Joint Board & Foundation Board Retreat
October 14, 2026
Minutes

Attendees: Brant Schirard, Tony George, Jose Conrado, Susie Caron, Rich Mellin, Bert Culbreth, Annabel Robertson, Kate Beckwith Woody, Frank Libutti, Milo Thornton, Doug Marcello, Mike Adams, Curtis Johnson, Dr. Tim Moore and Suzanne Parsons recording

Others: Tony Quinn, Scott Kimmelman, Edith Pacacha, Heather Belmont, Beth Gaskin, Brianne Hutchinson, and Michael Hageloh

Welcome & Opening Remarks

Dr. Moore, Board Chair Thornton and Foundation Board Chair Libutti welcomed everyone to the Joint Retreat.

Dr. Moore stated higher education is in a state of change nationwide. We are at a critical point in time when companies are looking to expand their operations in Florida and they are coming to us looking for partnerships for workforce training.

Both Chair Thornton and Chair Libutti agreed we need to discuss expanding our workforce training areas. We will be in surge capacity mode to increase our training opportunities with the increase in companies trying to relocate in the State.

Athletics

Dr. Moore commented universities and colleges are evaluating and eliminating athletic programs nationwide. Two of our FCS institutions have already eliminated their athletic programs due to increased costs and lack of funding to sustain the programs. After a thorough review with Athletic Director Kimmelman of our current operational cost allocations, specifically examining the funding dedicated to athletics and funding allocated to the broader student body, cost data revealed that currently 5% of the overall institutional budget is directed to support athletics. While that may appear minimal at an institutional level, a granular analysis of student fee distribution reveals a profound per student spending gap. When evaluating direct operational support and student fee utilization on a per student basis, the expenditure ratio is $41,000 per student athlete (for approximately 120 athletes) compared to $4,000 per general student (for approximately 24,000 students). This represents a 10-to-1 funding disparity. The institution is spending more to support the co-curricular experience of a single athlete than it does on the primary educational, academic support, and career-readiness infrastructure of a standard student. This does not align with our mission. Dr. Moore asked Athletic Director Scott Kimmelman to present to the group the Annual Cost Scenarios.

Scott Kimmelman presented the Annual Cost Scenarios and explained the NJCAA Athletic Scholarship Support Definitions.

NJCAA Division I - May cover tuition, course fees, books, room and board, up to $250 in required course supplies, and one annual trip to/from home. Full awards are allowed, not required.

NJCAA Division II - May cover tuition, course fees, books and up to $250 in required course supplies. No room, board or transportation as athletic scholarship aid.

NJCAA Division III - No athletic scholarships. Students may qualify for ordinary academic or need-based financial aid.

Scott stated unfortunately, Swimming and Diving is not broken down into Divisions and there are no other Florida College System institutions that have Swimming & Diving programs in the state.

Scott discussed reduction scenarios with the different levels which included eliminating swimming and diving.

Annual Cost Scenarios:

- Current program & athlete support – Annual Cost $4.9M
- Swimming & Diving support unchanged; all other sports Division II – Annual Cost $3.9M, Savings vs. Current $1.0M, 20.4% reduction
- All sports at Division II support levels, including Swimming & Diving – Annual Cost $3.66M, Savings vs. Current - $1.24M, 25.3% reduction
- Swimming & Diving removed; remaining sports Division II – Annual Cost $2.5M, Savings vs. Current $2.4M, 49.0% reduction

The Board discussed how we are serving the local community with regards to athletics particularly around swimming and diving. Several comments were made about what we are spending on international students. The Boards were trying to understand the financial impact of athletics.

Board members asked how can we offer an athletic opportunity for our local community. We want our students to come here to get a good education. We also want to make sure we continue to serve our mission.

Scott stated Volleyball is now competing in Division 2 and is being very successful.

Dr. Moore discussed that we need to look at who we are bringing in as student athletes. Fiscal prudence is what the board is responsible for. We are working to raise dollars in the Foundation so we can take care of the workforce needs and deferred maintenance costs of the College. The Board members also discussed the possibility of bringing back Women's Basketball if feasible in the future.

Dr. Moore stated after reviewing all options available to restructure, he and the Executive Cabinet will be recommending to the Board at its October 27th meeting the following proposed athletic restructuring plan to better align with our mission:

a. Eliminate both the Men's & Women's Swimming and Diving programs, effective at the start of the Fall 2027/28 academic year
b. Transition all remaining sports – specifically Baseball, Softball and Men's Basketball - to Division 2 competition in the Fall 2027/28 academic year *(Note: Volleyball is already competing in Division 2)*

After today's discussion and request of the Board, the recommendation will also include:

c. Directing the administration to evaluate the feasibility of reinstating the Women's Basketball program for the 2028/29 season, pending resource availability

Dr. Moore commented that we need to remember what our mission is and those that we serve. We are not picking on Athletics, but we are looking at our cost centers and what resources are available.

Strategic Initiatives

ERP

Dr. Hageloh provided an update on the ERP. Over 4000+ registrations entered, ERP graduation sequence is upcoming for December. Testing is in process now. Finance has some issues with reporting so we are looking for some new programs. Command Center in place. The ERP has forced us to look deeply into the structure of the College. ADP services has gone through two validations. Both are at 99% validation. For employees, all information is in the app. We will go live with ADP in December. We will be out of the Workday mode by January when we can decide where we go with continuing maintenance.

Student Housing

Pre-Development agreement should be going to the Real Estate Board this month for student housing. 500/300 beds at Massey/Pruitt. Servitas is looking to pay an RA to stay on campus. Internet and grass mowing will most likely be provided by the College. Security will probably be contracted with the College. Meaghan Schroder has been working with them to finalize the pre-development agreement. Servitas is trying to get to the bond market soon. The only thing hanging out there is what happens with the River Hammock.

College Property Sales

We have finalized two offers for the 102.3 acre college property. Working on hard money dates to ensure that the developer gets their permitting. Looks like 17 months at this time to get full entitlements. Once they get their site planning and permits approved they would probably close within 30 days. By October we hope to bring the framework of the contract to the Board.

CCS Fundraising

Annabel introduced Tim Nurval and Tyler Murphy. Assessment indicated we are in a good place to move to the next campaign level. CCS also did do a deep dive on data. Results indicated there were good indications of money in the area and established relationships. We are now moving into the visioning process. We are on track to kick off this campaign in January when our seasonal residents are here.

Tim Nurval shared an overview of the national philanthropic landscape. The last half-decade has had a profound impact on our world today. If you look at charitable giving from 1985-2025 giving

has been increasing. In 2025, charitable giving totaled $617.20B. Individuals continue to drive giving across the country.
Dr. Moore indicated we need to grow our assets so we can meet our demand.

Tim Nurval commented that community colleges receive less than 1% of higher ed giving.

Board members discussed sharing our story, and bringing people here to see our graduations.

Foundation Board Members commented that they would like to see Board/Foundation Board members giving to the campaign. The Promise Program really comes from the heart. People on the island in Vero really do not know what happens here. Another discussed telling the story of young people and where they are going when they come here. Chair Libutti commented that we would like to see specific programs also, not just Promise.

Dr. Moore asked Tim and Tyler what they need from us? Tim Nurval responded Board Members sharing your story as to why you want to be associated with Indian River State College.

Chair Libutti suggested having a team of folks standing by at the College ready to share their story.

Tim Nurvala discussed the role of the board, how the board fits in, the do's and don'ts. Be the connector, steward, advocate, strategist, and host events.

Chair Libutti and Board Member Conrado discussed what inspires them is the students, leadership and the President. Board Member Conrado shared his story of how he started at Indian River. Both agree things will be challenging going forward.

Tyler discussed the next steps. Start thinking about where you fit in the puzzle. About to start a feasibility study so we know how to move forward.

Florida College System Foundation Scholarship Check Presentation
Amanda Roden, President/Executive Director of the Florida College System Foundation arrived just prior to lunch to present a $60,000 check to the Foundation for Scholarships.

Closing Remarks
Dr. Moore, Chair Thornton and Chair Libutti thanked everyone for coming and all look forward to working together to accomplish the Foundation's Capital Campaign goals to further our mission and goals.

There being no further discussion, the retreat concluded at 12:30 PM.