



August 18, 2021

Marshall M. Criser III, Chancellor
Board of Governors
State University System of Florida
325 W. Gaines St.
Tallahassee, FL 32399

Re: Renewal of Employment Agreement for Dr. Michael Martin, President,
Florida Gulf Coast University

Dear Chancellor Criser:

This letter is to inform you of my confidence in, and appreciation for, the outstanding way in which President Martin has performed his responsibilities as President of Florida Gulf Coast University (FGCU). As a reminder, President Martin was hired July 1, 2017, and has performed admirably since the date of his hire. I have spoken with the President regarding his future plans and we have agreed that he will stay on through the end of the calendar year 2022. We discussed this at a recent Board of Trustees meeting and this was supported by our Board unanimously. Pursuant thereto, this letter is requesting confirmation of President Martin's reappointment.

Since he took the reins of leadership at FGCU, President Martin has worked on improving the performance metrics overall, including FGCU's four-year graduation rate. Such improvements substantially affected the institution's performance funding in a positive manner. When President Martin first arrived, FGCU's budgeted revenue was \$242 million. For fiscal year '22, FGCU budgeted revenue totals \$326 million. Moreover, the President has been successful in the development of his relationships with our local legislative delegation, leadership in both the House and Senate, as well as the Executive Office of The Governor. He has also strengthened our ties with community and business organizations (Lee and Glades County Public School Districts, and the Florida SouthWestern College). Those relationships remain strong today.

As you are aware, the conditions of the water in Florida, particularly the prevalence of Red Tide, is well known and has led to our focus on water. FGCU has been designated an Institution of Distinction and the recently completed construction of the Water School will perpetuate our continued focus on water research.

Under President Martin's leadership, FGCU launched a major "micro-credential" initiative with several regional businesses, as well as launched two initiatives called FGCU Complete and Return to the Nest to encourage nontraditional students to complete their degrees. Additionally,



President Martin started an Agribusiness Center and a program minor and started a joint initiative with Academic Partnerships for three master's degree programs.

In addition to the construction of the Water School (PECO funding), the President most recently directed the construction of new buildings for the Community Counseling Center (expansion of space associated with the Marieb College of Health and Human Services) and the School of Entrepreneurship (both of which received significant contributions from Donors). These two new buildings (the Community Counseling Center and School of Entrepreneurship) have expanded FGCU's relationships with the surrounding community. Additionally, FGCU students and employees enjoy a new Recreation and Wellness Center. These new buildings added approximately 220,000 square feet of much needed space.

Our students have been the main beneficiaries of the President's leadership. Our student retention and graduation rates have increased, as has our average GPA, rising from 3.86 when he started to 4.06 with this most recent class. Our student headcount has increased from 14,943 in 2017 to approximately 16,000 this year. Lastly, throughout the challenges of the past 18 months, we continue to receive generous financial support from our region by raising \$21.4 million last year.

Finally, as attrition occurs within the leadership of FGCU, President Martin has nurtured the University's upcoming administrators with the addition of the Leadership Development Academy. He promoted advancement from within, as well as conducted and completed searches of critical administrator vacancies. He has also improved the diversity of the central administrative and leadership team.

This year President Martin celebrated fifty (50) years in higher education. Florida Gulf Coast University is fortunate to be the recipient of his experience and expertise and to have him lead the University until December 31, 2022.

Sincerely,



Blake Gable, Chair

c: Sydney Kitson, Chair, Board of Governors