

FGCU President's Office Information for 2004-05 Annual Report

The Florida Gulf Coast University (FGCU) Office of the President is led by President William C. Merwin, who took office in 1999. As the University's chief executive officer, President Merwin reports directly to the Florida Gulf Coast University (FGCU) Board of Trustees. President Merwin oversees FGCU's three organizational divisions – Academic Affairs, Administrative Services, and Advancement. In addition to vice presidents for each of these areas, he is supported by the Executive Assistant to the President; the Special Assistant to the President, and University Spokesperson, and the Director of Government Relations. These positions have areas of responsibility that directly support the President's annual goals and objectives.

Higher education governance was statutorily devolved to the local level in 2001, and boards of trustees were created in law to govern the state universities. Florida statute requires that the boards of trustees for the 11 state universities be responsible for employing, evaluating and compensating the university presidents. The FGCU Board of Trustees has been a leader among the universities in creating and maintaining a comprehensive performance evaluation system used on an annual basis, and also annually adopting outlying-year performance goals for President Merwin. Performance goals are adopted in accordance with the University's strategic plan, as approved by the FGCU Board.

The University's fiscal year start of July 1 requires that the FGCU Board of Trustees conduct President Merwin's performance evaluation during the Board's regular June meeting. The evaluation by the trustees is preceded by a self-evaluative "report card" President Merwin prepares for the FGCU Board each year. In addition to conducting the President's evaluation for the past year's performance, the FGCU Board also formally adopts a set of performance goals for President Merwin, effective with the new fiscal year. These goals then in turn become the basis on which the President is evaluated the following year.

The following is President Merwin's self-evaluative "report card" for 2004-05, as presented to the FGCU Board of Trustees in June 2005. It reflects ongoing assessment of continuous improvement relative to his set of performance goals for the 2004-05 year:

President's Self-Evaluation Performance Report (2004-2005)

Since its inception, the Florida Gulf Coast University (FGCU) Board of Trustees has placed a strong emphasis on accountability, especially with respect to the performance of its chief executive officer. Each year the Board has adopted

defined measures of achievement that provide clear guidance to me in my capacity as University president of FGCU and have subsequently reviewed those measures in the evaluation of my performance. As part of the evaluation process, I develop a “report card” that addresses each of the performance measures set by the Board in the previous year. These measures are closely aligned with the goals of the university strategic plan.

The following document is my self-evaluation for the fiscal year July 1, 2004 through June 30, 2005. As I approach completion of my sixth year as president of FGCU, I am particularly impressed with the continuing progress the University is making in its development.

Demand for an FGCU education is at an all-time high, and it is extremely gratifying to note both public and private support for the University is deeply ingrained among the citizens of Florida served by the University. Over \$4 million in new permanent state funding is projected for the 05-06 fiscal year to help us support enrollment growth and the initiation of our engineering programs. FGCU also received nearly \$6 million in PECO funding and matching gift funding of \$7.6 million. State support has been complemented by generous private support that has allowed us to meet our initial Capital Campaign goal of \$125 million ahead of schedule and to set a “stretch” goal of \$200 million which I am confident can be achieved.

The extent of the success of our advocacy efforts is clearly evident and is due in many respects to the contributions of the University’s Board of Trustees and the Florida Gulf Coast University Foundation Board of Directors whose collective dedication and commitment to the advancement of the University and its mission are truly exceptional. The University’s new strategic plan, adopted by the Board at its January 2005 meeting, represents a shared vision of the Board of Trustees, the Foundation, administration, faculty and students of FGCU. It charts an ambitious course of action for the next five years that I am excited and eager to accomplish with your continued support and participation.

The “2004-05 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 2004

6175 (6% Increase)

Actual Fall 2004

6198 (6% Increase)

B. Full-Time Equivalent (Fundable):

Projected 2004-05*

3511 (6% Increase)

2004-05 Actual

3685 (11% Increase)

* This corresponds to the Board of Governors' enrollment plan for FGCU.

2. GOAL: Diversify Student Enrollment

A. Students of Color:

Projected Fall 2004

973 (8% Increase)

Actual Fall 2004

978 (9% Increase)

B. International Students:

Projected Fall 2004

315 (0.6 % Increase)

Actual Fall 2004

341 (3% Increase)

NOTE:

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

	<u>Projected 2004-05</u>	<u>Actual 2004-05*</u>
Bachelor:	691	800 (20% Increase)
Master:	240	240 (4% Increase)
Total:	930	1040 (16% Increase)

* Estimated

4. GOAL: Improve Freshman* to Sophomore Retention Rates

Actual Fall 2003

70.0%

Projected Fall 2004

70.5%

Actual Fall 2004

80.0%

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

5. GOAL: Build New Facilities on Campus

- **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. **Construction will start this fall and will be completed by spring of 2006.**
- **Kleist Health Education Center** – Construction started in spring 2004. Completion in spring 2005. **Construction was completed in spring 2005.**

- **Library Expansion** – Begin construction in fall 2004. Completion in late 2005. Project construction was started in Dec 2005 and will be completed in May 2006.
- **Building 5** – Begin construction in fall 2004. Completion in fall 2005. Project construction was started in Nov 2004 and will be completed in Dec 2005.
- **Student Housing/Phase 6** – Completed in fall 2004. Completed in fall 2004.
- **Herbert J. Sugden Hall for Resort and Hospitality Management Education** – Begin design in winter 2005. Begin construction in winter 2006. Architect was selected in spring 2005, construction will begin in early 2006 and completed in early 2007.
- **Naples Botanical Garden Laboratory** – Begin design in spring 2005. Begin construction in spring 2006. Property ownership being worked out with Botanical Garden, program and architect hiring complete by spring 2006 and construction completed by fall 2007.
- **Campus Master Plan Update 2005** – Hire consultant and begin planning the 2005 update. Consultant has been hired and planning begun with University committee.
- **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. Planning and permitting is on-going for this project.

6. GOAL: Increase Non-State Funding Support:

A. Sponsored Research Funds:

2002-03 Actual: \$10 Million
2003-04 Actual: \$11 Million
2004-05 Goal: \$12 Million
2004-05 Actual: \$12 Million (projected)

B. Private Contributions & Gifts:

2002-03 Actual: \$14.6 Million
2003-04 Actual: \$28 Million
2004-05 Goal: (1) \$15 Million, and (2) Complete \$125 Million Capital Campaign
2004-05 Actual: (1) \$28 Million, and (2) Completed the \$125 Million Capital Campaign. Announced a new goal of \$200 million

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. **FGCU recruitment staff placed full time in Edison College's Advising Office. The total number of newly enrolled community college transfers from Edison increased from 395 in 2003-04 to 467 in 2004-05.**
- Expand on academic research relationship with Naples Botanical Garden. **Faculty in plant genetics and biotechnology drafted possible research topics and areas of development which were shared and discussed with NBG personnel.**
- 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).

Impact of last summer's hurricanes on Charlotte County negatively affected enrollment there this year, but extensive progress was made to ensure a rapid recovery in the coming year. A new five-year strategic plan was approved in the past year; a county-based advisory committee was appointed and implemented; credit-bearing courses were offered by all five

colleges; upper-division bachelor's programs are available in elementary education, legal studies and health sciences that allow Charlotte residents to complete the programs in-county; new offerings will include management and masters degree in educational leadership; support staff have been added; draft recommendations on regional center administration submitted for review; Center staff are actively engaged in county NGO's; fundraising activities have been initiated; a conceptual design for a facility has been developed and a facility has been placed on the university's PECO list; and, cooperation with Edison College-Charlotte, where the FGCU Center is currently headquartered, has been strengthened.

- Increase memberships and participation in the Renaissance Academy. Program offerings increased by 30% and registrations increased by over 15%; two new locations added in downtown Fort Myers.
- Expand the Center for Civic Engagement through community partnerships. Now have 186 approved service-learning sites in our database.
- Continue to develop an academic research relationship with Rookery Bay National Estuarine Research Reserve. FGCU continues to expand its education and research partnership with the Rookery Bay National Estuarine Research Reserve. (1) Sixteen members of the Rookery Bay staff are actually FGCU employees; five of these positions are jointly funded providing support to both institutions. (2) Rookery Bay educational staff coordinates FGCU class field trips to the Reserve. (3) FGCU faculty and graduate students have ongoing research within the Reserve. For example, one FGCU graduate student is using data collected as part of a Rookery Bay project for her Master's thesis. (4) After having completed the conceptual planning process for the new FGCU marine lab, FGCU is now finalizing a lease agreement for the 20-acre parcel of land located immediately adjacent to the headquarters of Rookery Bay. This parcel will serve as the home of the new marine lab.

8. GOAL: Develop Research Park

- Develop FGCU research parks on properties near FGCU. University Advancement division has identified donated land for the FGCU Research Park. Administrative Services has identified several tenants.

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 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.

Consideration of the current environment indicates that initiation of a charter developmental research school at this time should be deferred.

10. GOAL: Intercollegiate Athletics

- Achieve a combined student-athlete average GPA of 3.0. **Attained.**
- Earn bids to the NCAA championship in a minimum of four sports. **Attained.**
- Earn entrance as full member of NCAA Division II. **Attained.**
- Explore membership in NCAA Division II Gulf South Conference. **Made determination not to pursue further.**
- Become active in NCAA Division II governance by earning committee appointments. **Attained.**
- Begin intercollegiate competition in women's intercollegiate volleyball. **Attained.**
- Have three or more Academic All-Americans. **Attained.**
- Have two or more All-Americans. **Attained.**
- 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. **Attained.**
- Complete the baseball/softball concession area. **Delayed, anticipated in 05-06.**
- Increase men's and women's basketball attendance by 10%. **Attained.**
- Develop an internship program with FGCU's new sports management degree program. **Degree program needs a bit more time to develop.**
- Be in compliance with Title IX, and have gender/ethnic equity. **Attained.**

11. GOAL: Balance the Budget

- End with a balanced budget June 30, 2005.
Projected to be attained.

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.)

The Alliance either managed or participated in several grants totaling over \$8 million dollars. Two recent awards include Reading First at approximately \$1.5 million and the Math/Science Partnership housed in the Whitaker Center for approximately \$2.2 million. All five school districts will be involved in this grant.

ELLM (Early Literacy & Learning Model) had a successful first year and has been refunded for a second year. ELLM is in the process of post testing all children involved in the literacy project. Fifty (50) classrooms have participated. Lending libraries have been established in classrooms. The number of books checked out for home use each month has increased from 3,678 books to over 25,000. Classrooms have been visited 565 times; 515 demonstration lessons have been implemented; 353 teacher observations have been held; 845 teacher conferences have been held; 98 literacy team meetings have taken place and 377 director conferences have occurred. ELLM has been refunded for \$750,000. Approximately 360 will be trained this summer at Reading First Academies run by the Alliance Executive Director.

The College of Education is developing opportunities through an Educator Preparation Institute. Workforce development has

continued to provide funding for participants of TIP and has successfully sought grants for Whitaker Center and critical teacher shortage.

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).

During the past year, there has been updating of relevant rules and policies and advice to the Board of Trustees and others with respect to the various court challenges related to governance at the state level. The updating of Human Resources Rules for out of unit employees will roll over to FY 2005-06.

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.

A plan with quantifiable benchmarks for measuring progress was approved by the Board of Trustees at its January 2005 meeting as scheduled. A system for annual reports to describe progress toward the goals has also been put into place.

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:

	<u>Goal</u>	<u>Result</u>
Senior Level Administrator Minority/Other	1	1
Full Professor African-American	1	1
Female	2	2
Associate Professor Minority/Other	1	1
Female	2	4
Assistant Professor Minority/Other	1	3
Female	2	14
Instructor Female	1	8

The goals were met and/or exceeded in all categories.

16. GOAL: Faculty Development

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

17. GOAL: Staff Development

- To provide a stable FGCU workforce, the market salary adjustment analysis will continue with appropriate salary adjustments. **Participated in CUPA and Salary Survey On-line compensation surveys and compiled the results in order to update the market study.**
- Working with the Staff Advisory Council (SAC), develop a tuition voucher system for faculty, staff and dependents. **A new policy provides each employee up to 6 hours of coursework each semester and also allows the employee to assign a spouse or eligible dependent their right to 6 hours of undergraduate coursework.**
- Develop staff training programs to enhance supervision techniques.

Leadership Academy Started two groups, totaling 35 employees, in the two year program. Presented a total of 15 sessions to the groups. Participation included Associate Deans, Assistant Deans, Chairs, Assistant Chairs, Program Leaders and faculty from Academic Affairs. Also included were Directors, Assistant Directors, Managers and Supervisors from Administrative Services.

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. **Position was created and has been filled.**
- Encourage access to higher education for employees and their dependents. **The tuition voucher program was established.**

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. **This review resulted in the decision to proceed with the construction of Phase VII housing located west of Alico Arena and contiguous to existing on-campus housing facilities. Phase VII is currently on schedule to open to student residents in August 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. **Regular meetings of the Banner Coordinating Committee have resulted in collaborative planning and coordinated efforts of all of the university's major business areas in managing the Banner ERP. Several projects which integrate enrollment and business service areas have succeeded as a result.**
- Streamline reporting technologies to maximize the use of technology in providing desktop, intuitive reporting systems for faculty and staff. **In**

spring 2004, the Banner Coordinating Committee requested funding to initiate a project to implement a state-of-the-art reporting system for use by the university community. Planning for this project began in October 2004. Many members of the university community are now engaged in this effort. The data store has been implemented and is integrated with our ERP. Much of the training has occurred and the reporting tool has been selected, purchased and is installed. End-user training is ongoing and operating guidelines and procedures are currently being developed. The project is expected to be completed in August 2005.

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. **FGCU submitted a compliance certification and Quality Enhancement Plan that were acceptable to SACS as part of the reaffirmation process. All required documentation was submitted by the designated deadlines.**
- Achieve successful on-site and off-site SACS review team visits. **The Off-site and on-site reviews were completed successfully and within the planned schedule.**

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. **The goal was attained.**

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. **Completed procurement and implementation of first phase of University-Wide Technology Acquisition and Replacement Plan. Approximately \$1,000,000 was expended on the replacement and upgrade of identified classroom computers, classroom and lecture hall multimedia podiums, open student lab computers, loan**

- equipment (including laptops,) faculty and staff office computers and critical network servers and peripheral devices; identified, purchased, and installed a Web content management system (CMS) that will increase the productivity of the 4 levels of end users: web site developers; the content editors; content approvers; and the FGCU Web site visitors (by simplifying the search for information and providing tools to aid in keeping information accurate and up-to-date)
- Identify and evaluate technology aimed at increasing productivity at the end-user level that integrates with standard business and operating systems. The Resource 25 space management system, the Appworx automation system, the E-Print paperless report repository, the BOSSCARS Parking Services system, and the PAVE Judicial Affairs system were all deployed this year. Interfaces have been implemented to integrate all of these systems with the university's ERP.
 - Evaluate and begin the initial implementation of a more robust curriculum planning system for students, faculty, and staff. Curriculum, Advising, and Program Planning (CAPP) was created to aid in the management of the University electronic audit degree system and will serve to establish the initial implementation plan, provide ongoing support, training, documentation, policies and procedures. The department will work closely with Colleges, Administrative Services, Enrollment Management and Student Affairs to coordinate input and support for the degree audit system.

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. Exit interview for CACREP ended with positive feedback and strong exit report. Official results to arrive in July 2005.
- Achieve accreditation from the Commission on Collegiate Nursing Education. The School of Nursing achieved full CCNE accreditation of the undergraduate and graduate nursing programs.
- In addition, the Professional Golf Management concentration in the Resort & Hospitality Management Program was accredited by the PGA of America in February. This is one of only 17 accredited programs in the United States.

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. **The plan is currently in process.**
- Create a structured department dedicated to advocacy and evaluation of University methodologies toward environmental safety and management. **The creation of a structured department dedicated to advocacy and evaluation of University methodologies toward environmental safety and management was achieved in January 2005 with the hiring of a permanent director for the Department of Environmental Health and Safety. The director will work with the University's Environmental Stewardship Advisory Council (ESAC) to implement environmental health and safety directives as approved by the president, coordinating with academic programs as required; planning, developing, implementing and administering comprehensive programs in environmental management for FGCU.**

26. GOAL: Enrollment Services Reorganization

- Streamline enrollment services to integrate business and financial strategies into the academic initiative of enrollment growth and management. **A new director of Financial Aid was hired in August 2004 as part of this reorganization. The Office of Financial Aid and Scholarships, under this new leadership, has forged new linkages with the other units within Enrollment Services, including Admissions, First-Year Advising and Orientation and the Registrar.**

A major project was initiated in April 2005 to improve and complete the deployment of Banner in Enrollment Services. The objectives of this project are to increase the coordination, productivity, efficiency of the University's Enrollment Services, and enable these departments to benefit from future productivity enhancements in the areas of reporting, workflow management, and document management and imaging.

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. **Engineering: the Foundation has secured the \$120,000 for the first ten full scholarships. Ongoing solicitations continue for additional scholarships, professorships and operations; Chinese Studies: The Foundation has worked with the School of Business to establish relationships with several high-ranking universities in China. FGCU is currently working with officials from Nankai University to establish a wide-ranging exchange program; Music: The College of Arts and Sciences is in the final stages of hiring the first director of the School of Music. The Foundation has developed a plan for the Performing Arts Complex and a donor for the lead gift has been identified; Early Learning Literacy Model: the Foundation is pleased to announce that the Naples Children Education Foundation will provide funding for this program for the second consecutive year; Professional Tennis Management: The Foundation has secured a major gift for scholarships. Efforts continue towards achieving program certification; Charlotte Center: FGCU has been offered 5 acres of land from Charlotte County and due diligence is being undertaken. Fundraising plans will be discussed at the upcoming scheduled meeting with the Charlotte County Advisory Council.**