

**Florida Gulf Coast University Board of Trustees  
June 16, 2009**

**SUBJECT: FGCU President's Annual Performance Evaluation for 2008-09**

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**PROPOSED BOARD ACTION**

Conduct the annual performance evaluation for 2008-09 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 2008-09 performance evaluation of President Wilson G. Bradshaw during the Board's June 16 meeting. President Bradshaw is providing a self-evaluative report that addresses outcomes for each of the 2008-09 President's performance measures adopted last year by the FGCU Board.

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**Supporting Documentation Included:** 1. Memo from President Wilson Bradshaw, and 2. "President's Self-Evaluation Performance Report (2008-09)"

**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:** June 1, 2009

**SUBJECT:** Results on Performance Goals for 2008-09

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. This responsibility is carried out by the Florida Gulf Coast University (FGCU) Board of Trustees' annual performance evaluations that employ the president's self-evaluative report as it relates to the annual performance measures as 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.

I will have the opportunity during the upcoming June 16 Board meeting to review with you the results – and the University's continued high degree of success – with respect to the 2008-09 goals. Also, during the June meeting, I will present for your consideration proposed performance goals for 2009-10.

Aligning the annual goals with the University's strategic plan provides an excellent foundation from which to measure performance, even in a year of significant and increasing budget pressures as FGCU has experienced. The 2008-09 year has been marked by the third consecutive year of State budget cuts, and the challenges have been great to lead FGCU in a context of budget retrenchment yet continued high quality and development. I am pleased with what the FGCU team has been able to accomplish, especially under these very serious budget constraints, and would be remiss if I did not recognize the fine efforts our faculty, staff and administrators. Our conservative budget and cost-cutting approaches greatly contributed to our ability to avoid employee layoffs and furloughs, and I am appreciative of a shared FGCU philosophy that places students and high quality education at the center of all we do.

I look forward on June 16 to discussing with you the results for the 2008-09 performance goals, and I believe you will agree the University has made great strides, even in light of the grim budget realities. As you know, my FGCU employment contract includes provisions for an annual salary increase of 5% and an annual performance bonus of up to \$60,000 upon a satisfactory performance evaluation. However, given FGCU's current budget challenges and the ensuing inability to provide salary increases



and bonuses for our deserving employees, I would respectfully decline a salary increase and performance bonus for my 2008-09 evaluation, should the Board wish to make these awards.

In closing, let me thank you for your collective and individual support during this past year. It is an honor to serve an institution that meets serious fiscal and other challenges in a manner that belies its relative youth. Together we are continuing to build an important foundation that is FGCU and that will serve generations of students to come through access to high quality higher education in Southwest Florida. This does not happen accidentally or easily, but rather by true and abiding commitment, vision and hard work on the part of many. Thank you.

**Results on FGCU Performance Goals for  
President Wilson G. Bradshaw  
For July 1, 2008 – June 30, 2009**

**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.*

- Restore 8 faculty positions lost to budget cuts in 2007.
- Open new laboratory facilities to support students and faculty in physical therapy, occupational therapy, athletic training, human performance, and nursing.
- Inaugurate new buildings: Holmes Hall (U.A. Whitaker School of Engineering), Lutgert Hall (Lutgert College of Business), and Sugden Hall (Resort and Hospitality Management).
- Enroll students in FGCU's first advanced graduate degree programs in Education (the Ed.S.) and Physical Therapy (D.P.T.).
- Add 10 new faculty positions to the College of Arts and Sciences.

**RESULTS:**

- The 8 faculty positions lost to budget cuts in the College of Arts and Sciences in 2007 were restored, recruited and filled for fall 2009.
- Renovated lab facilities meeting accreditation standards were completed affecting programs in the College of Health Professions, including: Physical Therapy, Occupational Therapy, Athletic Training, Human Performance, and Nursing.
- Grand Openings of Holmes Hall, Lutgert Hall, and Sugden Hall occurred this year allowing Engineering, Computer Science, Business, Professional Golf Management, and Resort and Hospitality Management students access to state-of-the-art facilities.
- The College of Education enrolled 17 in its first cohort of Educational Specialist (Ed.S.) degree program students. The College of Health professions enrolled 23 in its first cohort of Doctor of Physical Therapy (D.P.T.) degree program students.
- The College of Arts & Sciences was authorized to recruit 11 new faculty positions for fall 2009: Chemistry, Communication (2), Math, Psychology, Sociology, Literature (3), Music Education, and Art History. In addition, the College of Professional Studies was given permission to recruit a position in Social Work, the College of Health Professions a position in Physical Therapy, the Lutgert College of

Business a position in Economics, and Library Services a position in Public Service.

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**II. GOAL: The Student Community.**  
*Provide quality educational opportunities serving the region, under-represented populations, the State of Florida and beyond.*

- Increase Enrollment

**Fall Term Headcount:**

**Actual Fall 2006**  
8316 (15% Increase)

**Actual Fall 2007**  
9388 (13% Increase)

**Projected Fall 2008**  
10000 (7% Increase)

**RESULT: Actual Fall 2008**  
10238 (9% Increase)

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**Full-Time Equivalent (Fundable):**

**Actual 2006-07**  
5018 (16% Increase)

**Actual 2007-08**  
5731 (14% Increase)

**Projected 2008-09**  
6200 (8% Increase)

**RESULT: Actual 2008-2009**  
6439 (12% Increase)

- **Diversify Student Body:**

**Students of Color:**

**Actual Fall 2006**

1431 (18% Increase)

**Actual Fall 2007**

1662 (16% Increase)

**Projected Fall 2008**

1828 (10% Increase)

**RESULT: Actual Fall 2008**

1867 (12% Increase)

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**International Students:**

**Actual Fall 2006**

508 (18% Increase)

**Actual Fall 2007**

584 (15% Increase)

**Projected Fall 2008**

642 (10% Increase)

**RESULT: Actual Fall 2008**

620 (6% Increase)

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- **Retention and Degree Production**

**First-Year Student Retention:**

**Actual Fall 2006**

73.1%

**Actual Fall 2007**

75.8%

**Projected Fall 2008**  
76.5%

**RESULT: Actual Fall 2008**  
74.5%

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**Degree Production:**

	<b><u>Actual 2007-08</u></b>	<b><u>Projected (est.)2008-09</u></b>
Bachelor:	1214	1400 (15% Increase)
Master:	268	250 (7% Decrease)
Total:	1482	1650 (11% Increase)

**RESULT:** 1650 (estimated)

**Increase Academic Outreach:**

- Add new undergraduate degree programs in the College of Arts and Sciences, resources permitting.
- Implement joint facility collaboration with Edison State College in Charlotte County.

**RESULTS:**

1. The College of Arts and Sciences modified the curriculum of its existing B.A. in Marine Science that resulted in the creation of a new B.S. degree program. The Lutgert College of Business will introduce its newly approved B.S. in Economics in fall 2009. In addition the M.A. in Environmental Studies was approved for implementation in fall 2009.
  2. A new partnership agreement with Edison State College to expand degree offerings together at the Edison Charlotte campus was signed in fall 2008. However, its implementation requires requested funding from the Legislature that was not provided. Sharing existing facilities there continues. Additional collaboration with Edison State College included the introduction of the College of Education's B.S. in Child Development.
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**III. GOAL: Co-curricular and Athletic Programming.**  
*Offer quality co-curricular and athletic programming that promotes and enhances student development and community engagement.*

- **Seek and receive accreditation through the International Association of Counseling Services (IACS) for the Center for Counseling and Psychological Services (CAPS).**

**Result:**

**The Center for Counseling and Psychological Services (CAPS) began an extensive application process to receive national accreditation from the International Association of Counseling Services (IACS) the Accreditation Association for University & College Counseling Services. After an extensive self-assessment and submission of our documents for review, we have been informed that we have been approved for a formal site visit by a team from IACS. However, IACS has informed us it cannot conduct this visit until 2009-2010.**

- **Establish and assess the impact on the First Time in College Student participating in the First Year Residence Experience (FYRE) program in Everglades Hall.**

**Result:**

**The First Year Residence Experience (FYRE) program was established in Everglades Hall at its inception as a model to provide unique and focused experiences to support First Time in College (FTIC) students as they transitioned into the university experience. The programming model focused on Personal Development, Community Development, and Academic Development. The staff provided opportunities for students to interact with faculty, have support services brought to their residence hall (The Writing Center, First Year Advising, Center for Academic Achievement, Group Fitness, the Math Lab, etc.), and to develop high levels of interaction between staff and students to build positive communities.**

**The FYRE Program was assessed by a satisfaction survey of residents, review of data regarding attendance at programs, comparative grade point averages with other FTIC students, and through a Quality of Residence Life Survey. FTIC students in the FYRE Program reported overall increased satisfaction with the residence hall experience as compared to FTIC students residing in the apartments in North Lake Village.**

- Student-athletes' average GPA will be comparable to or better than that for the student body as a whole (roughly 3.0).

**Result:** Student athletes posted a cumulative GPA of 3.1.

- Continue to provide at least 5000 community service hours by student-athletes.

**Result:**

Transitions in the Athletics Department led to fewer service hours (2600) being contributed than in previous years. However, service by student athletes took place in a wide array of settings regionally and even abroad.

- Obtain second year status with the NCAA Division I membership.

**Result:**

The program has implemented the 08-09 phase of its plan necessary for the transition and is moving forward toward full NCAA Division I membership.

- Finish in the top half of the regular season Atlantic Sun Conference/Coastal Collegiate Swimming Association results in half of the sports that are eligible to compete.

**Result:**

The program finished in the top half in 10 out of 14 sports, or over 70% of sports. There have been 4 conference first place finishes this year, including the second consecutive first place finish for baseball.

- Have 50 Academic All-Conference student-athletes.

**Result:**

130 student-athletes have achieved Academic All-Conference status this past year.

- Have 10 All-Conference student-athletes.

**Result:**

FGCU athletics achieved 26 declared first-team all-conference student-athletes.

**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 recruitment and promotion goals for 2008-09 were as follows:

	<u>Goal</u>	<u>Actual</u>
<b>Senior Level Administrator</b>		
Hispanic	1	0
African American	1	2
<b>Full Professor</b>		
Hispanic	1	0
African American	1	0
Asian American	1	1
<b>Associate Professor</b>		
Hispanic	2	0
African American	2	0
Asian American	2	2
<b>Assistant Professor</b>		
Hispanic	2	1
African American	3	1
Asian American/Pacific Islander Or Native American Indian	2	2
Female	5	8
<b>Instructor</b>		
Hispanic	2	0
African-American	2	0

**RESULTS:**

- In five cases the goals were met or exceeded. In nine cases the goals were not met. The hiring of Hispanics proved to be the most difficult goal to meet with no goal fully attained, followed by African Americans with one goal exceeded.

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**Faculty and Staff Development:**

- **Maintain employee programs and services, including tuition waivers, Winter Break, and Wellness Center membership.**
- **Increase available training to faculty and staff in the areas of supervision and performance evaluation.**

**RESULTS:**

- **All these programs have continued. In the past year alone, nearly 275 staff and their dependents have benefited from approximately \$229,000 in tuition waivers. This represents a 13% increase in the number of waivers awarded over 2007-2008 and a 31% increase in the amount of waivers awarded. Winter Break and Wellness Center memberships were also continued as major benefits to FGCU employees. In addition, a wide variety of professional development programs were offered to employees even though the university experienced budget reductions. Many of these programs focused on leadership and management issues.**
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**Growth: Full-time faculty and staff will grow from 917 to 940.**

**RESULTS:**

- **Despite budget reductions full-time faculty and staff grew to 945 (3%) in fall 2008. Faculty grew by 5% and staff by 3%.**

**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:**

- **Complete construction of Holmes Hall (U.A. Whitaker School of Engineering Building), Lutgert Hall (Lutgert College of Business Building), and Sugden Hall (Resort and Hospitality Management Building).**
- **Phase IX of Student Housing will begin construction.**
- **Phase II of Sugden Hall will be designed and under construction.**
- **Laboratory Sciences Building (College of Arts and Sciences, AB7), the Student Union additions, and the Naples Botanical Garden Center will begin construction.**
- **The Music Building design will be completed and construction begun.**

- The Health Professions Building (AB8) will be programmed and an architect selected to begin design.

#### **RESULTS:**

- 1) Holmes, Lutgert, and Sugden Halls were all completed and inaugurated during the 08-09 academic year. Phase VIII of Student Housing (i.e., South Village Dining Facility/Everglades Residence Hall) was also completed and occupied.
- 2) Phase IX of Student Housing (Biscayne Hall) is under construction and will be open in fall 2009.
- 3) The following buildings are under design: Sugden Hall Phase II, the Student Union additions, Fine Arts II (Music Education Building), and the Health Professions Building (AB8).
- 4) The Laboratory Sciences Building (AB7) is under construction as is the Naples Botanical Garden Center Building.

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#### **Technology:**

- Continue development of the one-card system, including the deployment of card readers to streamline business processes and increase security, and utilization of the 'store of value' feature of the card in more locations, both on and off campus. Use of the 'store of value' feature will go hand-in-hand with efforts to expand the ability of students to handle funds, transactions, and payments online.
- Continue to anticipate and meet the university's continuously growing need for reliable, high-speed internet connectivity.

#### **RESULTS:**

1. FGCU has increased its ability to offer online solutions to streamline business processes. We have upgraded the payment gateway, which is the underlying software application that enables electronic commerce, and FGCU has achieved compliance with the Payment Card Industry standards for security. We have implemented Touchnet Marketplace, which will enable the sale of goods and services online. The one card system has been extended and additional activity readers are in use across the campus to authenticate students for entrance to events and access to services. A new web application allows students (and their parents) to add Eagle Dollars to their one card using a credit card.
2. In the past year we have doubled our internet bandwidth, and before the start of the fall 2009 semester, we will quadruple it. FGCU has

also been accepted as an equity member in the Florida LambdaRail (FLR). The Florida LambdaRail, LLC is a complementary initiative to the National LambdaRail (NLR), a national research and experimentation optical-based network infrastructure. The first of its kind in Florida, the FLR is a high-performance experimental, research and production networking and support infrastructure that enables participants and their partners to take part in advanced research, education, and economic development activities. It will also allow FGCU to significantly increase our commodity Internet bandwidth capacity, provide failover connectivity, and eliminate more costly circuits. FGCU's investment in FLR will give us the opportunity to meet our long term network connectivity needs, and redefine what our campus community can accomplish.

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**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:**  
2006-07 Actual: \$13.6 Million  
2007-08 Actual: \$13.7 Million  
2008-09 Goal: \$13.6 Million

**RESULTS:**

\$13 million is projected by the end of the current fiscal year.

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**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:**

2006-07 Actual: \$30 Million  
2007-08 Actual: \$21 Million  
2008-09 Goal: \$17 Million

- Continue to seek donors for the Music Education Building and Naples Center. Assess Academic needs and prioritize same for future capital campaign. Increase the Endowment by 10%.

- Secure private funding to complement \$7.5M in state funding (reduced by the state from the original \$8.5M) for the development of a solar field to make FGCU self-sufficient in energy generation.
  - Expand Renaissance Academy programs further into Lee and Charlotte Counties.
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**RESULTS:** The economic downturn has had a negative impact on our development efforts.

- \$11 Million is the projected amount of private contributions and gifts to be raised for 08-09.
- Music education:
  - Drawings and plans for the Music Education Building have been completed.
  - A prospect list of potential donors has been created and cultivation efforts begun.
- Solar Field:
  - A private partnership was created providing the needed \$7.5M match.
- Renaissance Academy (RA):
  - Lee County Expansion: Doubled the number of Lee County sites offering RA courses from 4 to 8.
  - Charlotte County Expansion – The spring 2009 Charlotte RA term ended March 30, 2009. Fifteen courses were held at four delivery locations in the county with a total student headcount of 163.

In addition, President Bradshaw was elected to the Campus Compact; became chair of The Alliance of Educational Leaders; is now on the Board of Directors of the Naples Botanical Garden, and is a member of the Founding Board of Directors for “Searching for Solutions.”

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

- Southern Association of Colleges and Schools (SACS, Regional Accreditation): Prepare materials for submission on time for part 2 of the university’s level change to offer doctoral degrees and host

**SACS site visit in spring 2009. The Quality Enhancement Plan (QEP) will conduct a peer review of its status with the assistance of an external expert as a means of gauging project progress in preparation for the 2010 progress report due to SACS in spring 2011.**

- **End with a balanced FGCU budget June 30, 2009.**

**RESULTS:**

- 1. The university submitted necessary documentation by the required deadline. A very successful SACS site visit occurred March 24-26 and the results should be known at the annual SACS meeting in December 2009. The QEP conducted a peer review using an assessment expert from FGCU who is external to the QEP program. The consultant made several recommendations concerning student assessment that are currently being considered by the QEP leadership.**
- 2. Despite state budget reductions, FGCU will end the 2009 fiscal year with a reduced but balanced budget.**

(END)