Florida Gulf Coast University Board of Trustees
June 17, 2008

SUBJECT: FGCU President’s Annual Performance Evaluation for 2007-08

PROPOSED BOARD ACTION

Conduct the annual performance evaluation for 2007-08 of FGCU President Wilson G. Bradshaw

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 2007-08 performance evaluation of President Wilson G. Bradshaw during the Board’s June 17 meeting. President Bradshaw is providing a self-evaluative report that addresses outcomes for each of the 2007-08 President’s performance measures adopted last year by the FGCU Board.

Supporting Documentation Included: (1) Memo from President Bradshaw, and (2) “President’s Self-Evaluation Performance Report for 2007-08”

Prepared by: Associate Provost for Planning and Institutional Performance Paul Snyder

Legal Review by: N/A

Submitted by: President Wilson G. Bradshaw
MEMORANDUM

TO: Florida Gulf Coast University Board of Trustees
FROM: Wilson G. Bradshaw, Ph.D., President
DATE: May 29, 2008

SUBJECT: Results on FGCU’s Performance Goals for 2007-08

Florida’s system of state university governance has among its many merits the responsibility for university boards of trustees to evaluate and hold accountable their respective university presidents. I am aware that the Florida Gulf Coast University (FGCU) Board of Trustees has historically conducted annual performance evaluations that employ the FGCU president’s self-evaluative report relative to the annual performance measures adopted by the Board and which are aligned with the goals of the University’s strategic plan. The annual performance goals are institutional in nature, with the premise that the University’s degree of success is in large part attributable to the degree of leadership success of the president.

As you know, at the Board’s June 2007 meeting you adopted performance goals for 2007-08 as proposed by Interim President Dick Pegnetter. Although I took office in November 2007 and was not at FGCU for the entire review period, I will have the opportunity during the upcoming June 17 meeting to review with you the University’s results – and its continued high degree of success – with respect to the 2007-08 goals. Also, during the June meeting, I will present for your consideration proposed performance goals for 2008-09.

Aligning the annual goals with the University’s strategic plan provides an outstanding foundation from which to quantifiably measure performance, even in a year of presidential transition as FGCU experienced in 2007. My first seven months as FGCU’s president have included a significant amount of activity designed for me to meet Southwest Florida’s and FGCU’s students, faculty, staff, trustees, Foundation directors, donors, educational partners, community supporters, and elected officials at the local, state and federal levels. These many interactions, as well as numerous speaking engagements to a wide range of organizations, have shown me the tremendous amount of pride in Florida Gulf Coast University, and I am excited about our opportunities to build on this support into the future.

Serious State revenue shortfalls are presenting major challenges to FGCU’s funding base, and causing us to be especially purposeful and intentional as we plan ahead for FGCU’s development in fulfillment of our mission. However, I am confident that our team of dedicated faculty, staff and partners will rise to the challenge as we seek creative ways to establish FGCU as the premier university of choice for students in Southwest Florida. Together, our shared vision and hard work are demonstrated by the results of the 2007-08 performance goals, and I am pleased to share this information with you.

(239) 590-1055 TTY: (239) 590-1450 SUNCOM: 731-1000 FAX: (239) 590-1059 http://www.fgcu.edu
10501 FGCU Boulevard South • Fort Myers, Florida 33965-6565
An Affirmative Action Equal Opportunity Employer • A member of the State University System of Florida
## Results on FGCU Performance Goals

For July 1, 2007 – June 30, 2008

(As of May 20, 2008)

### I. GOAL: High Quality Education.

*FGCU’s Vision:* Pursue academic excellence to achieve national prominence in undergraduate education and expanding recognition for selected graduate programs

- Successful accreditation of the physical therapy program by the Commission on Accreditation in Physical Therapy (CAPTE) and successful accreditation of the Master of Public Administration (MPA) program by the National Association of Schools of Public Affairs and Administration (NASPAA).
- Expand collegiate high school program by adding an additional cohort of students in the fall.
- Expand support for graduate students enrolled at FGCU.

### RESULTS:

1) The existing Master of Science in Physical Therapy program received continuing accreditation by CAPTE through June, 2012. This accreditation will extend to the new Doctorate in Physical Therapy program when it begins in the 2008-2009 academic year. The MPA is expected to receive initial accreditation from NASPAA in June. In addition the Master of Science in Occupational Therapy program received continuing accreditation from the Accreditation Council for Occupational Therapy Education (ACOTE) for the next seven years.

2) The FGCU Collegiate High School admitted its second cohort in 2007-2008. Currently 32 students are enrolled and a third cohort of 30 students will be accepted into the program in 2008-2009. These are high achieving students who are excelling in their studies at FGCU.

3) Funding for graduate student tuition waivers increased from ~$247,000 in 2006-2007 to ~$327,000 in 2007-2008. This increase, however, was intended to be $100,000 higher, but was not realized due to state budget cuts to higher education. The loss in waiver monies was however offset by the Provost’s Office by increasing $30,000 of temporary funding for graduate student assistantships to $70,000 of permanent funding for 2007-2008.
II. GOAL: The Student Community.
Provide quality educational opportunities serving the region, underrepresented populations, the State of Florida and beyond

- Increase Enrollment

  Fall Term Headcount:

  Actual Fall 2005
  7254 (17% Increase)

  Projected Fall 2006
  8100 (12% Increase)

  Actual Fall 2006
  8316 (15% Increase)

  Projected Fall 2007
  9760 (17% Increase)

RESULT: 9388 (13% Increase)

-----

  Full-Time Equivalent (Fundable):

  2005-06 Actual
  4313 (17% Increase)

  Projected 2006-07
  4845 (12% Increase)

  Actual 2006-07*
  5016 (16% Increase)

  Projected 2007-08
  6100 (22% Increase)

RESULT: 5726* (14% Increase)

*As of April 28, 2008
- Diversify Student Body:

**Students of Color:**

**Actual Fall 2005**
- 1212 (24% Increase)

**Projected Fall 2006**
- 1454 (20% Increase)

**Actual Fall 2006**
- 1431 (18% Increase)

**Projected Fall 2007**
- 1688 (18% Increase)

RESULT: **1662 (16% Increase)**

-----

**International Students:**

**Actual Fall 2005**
- 429 (26% Increase)

**Projected Fall 2006**
- 450 (5% Increase)

**Actual Fall 2006**
- 508 (18% Increase)

**Projected Fall 2007**
- 599 (18% Increase)

RESULT: **584 (15% Increase)**
• Retention and Degree Production

Degree Production:

<table>
<thead>
<tr>
<th></th>
<th>Actual 2006-07</th>
<th>Projected 2007-08*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor:</td>
<td>1000</td>
<td>1100 (10% Increase)</td>
</tr>
<tr>
<td>Master:</td>
<td>260</td>
<td>315 (21% Increase)</td>
</tr>
<tr>
<td>Total:</td>
<td>1287</td>
<td>1415 (10% Increase)</td>
</tr>
</tbody>
</table>

RESULT: 1415 (*estimated)

-----

Retention:

Actual Fall 2005
72.4%

Projected Fall 2006
73%

Actual Fall 2005
72.4%

Projected Fall 2006
73%

Actual Fall 2006
73.1%

Projected Fall 2007
73%

RESULT: 75.8%

-----

Increase Academic Outreach:

• Add new academic programs, to include our first three advanced graduate programs that require final approval by the Board of Governors.
- Add new undergraduate degree programs in the Lutgert College of Business and the College of Arts and Sciences.

**RESULTS:**

1. At the UBOT’s June 2007 meeting the Education Specialist (Ed.S.), the Education Doctorate (Ed.D.), and the Doctor of Physical Therapy (D.P.T.) degree programs were all approved for implementation in the 2008-2009 academic year. The Board of Governors later concurred with the UBOT’s action with regard to the Ed.S. and the D.P.T. but advised FGCU not to pursue the implementation of the Ed.D. at this time due to the deteriorating fiscal climate for higher education.

2. Based upon a change in Board of Governor regulations, a number of FGCU concentrations have been reclassified as discrete majors, consequently the University now offers 51 undergraduate major/programs, up from 44 last year, and the number of graduate major/programs has risen from 22 last year to 31 currently. However, due to the current fiscal situation, FGCU has chosen to delay consideration of several new degree programs.

### III. GOAL: Co-curricular and Athletic Programming.

*Offer quality co-curricular and athletic programming that promotes and enhances student development and community engagement*

- Student-athletes’ average GPA will be comparable to or better than that for the student body as a whole (roughly 3.0).
- Complete the athletic clubhouse building, and soccer complex.
- Continue to provide at least 5000 community service hours by student-athletes.
- Obtain NCAA Division I membership.
- Finish in the top half of the regular season Atlantic Sun Conference results in half of the sports that are eligible to compete.

**RESULTS:**

1) The student-athlete average GPA was 3.1 which exceeded that for the entire student body of 3.0.

2) The Outdoor Sports Complex was completed in January 2008. The soccer field has been completed with bleachers, lights, and scoreboard to be installed by the time the fall 2008 season begins.

3) Student-athletes completed approximately 7,000 service learning hours, including special projects such as Relay for Life, the American Cancer Society, community clinics, the Salvation Army, Habitat for Humanity, and Ronald McDonald House.
4) FGCU completed its first year in Division I competition. Full membership is planned for the 2011-2012 academic year.

5) Six of 10 eligible sports had top-half conference finishes. Volleyball, Softball, and Baseball all finished first. Swimming and Diving and Women’s Basketball finished second, and Women’s Soccer finished third.

---

IV. GOAL: Talented and Dedicated Faculty.

*Build a diverse team of exceptional faculty and staff who support the mission and guiding principles of the University*

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 2007-2008 are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Goal</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive/Administrative/Managerial</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>African-American</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Full Professor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>African-American</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Associate Professor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>African American</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>African-American</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Asian American/Pacific Islander</td>
<td></td>
<td></td>
</tr>
<tr>
<td>or Native American</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Female</td>
<td>5</td>
<td>14</td>
</tr>
</tbody>
</table>
Instructor
Hispanic  2  1
African-American  2  0

RESULTS:
- In six cases the goals were not met, and in six cases the goals were met or exceeded. The hiring of African-Americans proved to be the most difficult goal to meet.

-----------------------------------
Faculty and Staff Development:
- Maintain employee programs and services, including tuition waivers, Winter Break, and Wellness Center membership.

RESULTS:
- All these programs have continued. In the past year alone, over 100 staff and their dependents have benefited from nearly $175,000 in tuition waivers. In addition, the Staff Advisory Council initiated two additional programs, Weight Watchers, and Soar into Shape.

-----------------------------------
Growth: Full-time faculty and staff will grow from 865 to 905.

RESULTS:
- Full-time faculty and staff grew to 917 (6%). Faculty grew by 8% and staff by 5%.

-----------------------------------
V. GOAL: State of the Art Infrastructure.

*Maintain a state-of-the-art campus that harmonizes with the environment and includes high quality facilities, furnishings, technology, equipment and support services*

**Buildings and Infrastructure:**
- Begin construction of Holmes Hall (Engineering Building), Lutgert Hall (Lutgert College of Business Building), and Sugden Hall (Resort and Hospitality Management Building).
- Begin and complete construction of south housing infrastructure improvements, mitigation, utilities, and Central Energy Plant.
- Construct Phase 8 of Student Housing.
- Construct Parking Garage 2.
- Break ground for Academic 7, Student Union Addition, and Music Building (Fine Arts Phase 2 Auditorium).
- Break ground on Naples Botanical Garden FGCU Research and Classroom Building.

**RESULTS:**
1) All of these buildings are under construction. Holmes Hall is scheduled to be completed in November 2008 and open in January 2009. Both Lutgert and Sugden Halls are scheduled to be completed by August 2008.
2) All of these improvements are under construction and will be completed in summer 2008.
3) Phase 8 of Student Housing will be open with 408 beds for fall 2008 semester.
4) Garage 2 was completed in January 2008, six months ahead of schedule.
5) The Academic 7 design is completed and is scheduled to begin construction in fall 2008. The Student Union Addition’s Master Plan is completed and construction should start on the addition in late 2008. The Music Building architect will be selected and be under contract by July 2008.
6) The design for Naples Botanical Gardens FGCU Center is completed and will start construction in late 2008.
Technology:
- Additional functions are planned to take advantages of the one-card ID system for students, faculty and staff that was implemented last year. Included in this expansion of the one-card system are the following to do: 1) install card readers on select vending machines as part of a pilot program, 2) provide Health Services and Campus Recreation the use of the system for validation/access and point of sale functionality, 3) investigate the expansion of e-commerce, and 4) use the system in conjunction with 3rd part software for an on-line “shopping cart” for continuing education. (NOTE: The new system eliminates the use of Social Security numbers for identification.)
- Continue instructional technology upgrades and replacements according to the technology replacement plan.
- Expand and enhance the campus’ wireless network service to support more intensive use.
- Begin the exploration and piloting of document imaging.

RESULTS:
1. The third phase of the university’s “one-card” project has built upon the success of the prior two phases and progress has been made toward all of the items listed above.
2. Approximately $300,000 has been allocated for technology replacements in the current year.
3. Additional wireless features added in the past year include enhanced network security, increased wireless coverage, improved usage technology, and more equitable use of bandwidth.
4. The university continues to study options for document imaging and integration with our Enterprise Resource Planning System. The university’s Storage Array Network has been upgraded to include storage and support for document management in the future.
VI. GOAL: Research and Sponsored Programs.

*Foster research and sponsored programs that engage faculty, challenge students, and promote public/private academic collaboration*

- **Sponsored Research Funds:**
  
  2002-03 Actual: $10 Million  
  2003-04 Actual: $11 Million  
  2004-05 Actual: $15.3 Million (included a one-time $2 million grant)  
  2005-06 Actual: $13.2 Million  
  2006-07 Goal: $13.5 Million  
  2006-07 Actual: $13.6 Million  
  2007-08 Goal: $13.5 Million

- Continue to pursue donation of land for and establishment of at least one research park by 2009 that supports FGCU’s plans for bioengineering and biotechnology.

- Pursue federal funding for and establishment of a Transportation Management Center at FGCU.

**RESULTS:**

1. $13.5 million is projected by the end of the current fiscal year.
2. Ongoing dialog with several potential sites continues. FGCU received a pledge of approximately 18 acres for a research park from the one developer pending their development order. The slow-down in the real estate market has slowed the commitment by land owners for such a project.
3. We continue pursuing funding for this project.

VII. GOAL: Community Leadership.

*Position FGCU in a leadership role to address the educational, cultural, social, and economic interests of Southwest Florida*

**Private Contributions & Gifts:**

  
  2003-04 Actual: $28 Million  
  2004-05 Actual: $27 Million  
  2005-06 Actual: $30 Million  
  2006-07 Goal: $30 Million  
  2006-07 Actual: $30 Million  
  2007-08 Goal: $30 Million

- Identify donors for the Music Education and Performance Hall, and the Naples Center.
Arbitron, Neilson and Media Audit ratings data for WGCU-FM, WGCU-TV, and Expressions magazine (i.e., listenership, viewership, circulation). Ratings and membership figures will increase at a rate of at least 3% annually.

RESULTS:
1. $21 Million is the projected* amount of private contributions and gifts to be raised for 07-08.
2. Music education was assisted with scholarships:
   i. The Steinway Piano Society Scholarship
   ii. Hans and Erma Siebert Fund for Excellence
3. Performance Hall:
   i. Contracted for fundraising renderings of the hall
   ii. Cultivated and solicited a prospect for the lead gift
4. Naples Center:
   i. Completed identification and research on 388 prospects
   ii. Identified linkage to 51 of these prospects
   iii. Naples Panel solicited 25 prospective donors
   iv. Revised business plan to focus on graduate studies, continuing education and the Renaissance Academy
   v. Prepared $1 million proposals complete with renderings
5. WGCU’s cumulative audience increased by 8% between 2007 and 2008. WGCU TV/FM combined reached over 270,000 distinct individuals each week. Membership revenue increased by 13%.

*Estimate as of May 20, 2008.

VIII. GOAL: Ongoing Quality Improvement.
Implement and sustain an institutional effectiveness model or the University that is based on a culture of assessment, results in continuous improvement, and supports the University in effectively accomplishing its mission

- SACS Reaffirmation: (1) Submit requested SACS monitoring report and receive approval to proceed with implementation of the Ed.S., Ed.D., and the D.P.T. programs for fall 2008, and (2) Systematic evaluation of the Quality Enhancement Plan (QEP) to foster improvement in student learning
- End with a balanced FGCU budget June 30, 2008.
RESULTS:

1. The final monitoring report was submitted and accepted by the Commission on Colleges of the Southern Association of Colleges and Schools at its annual meeting in December 2007. At this same meeting, FGCU received approval to proceed with implementation of its Ed.S. and D.P.T. programs. The Ed.D. was not submitted for approval due to the state budget reduction. The QEP conducted a progress review of its status toward the goal of conducting a peer review during the 2008-2009 academic year.

2. FGCU will end the 2008 fiscal year with a balanced though reduced budget.