



STRATEGIC PLANNING COMMITTEE

Minutes

Wednesday, October 21, 2009

Trustee Scott Adams, Chair of the Strategic Planning Committee, convened the meeting with the following Committee members present:

Trustees Anthony Barbar, Lalita Janke, Timothy Lenz, Sherry Plymale, Tiffany Weimar and Thomas Workman.

Other Board Members Present: Trustees David Feder, Armand Grossman, and Robert Stilley.

SP: A-M: Approval of Minutes for the June 17, 2009 and July 24, 2009 Joint Meeting with Audit and Finance

There was a motion to approve the minutes for the June 17, 2009 Strategic Planning Committee meeting and the July 22, 2009 Audit and Finance/Strategic Planning Joint Committee meetings. The motion was seconded. With no discussion the motion passed unanimously.

SP: A-1: Request for Approval of the Boca Raton Campus Master Plan and Campus Development Agreement

Trustee Adams asked Mr. Tom Donaudy to present the item. Mr. Donaudy explained that, while the items appear on the agenda separately, all three are closely related and will be discussed jointly with the use of the summary sheet which was distributed at the meeting. Mr. Donaudy stated that the Boca Raton Campus Plan appears on the agenda in answer to the City of Boca Raton's request to adopt the Campus Development Agreement plan during a City of Boca Raton's Council meeting. It was explained that this is the process that was used previously between the two parties.

Mr. Donaudy discussed the plan for the Boca Raton campus and how the strategy for this agreement was determined. Facilities Planning has been in contact with the Board of Governors with regard to funding for the Campus Development Agreement and was advised that the trust fund of the Board of Governors has at the moment a balance of approximately of \$10.7 million for FAU.

The Campus Development Agreement has been tailored to reflect available funds. If the Campus Development Agreement for the Boca Raton campus is approved, \$7,955,918.00 would be required and \$2,739,770.00 would be required for the Davie campus; this would total \$10,695,688.00, which would be within the approximate \$10.7 million that the BOG has advised is available in the trust fund for FAU. Funding for the MacArthur campus would come from existing agreements with Palm Beach County. The University receives appropriations from Palm Beach County for the facilities constructed for Scripps on the MacArthur campus.

Mr. Donaudy called attention to the undisclosed amount for transportation on the Campus Development Agreement and stated that, due to ongoing negotiations by the different municipalities; an exact amount was not yet available. Approval is requested for the documents as they are presented today, October 21, 2009 and any subsequent changes will be brought to the attention of the Board for approval.

The Boca Raton Master Plan was discussed as well as its timeline. With the exception of the removal of the Boca Raton hospital, all of the projected changes are the same. The 2016 Master Plan includes 1.4 million gross sq ft. of E&G facilities, of which 560,000 sqf would be vested. Among other items included and vested would be the 30,000 seat stadium, which has recently been reduced from a 50,000 seat stadium to ensure feasibility as well as to respond to concerns of the Senior Staff, the President and the City of Boca Raton; 2,400 bed residential units; four separate parking garages for an additional 4,000 parking spaces. Facilities Planning is in communication with the City of Boca Raton and various other entities to ensure compliance with signage, construction and code requirements.

The Board questioned whether or not approval of the CDA includes Innovation Village and 60,000 square foot of retail and Mr. Donaudy stated that all this has been approved previously.

There was a motion to approve the Campus Development Agreement for the Boca Raton Campus. The motion was seconded. Without further discussion, the motion passed unanimously.

SP: A-2: Request approval for the John D. MacArthur Campus Development Agreement

Ms. Azita Dashtaki presented on the John D. MacArthur Campus Development Agreement. Ms. Dashtaki discussed the Jupiter Campus Master Plan as well as the timeline. The Campus Development Agreement is being presented today and will be approved and discussed by the Town of Jupiter as well. The information in the background information outlined the facilities included in the master plan and highlighted the facilities that are part of the Campus Development Agreement for Jupiter. The Campus Development Plan includes the buy back of the 360,000 gross square foot that was allocated for Scripps. The Campus Development

Agreement is negotiated in such a way that the facilities can be dedicated to Research and Development or to Academic growth.

The update of the Master Plan features the changes that have taken place on the campus in terms of growth in FTE, square footage and parking spaces as well as the projected changes authorized under the Campus Development Agreement. Through graphics Ms. Dashtaki provided a breakdown of the charges that we are responsible for paying to the Town of Jupiter; potable Water with the Town of Jupiter and Sanitary Sewer with the Loxahatchee River Environmental Control District An extensive study on transportation has been conducted for all campuses and official rulings from the Town of Jupiter have yet to be released so, therefore, there is a tab still to be determined on transportation and it was tabled for final approval by the Board.

Ms. Dashtaki concluded that the Campus Development Plan for Jupiter consisted of payment for the potable water, sanitary sewer, buyback of the 300,000 gross sqf, transportation as it is to be determined and total payments of approximately \$1.5million from 2009-2010 PECO funds.

There was a motion to approve the John D. MacArthur Campus Development Agreement. The motion was seconded. Without further discussion, the motion passed unanimously.

SP: A-3: Request Approval for the Davie Campus Development Agreement

Ms. Azita Dashtaki also presented on the Davie Campus Development Agreement. She presented the Master Plan for the Davie Campus as well as a review of the timeline. The development of the Davie campus is exhibited and, although it is on the campus development plan, there is not a need to discuss it because it is shared with Broward College. The Davie campus Student Union, although complete, does appear on today's campus development plan. The master plan indicated growth that would transpire past the 2016 Master Plan but the campus development agreement has scaled back to reflect the funds available through the Board of Governors.

The Davie Campus Development Agreement consists of fair share payment to manage potable water and sanitary sewage, transportation, as well as fire/rescue service provided by the Town of Davie. The agreement also contains existing buildings, buildings under construction, an additional 75,000 sqf which has been vested for development, new traffic findings as well as the total payment of \$2,739,770.00 to be funded by the State University System Contingency Trust Fund.

Trustee Janke inquired about funding for campuses whose futures with the University are questionable as discussed at the September 22-23, 2009 Board of Trustee Retreat and asked-how we ensure that the funds we are allocating are going to the correct channels. Ms. Dashtaki explained that this is the reason why the Campus Development Agreement is presented as such; it is scaled down significantly from initial projections made by the Master Plan. The Campus

Development Agreement has only been extended to 75,000 sqf and includes only one additional building, which is on our five year plan and which the university has already begun planning for. Trustee Janke was under the impression that the importance and longevity of the satellite campuses would be discussed. Mr. Donaudy and Mr. Kian have assured the Board that the funds to manage these facilities are originating from the SUS Contingency Trust Fund and are not coming directly from Florida Atlantic University's funds. Through negotiations, an amount is agreed upon by the various municipalities and entities and a figure is drafted to be submitted to the Board of Governors for consideration.

There was a motion to approve the Davie Campus Development Agreement. The motion was seconded. Without further discussion, the motion passed unanimously.

SP: A-4: Request Approval for the Renaming of “Continuing Education Hall” on Boca Raton Campus

Trustee Adams called Dr. Norm Kaufman to present on this item. Dr. Kaufman in his role as the Associate Provost was the liaison to the Assistant Provost, Mr. Ely Myerson, who was the Director of the Lifelong Learning Society (LLS) and had had the opportunity to become acquainted with Ely Myerson. He is pleased to present this item in honor of his contributions.

Ely Myerson served for thirteen years as the Director of the Lifelong Learning Society and was a catalyst for the building of the Continuing Education Hall. The Continuing Education Hall is a two-story classroom and office building that currently houses the Lifelong Learning Society and Professional Development; it was funded by auxiliary funds at approximately \$1 million.

The background information provided highlights of Mr. Myerson's contributions to the Lifelong Learning Society and the University. Dr. Kaufman believes that the naming of this facility would be an excellent monument to his contributions.

Trustee Janke asked whether Mr. Myerson had been a faculty member of the University and Dr. Kaufman indicated that he had not been a faculty member but was recruited in 1995 as a staff member to head the program as it transitioned from management by its original founders. Prior to joining the FAU Community, Mr. Myerson had a background of service in Student Affairs and held numerous positions as Dean and Vice President of Student Affairs at the University of Hawaii.

Trustee Janke questioned whether or not the University is overlooking an opportunity to obtain a donation from a benefactor in renaming the facility in Mr. Myerson's name. Trustee Janke stated that we are continuously looking for ways to obtain funds for the faculty in order to retain them and yet it seems that money is being given away. Dr. Pritchett requested that Dr. Kaufman address the revenue that the Lifelong Learning Society acquires for the University on an annual

basis. Dr. Kaufman stated that the Lifelong Learning Society has established over \$100,000 annually in scholarships and other supports for the University. Dr. Kaufman shared that he does not feel that the location and nature of the facility is ideal for targeting the types of benefactors that the University is looking for to solve the concerns with funding for faculty. Lifelong Learning Society and Professional Development support FAU in other ways throughout the University.

Trustee Lenz added that earlier this morning Dean Perry made mention of the Lifelong Learning Society and that it does supply the University at times with resources throughout the different colleges. Trustee Lenz added that many of the faculty teach courses for the Lifelong Learning Society. The program has been an excellent outreach opportunity to the community and Ely Myerson was instrumental in the growth and development of the facility that has greatly contributed to the unique nature of the University. Trustee Janke agrees that because of numerous financial support, she is in agreement with the importance of the Lifelong Learning Society.

Trustee Adams thanked Trustee Janke for expressing her concern and allowing for the update. Trustee Adams requested a motion to approve the renaming of the Continuing Education Hall on the Boca Raton campus. The motion to approve was moved, seconded and cleared without further discussion.

SP: I-1: Goal Five Update and IRM 3-year Initiatives

Trustee Adams called Mr. Jason Ball to present on the item. Mr. Ball provided general background on various initiatives.

- Banner8: This is the system that is utilized by students and faculty for services such as financial aid, registration and various other administrative transactions completed through the University. The planning phase has been completed and the new system is expected to launch in February. The implementation of Banner8 will simplify log-in to the various networks that faculty and students use; teaching of technological changes to faculty; an increase in e-classroom effectiveness; configuration currency and the transition into remote application directory; security policies and organizations; mobility support and mobile security; video conference review; e-mail strategy; network sustainability review
- Customer Service: organizational changes and reconstruction of the entities and ways in which clients receive assistance for the work that they need completed; improving communication

Trustee Adams questioned whether or not an e-mail configuration with other service providers is effective in retaining contact with students who have graduated. Mr. Ball stated that through the 'Email for Life' program, the University would generate an e-mail that includes the respective student's preference: yahoo, Gmail, etc; and allow that e-mail to be long term versus the short span of their collegiate careers.

Trustee Adams asked how many employees are within Mr. Ball's department and an approximate number of constituents that the department services. Mr. Ball stated that IRM has approximately 140 employees and the constituents would be the entire Florida Atlantic University community. While many departments and colleges have their own Information Technology support staff who serve as their first line of assistance, IRM is open to everyone and available to support everyone within the University.

Trustee Janke stated that one of the opportunities in which we can create revenue is through providing the opportunity for sponsorship and advertising for which companies would pay. Mr. Ball replied that he would redirect that concept to Marketing. From the IRM perspective, it is plausible but the request to implement the idea would have to generate from Marketing. Trustee Janke stated that she recently joined the FAU community as a student and finds there is significant difficulty in navigating through systems and utilizing numerous passwords for various programs.

Trustee Lenz commented that studies have indicated that many younger students are not equipped with the knowledge and capabilities to navigate through technology academic work and therefore the instructional initiative will be helpful. Trustee Adams stated that technology is a tool and knowing how to use this tool is imperative. Trustee Lenz stated that the planning program software on Banner requires adjustment. Mr. Ball replied to Trustee Janke's inquiry of whether or not the University was bound to a network that they were not satisfied with and stated that to change the structure of the network would require capital that is not available at the moment.

SP: I-2: Ground Sublease between FAU and the FAU Finance Corporation for Housing Facilities

Trustee Adams called Mr. David Kian to present on two items related to an update on Innovation Village. Mr. Kian referred back to the approval of the Campus Development Agreement for the Boca Raton Campus. The newly approved Campus Development Agreement removed a clause that restricted the ability to construct the stadium until construction on an overpass for I-95 had been done. The University has no control over when construction on the overpass of I-95 would commence and that project has encountered its own set of challenges that are not in our control. Mr. Kian stated that through negotiations with the City of Boca Raton, it was made clear that modifying the construction of I-95 clause was of top priority. During the time span of 18 months, the City of Boca Raton and FAU worked diligently to draft a position that is effective for everyone.

The second item derives from Dr. Michael Armstrong's report on the trends of student enrollment and the projections. The Innovation Village Housing is intended exclusively for

upper-division undergraduate students, graduate students and professional students. Mr. Kian reviewed trends in retention and the growth in enrollment of out-of-state students and graduate students which would be ideal clients for Innovation Village Housing.

Mr. Kian discussed the development of four major documents related to the 1200 beds residential housing units that will be presented for approval.

- Overall Development Agreement between FAU and the developers
- Management Agreement that will divide responsibility
- Ground lease between the University and the Direct support organization
- Debt Authorization Instruments

Information on the Ground Lease between the University and the Direct Support Organization as well as the Debt Authorization Instruments was presented as information during the meeting with the other two documents to follow at a later date.

The Direct Support Organization created solely for the purpose of supporting the University is leasing from the University. The property involved includes all existing residential housing units as well as the future 1200 bed facilities that will become part of the University. Simultaneously with entering the lease would be the adaptation of the management agreement that will divide responsibility. The term of the lease will be for the duration of the bonds, which is a projected 32 year time period.

Trustee Feder asked what part of the development would be the responsibility of the University versus shared responsibility with the developer. Mr. Kian replied that the responsibilities will be shared in certain instances. For example, the salaries that would need to be paid would be the responsibility of Jill Eckhart while the developers will provide their input in the decision-making process. Trustee Weimar questioned what became of the Housing and Residential Life reserve account and the control of the account. Mr. Kian stated that the question would be redirected to Dr. Brown since none of the funds in the Housing and Residential life account would be used to fund this project. The amount that goes into the Housing Reserve account is based on Housing and Residential Life's discretion. Trustee Weimar stressed the importance of being sure that issues and concerns at the lowest level such as the distribution and display of flyers should be included to ensure problems do not arise over time.

Trustee Barbar commented that, while there will be issues that arise, the firm has proven their capabilities and has been effective at resolving issues that arise at other institutions in which they have shared management but are willing to work for the fulfillment of the mission.

SP: I-3: Follow-up Plans for Issues Raised at the BOT Retreat

Dr. Kristen Murtaugh presented on this item. Trustee Blosser requested that remarks from the BOT retreat be reviewed and items that required the Board's attention be presented.

Dr. Murtaugh highlighted Goals 2, 3 and 4 as either goals or issues that the Board deemed necessary to address. Dr. Moriarty and his team in Research are preparing strategic plans in the Division of Research which will have a great effect on Goal 3 as they make our research efforts more specific.

Project Vision includes a look at goals and values that have been stated in FAU's strategic plan and, as they develop, findings will be presented to the Strategic Planning Council.

There was a motion to adjourn the Strategic Planning Committee Meeting. The motion was moved and seconded with no further discussion and the motion passed unanimously. The Strategic Planning Committee Meeting adjourned.