



## STRATEGIC PLANNING COMMITTEE

### Minutes

Wednesday, December 12, 2007

Trustee Scott Adams, Chair of the Strategic Planning Committee, convened the meeting at 11:59 am with the following Board of Trustee members present:

Trustees Scott Adams, Nancy Blosser, Bill Bryant, David Feder, Armand Grossman, Rajendra Gupta, Sherry Plymale, Eric Shaw, Robert Stilley, Tony Teixeira, and Norman Tripp.

Absent: Trustees Lalita Janke, and George Zoley.

The following university officials participated:

Mr. Frank T. Brogan, President; Dr. John Pritchett, Provost; Mr. David Kian, General Counsel; Dr. Jennifer O'Flannery, Chief of Staff; Dr. Kristen Murtaugh, Vice President MacArthur Campus; Dr. Ken Jessell, Vice President for Financial Affairs; Mr. Tom Donaudy, Vice President for Facilities; and Dr. Joyanne Stephens, Vice President of Broward Campuses.

#### **SP: A-M: Approval of Minutes**

A motion was made and seconded to approve the Strategic Planning Committee Minutes of the October 24, 2007 meeting. **The motion passed unanimously.**

#### **SP: A-1: Approval of the Harbor Branch Oceanographic Institute (HBOI) Memorandum of Understanding (MOU)**

Trustee Adams asked Mr. David Kian to make the presentation to the Strategic Planning Committee. On behalf of the administration, Mr. Kian is bringing the final version of the Harbor Branch Oceanographic Institute (HBOI) Memorandum of Understanding (MOU) to complete the transition of HBOI into a fully merged part of Florida Atlantic University (FAU) as a research institute. The overall transaction has a closing date of December 31, 2007, which prompted the full board to meet in a special session immediately following the committee meetings to consider approval of the HBOI MOU. The HBOI board unanimously approved the MOU that the FAU BOT will consider approving. The resolution will authorize President Brogan to take the actions necessary execute and achieve the purposes of the MOU.

Upon the authorization of the BOT, President Brogan directed all units of the university to work towards implementing the acquisition of HBOI. Under the general direction of the provost each specific area of the university was involved and a transition team was established. The framework for the MOU requires that FAU acquires in its name, 138 acres of real property that comprises the current operations of HBOI and the personal property located on the real property. FAU will acquire HBOI's ongoing operational and research contracts, intellectual property associated with the ongoing operations, and all of HBOI's operations will become a part of FAU

and will remain intact as an FAU research institute. The governing board will reformulate itself as a direct support organization that will be supporting HBOI at FAU and will report primarily to the Provost's office and the organizational divisions throughout FAU.

The real property that will be transferred to FAU will be restricted to educational and research use. For the first six years the HBOI board will have the right to approve any further transfers. The adjacent property will be retained by HBOI and is subject to similar use restrictions as FAU. The FAU BOT will have perpetual approval rights over any future transfers by HBOI other than to the State or County for conservation once passive or recreational use. There will be mutual agreement for access and utilities will and the 123 acres of the remaining property are scheduled to be acquired by St. Lucie County for a county park/preserve. Funding for such an acquisition has now been approved by the State.

All HBOI employees will be offered employment with FAU through the conclusion of the next fiscal year June 30, 2008. FAU has received funding from the State to maintain their current salary. These employees may not be terminated prior to that date without cause. HBOI will retain all employee liabilities prior to the closing date and shall compensate the employees for all vested paid time off.

The HBOI board will operate exclusively to receive, hold, invest and administer property to and for the benefit of FAU and the FAU HBOI Research Institute. The HBOI Foundation will have two appointees from FAU. The MOU provides that current HBOI endowment and existing liabilities will remain with the reorganized HBOI Foundation. The HBOI board will have a corporate status that is identical to the FAU Foundation Board a 501c3 Corporation of the Internal Revenue Service divisions and a DSO under Florida Law. A resolution will be brought to the FAU BOT asking for certification of HBOI as a DSO.

The funding provisions for this transaction were approved in the budget that was passed in the Legislative session and remained intact after the special session. It was \$8.1 million in recurring funding for the operation budget and a one-time appropriation to FAU of \$44.6 million in funds for site work, renovations, environmental, health and safety, IRM, and new construction. FAU and HBOI are committed to work cooperatively to secure additional appropriated funds in future years to accomplish recurring funding of at least \$13.75 million as originally contemplated in the original Letter of Intent dated April 25, 2007.

Trustee Scott Adams asked how the shortfall in funding will be handled. Mr. Kian stated that it will be developed in FAU's budget development process in spring 2008. This is a budgetary issue of the Provost's office and the Provost's office is aware of the shortfall. Trustee Norman Tripp stated that the administration will make the appropriated budget cuts to make up for the shortfall. Dr. Pritchett stated that a plan is in place to get FAU through the next few years. Trustee Adams asked what was done with the HBOI ships. FAU and HBOI are retaining the ships and will lease ship time to outside entities assist with the costs.

**There was a motion to recommend the adoption of a Board of Trustees resolution approving the final Memorandum of Understanding with Harbor Branch Oceanographic Institute, Inc. and authorizing the President to take such further actions and to execute such documents as are necessary and appropriate to achieve the purposes of the MOU, by Trustee Sherry Plymale. The motion was seconded by Trustee Norman Tripp. The motion passed unanimously.**

## **SP: A-2: 2008-2009 Fixed Capital Outlay Projects Requiring Legislative Approval to Sell Bonds**

Trustee Adams asked Mr. Tom Donaudy to present the item. Subsequent to putting the agenda item together, there was discussion with the Board of Governors (BOG) office, Dr. Ken Jessell, and Mr. David Kian and the Fixed Capital Outlay Projects list was revised. The agenda item referenced the year 2007-2008 Fixed Capital Outlay Projects when it needed to be 2008-2009 Fixed Capital Outlay Projects. A new list was generated that is in the form of the current BOG listing. The components of Innovation Village have been broken down into three components that will match the funding plan the administration is looking for each project. President Brogan noted that the committee approval is not a final approval of the project; rather it will set up the project so that it is on the list.

**There was a motion to recommend Board of Trustees approval of the revised 2008-2009 Listing of Fixed Capital Outlay Projects requiring Legislative approval to sell bonds, by Trustee Scott Adams. The motion was seconded by Trustee Nancy Blosser. The motion passed unanimously.**

## **SP: I-1: Strategic Plan Goal 1: Update**

Trustee Adams asked Dr. John Pritchett to give the Strategic Plan Goal 1 update. The BOT accepted the University's Strategic Plan in January 2006. Goal 1 has twelve objectives that address access and degree production as well as diversity within the university. Most of the objectives from the goal are drawn directly from BOG accountability measures. Dr. Sharron Ronco addressed Objectives 1: Assure student achievement in baccalaureate degree programs by developing and implementing Academic Learning Compacts (ALC); and Objective 2: Through promotion of instructional excellence to faculty and tutorial assistance to students, FAU will foster a genuine, widely recognized institutional commitment to student satisfaction and success.

In regards to Objective 1's ALC Reports due into the BOG December 31, 2007, President Brogan asked if the BOG has a deadline date for the tasks that are not completed. Dr. Ronco stated that the BOG expects the first four tasks to be 100% complete and progress must be shown on the other tasks. President Brogan also asked if our ALC mirror what other universities are doing in their programs and what method is there for looking at the University of South Florida does in their programs and how FAU relates to that. Dr. Ronco responded that FAU's Institute of Effectiveness and Analysis' (IEA) website displays links to other State University System (SUS) institutions and their ALCs. All SUS display the ALC but none displays the results.

In regards to Objective 2's outcome of the student satisfaction and success, Trustee Robert Stilley asked how the IEA came up with the results of an average 85% of students showing satisfaction with the helpfulness of non-teaching staff and an average 83% students showing satisfaction with faculty concern for their progress and success both according to the 2007 Student Satisfaction Survey. Dr. Ronco stated that the IEA performed a stratified random sample of from the 15% the students who answer the survey. Because the response is low there is a margin of error. Therefore the IEA depends heavily on areas who do their own student satisfaction survey for results. The survey that the IEA administers serves as a guide to monitor general trends. Trustee Stilley asked if the IEA found that student satisfaction was linked to achievement. Dr. Ronco responded that the IEA found that the more time a student stayed at FAU the happier they were (i.e. Graduate students were happier than freshmen). Trustee Stilley asked if that could be the result that the longer students are at FAU the more knowledge they have on using the system. Dr. Ronco acknowledged that that could be a factor. Trustee Adams

stated that he would like to see FAU strive to get the student satisfaction percentage up. Dr. Ronco stated that the Student Satisfaction survey is a blunt type of survey and to diagnose issues more in-depth, a closer to the point of service survey needs to be completed. Trustee David Feder asked if the terms satisfied and very satisfied were good terms to determine satisfaction. Trustee Tripp stated that the report should show why results are what they are. Trustee Adams stated that the survey needs to reflect trends as well as action being taken. Trustee Nancy Blosser stated that there has been a struggle to determine what accountability measures need to be in place and how to use these statistics. She noted that that is a part of an evolving plan. Trustee Blosser noted a major goal of the Strategic Plan was to measure student satisfaction because it relates to retention of students and ultimately graduation rates. Trustee Feder stated that any survey that is presented needs to be statistically correct. President Brogan stated that FAU needs to look at how many surveys are being done and the quality of the surveys. Trustee Tripp stated that the report should show the shortfall and what is being done to correct it. Trustee Adams commented the reporting back to the BOT needs to be changed so that BOT feels that the surveys are useful. Dr. Joyanne Stephens assured the BOT that the campuses Vice Presidents are working diligently to gain 100% student satisfaction. Trustee Adams stated that the Strategic Plan is still relatively new and the BOT needs to look at how to make modifications as needed.

Dr. Pritchett introduced Dr. Edward Pratt to discuss Objective 3: To promote the academic success of its students the University will implement strategies to improve the retention rate of FTIC students; Objective 4: To enhance the success of its students through promoting timely completion of degrees, the University will implement strategies to increase its graduation rate of FTIC students; Objective 5: To enhance the success of its students through promoting timely completion of degrees, the University will implement strategies to increase its graduation rate of AA transfers; and Objective 7: In keeping with its commitments to diversity and student success, the University will adopt strategies that assure that degree completions reflect the racial and ethnic composition of the student body. Dr. Pratt stated that the outcome for Objective 3 has been met for the retention rate of FTIC's. The outcome data for Objective 4 is not yet available but the university is poised to meet the BOG targets. The outcome data for Objective 5 is not yet available but past performance suggests that the targets will be met. The outcome for Objective 7 is that the number of baccalaureate degrees awarded to racial ethnic minorities meets or exceeds the proportional racial/ethnic composition of the university as a whole.

Dr. Pratt noted that there are specific areas that need to be addressed and they include a creation of a Teaching Learning Center to coordinate and centralize academic support services, strengthen academic support services, expand teaching enhancement initiatives, and enhance the undergraduate experience. Trustee Tony Teixeira asked why is it easier for students to pass College Algebra at Palm Beach Community College rather than FAU. Dr. Pratt stated that FAU is working on fixing that through stronger student support services.

Dr. Pritchett asked Dr. Michael Armstrong to discuss Objective 6: In support of its vision for diversity and inclusiveness, the University will pursue strategies that assure racial and ethnic diversity within its student body. Strategies to support Objective 6 include increasing financial aid resources to improve recruitment of targeted student populations for enrollment in FAU, established an Outreach Coordinator that works primarily with Title I schools, hiring two new recruiting coordinators of African-American and a Hispanic. An "Admit Day" is held that on campus focuses on first generation college students and their acclimation to college life. FAU targets high schools with a high percentage of diversity in recruiting efforts as well as

participates in a variety of fairs that target the minority population. Trustee Plymale asked if the first generation funding continued.

**The meeting was stopped at 3:02 pm to commence the 3:00 Special Board Meeting. The Strategic Planning Committee meeting commenced again at 3:17 pm.**

Dr. Pritchett presented Objective 8: Passage rates on the certification exams for nursing will be equal to those approved by BOT for BOG accountability targets. In 2004 the passage rate for the nursing certification exam (NCLEX) was 80% a goal was set that by 2012 the average passing rate would be 90%. The goal was surpassed in 2005 and 2006 at 90% and 95% passing rate respectively. Dr. Anne Boykin attributed the high passing rate to a pretests, content exams, and exit exams created by the nursing faculty.

Dr. Pritchett presented Objective 9: To support general enrollment growth targets and in support of the university's research objectives, FAU will increase graduate enrollments in BOG targeted areas. Efforts to accomplish this objective include; developing a new graduate recruitment fellowship program to offer additional funds, hiring a new Coordinator of Graduate Recruitment, establish a tracking system to monitor the progress and retention of graduate students, establishing new procedures to encourage students taking graduate courses in these areas who are currently in non-degree seeking status to apply and enroll as degree seeking students, working with the Office of International Programs on agreements with foreign universities to increase graduate applications in these targeted areas from prospective students at selected institutions abroad. Trustee Plymale asked if the FAU will be in conflict with the BOG's compacts to increase baccalaureate degrees. Dr. Pritchett stated there is a high demand in the workforce of graduate degrees in targeted areas, so if FAU remains focused on targeted areas there will not be a problem. Trustee Tripp noted that the BOG's issue is more that graduate programs makes economic sense and fulfills the university's strategic plan. Trustee Tripp stated it was important that the BOT work closely with the Provost's office to approve significant graduate programs. Dr. Pritchett stated that the Provost office has completed a degree liability analysis of every degree offered by FAU and there were only a few that has a small number of graduates.

Dr. Pritchett presented Objective 10: Graduate and undergraduate degrees awarded in targeted and non-targeted areas will be will BOT approved and BOG accountability reports. Trustee Adams asked how often the BOG revises their targets and where is the cycle. Dr. Pritchett stated that the BOG is not emphasizing the issue of targeted areas, and he will discuss the issue with the Chancellor. Trustee Adams stated that the BOT should make a recommendation to the BOG regarding what the BOT feels should be targeted areas based on feedback that is received. Pritchett reviewed the 2006-07 BOT targeted degrees programs substantially below or above projects. President Brogan stated that the BOG should review the targeted areas every year.

Dr. Pritchett presented Objective 11: Develop and implement mission-driven academic enrollment and program plans for each university campus. This objective was created at the 2006 BOT retreat. The Provost's office took responsibility for the objective and presented campus academic plans for BOT approval at the 2007 BOT retreat. The campus academic plans were approved by the BOT and the campus academic plans are being developed for the next three years. This objective has been completed. The links are posted on the Provost's webpage [www.fau.edu/provost/files/06\\_bot\\_retreat-campusprogramplans.pdf](http://www.fau.edu/provost/files/06_bot_retreat-campusprogramplans.pdf).

Dr. Pritchett asked Dr. Charles Brown to present Objective 12: In keeping with the university's vision of further establishing itself as an institution of choice, the Boca Raton campus will enhance amenities for a traditional university experience. Consultants were hired to conduct, review, and make recommendations for improvement in the areas of student affairs, student government, and student health services. Aggressive marketing of the Freshman Orientation Program resulted in an increase in the number of students and parents participating in the program. Dr. Brown reviewed the strategies being conducted to meet this goal.

### **SP: I-2: Annual Review of the Strategic Plan**

Trustee Adams asked Dr. Kristen Murtaugh to present the annual review of the Strategic Plan. Trustee Adams stated that he asked Dr. Murtaugh and Dr. Jennifer O'Flannery to work with the Strategic Planning Council (SPC) to review the Strategic Plan for any changes or modifications. Dr. Murtaugh stated that the SPC met this fall to review the plan and to consider how to incorporate the President Brogan's ten year vision and his self evaluation. The SPC has added new people the SPC who have added a new perspective which help generate a working draft. This draft of the Strategic Plan was sent to the BOT and shows reorganization and addition of goals. Trustee Tripp asked how the new members of the SPC were selected and if any member of the BOT was consulted. President Brogan stated that the new members of the SPC were replacing two members. Dr. Murtaugh stated that the two members were added informally. Trustee Tripp stated that because the Strategic Plan is presented by the BOT, the Chairman of the Strategic Planning committee of the BOT needs to be advised as to who the SPC is proposing to be on the council. Trustee Blosser stated that the SPC is a university committee and for the BOT to participate in the selection of the members would be micromanaging. President Brogan stated it is important for the Strategic Planning Committee Chair to be aware that all areas of the Strategic Plan are covered rather than the individual covering it. Trustee Tripp reiterated that the Strategic Plan is one of the most important responsibilities of the BOT, therefore it is imperative that the Strategic Planning Chair needs to be a participant in all decisions of the SPC. Trustee Blosser stated that the President's job to appoint individuals to participates on the committee and make sure that the SPC is a broad based committee.

Dr. Murtaugh highlighted the two most important changes to the Strategic Plan: a goal for providing quality student life and a goal for providing a quality academic experience for both undergraduate and graduate students. Dr. Brown has put together a cross-campus and cross-division committee to come back to the SPC with a suggested goal on student life. The SPC has retained everything in the current plan with different distribution. The Strategic Plan draft gives an idea of what the SPC is working on. Trustee Adams asked if there were any comments or questions from the BOT. Trustee Tripp commented that the SPC needs to be ready to change the Strategic Plan and make sure the document is fluid. Trustee Plymale stated that the Strategic Plan should be shared with the BOG, focusing on goals 1, 2, and 4 because they are in line with the BOG compacts.

The Strategic Planning Committee meeting adjourned at 4:30 p.m.