REVISED

AGENDA

FLORIDA GULF COAST UNIVERSITY BOARD OF TRUSTEES

Tuesday, June 14, 2022   8:30 a.m. to (estimated) 12:10 p.m.

COHEN STUDENT UNION BALLROOM, ROOM #203
FLORIDA GULF COAST UNIVERSITY

Indicated times within the agenda are approximate and are subject to change. Agenda items may be taken out of order at the call of the Chair and with the concurrence of the Board.

8:30 a.m.	**Call to Order, Roll Call, and Opening Remarks** – *Vice Chair Edward Morton for Chair Blake Gable*
8:35 a.m.	**Student Success – Enrollment Management Initiative** – *Vice President for Student Success and Enrollment Management Mitchell Cordova* **(TAB #1)**
9 a.m.	**Consent Agenda (Includes Public Comment)** – *Vice Chair Edward Morton* • **Minutes of April 12, 2022 Meeting** **(TAB #2)**
9:05 a.m.	**Standing Report from United Faculty of Florida (UFF)/FGCU Chapter** – *Co-Presidents Patrick Niner and Carolynne Gischel*
9:10 a.m.	**Standing Report from FGCU Financing Corporation Board of Directors** – *FGCU Board of Trustees Liaison to FGCU Financing Corporation Richard Eide, Jr.*
9:15 a.m.	**Standing Report from FGCU Foundation Board of Directors** – *FGCU Board of Trustees Liaison to FGCU Foundation Robbie Roepstorff*

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9:20 a.m.	**WGCU Report** – *FGCU Board of Trustees Liaison to WGCU Peter Sulick*
9:30 a.m.	**President's Report** – *President Mike Martin*
9:40 a.m.	**Presidential Search Advisory Committee (Includes Public Comment)** – *Chair of the Presidential Search Advisory Committee Edward Morton*

Information:
- **Presidential Search Advisory Committee Update (TAB #3)**
- **Marketing Plan (TAB #4)**

Action:
- **FGCU Presidential Compensation Assessment Report (TAB #5)**
- **Leadership Profile and Position Criteria (TAB #6)**
- **Timeline (TAB #7)**

10:30 a.m.	**Break** *(5 minutes)*
10:35 a.m.	**Academic/Student/Faculty Affairs Committee (Includes Public Comment)** – *Committee Chair Jaye Semrod*

Information:
- **Faculty Promotions** – Executive *Vice President and Provost Mark Rieger* **(TAB #8)**

Action:
- **2022 FGCU Student Success Plan** – *Vice President for Student Success and Enrollment Management Mitchell Cordova* **(TAB #9)**
- **FGCU Regulation 2.001 Undergraduate Admissions** – *Vice President for Student Success and Enrollment Management Mitchell Cordova* **(TAB #10)**
- **FGCU Regulation 4.004 Student Disputes Resolution** – *Vice President for Student Success and Enrollment Management Mitchell Cordova* **(TAB #11)**

10:55 a.m.	**Finance, Facilities and Administration Committee (Includes Public Comment)** – *Committee Chair Edward Morton*

Information:
- **Finance/Budget Update** – *Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation David Vazquez* **(TAB #12)**
- **Fixed Capital Outlay Quarterly Update** – *Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation David Vazquez* **(TAB #13)**

Action:
- **Carryforward Funds for Fiscal Year ended June 30, 2022** – *Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation David Vazquez* **(TAB #14)**
- **2022-2023 Operating Budget** – *Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation David Vazquez* **(TAB #15)**
- **2023-2024 Capital Improvement Plan Request** – *Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation David Vazquez* **(TAB #16)**
- **2022 Joint Local Mitigation Strategy** – *Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation David Vazquez* **(TAB #17)**
- **FGCU Regulation 6.017 Bonds** – *Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation David Vazquez* **(TAB #18)**
- **FGCU Regulation 7.001 Tuition and Fees** – *Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation David Vazquez* **(TAB #19)**
- **FGCU Regulation 7.002 Student Delinquent Accounts Receivable** – *Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation David Vazquez* **(TAB #20)**
- **FGCU Regulation 7.006 Waiver of Tuition and Fees** – *Vice President for Administrative Services and Finance, and Executive Director of FGCU Financing Corporation David Vazquez* **(TAB #21)**

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- **Naming of the Construction Management Department** –*Vice President for University Advancement, and Executive Director of FGCU Foundation Kitty Green* **(TAB #22)**

11:45 a.m.   **Audit and Compliance Committee (Includes Public Comment)** – *Committee Chair Joseph G. Fogg III*

Information:
- **Florida Gulf Coast University Board of Trustees Ethics Training** – *Chief Equity, Ethics, and Compliance Officer and Title IX Coordinator Precious Gunter* **(TAB #23)**

Action (Includes Public Comment):
- **Florida Gulf Coast University Audited Financial Statements for the Fiscal Year Ended June 30, 2021** – *Director of Internal Audit William Foster* **(TAB #24)**
- **State of Florida Compliance and Internal Controls Over Financial Reporting and Federal Awards Audit** – *Director of Internal Audit William Foster* **(TAB #25)**

12 p.m.   **Old Business** – *Vice Chair Edward Morton*

12:05 p.m.   **New Business** – *Vice Chair Edward Morton*

Action (Includes Public Comment):
- **Naming of an Institute** –*Vice President for University Advancement, and Executive Director of FGCU Foundation Kitty Green* **(TAB #26)**
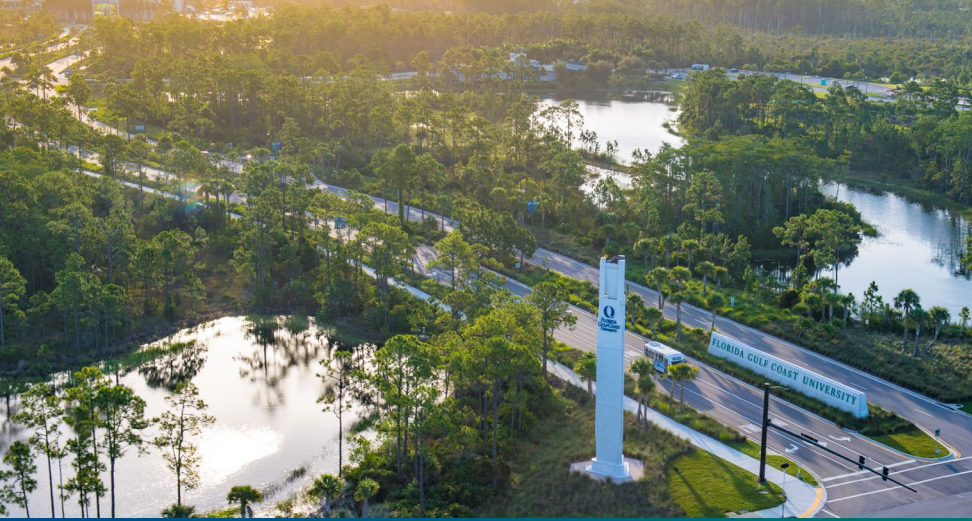
12:10 p.m.   **Closing Remarks, and Adjournment** – *Vice Chair Edward Morton*

12:15 p.m.   **Lunch for Trustees** *(Optional)*

(END)

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FLORIDA GULF COAST UNIVERSITY

PERFORMANCE-BASED
FUNDING METRICS MODEL
STUDENT SUCCESS PLAN

JUNE 14, 2022

Introduction

Florida Gulf Coast University (FGCU) began its journey and intentional focus on Student Success in 2018 when a new division of Student Success & Enrollment Management was created by re-alignment of existing programs, offices, and departments. Since this time, we have focused on three main Performance Based Funding (PBF) metrics: 4-yr Graduation Rate, Academic Progress Rate (APR), and Net Tuition & Fees per 120 credits. In four years' time, FGCU experienced a 20-point increase in 4-yr Graduation Rate, a 4-point increase in APR, and a 52% reduction in Net Tuition & Fees per 120 credit hours. FGCU is committed to continuous improvement of critical performance-based funding metrics that will lead to even greater student success.

While progress continues, FGCU did not improve as much as expected on select PBF metrics in the 2022 Accountability Plan, specifically:

> **PBF#1:** Percent of Bachelor's Graduates Enrolled or Employed ($30,000+);
>
> **PBF#4:** FTIC Four-Year Graduation Rate;
>
> **PBF#5:** Academic Progress Rate (APR);
>
> **PBF#9A:** FCS AA Transfer Two-Year Graduation Rate; and
>
> **PBF#9B:** FTIC Pell Recipient Six-Year Graduation Rate.

This **Student Success Plan** delineates new strategies, new institutional objectives or existing objectives that have been enhanced, along with the specific rationale for improving these metrics as well as the timeline for completing the objectives. Moreover, where applicable specific institutional investments are identified to support various objectives.

1. Enhance and expand high-impact practices and interventions through data analytics for at-risk students (PBF Metrics #4, #5, #9a, #9b)

OBJECTIVE	DELIVERABLES BY MARCH 2023
FGCU will hire five (5) Student Success Counselors in needed areas across the Colleges / Schools through re-allocation of existing funds.	• Complete hiring and on-boarding of five (5) Student Success Counselors by the end of the Fall 2022 term • Ensure holistic student success counseling is performed to guide students through degree progression with deeper use of data analytics and career readiness during early Spring 2023 term • Continued development of Student Success Counselors within the Retention & Graduation Services department to optimize intervention strategies to help ↑APR, 4-yr grad rate, FCS AA Transfer 2-yr grad rate and FTIC Pell 6-yr grad rate
Expand use of data analytics by Colleges / Schools.	• By Summer 2022, set target goals for each College/School to achieve for APR and graduation rates • Hold quarterly meetings with Academic Leadership to ensure Colleges / Schools are on track in meeting targets • Update dashboards to further assist faculty interventions during Fall & Spring terms
Create content and implement marketing campaign for academic support services for students.	• Create and release new content in Canvas to students before start of Fall 2022 term • Make students aware of resources and their availability through frequent touches / communications through Canvas and email during Fall 2022 and early Spring 2023 terms
Continue to examine student engagement data to refine programs.	• Analyze data from co-curricular events (e.g. Weeks of Welcome) and new programs implemented in Fall 2022 • Assess Fall 2022 data in December and implement refinements in Spring 2023 term
Communicate continuously with students as they track through a degree program.	• Create communication plan that involves faculty & staff to help students ensure graduation requirements are being completed in a timely manner • Confirm applicable faculty and staff are executing the plan in the Fall and continued in the Spring and Summer terms

Rationale: FGCU is using data analytics more broadly with greater fidelity along with more personnel to improve, APR, FTIC four-year graduation rate, FCS AA 2-Yr graduation and Pell Recipient 6-Yr Graduation rate. Using data on academic progression, at-risk students will be better identified and contacted to assist them to remain on track for timely progression from freshman to sophomore year and ultimately, graduation in four years. To achieve this, we will implement some new initiatives as well as continue to better implement existing interventions and strategies we have used over the past four years. New initiatives such as college-specific targets, enhanced data visualization, and a more robust communication plan that includes earlier and more frequent contact with students will enhance student success. These intervention strategies will be joined by our focus in developing a more holistic approach to counseling students to maximize their success. This includes reallocating existing institutional resources and potentially investing new resources to hire student success counselors and a retention and graduation specialist to further develop the Retention & Graduation Services Department which oversees the primary interventions to improve PBF Metrics #4, #5, #9a, and 9b in collaboration with University Advising Services. FGCU's Colleges and Schools are taking greater ownership and accountability for helping improve APR and 4-Yr graduation rate of their students. Our efforts to increase APR and 4-Yr graduation rate also involve creating robust academic support resource materials for students. Lastly, the implementation of a comprehensive communication plan will streamline campus-wide efforts in communicating with students to ensure timely completion of graduation requirements.

2. Target "gateway" courses with high DFW rates to improve academic progression, persistence and timely graduation (PBF Metrics #4, #5, #9b)

OBJECTIVE	DELIVERABLES BY MARCH 2023
Optimize structural organization to better support academic support programs.	• Consolidate existing tutoring, supplemental instruction, learning assistant and academic coaching student support programs under Center for Academic Achievement to streamline and optimize outcomes for students
Maximize resource allocation for academic support programs for courses with high DFW rates.	• Invest additional funding up to $200,000 to expand tutoring, supplemental instruction, learning assistants and an online peer tutoring platform prior to Fall 2022 • Assess Spring and Fall 2022 data and reallocate resources to the most impactful student assistance programs
Appoint Course Coordinators to implement best practices in multi-section, high DFW courses	• Identify up to 14 high-enrollment courses with highest DFW rates and appoint Course Coordinators by Fall 2022; • Course coordinators set goals and timeline for DFW reduction by Fall 2022 • Assess implementation of best practices for each course coordinator on a semester basis

Enhance faculty development for those who teach high DFW courses.	• Assess the Fall 2021 cohort of Student Success Faculty Partners (SSFP) program and share best practices • Recruit new cohort for Fall 2022 • Assess rates of DFWs in courses refined through the SSFP Program
Implement first-year experience residential education program (Soar 4 Success) for Math, English, and Biology Courses.	• Residential-based education program will be implemented to offer at-risk students enhanced tutoring and supplemental instruction in select courses (MAT 1033, MAC 1105, ENC 1101 and BSC 1010C) • Assess Fall 2022 data and refine programs for Fall 2023
Expand pre-semester Immersion Programs.	• For Fall 2022, six (6) additional immersion programs (Scholarly Research, Pre-Med, Resort & Hospitality, Education, Business, Justice Studies) will be offered • Fall GPA and Retention data will be analyzed to compare effectiveness
Implement enhanced pre-semester academic "boot camps" and Eagle Advantage program to enhance college readiness for at-risk students.	• Offer Biology, Business, Chemistry, Engineering, and Math Boot Camps prior to Fall 2022 semester; implement Eagle Advantage Program in Summer B 2022 • Assess outcomes of Boot Camps to non-boot camp participants from the same cohort; assess Spring 2023 and Fall 2023 retention data for Eagle Advantage participants compared to non-participants in the cohort
Launch a tuition sharing program with Colleges / Schools to maximize persistence and timely graduation.	• Set summer tuition goals for Colleges / Schools at 105% of previous year, focusing on courses that have low pass rates or are bottlenecks to academic progress and graduation; share tuition revenue above expense with colleges/schools 50:50. • Assess year-over-year enrollment in key courses, college-specific tuition revenue and metrics; realign summer 2023 plan

Rationale: FGCU is taking a multi-dimensional approach to increasing Academic Progress Rate (APR), persistence and timely graduation through more intense focus on lowering the number of D, F, and W grades in select courses. Increasing overall freshman to sophomore retention as well as decreasing DFW grades in critical gateway courses are keys to improving APR. To lower the DFW rates for freshmen, we have increased ownership and accountability at the department and college / school levels. This includes: expanding data analytics capabilities; establishing APR targets specific to each unit; incentivizing faculty to reduce DFW grades; incentivizing colleges and schools, via a tuition-sharing program, to encourage summer availability of courses that are challenging and often delay academic progression and timely graduation; as well as implementing innovative best practices in their courses. FGCU is also making significant institutional investments in expanding tutoring, supplemental instruction, learning assistants,

and better coordinating these services. Moreover, we will focus on offering more "boot camps" for courses that historically have high rates of DFWs. Implementing more pre-semester immersion programs in STEM and Business, as well as a residential-based program for first-year students will also help improve academic progression and retention.

3. Revise existing and implement new academic progression policies and articulation agreements to remove barriers to persistence and timely graduation (PBF Metrics #4, #5, #9a, #9b)

OBJECTIVE	DELIVERABLES BY MARCH 2023

Create, revise and implement new Academic Progression Policies.	• Implement recommendations from the academic progression policy task force in Summer 2022:
	
	    - Grade Forgiveness
	    - Course Repeat
	    - Academic Standing / Academic Amnesty
	
	• Academic leadership and support offices fully implement new policies by Fall 2022; Assess impact of new Academic Progression Policies in Spring 2023
	
	• Continue to assess and evaluate academic progression policies and make recommendations to academic leadership for further improvements

Refine credit for prior learning policy and procedures.	• Modify existing policy and practice to increase credit earned from prior learning in more FGCU classes • Assess prior learning credits awarded students and their performance relative to the aggregate student body
Optimize Destination FGCU and build additional "2+2" articulation with FCS institutions to increase AA transfer students and their success.	• Expand partnership, finalize MOU, and create enrollment targets with State College of Florida and South Florida State College • Assess enrollment and student persistence one year after transfer from articulated institutions vs the non-Destination FGCU FCS partner institutions
Increase dual enrollment with high schools to enhance college preparedness and reduce time-to-degree	• Implement fourth year cohort with Bonita Springs and second year cohort with Gateway High Schools and identify one additional candidate high school for dual enrollment with FGCU • Expand enrollment with other existing high schools within SWFL • Assess incoming freshman performance from dual enrollment compared to non-dual enrolled student body from the same cohort

Rationale: FGCU will be more intentional in re-examining, refining, and creating Academic Progression Policies in an effort to remove artificial barriers for improving APR, four-year graduation rates, as well as FCS AA Transfer two-year graduation rate and FTIC Pell Recipient six-year graduation rate. Enhanced coordination with our Dual Enrollment programs and FCS partner institutions to ensure their graduates are best prepared to be successful at FGCU will continue. Use of data analytics to track FCS AA transfer students as well as FTIC Pell Recipient six-year graduation rate will continue but with greater granularity at the department and program levels.

4. Enhance FGCU Graduates for Workforce and Career Readiness (PBF Metric #1)

OBJECTIVE	DELIVERABLES BY MARCH 2023
Develop and implement Transferable Skills and Industry-specific micro-credentials, in conjunction with potential employers, to enhance career-readiness	• FGCU Transferable Skills Badging Initiative will launch university-wide in Fall 2022 that aligns with the 8 Career-Readiness Competencies • Assess enrollment in, and the awarding of Transferable Skills micro-credentials to FGCU students from Fall 2022 term; optimize existing micro-credential program for Fall 2023 term • Students may continue to earn Industry-Specific Micro-Credentials/ Digital Badges in the following fields: Fundamentals of the Medical Device Industry and Instructional Technology or in the soon-to-be launched Professional Sales and/or Emergency Public Preparation & Management with private industry and public agencies • Assess enrollment in, and the awarding of Industry-specific micro-credentials to FGCU students from Fall 2022 & Spring 2023 term; optimize existing micro-credential program for Fall 2023 term • Increase employer engagements to identify in-demand industry specific competencies and careers and continue to add new micro-credentials to prepare students for the future of work • Continue to promote micro-credentials and create awareness for additional industry-specific competencies necessary for high-wage and high-skill careers • Increase employer engagement on campus for targeted programs and careers through special meetings and events (i.e. Arthrex Day, Neogenomics, Gartner, Hertz, Scotlynn)
Increase awareness among graduates for post-baccalaureate degree opportunities.	• Academic Advisors, Student Success Counselors, Department Chairs / Program Chairs and faculty will communicate directly with graduating seniors through email and personal interaction regarding FGCU's graduate programs that complement undergraduate education and enhance career aspirations

Increase utilization of Career Development Services (CDS) to support post-graduation preparation.	• In August 2022, CDS will launch outreach plan for prospective graduates to improve interview skills, resume & portfolio development • Program directors / coordinators, faculty and staff across campus will improve coordination of engaging prospective graduates with regional employers during the Spring 2023 term through Career Fairs, Eagle X, and other select outreach events
Fully implement FGCU's Career Readiness Plan.	• Implement and Career Readiness Plan and review effectiveness • Further develop Career Readiness Module to include new micro-credential programs
Re-imagine Service Learning Across Curriculum.	• Pilot program created in Fall 2022 term to infuse Service Learning across select lower-level courses • Assess pilot courses to determine effectiveness of Service Learning within the courses; optimize and prepare courses for full implementation in Fall 2023

Rationale: Being more intentional through Academic Advising, Career Advising, Student Success Counseling, Department / Program Chairs and Faculty, students will be better prepared to make decisions regarding careers or further education. Surveys of employers show that obtaining micro-credentials will enhance employability and advanced degree readiness beyond competencies and proficiencies obtained through their baccalaureate degree program.

Summary

Florida Gulf Coast University is dedicated to continuous improvement, particularly as it relates to student success. Some of the objectives described above have been proactively designed, prepared and partially implemented during the 2021-2022 academic year while preparing the 2022 Accountability Plan. We are proud of the improvements we have made in Student Success over the past 4 years, but acknowledge that there is much work to do to continue to reach our proposed goals. We fully embrace the State University System of Florida Performance-based Funding Metrics Model and the institutional accountability associated with it. We look forward to helping transform our students so they can transform the greater society.