004-05, if the grant is accepted. The Center and the Friendship Volunteer Resource Center (FVRC) are writing a VISTA grant requesting two positions to develop and coordinate a teen service leadership program. One VISTA position will be a staff member in the Center and will train FGCU student trainers. The FGCU student trainers will provide service leadership training for the teens. A second VISTA position will be housed with FVRC to place the trained teens as community volunteers. In addition to becoming actively engaged in their community, the area teens will have a great introduction to FGCU and FGCU students.

- **Research Relationship with Rookery Bay National Estuarine Research Reserve** – Collaborative partnerships include the following: (1) FGCU graduate student collecting fish data in Ten Thousand Islands with respect to Western Everglades Restoration. (2) Rookery Bay staff working with FGCU master’s degree student on examining life history patterns of crustaceans that inhabit oyster reefs. (3) GIS technician at Rookery Bay working with FGCU on getting Campus Ecosystem Model information into a GIS database. (4) FGCU and Rookery Bay using cost-sharing mechanism for staff positions at Rookery Bay.

### 8. GOAL: Develop Research Park

- Secure from private developer who has made commitment to FGCU 20 acres of land and associated infrastructure in a planned research, development, business & technology park near FGCU campus.

**RESPONSE:**

The University is working with a new owner of the property that still includes a commitment for 20 acres to FGCU. Also, additional land near TECO Arena has been committed for use as an FGCU research park. Both parcels of land are in close proximity to FGCU, I-75 and the Southwest Florida International Airport – promising positive stimulus to the region’s workforce, economic development, research, and economic diversification initiatives.
9. GOAL: Charter Developmental Research School (PreK-20)

- Secure land for a charter developmental research school adjacent to TECO Arena. Private land owner has made commitment of 75 acres of land to FGCU.
- During 2004 session of the Florida Legislature, acquire designation as a charter developmental research school.
- Continue to explore possible facilities designs, as well as private funding opportunities.

RESPONSE:
- Land contribution has been increased to 80 acres to incorporate a research facility.
- Discontinued efforts to acquire designation as charter developmental research school due to elimination of capital funding.
- Land is being master planned by owner (current).
- Discussions with Lee School Superintendent James Browder regarding possibility of funding facility. NOTE: The legislature changed the way in which Charter Developmental Research Schools are funded thereby making it a much less desirable designation and forcing us to seek funding for the project elsewhere. A joint project with the school district appears to be the best direction at this point. Governance of such a project would be in keeping with a Charter School (e.g., independent board of directors).

10. GOAL: Intercollegiate Athletics

- Complete construction of and open new baseball/softball complex on campus.
- Complete construction of and open new aquatics center on campus.
- Hire full-time Senior Woman Administrator (SWA).
- Hire women’s volleyball coach, and launch program to begin play in fall 2004.
- Continue to work with NCAA on shortening period of provisional membership.
- Achieve a combined student-athlete average GPA of 3.0.

RESPONSE:
- **Baseball/Softball Complex** – Completed and opened in January 2004. Many recognize the facility as the best in NCAA Division II. Over 85% of the project was privately funded.
- **Aquatics Center** – Completed construction of and opened new aquatics center in January 2004.
- **Senior Woman Administrator (SWA)** – Filled this position in August 2003.
• **Women’s Volleyball** – Filled the coach position in July 2003, and will begin intercollegiate competition in fall 2004.

• **NCAA Membership** - Granted a two-year waiver of the provisional membership period. FGCU should be approved for full membership in July 2004.

• **Student-Athletes’ GPA** – Achieved a combined student-athlete average GPA of 3.2. A senior women’s tennis player had the highest overall GPA (4.0) at FGCU. A junior women’s tennis player was named the FGCU Student of the Year. A senior men’s basketball player was named as one of five NCAA $10,000 postgraduate winners.

### 11. GOAL: Balance the Budget


**RESPONSE:**
FGCU will end the July 1, 2003 – June 30, 2004 budget period with a balanced budget.

### 12. GOAL: Alliance of Educational Leaders

- Continue to develop plans for the K-20 school.
- Respond to business/workforce by working with area’s economic development councils and workforce boards and continuing to update and expand the Alliance website – [www.swfleducation.com](http://www.swfleducation.com).
- Strengthen partnerships among Alliance members to enhance education in Southwest Florida and increase K-20 seamless educational opportunities.

**RESPONSE:**
- Continue to develop plans for K-20 school. (See information contained in response to Goal 9.)
- Respond to business/workforce needs. Projects are chosen primarily that serve underserved populations, that promote rigor and relevance in schools, and that aid workforce and economic development.
- Worked with numerous Workforce and Economic Development committees and task forces in the five counties.
- Facilitated meetings between industry sectors and education in Charlotte County leading to course development and articulations to meet business needs.
- Initiated “Open Minds” project to increase awareness of parents/students/others to the career opportunities in SW Florida (in
partnership with five school districts, EDCs, Workforce Development Board and private investors).

- Website www.swfleducation.com continues to be updated and revised to reflect changing needs and projects.
- Strengthen partnerships among Alliance members. Recognize that businesses and the larger community want/need children to learn to read. As a result, one priority has been a focus on Reading First initiative (six year, $21 million, three county project for elementary schools that have low performing and high poverty populations – four in Charlotte; 13 in Collier and 16 in Lee); awarded two rounds of the grant and a few smaller related grants (e.g., “Research Based Reading Grant”); has seen good results this first year (improved FCAT is one measure).
- Primary partner for ELLM (Early Literacy and Learning Model) for Collier County preK programs serving high poverty populations. Other partners are Florida Institute of Education, Fun Time Learning Center and the Collier County School District.
- Continue to work on articulation agreements among institutions.
- Initiated marketing committee which brings Alliance members to employers so that employees can learn of the educational/career opportunities available.

13. GOAL: Educational Governance Transition

- Complete implementation of Section 7, Article IX of the Florida Constitution, entitled State University System, which was approved in the November 2002 general election as Constitutional Amendment 11 (effective January 7, 2003).

  **RESPONSE:**
  - Approved a complete revision of the FGCU Student Government Constitution (April 04 BOT meeting).
  - Revised and updated the FGCU Student Code of Conduct (April 04 BOT meeting).
  - Promulgated and revised FGCU's Student Affairs rules (April 04 BOT meeting).
  - Repealed the outdated Public Business Rule and in its place approved the FGCU Statement of Agency Organization and Operation (Sept 03 BOT meeting; March 04).
  - Established a University-wide policy promulgation process in FGCU Policy No. 1.11, Approval and Issuance of University Policies. This standardizes the method for creating Presidential policies.
  - Established an FGCU Governance web page at http://www.fgcu.edu/test/drafts/generalcounsel/governance.html to facilitate easy access to important University governance documents by the University community.
• Established FGCU's first University Holiday Calendar (July 03 BOT meeting).

14. GOAL: Develop Statement and Plan

• Incorporate new FGCU mission and vision statements into accompanying set of new strategic directives with measurable quantitative benchmarks for the next five years.

**RESPONSE:**
In September 2003, the FGCU Board of Trustees approved a set of five new, student-centered strategic directives that acted as a catalyst for the development of action plans throughout the university. The strategic directives and the action plans are a major part of a strategic planning effort that will produce measurable benchmarks in line with system goals being developed by the Board of Governors for the system as whole. A strategic plan for 2005-10 will be presented to the FGCU Board in January of 2005.

15. GOAL: Equity Accountability Program (EAP) for Recruitment and Promotion of Women and Minority Professionals

• Hold FGCU deans, directors and division heads accountable for developing and maintaining institutional practices that encourage the achievement of equity goals for faculty and staff.

**RESPONSE:**
FGCU is committed to recruiting and promoting women and minority professionals not only where there is under-representation, but whenever the opportunity exists. The University wants to exceed parity with the prevailing labor market. The goals and results for 2003-2004 were as follows:

<table>
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<tr>
<th>Position</th>
<th>Goal</th>
<th>Actual</th>
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<tbody>
<tr>
<td>Senior Level Administrator</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Other Minority</td>
<td></td>
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</tr>
<tr>
<td>Executive</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>1</td>
<td>1 (7/2004)</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>African American</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
Although a new senior level minority administrator was not hired, one African American professional was promoted in the senior level administrator category.

In an overall context, the campus is almost evenly divided 49.4 percent male and 50.6 percent female. A female Provost and Vice President for Academic Affairs has been hired effective July 2004, and she will bring both quality and diversity to the campus leadership team.

To ensure that campus decision makers are held accountable, all performance evaluations for managers and chairs include a diversity measure. Deans and directors have been asked to prepare equity plans in which they describe how they plan to achieve their equity goals. The process of accountability is enhanced by use of FGCU Search and Screen Guidelines that ensure committees, applicants, and interview pools are diverse.

16. GOAL: Local Collective Bargaining

- Negotiate and implement an FGCU-United Faculty of Florida (UFF) Collective Bargaining Agreement.

**RESPONSE:**
Collective bargaining with FGCU-UFF is currently taking place.

17. GOAL: Faculty and Staff Salaries

- Evaluate and address salary market equity for FGCU faculty and staff.

**RESPONSE:**
Market studies were conducted for all FGCU faculty and staff salaries, with the goal of ensuring that current employee salaries are at least 95% of the market midpoint for the respective classification. Market salary adjustments were implemented, effective January 2004. More than 50% of all employees received a market salary adjustment. In addition, a $600 cost-of-living increase was provided to most employees.

18. GOAL: FGCU Student Housing – Phase VI

- Evaluate the need for additional student housing on campus. If warranted, finance and construct Phase VI of student housing for completion by fall 2004.
RESPONSE:
Construction of Phase VI student housing began in January 2004 and is currently on schedule for occupancy August 19, 2004. These three additional buildings will bring the total number of bed spaces available in on-campus housing to 1,662.

19. GOAL: FGCU Accounting System

- As part of the devolution of authority from the state to the local level, complete conversion to local Banner Financial Management System and implement July 1, 2003. And, complete conversion to Banner Payroll System and implement January 1, 2004.

RESPONSE:
- The Finance Module of the Banner Enterprise Resource Planning (ERP) system was implemented July 1, 2003, and utilized to achieve devolution of spending authority from the State Division of Financial Services. The implementation project was completed on time and within budget.
- The Human Resources Module of the Banner ERP was implemented January 1, 2004, also on time and under budget. With the implementation, the University assumed the role of paymaster for its employees, completing the process of devolution.

ADDITIONAL INITIATIVES/ACCOMPLISHMENTS:

- **Capital Campaign.** FGCU launched the public phase of an aggressive capital campaign called “Dedicated to Greatness” to raise $125 million. As of this date, more than $115 million has been raised toward the campaign goal.

- **Campus Communication.**
  - The following groups provide outstanding access to the FGCU president for communication on University issues: Faculty Senate, Student Government, Deans Council, Staff Advisory Council (SAC), and President’s Executive Group.
  - In addition to regular meetings with the above-named groups, emailed “President's Messages” on timely issues and news are sent regularly to students, faculty, staff, and members of the FGCU Board of Trustees, and the FGCU Foundation Board of Directors.
  - In August the president launched the new academic year with a Welcome Back/State of the University event in Alico Arena. Over 500 University faculty and staff attended.
• **External Communication.**
  - The FGCU Quarterly Report updates the public on the growth and development of the University. Aired on WGCU public television, this 30-minute, magazine-format show features an interview with the president in addition to presenting other newsworthy items. Each show is aired at least twice. The viewing audience extends from Marco Island to Sarasota.
  - The FGCU newspaper VISION is 12-16 pages of University news. It is mailed to 6,500 community leaders, alumni, friends and citizens across Southwest Florida.
  - FGCU top news stories are listed on the front page of the University’s Website, easily accessible to site visitors.
  - The president headlines dozens of press conferences to spotlight high-interest University news via print and electronic media.
  - To maintain communications with the public, the president met several times with the editorial boards of the Naples Daily News, the Fort Myers News-Press, and the Charlotte Sun Herald to discuss current issues.
  - The president regularly appears on the Jeff Lytle television talk show and the WINK radio talk show.
  - The president submitted several editorials to the regions' newspapers to promote issues of paramount importance to higher education and to Florida Gulf Coast University.
  - The president directed the University to initiate active membership in all chambers of commerce in Southwest Florida to promote the University through the chambers’ publications and events.
  - The president led the University’s participation in the United Way campaign, the March of Dimes campaign and a Holiday Book Drive for youth. Through the contributions of FGCU faculty and staff, the University donated over $25,000 to charities of Southwest Florida.
  - The president maintains an aggressive speaking schedule and on a weekly basis speaks to several groups including civic and municipal agencies and groups, charity events, etc.

• **Private Funding Proposals.** Numerous proposals were developed and shared with potential donors to request funding support for critical academic degree and other programs at FGCU. This included proposals for Engineering, Chinese Studies, Music, Performing Arts Auditorium, Early Learning Literacy Model, Professional Tennis Management, Charlotte Center, Naples Center, and Endowed Chair of Ethics.

• **New Academic Degree Programs.** The following five new academic degree programs were established during the past year:
  - Bachelor of Science in Criminal Forensic Studies
  - Bachelor of Social Work
  - Bachelor of Science in Community Health
- Master of Science in Occupational Therapy
- Master of Science in Geriatric Recreational Therapy

- **National Survey of Student Engagement (NSSE).** For the first time, FGCU students participated in the National Survey of Student Engagement (NSSE). The NSSE is nationally recognized as a significant indicator of a university's ability to provide the critical environment necessary to foster student learning and development. In all engagement index categories, FGCU students ranked FGCU in the 85th to 99th percentiles.

- **Alumni Association.** An inaugural FGCU Alumni Association has been developed, with the establishment of an Alumni Board, bylaws, mission statement, dues structure, and fundraising/membership campaigns. There are currently approximately 4,000 FGCU alumni.

- **AFSCME Representation.** During fall 2003, approximately 130 FGCU employees were designated as eligible to vote on whether they would be represented in matters of employment by the American Federation of State, County and Municipal Employees (AFSCME) union. The vote was not in favor of AFSCME representation. As a result, FGCU’s Staff Advisory Council (SAC) was asked to play a significant role with the University president in addressing climate survey recommendations, and also market salary issues.

- **Key Staff Positions.** During the past year, the following critical positions were filled: (1) Provost, and Vice President for Academic Affairs, (2) Vice President for Administrative Services, and (3) Vice President for University Advancement.

- **Staff Advisory Council (SAC).** The Staff Advisory Council provided strong leadership and staff advocacy through its commitment to serve all employees. Because of the positive role SAC provided, its leadership strongly influenced a vote that resulted in staff not desiring a union to represent staff issues. Of the state universities, FGCU is the only institution where such an election result for no union occurred.

  Among the achievements by SAC and its advocacy were the following:
  - Promotion of the staff equity study that lead to staff receiving adjustments to salaries to ensure that all staff received 95% of the market median.
  - Advancement of a change in sick leave policy that allows employees to contribute hours to other employees in need of hours because of severe illness or tragedy.
Encouragement to the FGCU Board of Trustees and the president to adopt additional annual leave for the period between Christmas and New Year’s.

Current advocacy for employees and their dependents to receive greater access to higher education through the expansion of the tuition waiver/scholarship program to be extended to include not just employees, but their dependents as well.

Promotion of extending the Fitness Center hours to accommodate employees and their schedules during periods where the Center is closed due to in-between-semester breaks.

The creation of a better and healthier work environment for staff through active advocacy to the FGCU Board of Trustees and to FGCU management.

The avocation of the importance of staff/supervisory training that resulted in the hiring of a coordinator dedicated to staff training.

- **Scripps Research Institute in Florida.** The Scripps Research Institute announced plans to build a facility in Florida, and FGCU recognized the potential for partnerships with the University’s new Biotechnology degree program. The University president and the director of Biotechnology made a visit to Scripps headquarters in LaJolla, California, and solid groundwork was laid for future collaborations that will benefit students and faculty, as well as regional economic development and workforce initiatives.

- **State Funding.** The 2004 legislative session provided the following funding items in the new state budget for FGCU:
  - Enrollment growth of $4.2 million.
  - $5 million for roads, infrastructure, and mitigation.
  - $4.2 million in matching construction funds for the Herbert J. Sugden Hall for Resort and Hospitality Management Education.
  - $2.5 million in matching construction funds for the Naples Botanical Garden Laboratory.
  - $455,414 in matching gifts for donations made to FGCU.

In closing, let me acknowledge the extraordinary teamwork of our fine faculty, staff, students, FGCU Foundation Board of Directors, community partners, elected officials and, of course, trustees that helped Florida Gulf Coast University achieve so much during 2003-04. It is a pleasure to serve as president of an institution that is so committed to academic excellence and service, and I sincerely appreciate the support provided me by the Florida Gulf Coast University Board of Trustees.

(END)
Florida Gulf Coast University Board of Trustees
June 15, 2004

SUBJECT: President’s Performance Measures for July 1, 2004 – June 30, 2005

PROPOSED BOARD ACTION

Approve proposed measures

BACKGROUND INFORMATION

The Florida Gulf Coast University Board of Trustees is required by law to annually evaluate the performance of the FGCU president. Historically,

- The Board’s initial performance evaluation of President Bill Merwin was conducted at its June 2002 meeting, followed by the fall 2002 negotiation and approval of an employment contract for the president.
- President’s performance measures for 2002-03 were subsequently adopted by the FGCU Board, and were used as the basis for the Board’s annual evaluation of the president during its May 29, 2003 meeting.
- Also during the May 29 meeting, president’s performance measures for 2003-04 were adopted, and they will serve as the basis for the Board’s performance evaluation of the president on the agenda for the June 15, 2004 meeting.
- Also during the June 15 meeting, president’s performance measures for the upcoming year, 2004-05, are slated for consideration and adoption. These measures will serve as the basis for next year’s performance evaluation of the president.


Prepared by: Susan Evans, Office of the President

Legal Review by: N/A

Submitted by: President Bill Merwin
1. GOAL: Grow Student Enrollment

A. Fall Term Headcount:

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5780 (10% Increase)

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- **WCI Green Building & Demonstration Center** – The WCI Green Building is currently on schedule to be completed by the beginning of fall of 2005. A new architect with an extensive background in environmental design and certifications has been hired to provide another design. Begin construction in early 2005 and complete in fall 2005.


- **Student Housing/Phase 6** – Completed in fall 2004.


- **Campus Master Plan Update 2005** – Hire consultant and begin planning the 2005 update.

- **Master Plan South Housing Complex** – Consultant has been hired to do design and permitting of housing area and roadways to it from campus and Ben Hill Griffin Parkway.

6. **GOAL: Increase Non-State Funding Support:**

**A. Sponsored Research Funds:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-03 Actual</td>
<td>$10 Million</td>
</tr>
<tr>
<td>2003-04 Goal</td>
<td>$10 Million</td>
</tr>
<tr>
<td>2003-04 Actual</td>
<td>$11 Million</td>
</tr>
<tr>
<td>2004-05 Goal</td>
<td>$12 Million</td>
</tr>
</tbody>
</table>

**B. Private Contributions & Gifts:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-03 Actual</td>
<td>$14.6 Million</td>
</tr>
<tr>
<td>2003-04 Goal</td>
<td>$13 Million</td>
</tr>
<tr>
<td>2003-04 Actual</td>
<td>$28 Million</td>
</tr>
<tr>
<td>2004-05 Goals</td>
<td>(1) $15 Million, and (2) Complete $125 Million Capital Campaign</td>
</tr>
</tbody>
</table>
7. **GOAL: Increase/Improve Academic/Community Outreach**

- Increase articulation with **Edison College**, including continued efforts to promote the Bachelor of Science/Bachelor of Arts degree and expand opportunities further to more eligible students.
- Expand on academic research relationship with **Naples Botanical Garden**.
- Expand FGCU’s **Charlotte Center**, as follows:
  - Five-year strategic plan drafted and ready for review and comment by August 2004.
  - FGCU-Charlotte Advisory Council recommendations to the president.
  - Increased coordination with academic deans to construct semester course schedules for FGCU-Charlotte.
  - Budget plan and procedures in place for FGCU-Charlotte and also to be used as model for other distant sites.
  - Continuing growth in enrollment, especially in focus areas of FGCU-Charlotte: business, health professions including nursing, education, and public administration including Legal Studies and Criminal Justice.
  - Expanding use of non-credit cultural enrichment programs for Charlotte County.
  - Appointment and training of additional full-time staff.
  - Enhanced involvement of FGCU-Charlotte with county leadership individuals and organizations.
  - Initiation of planning for the first building in Charlotte County.
  - Fundraising program underway via FGCU Foundation leadership.
  - Enhance visibility for FGCU-Charlotte Center in the county and among its leaders.
  - Continue building positive relationship with Edison-Charlotte, including through all possible cooperation on design and use of the first FGCU building in Charlotte County. (FGCU-Charlotte’s property is located at the edge of Edison-Charlotte’s campus).
- Increase memberships and participation in the **Renaissance Academy**.
- Expand the **Center for Civic Engagement** through community partnerships.
- Continue to develop an academic research relationship with **Rookery Bay National Estuarine Research Reserve**.

8. **GOAL: Develop Research Park**

- Develop FGCU research parks on properties near FGCU.

- Secure land for a charter developmental research school adjacent to TECO Arena. Private land owner has made commitment of 80 acres of land to FGCU.
- Work with Lee County School District to secure capital funding.
- Continue to explore possible facilities designs, as well as private funding opportunities.
- Provide competitive edge for College of Education in attracting the highest qualified students who are attracted to a charter school laboratory environment.

10. **GOAL: Intercollegiate Athletics**

- Achieve a combined student-athlete average GPA of 3.0.
- Earn bids to the NCAA championship in a minimum of four sports.
- Earn entrance as full member of NCAA Division II.
- Explore membership in NCAA Division II Gulf South Conference.
- Become active in NCAA Division II governance by earning committee appointments.
- Begin intercollegiate competition in women’s intercollegiate volleyball.
- Have three or more Academic All-Americans.
- Have two or more All-Americans.
- Student-Athletes, coaches and administrators will work at least 5,000 hours of community service with projects including Eagle Math, Eagle Reading, and Habitat for Humanity.
- Complete the baseball/softball concession area.
- Increase men's and women's basketball attendance by 10%.
- Develop an internship program with FGCU’s new sports management degree program.
- Be in compliance with Title IX, and have gender/ethnic equity.

11. **GOAL: Balance the Budget**

- End with a balanced budget June 30, 2005.

12. **GOAL: Alliance of Educational Leaders**

- Increase K-20 seamless educational opportunities by:
  - increased regional exposure through the Alliance Marketing Committee
launching "Open Minds..." project to encourage identification of career goals that blend students' talents/interests with market needs (and lower drop-out rates in K-20 by making education relevant to students' goals)

- improve articulations among Alliance institutions.

- Continuously improve the quality and relevancy of education in SW Florida by:
  - seeking grants to enhance education
  - working with SW Florida Workforce Development Board and local Economic Development Offices.

- Improve communication between Alliance members and region by continuously updating the Alliance website (www.swfleducation.com) and working with specific groups (e.g., Chambers, Foundations, etc.)

### 13. GOAL: Educational Governance Transition

- Complete implementation of Section 7, Article IX of the Florida Constitution, entitled State University System, which was approved in the November 2002 general election as Constitutional Amendment 11 (effective January 7, 2003). Significant emphasis this year will be placed on updating FGCU’s Human Resources rules for out-of-unit employees (A&P, USPS and faculty administrator).

### 14. GOAL: 2005-10 Strategic Plan for FGCU Board of Trustees Approval

- Complete FGCU strategic plan covering the next five years and provide to FGCU Board of Trustees for adoption. The plan will have quantifiable benchmarks for measuring progress, and all FGCU departments will be required to develop annual reports that describe progress toward goals in the new strategic plan.

### 15. GOAL: Equity Accountability Program (EAP) for Recruitment and Promotion of Women and Minority Professionals

- Hold FGCU deans, directors and division heads accountable for developing and maintaining institutional practices that encourage the achievement of equity goals for faculty and staff.

- The goals for 2004-2005 are as follows:

<table>
<thead>
<tr>
<th>Goal</th>
<th>Minority – Other</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Level Administrator</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Full Professor
  African American     1
  Female              2

Associate Professor
  Minority – Other    1
  Female              2

Assistant Professor
  Female              2
  Minority – Other    1

Instructor
  Female              1

16. GOAL: Faculty Development

- Negotiate and implement an FGCU-United Faculty of Florida (UFF) Collective Bargaining Agreement to include consideration of salary adjustments.
- Working with the Staff Advisory Council (SAC), develop a tuition voucher system for faculty, staff and dependents.

17. GOAL: Staff Development

- To provide a stable FGCU workforce, the market salary adjustment analysis will continue with appropriate salary adjustments.
- Working with the Staff Advisory Council (SAC), develop a tuition voucher system for faculty, staff and dependents.
- Develop staff training programs to enhance supervision techniques.

18. GOAL: Staff Advisory Council (SAC)

- Promote a healthy and positive work environment that encourages a strong commitment to environmental safety and environmental stewardship through the creation of a leadership position dedicated to environmental advocacy.
- Encourage access to higher education for employees and their dependents.
19. GOAL: FGCU Student Housing – Phase VII

- Evaluate the need for additional student housing on campus. If warranted, finance and construct Phase VII of student housing for completion by fall 2005.

20. GOAL: FGCU Accounting and Reporting System

- Continue the development and effective utilization of the Banner Enterprise Resource Planning (ERP) system, establishing authority for coordination, assessment, management, training, and support of the system to meet the University’s goals and objectives.
- Streamline reporting technologies to maximize the use of technology in providing desktop, intuitive reporting systems for faculty and staff.

21. GOAL: SACS Reaffirmation

- Submit a compliance certification and Quality Enhancement Plan acceptable to the Southern Association of Colleges and Schools (SACS) Commission on Colleges as part of the reaffirmation process for regional accreditation.
- Achieve successful on-site and off-site SACS review team visits.

22. GOAL: Growth Staffing

- Fill 25 new faculty and staff positions to create depth in degree programs already established and those being implemented in the coming year, and to maintain an appropriate balance of full-time instruction to part-time instruction.

23. GOAL: Technology Upgrades

- Implement first phase of Information Technology cyclical upgrade plan to ensure students and faculty have access to the latest information technology.
- Identify and evaluate technology aimed at increasing productivity at the end-user level that integrates with standard business and operating systems.
- Evaluate and begin the initial implementation of a more robust curriculum planning system for students, faculty, and staff.
24. **GOAL: College-Level Accreditations**

- Achieve Council for the Accreditation of Counseling and Related Professions (CACREP) accreditation for programs offered by the College of Education.
- Achieve accreditation from the Commission on Collegiate Nursing Education.

25. **GOAL: Environmental Plan**

- Work with the University’s Environmental Stewardship Advisory Council (ESAC) to develop a comprehensive plan for FGCU environmental policy, practice, and sustainable operations.
- Create a structured department dedicated to advocacy and evaluation of University methodologies toward environmental safety and management.

26. **GOAL: Enrollment Services Reorganization**

- Streamline enrollment services to integrate business and financial strategies into the academic initiative of enrollment growth and management.

27. **GOAL: Private and Public Funding Initiatives**

- Work with potential and identified donors for funding support for critical academic degree and other programs at FGCU, including for Engineering, Chinese Studies, Music, Early Learning Literacy Model, Professional Tennis Management, Charlotte Center, Naples Center, Endowed Chair of Ethics, Marine Science Center, Campus Beautification, and Charter Developmental Research School. Seek enhancement funding with naming opportunities for University's Performing Arts Auditorium, College of Business, and Library.

(END)