



POSITION DESCRIPTION

FOR THE POSITION OF
**Executive Vice President
and
Provost**



August 2019

Under Florida's Sunshine Laws, all application materials are available for public review upon request.



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POSITION DESCRIPTION

POSITION	Executive Vice President and Provost
ORGANIZATION	Florida Gulf Coast University
REPORTS TO	Dr. Michael Martin President
LOCATION	Fort Myers, Florida
WEBSITE	www.fgcu.edu

OVERVIEW OF THE OPPORTUNITY

Florida Gulf Coast University (FGCU) seeks a seasoned, collaborative academic leader to serve as Executive Vice President and Provost. One of 12 universities within the State University System of Florida, FGCU is a comprehensive public university offering undergraduate and graduate programs to 15,000 students. Founded in 1991 and opened for students in 1997, FGCU has seen enormous growth in academic programs, research activity, campus life, donor support, and student outcomes. Through its strategic planning process, five broad themes or pillars have emerged as priorities – student success, academic excellence, entrepreneurship, health sciences, and community engagement. (For further description of FGCU, please see Appendix A.) This is an extraordinary opportunity to provide academic leadership to a regional university that plays a pivotal role in serving the needs of the Southwest Florida community.

FGCU’s mission emphasizes innovative, student-centered teaching and learning, promotes and practices environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility and cultivates habits of lifelong learning and the discovery of new knowledge. The University has focused its efforts on ensuring student success while building key academic programs that serve the workforce needs of the Southwest Florida region. The University is proud of its student-centered culture where students enjoy close and supportive relationships with faculty and staff.

This is a unique and exciting opportunity to join a young university that is on an upward trajectory, with strong presidential leadership, a collaborative council of college deans, and a talented and committed group of faculty. FGCU seeks an Executive Vice President and Provost who combines exemplary academic achievements with strategic leadership ability; outstanding interpersonal and communication skills; collaborative and creative energy; entrepreneurial ambition, and passion for leading an academic enterprise whose mission is to educate and engage students and faculty in a collaborative community and prepare students to be successful.

ROLE SUMMARY

Reporting to the President, the Executive Vice President and Provost (Provost) is the University's Chief Academic Officer and leader of its academic enterprise. The Provost is a faculty member with the rank of full professor in one of the University's academic departments. A member of the President's Executive staff, the Provost is the second ranking officer of the University and serves as leader of the institution in the absence of the President. The Provost works in close collaboration with the President, Board of Trustees, Vice-Presidents, Deans, Faculty and Staff in advancing FGCU's mission of teaching, learning, scholarship, and service. The Provost advises the President on many University matters and is the chief advisor on all academic matters. The Provost offers energetic, innovative, intellectual leadership to the academic community and plays a lead role in the development of vision and strategy for the University and in driving principal decisions about investments in academic programs.

The Provost ensures that FGCU's greatest priorities are academic excellence and student success. The Provost leads the University's commitment to programmatic, pedagogical, and scholarly excellence and innovation across the University's undergraduate and graduate programs in achievement of the University's academic mission.

An advocate for the faculty who actively participates in the recruitment, development, and promotion of diverse, promising, and distinguished faculty members, the Provost directs the pursuit of excellence in undergraduate, graduate, and professional education and in faculty scholarship and research, developing programs that advance the common good, enhance FGCU's national reputation and regional impact, and reflect the University's commitment to community and global engagement and service. The Provost promotes the University's efforts to expand its scholarly capacity, working closely with Deans in recruiting and supporting research-active faculty who are also excellent teachers. Working with academic administration, faculty, the United Faculty of Florida-FGCU Chapter, and various governing bodies, the Provost oversees academic policy and curricular formulation and implementation. The Provost manages the promotion and review process and provides for and supervises regular and timely evaluation of University faculty, deans, and academic administrators. The Provost works closely with the Vice President for Student Success and Enrollment Management and promotes diversity and inclusion in all forms among faculty, staff, and students.

The Provost works with the President, Vice President for Administrative Services and Finances, and other Cabinet members in planning the annual academic budget of approximately \$94.6 million before the budget is submitted to the Legislature and participates actively in both annual and long-term university-wide budget and resource development. The Provost represents the University to internal and external audiences, promoting the story of FGCU's academic and scholarly achievements and helping to garner the State University System of Florida Board of Governors, legislative, philanthropic, and grant support for the University's strategic initiatives. The Provost oversees accreditation and assessment and consults with the University's Vice President and General Counsel on legal and regulatory issues. The Provost promotes the acquisition, development, and successful deployment of the University's financial, human, intellectual, physical, and technological resources in advancing the University's educational mission.

The Provost has direct reporting responsibility for the Deans of the College of Arts & Sciences, College of Education, U.A. Whitaker College of Engineering, Lutgert College of Business, Marieb College of Health & Human Services, Library Services, Undergraduate Studies, and Graduate Programs (also Associate Vice President for Research); Directors of the Honors College and the School of Entrepreneurship; Vice President for Planning and Institutional Performance; Associate Provost/Associate Vice President for Academic Affairs; Associate Vice President for Academic and Curriculum Support; and Executive Director of Continuing Education & Off-Campus Programs. The Provost chairs the Deans' Council and Provost's Cabinet meetings and staffs the Academic Affairs Committee of the Board of Trustees, which meets four to six times each year, and throughout the year as needed.



The Provost sets academic policies and implements the priorities framed by the University's strategic plan. The Provost works in close collaboration with the President and the Vice President for Administrative Services and Finances on matters related to the University's financial and business operations. The Provost frequently represents the University at academic and community functions. The Provost maintains close collaborative relations with the Faculty Senate through the Senate Executive Committee.

Opportunities and Challenges Ahead

The Provost will be assuming leadership of a University that experienced enormous growth in size in its first two decades and is now entering a period of strategic focus while maintaining its original energy. Today, FGCU is characterized by:

- A good balance of research and teaching combined with high standards of excellence and an emphasis on quality;
- A strong student-centered focus that is embraced by all constituents within the University;
- A strong focus on sustainability and service learning as important pillars of the curriculum;
- A young and high-caliber faculty;
- Its location in the fastest-growing region of the state;
- A strong and supportive business and philanthropic community in the Naples and Fort Myers region who have been generous friends of the University and continue to be an untapped resource for expertise;
- A collegial culture and friendly atmosphere; and
- A small campus and community setting and a highly supportive environment that attracts students and makes FGCU distinctive.

Within this context, the Provost will have an opportunity to:

- ***Provide leadership in implementing the academic vision and strategy:*** The Provost is responsible for reinforcing the centrality of the academic mission within the University and ensuring that faculty understand and embrace their role in promoting a high quality educational experience that leads to student success in accordance with FGCU's strategic plan. At the same time, the Provost must also provide strategic guidance to growing research that is tailored to the strengths of the university and the needs of the region.
- ***Provide leadership in addressing academic realignment:*** As a new institution, FGCU focused its energies on launching programs and infrastructure, recruiting students and faculty, and responding to community needs. As it matures into a mid-sized comprehensive institution, FGCU leadership now has the opportunity to review what works, what needs to be realigned, and what needs to be improved. The Provost will provide leadership in these discussions about academic infrastructure and programs as the University coalesces around its future direction.
- ***Continue to develop and support programs of distinction:*** FGCU sits at the nexus of a range of intersecting issues that are important to the economic future and wellbeing of the southwest Florida region. These include urban concerns of Naples and Fort Myers, rural concerns of the agricultural communities east of FGCU, a coastal economy to the west, environmental and labor issues relevant to all of these communities, land development issues, a strong healthcare environment that serves the needs of a high population of retirees, and an influx of new residents that have made the region the fastest-growing in the state. The Provost must provide thought leadership on these issues and engage the faculty and the community in addressing these challenges through distinctive programs such as marine biology,

the new Water School and programs in environment and sustainability, programs in nursing and health services, entrepreneurship, the small business center, and new programs in informatics and analytics and supply chain management that showcase areas of strength and make FGCU a true resource to the region.

- ***Build and support a strong team of deans:*** With transitions occurring among many of the deans, the Provost will have the opportunity to forge a new team of supportive, collegial, and collaborative academic leaders who will have increasing responsibility for budget, resource allocations, and fundraising for their units. Within this context, the Provost will need to be an inspirational leader and coach with the ability to motivate deans as leaders with a shared institutional perspective.
- ***Secure and manage resources to advance FGCU's academic mission:*** The Provost must possess strong financial and strategic management skills and the ability to provide entrepreneurial leadership for the University as it shifts to a modified Responsibility Centered Management (RCM) budget model that gives greater budgetary control to the deans, especially for graduate, summer, and online programs. In particular, as the University stabilizes in size after two decades of enormous growth, the Provost must exercise creativity in identifying new resources that can address the shortage of faculty office, classroom, and laboratory space and supporting new and innovative ideas, partnerships, and platforms for delivering academic programs, including the expansion of online and hybrid education. The Provost must be a strong advocate for garnering resources for the academic program.
- ***Promote student success and career preparedness:*** FGCU has a vibrant and diverse student body, many of whom are first generation college students for whom an FGCU education will be the key to future success. The Provost will have the opportunity to strengthen experiential education, including undergraduate research, and its power in undergraduate learning and further promote initiatives such as internships, undergraduate research projects, service learning, and other forms of student engagement that will improve student retention and four-year graduation rates.
- ***Provide leadership in an environment driven by performance metrics:*** As part of the Florida State University System, FGCU is accountable for meeting the performance metrics on student outcomes and success implemented by the Board of Governors. The Provost will need to understand these issues and their impact on four-year graduation rates, cost to degree, excess credit hours, and length of academic programs and be able to respond to System mandates while also articulating the University's mission and accountability to serving the needs of the region.
- ***Engage with the southwest Florida community:*** FGCU was established in response to the demand from the community for a regional university, and community engagement remains a pillar of its strategic plan. Engaging with the regional and business communities will be an important part of the Provost's responsibilities, particularly in defining the programs needed to create the workforce of the future and in bringing the resources of the community to the University.
- ***Promote academic programs that lead to philanthropic support:*** As the chief academic spokesperson, the Provost will work with the FGCU Foundation and directly participate in fundraising efforts to grow philanthropic support for academic programs, increase scholarships for students, and advance the University's mission and reputation to alumni, foundations, community leaders, and external partners.
- ***Increase program development and innovation:*** The advent of new technologies and the growth of online and hybrid learning provide opportunities for FGCU to create new undergraduate and graduate programs and certificates that respond to market needs and to ensure that enrollment in all programs

remains strong. In particular, online learning is an important priority of the Board of Governors that the Provost will be responsible for promoting within FGCU.

- **Increase transparency in communication:** Faculty, staff, and students want to be engaged in the University and appreciate being part of the discussions about the University's direction. This requires the Provost to be an open communicator, able to articulate and communicate a vision and a rationale in planning and decision-making, and willing to be transparent about the challenges and opportunities facing the University for all to address.
- **Promote globalization:** As part of its effort to educate students to be citizens in a global environment, FGCU has a number of global educational partnerships and study abroad opportunities, which the new provost will have the opportunity to increase and to make more accessible for all students and faculty.
- **Develop, recruit, retain, support, and lead excellent faculty:** The Provost will support the deans in recruiting and supporting the development of accomplished faculty. Securing and allocating the necessary resources to build and retain faculty excellence at all levels across the University will be an important priority for the Provost as well as ensuring collaboration among the deans in attracting and supporting outstanding faculty in interdisciplinary appointments.
- **Capitalize on Diversity:** The diversity of the student body at the university is a great strength, but the diversity of the faculty at this time does not mirror the growing diversity of the student population. The further diversification of the faculty and student body will be an important priority for the new Provost who must also demonstrate a mindset of access and equity for all students, faculty, and staff and a commitment to inclusion as an important part of academic and institutional excellence.
- **Build a collaborative culture and strengthening links across the university:** The Provost must be a collaborative leader, working with the deans and faculty to enhance the interdisciplinary culture that is central to FGCU's mission. The University seeks a provost with a broad understanding and appreciation of the range of disciplines and approaches comprehended across FGCU, who will champion collaboration and build links to and across schools and colleges.

Addressing these challenges will require a Provost with broad intellectual interests, energy, strong relational skills, creativity and entrepreneurial instincts, an open-minded approach, and the ability to form collaborative partnerships within and beyond the university.

REQUIRED QUALIFICATIONS AND EXPERIENCE

FGCU seeks an Executive Vice President and Provost with a broad academic vision; a strong background in scholarship and teaching; and a commitment to undergraduate, graduate, online, experiential, and global education. The successful candidate will be a passionate, accomplished scholar and strong leader who is a visible and enthusiastic advocate for academic quality and student success and who understands the needs of FGCU's students. The Provost will be committed to the vision of faculty as teacher/scholars; embrace interdisciplinarity and global perspectives; engage with faculty, students and staff across a diverse set of academic pursuits; be committed to the open exchange of ideas across campus; promote FGCU's efforts to ensure timely student graduation and success; and help to build FGCU's regional and national reputation.

The following qualifications and experience are essential:

- A doctorate or other earned terminal degree in their discipline from an accredited institution and a record of teaching and scholarly or creative accomplishments warranting appointment as a full professor;
- At least ten years of progressively responsible experience as a successful academic leader with at least three years in a senior-level academic role; a demonstrated track record of fostering excellence in instruction, scholarly research activities, and service together with a passion to advocate for these values to other University leaders and the Board of Trustees; a commitment to strengthening and broadening the concept of research across the University, to actively supporting and encouraging faculty, and to promoting faculty success and ensuring opportunities for their growth and development;
- Demonstrated commitment to the mission of a comprehensive, public university;
- Proven experience in providing leadership, oversight, and strategic direction in implementing a vision. Excellent organizational skills and analytical ability, an understanding of systems and how they work, experience in framing new programs, a strong focus on outcomes, and experience in communicating results;
- A commitment to student success and the capability to engage faculty and staff in pursuit of its attainment;
- Organizational, management, and team-building skills; a strong sense of fiscal accountability; a commitment to transparency; a willingness to delegate; and experience in leveraging limited resources while achieving innovative results; experience leading change and fostering collaboration and a sense of shared purpose across colleges, schools, departments, and units; and demonstrated success in promoting interdisciplinary initiatives;
- Demonstrated commitment to and understanding of diversity, equity, and inclusion as critical components of academic excellence and student success; ability to work effectively within a diverse and multicultural environment;
- Ability to participate in external outreach activities, to work with the State University System of Florida Board of Governors and State Legislature on winning support for FGCU priorities, to serve on State and National councils and committees, and to represent the University on behalf of the President.

In addition, the successful candidate will demonstrate a preponderance of the following competencies, characteristics, and personal qualities:

- Interest in new ways of teaching and learning, and experience in discerning and preparing for the needs of the students of the future, grounded in evidence-based, data-driven decision-making;
- Experience with regional accreditation requirements and processes;
- A collaborative, consultative, and facilitative leadership style appropriate for working across boundaries and within shared governance models; must have excellent listening skills with the ability to work collaboratively with all constituencies;

- A high level of energy and confidence; a personal style that is positive, upbeat, and solutions-oriented; the ability to inspire faculty, students, colleagues, and partners to achieve results;
- Entrepreneurial and innovative skills to identify targets of opportunity for collaboration and philanthropic support;
- Integrative thinking skills with the intellectual vigor, courage, and gravitas necessary for leadership in a complex educational institution;
- A high level of emotional intelligence; strong influencing, coaching, and relationship skills; a reputation for transparency, integrity, fair-mindedness and high ethical standards of excellence; able to equitably and rigorously uphold quality standards and command the respect and earn the trust of individuals within and outside the University;
- Persuasive oral and written communication skills; the ability to articulate the University’s mission and programs; to ask the right questions, and to support and promote innovative ideas in ways that are compelling to both internal and external audiences; excellent mediation, negotiation, and brokering skills to help people solve problems;
- Appreciation and respect for the accomplishments and existing culture of the campus; astute political sense; good judgment in recognizing ideas and assessing where improvements are needed the ability to make appropriate connections, build bridges and synergies; an open-minded and multi-dimensional approach to problem-solving and a willingness to address issues in ways that build consensus and find common ground; the ability to understand and enable diverse viewpoints and approaches to achieve the University’s goals.
- Collegiality as reflected in a commitment to an environment of shared governance and participatory decision-making; capability to work collegially to build relationships and connections across colleges and disciplines, to motivate and energize others to work together, and to collaborate with multiple stakeholders; the ability to understand and encourage diverse viewpoints and approaches;
- Outstanding interpersonal skills, creativity, a high level of energy and confidence, a “can-do” and enabling attitude, combined with patience, perseverance, a willingness to learn, empathy, humility, and a good sense of humor.

*Florida Gulf Coast University (FGCU) is a community committed to ensuring equity and fairness in employment.
By cultivating diversity, we ensure an inclusive learning environment that contributes to student success.
FGCU is an EOE AA M/F/Vet/Disability Employer*

SEARCH TEAM AND CONTACT INFORMATION

Diversified Search has been retained by Florida Gulf Coast University to assist in this search process. Screening will begin in October and continue until an appointment is made. Nominations, recommendations or expressions of interest (cover letter, CV, and the names of five references) in the position should be directed electronically to: FGCUProvost@divsearch.com.

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It is important for candidates to note that under Florida's Sunshine Laws, all application materials are available for public review upon request.

Search #13969/8.2019



POSITION DESCRIPTION

FLORIDA GULF COAST UNIVERSITY | PROVOST AND EXECUTIVE VICE PRESIDENT
PREPARED BY KIM M. MORRISSON, PH.D. and JOHN MESTEPEY

Appendix A.: Florida Gulf Coast University: Institutional Overview

Since opening its doors in August 1997, Florida Gulf Coast University (FGCU) has made an indelible impact upon Southwest Florida as a catalyst for the region’s economy and as the cultural heart of the community. One of 12 members of the State University System of Florida, FGCU is one of the youngest of the state’s universities. FGCU is committed to high-quality teaching, research, creative activity, and collaborative engagement with its local and regional communities. FGCU opened in 1997 with 2,584 students. Today, with a current student body of nearly 15,000 students and 28,000 alumni, FGCU is one of the fastest growing universities in the State System. The University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

FGCU’s initial mandate was to serve the five-county area of Charlotte, Collier, Glades, Hendry, and Lee counties, serving more than one million residents.

Today, FGCU enrolls about 45 percent of students from these counties, 43 percent from the rest of Florida, and 13 percent from 45 states and more than 85 countries.

In the last two decades, FGCU has seen enormous growth and success in meeting its goal of becoming a great regional university. Its campus and region serve as living laboratories for life-improving discoveries. FGCU leads the State University System in the percentage of alumni employed in Florida after graduation. FGCU sports teams have energized the region. FGCU’s commitment to a sustainable future has become a hallmark of the institution that is reflected in its strengths in environmental education in the areas of estuarine and littoral studies, marine life, environmental engineering, and renewable energy. FGCU has had a transformative impact on the region, and 50 percent of its graduates stay in Southwest Florida.

Academics and Research

FGCU is classified as a Master’s level university by the Carnegie Foundation. Teaching is its primary mission, with 78 percent of classes taught by full-time faculty and a 22:1 student to faculty ratio. FGCU offers 58 undergraduate majors and concentrations, 26 master’s programs, five doctoral programs, and 11 graduate certificates. FGCU’s five degree-granting colleges include the College of Arts and Sciences (which includes the Bower School of Music & the Arts), the Lutgert College of Business (which includes the School of Resort and Hospitality Management), the College of Education, the U.A.

Mission

Florida Gulf Coast University, a comprehensive institution of higher education, offers undergraduate and graduate degree programs of strategic importance to Southwest Florida and beyond. FGCU sees academic excellence in the development of selected programs and areas of distinction in science, technology, engineering and mathematics (STEM) disciplines, health professions, business, and marine and environmental sciences. Outstanding faculty and staff supported by a strong community of advisors prepare students for gainful employment and successful lives as responsible, productive, engaged citizens. FGCU emphasizes innovative, student-centered teaching and learning, promotes and practices environmental sustainability, embraces diversity, nurtures community partnerships, values public service, encourages civic responsibility and cultivates habits of lifelong learning and the discovery of new knowledge.

Approved by the FGCU Board of Trustees, May 10, 2016.

Whitaker College of Engineering, and the Marieb College of Health & Human Services (which includes the School of Nursing). FGCU also includes the Honors College, the School of Entrepreneurship, and the new Water School. FGCU awards approximately 3,000 degrees annually.

Colleges and Schools

The **College of Arts and Sciences** is the largest of FGCU's colleges, housing ten academic departments and the Bower School of Music & the Arts as well as centers and institutes. The College of Arts and Sciences is dedicated to providing a high-quality, liberal arts education and fostering intellectual breadth and depth, reasoned and civil inquiry, intercultural understanding, an ecological perspective and civic engagement. The Bower School of Music & the Arts prepares students for careers in music performance, teaching and music therapy, theater, and the fine arts as well as preparation for newer fields such as digital media design and environmental art.

The **Lutgert College of Business** instills students with the knowledge, skills, and entrepreneurial drive to excel and to lead in every aspect of business, providing a practical curriculum, comprehensive academic advising, and hands-on internship experience. The Lutgert College houses the School of Resort and Hospitality Management and has one of only 18 PGA-accredited Professional Golf Management programs in the U.S. and the only one in Florida. The Lutgert College has a number of institutes and centers, including the Center for Agribusiness, Institute for Entrepreneurship, Institute for Technical Innovation, the Florida Small Business Development Center, and the Regional Economic Research Institute.

The **College of Education** offers a broad range of accredited undergraduate and graduate programs for teachers, educational administrators, and other professional school personnel, delivering field-integrated and research-informed teaching and opportunities for collaboration with diverse community partners. The College of Education has partnered with designated Professional Development Schools in the area to support and shape teachers capable of working in a variety of environments as soon as they graduate, and virtually all FGCU education majors find jobs immediately upon graduating. The College of Education is home to the Hunter Institute of Early Childhood Learning and the Whitaker Center for STEM Education.

The **U.A. Whitaker College of Engineering** produces graduates with superior technical and professional skills to meet the engineering challenges of Southwest Florida and beyond. The Whitaker College is the sole source of undergraduate degrees in bioengineering, civil engineering, construction management, environmental engineering, and software engineering and a graduate master of science in engineering degree between Tampa and Miami. Courses are designed around a highly active, lecture-lab model that enhances student engagement, enriches learning, and offers opportunities to conduct research.

The **Elaine Nicpon Marieb College of Health and Human Sciences** offers high-quality, high-demand programs that prepare graduates to succeed in the competitive healthcare sector. Programs in the School of Nursing and in the Departments of Counseling, Health Sciences, Rehabilitation Sciences, and Social Work are grounded in prescriptive knowledge coupled with a strong clinical emphasis supported by clinical placements with clinical partners in the community. Students have excellent

outcomes on licensure and national board certification exams, and the College routinely ranks among the state's top five institutions in first-time pass rates.

The Honors College: In Spring 2107 FGCU's successful Honors Program transitioned to an Honors College and is one of the top academic priorities identified in FGCU's current Strategic Plan. The Honors College currently enrolls 1,100 high-achieving students from almost every major. The Honors curricula focus on students engaging in high-impact practices aligned with the "the Elements of Honors": Scholarly Advancement, Community Engagement, Cultural Enrichment, and Leadership Development. Honors students enjoy a wide-array of Honors courses, enhanced research opportunities, faculty mentoring, unique study abroad courses, dedicated Honors housing and events, and a Live Learn Community. The Honors College houses the new Office of Competitive Fellowships to help FGCU students identify and apply for competitive external fellowship and scholarship opportunities. Over the last four years, 32 of the 40 students inducted into the university's Hall of Fame have been Honors College graduates. In Fall 2019, nearly 100 FGCU faculty were connected to the Honors College through teaching Honors courses or mentoring students on academic projects.

The School of Entrepreneurship, which reports directly to the Provost, offers one of the most innovative programs in the country. As an independent unit, the mission of the School is to help every student develop an entrepreneurial mindset. This is accomplished through partnerships with each College, an open-access incubator, an undergraduate Interdisciplinary Entrepreneurship major and minor, a graduate certificate program, along with a number of community programs. In the past two years, the Interdisciplinary Entrepreneurship majors has grown to nearly 500 undergraduate students. In addition, the faculty and staff work closely together to provide other educational opportunities that are applied and lead to student success. The incubator, which is open to all University students, houses an average of 100 students per semester who are working on their businesses. Students and graduates have started successful companies, taken on leadership roles in family businesses, and have acquired jobs along with establishing their businesses.

The University Strategic Plan outlines several future goals for the School including a future transition to a College. The fundraising is nearing completion for a new 27,000 square foot building. The School of Entrepreneurship is planning to offer a Interdisciplinary Entrepreneurship Graduate degree in the near future.

The Water School was launched in 2019 as a comprehensive interdisciplinary academic center for learning and research with programs focused on climate change, natural resources, ecosystem health, health and wellbeing, restoration, and remediation. The Water School ties together a number of existing research programs, including the Vester Marine and Environmental Science Research Station, the Kapnick Center and Everglades Wetland Research Park, the Coastal Watershed Institute, the Environmental Education and Outreach Program, and the Rookery Bay National Estuarine Research Reserve Faculty Liaison.

Research

Research is an important component of the university's mission and educational enterprise. Since opening in 1997, FGCU has received collectively \$234 million in research funding, including \$11.1 million in research funding in 2016-2017. FGCU houses several interdisciplinary research institutes

and centers including the Center for Judaic Holocaust and Genocide Studies, Hunter Institute for Early Childhood Learning, Institute for Entrepreneurship, Institute for Technical Innovation, Rachel Carson Regional Economic Research Institute, and Whitaker Center for Science, Technology, Engineering and Mathematics Education. As noted above, the Coastal Watershed Institute, Center for Environmental and Sustainability Education, and Kapnick Education and Research Center have been combined as an interdisciplinary hub for research connected to Southwest Florida’s environmental needs. Faculty and students have the opportunity to conduct research in the field through the Emergent Technologies Institute, the Kapnick Center in Naples, and the Vester Field Station. Under the guidance of faculty, students conduct research both inside and outside the classroom that contributes to the region, shapes policy within the state of Florida, sets trends on the national landscape, and starts dialogues all over the world.

Strategic Plan

Florida Gulf Coast University is committed to the following guiding principles:

- Student success is at the center of all University endeavors.
- Academic freedom is the foundation for the transmission and advancement of knowledge.
- Diversity is a source of renewal and vitality.
- Informed and engaged citizens are essential to the creation of a civil and sustainable society;
- Service to Southwest Florida, including access to the University, is a public trust.
- Technology is a fundamental tool in achieving educational quality, efficiency, and distribution.
- Connected knowing and collaborative learning are basic to being well educated.
- Assessment of all functions is necessary for improvement and continual renewal.

Under the leadership of President Michael Martin, FGCU has completed a new strategic plan, “Focus 2017-2022, as a collaboratively developed road map to chart key institutional priorities and progress toward achieving them. The plan builds on FGCU’s existing strengths such as the focus on teaching and learning, expansions of community and civic engagement, and emphasis on critical thinking skills grounded in the liberal arts and humanities, and identifies five key pillars to serve as the scaffolding for institutional efforts. The five pillars are student success, academic excellence, entrepreneurship, health sciences, and community engagement. The strategic plan purposely aligns its goals with the Florida Board of Governors’ Strategic Plan and Performance Funding Model, particularly in the areas of increasing first-to-second-year undergraduate student retention, four and six-year graduation rates, use of digital technologies, and expanded experiential learning opportunities.

Faculty

FGCU’s 526 faculty members represent a diverse collection of scholars and researchers with a strong commitment to teaching and service. Unlike most universities, FGCU does not have a tenure system, so faculty members work on continuing multi-year contracts. As a young university that is still in the process of becoming, FGCU tends to attract faculty with entrepreneurial spirit, who are excited by the prospect of creating new programs and initiatives that benefit students, the community, and

employers. University faculty have an average teaching load of 3/3. The average class size is 32 students.

Faculty development is an important aspect of the support FGCU provides to faculty. The Lucas Center for Faculty Development provides first-time instructors a thorough understanding of classroom management, learning theory, instructional design, and teaching techniques. There are also other programs for more experienced faculty to help enhance their skills.

Students and Student Life

Undergraduates make up 93 percent of the total student population. Eighty-seven percent of students come from Florida and about half of these come from the five-county Southwest Florida region. Many are first-generation college students and about 68 percent receive some form of financial aid. Women constitute about 57 percent of the student body. The student population is diverse with 21 percent of students identifying as Hispanic, 8.5 percent as African-American, 2.9 percent as Asian, and 1 percent as Native American. FGCU is projected to become a Hispanic-Serving Institution (HSI) within the next five years. About one-third of undergraduates (and 75% of all first-year students) live in campus residential facilities. There are specialized living-learning communities for Honors College students; Women in Science, Technology, Engineering and Mathematics; and students interested in entrepreneurship or Leadership through Service.

The average high school GPA of FGCU freshmen was 3.9 in 2017-2018, with average SAT scores of 1140 and ACT scores of 23.3. The average GPA of current students is 3.0 (3.3 for student athletes).

Students have the opportunity to participate in 24 fraternities and sororities, 26 sports clubs, and more than 200 student organizations.

Athletics

FGCU has 15 intercollegiate sports teams, named the Eagles, which compete in the NCAA Division 1 in the Atlantic Sun Conference. In the last nine years of competition, FGCU athletic teams have won 53 conference regular-season and tournament championships, including two NCAA basketball tournament games in 2013, leading to the Sweet 16 competition and putting FGCU basketball (a/k/a “Dunk City) on the map.

Community Engagement

A core component of the FGCU educational experience is a commitment to service. All undergraduates are required to complete a minimum of 80 service hours before graduation. Since FGCU opened in 1997, students have completed 2.66 million service-learning hours, working with more than 300 community agencies in Southwest Florida.

Arts

FGCU aspires to be the cultural hub of Southwest Florida, and the Bower School of Music & the Arts has been an important catalyst for this effort. Annually, the Bower School stages more than 60

concerts, theatrical productions, and visual arts exhibits, integrating student-faculty talent with professional musicians, artists, and actors from the region and beyond. Students have performed in Carnegie Hall and the Kennedy Center for the Performing Arts, among other venues.

Location

Located in Southwest Florida between the Florida Everglades and the Gulf of Mexico, FGCU is situated on the coast between Fort Myers and Naples. The campus encompasses 800 lush acres, with 50 percent of the land destined to remain in its natural state. The campus has grown to more than 90 structures and includes a 15-acre solar energy field that provides a significant source of power for several large buildings.



Southwest Florida is a subtropical paradise that attracts visitors from all over the world for its sun, beaches, and gulf waters and offers a wealth of attractions such as restaurants, cultural, and recreational activities, making tourism one of the region’s primary industries. The Gulf of Mexico borders the coast, with communities such as Sanibel, Captiva, Fort Myers Beach, Bonita Springs, and Naples offering public beach access. Rivers such as the Caloosahatchee and Gordon afford opportunities for recreational activities such as fishing, boating, and waterskiing.

The region’s largest and fastest-growing industries include the retail sector, hotels and motels, restaurants, health care, social assistance services, and construction. Companies such as Hertz, Gartner, and Arthrex have large global and local operations and close partner ties to FGCU. The campus is conveniently close to Interstate 75 and the Southwest Florida International Airport.

Finances and Budget

FGCU’s operating budget for 2019-2020 is **\$262,895,500**. Sources of funding include 33.26% from general revenue, 2.9% from lottery trust fund, and 22.11% from student tuition; 4.84% from grant-associated programs; 18.2% from auxiliary trust fund revenues; and 18.64% from local funds (intercollegiate athletics, student activities, technology fund, financial aid, and concessions). State funding is determined in large part by performance-based metrics, which assess how well state universities perform in areas such as graduation, retention rates, the cost of a bachelor’s degree and post-graduation success. After the six-year graduation rate declined in 2016, the university lost about \$8 million in state funding. With the development of the University’s enrollment management strategy and consequent reorganization, an additional \$22 million in state funding was approved as special appropriation to the base budget over a three-year period; the last installment will be made in 2020. Concerned about preserving access and affordability, FGCU has kept tuition constant for the past six years. Strategic enrollment management and student success remain among the highest priorities of the university.

University Leadership

Michael Martin assumed office as the fourth president of Florida Gulf Coast University in July 2017. President Martin brings a wealth of administrative experience, having served as Chancellor of the Colorado State University System, Chancellor of Louisiana State University, President of New Mexico State University, Vice President for Agriculture and Natural Resources at the University of Florida, Vice President for Agricultural Policy at the University of Minnesota, and Faculty Senate president at Oregon State University, where he served on the faculty for 15 years. President Martin received his Ph.D. in applied economics from the University of Minnesota and has specialized in prices, international trade, public policy, transportation, and business logistics.

James Llorens joined FGCU as Interim Provost and Vice President for Academic Affairs in January 2018. Provost Llorens served as Chancellor of Southern University in Baton Rouge where he also chaired the departments of political science and public administration and served as dean of the graduate school. More recently, he served as Chief Administrative Officer to the Mayor of Baton Rouge, Louisiana. Llorens earned his Ph.D. in political science from Louisiana State University. He will stay on until the new Provost and Executive Vice President assumes office.

An energetic and vibrant institution

FGCU is young, in all the positive definitions of the word -- dynamic, risk-taking, challenging. Its vibrancy is reflected in the campus' modern facilities; the teaching methods of the university's faculty; rich social and cultural programming; thriving campus and student life; "smart" classrooms that include state-of-the-art equipment; innovative educational delivery systems; and ultimately, the exceptional academic experience enjoyed by FGCU students.

Appendix B.: Florida Gulf Coast University: Organizational Chart

