



**Strategic Planning – Academic and Student Affairs
Joint Committee Meeting
Minutes
Wednesday, February 21, 2007**

Scott Adams, Chair of the Strategic Planning Committee, convened the meeting at 11:32 a.m. with the following Board of Trustee members present:

Trustees Scott Adams, Armand Grossman, Rajendra Gupta, Lalita Janke, Roy Levow, Austin Shaw, Robert Stilley, and Norman Tripp. Trustees William Bryant, and Sherry Plymale participated by telephone conference.

Absent: Trustees David Feder and George Zoley.

The following university officials participated:

Frank T. Brogan, President; John Pritchett, Provost; David Kian, General Counsel; Jennifer O’Flannery, Chief of Staff; Dr. Kristen Murtaugh, Vice President MacArthur Campus; Dr. Ken Jessell, Vice President for Financial Affairs; and Tom Donaudy, Interim Vice President for Facilities; Michael Armstrong, Associate Provost; Rosalyn Carter, Dean of the College of Architecture, Urban and Public Affairs, and Sandra Norman, Interim Dean of the Dorothy F. Schmidt College of Arts and Letters.

SP: A-M: Roll Call and Approval of Minutes

A motion was made and seconded to approve the Minutes of the December 13, 2006 meeting. **The motion passed unanimously.**

SP: A-1: Approval of the Davie Master Plan

Trustee Scott Adams introduced Mr. Tom Donaudy to present the Davie Master Plan. Mr. Donaudy gave a brief presentation. The BOT is required to adopt a campus master plan every five years. The master plan identifies general land uses and addresses the need for and plans for provision of roads, parking, public transportation, solid waste, drainage, sewer, potable water, recreation and open space. The master plan covers from 2004-2014. The master plan shows buildings after the year 2020. The purpose of the Davie Master Plan and the subsequent campus development agreement is to show buildings up to the year 2014. The buildings shown after 2014 are place holders and will help coordinate utilities that may be required later.

Discussions were started for the Davie Master Plan with the consultants in 2004. The FAU BOT Strategic Planning committee approved the plan as it is currently shown in November 2005. There were two public hearing processes and a public agency review as required by Florida Statutes. The comments subsequent to the public hearing processes were minimal but were incorporated in the new plan. These comments are highlighted in the Executive Summary of the back-up materials. The Town of Davie’s comments were that they had no objections to the plan, this was contingent upon FAU including language on the Regional Activity Center (RAC)

Master Plan study. The RAC Master Plan is study comprised of representatives from FAU, Town of Davie, Nova Southeastern University, Broward Community College, Foreman Family Holdings, Florida Department of Transportation, and the Davie Community Redevelopment Agency. The RAC Master Plan study will provide broad guidance for the growth of the South Florida Educational Center which FAU is part of and is at the heart of the RAC. To address the Town of Davie's comments, FAU included a description of the universities involvement to date with the RAC Master Plan Study. FAU paid \$50,000 for a portion of the RAC Master Plan study as well as indicated FAU's continued commitment to the Town of Davie and the RAC Master Plan as it evolves.

The Florida Department of Transportation (FDOT) requested additional detail in traffic information. It was determined that by FAU's consultants and agreed to by FDOT that FAU's projected growth would not represent a significant traffic loading for any area of facilities. If deemed necessary FAU would pay for and conduct additional traffic analysis subsequent to the adoption of the master plan.

Mr. Donaudy introduced Mr. Bob Richmond to give an overview of the planning elements. The Davie Master Plan being presented is identical to the Master Plan that was presented to the BOT in November 2005. Once change that is being proposed is to modify element 1 – Academic Missions and element 2 – Academic Programs to include a short summary with reference to the Facilities department webpage. All Master Plans are current and listed on www.edu/facilities.

Mr. Richmond reviewed the campus boundaries and existing buildings on the Davie Campus. There are 18 acres existing, on land that is surrounded by Broward Community College (BCC), Nova Southeastern University (NSU), and University of Florida Institute of Food and Agricultural Services (UF/IFAS). There is a Liberal Arts Building, Education and Science Building, the Wellness Center, several modular buildings and the chiller plants. On the other side of College Avenue, FAU acquired 20 new acres in 2004 from UF/IFAS. On that property are numerous UF/IFAS research facilities including a large central palm grove that FAU has agreed to maintain for ten years. Also, there is a large paved area that used to be an Air Force runway which could yield up to 400 well needed spaces. As a part of the agreement FAU has agreed that UF/IFAS will relocate certain facilities as funding for FAU projects become available.

A requirement of the Master Plan is to show FAU's proposed land use. FAU plans to develop 12 acres of the 38 acres to academic use, 13.5 acres to green space, 2.7 acres for support use, 9 acres for parking, and less than an acre for utility use. Mr. Richmond reviewed the build out of the Master Plan. The buildings are designed and planned to be located around several courtyards and quadrangles creating a college feel to the campus. The crossing of College Avenue is slated by the RAC Master Plan to be a four lane boulevard with sidewalks and proper lighting. The parking is planned to remain on the perimeter of campus with parking garages and existing paved parking areas. The Master Plan calls for the retaining of the palm groves as a unique asset to the Davie campus.

Mr. Richmond reviewed the phasing growth of the Davie campus. The new student activity center of 30,000 square feet is a \$7 million project that is currently under construction and is planned to be occupied by Fall 2007. FAU and BCC are working together to fund a 1000 car joint use parking garage. The first building on the west side of campus is a 75,000 square feet FAU/UF joint use facility consisting of research labs, the College of Arts and Letters offices, and general classrooms. FAU has received \$8.3 million in funding out of \$39 million planned funding over the next three years. The program is complete and FAU will be able to select the

architect by late spring with construction scheduled to begin summer 2008. Two other buildings on FAU's five year Capital Improvement Plan (CIP) are number fourteen on the list, an \$18 million classroom building and number fifteen on the list, the \$18 million USGS joint use facility. There will be an additional 1000 car parking garage located at the north end of campus in keeping with the RAC Master Plan to have a transit hub on that part of campus to possibly include a mass transit line. President Brogan commented that as part of an agreement, when the FAU/UF joint use facility is completed it will include the UF/IFAS program. The USGS is bringing a significant amount of scientists to the south Florida area to study the Everglades issue. The USGS building will include FAU scientists.

To complete the Davie Master Plan build out within the 2014 horizon, there will be other academic buildings on the east side of campus to complete the original quadrangle. There are several other buildings shown on the Davie Master Plan beyond the year 2014. They are shown as space savers and for the planning of utilities. There will be an additional 1000 car parking garage on 30th Street.

Mr. Donaudy reviewed the Davie Master Plans next step. The Master Plan is required to be updated every five years. FAU is allowed to do a yearly amendment within a ten percent threshold, as described in the Florida Statutes. If changes are kept within ten percent threshold a public hearing is not necessary. Should FAU move to adopt the Davie Master Plan in march 2007, the next step is the BOT is required to transmit a Campus Development Agreement to the Town of Davie within 270 days of the adoption. The Campus Development Agreement must address the impacts that the Davie Master Plan will have as well as any deficiencies FU would create on public facilities and services. The Campus Development Agreement must identify FAU's fair share cost of all improvements necessary to eliminate any deficiencies.

In 1993, the Florida Legislature created the Master Plan process along with a university concurrency trust fund to support the process. The concurrency trust fund is scheduled to sunset on July 1, 2007. Senate Bill 1326 will recreate the trust fund and carry forward all current usage and sources of the trust fund. If the trust fund ends the BOTs will be required to pay concurrency costs. The trust fund is approximately \$50-\$60 million, which the BOT has a spending authority of \$8-\$10 million. The revenue source that fed the trust fund was phased out approximately two years ago. If Senate Bill 1326 is passed, there must be a revenue source to support the concurrency trust fund. If the concurrency trust fund sunsets on July 1, FAU will need to incorporate in the budget the concurrency costs. Trustee Tripp asked approximately how much was the cost. Mr. Donaudy stated it was approximately \$3-\$10 million. FAU will need to monitor if the Legislation passes Senate Bill 1326.

Trustee Adams asked if there were any questions or comments. Trustee Roy Levow commented that there was a difference in the timeline for the general classroom facility with the Master Plan having a 2011 date and the CIP having a 2012 date. Mr. Donaudy stated that both dates were ambitious targets. The Master Plan's date is ambitious because if there is a concurrency trust fund in place and FAU can buy vested rights to construct, FAU should do everything possible to construct because it is being funded by the State. The CIP's date is ambitious also because of funding; PECO funding has been at \$250 million for years, whereas last year was \$500 million. Planning is a fluid process and there will be some inconsistencies.

Trustee Tripp asked Dr. Joyanne Stephens if she was pleased with the plan. Dr. Stephens expressed that she was extremely pleased with how all parties are working together on this effort. President Brogan commented that all of the Davie Master Plan is being coordinated through campus academic programs. Trustee Armand Grossman asked for more information on the

Student Activity Center. The Student Activities Center will be the future home of student life on the Davie campus. It will be the home of all student clubs and lead agency. It will have food service, health service, bookstore, and a place for the students to have outdoor activities. There will be a large meeting room similar to the Boca Campus Live Oak Pavilion. Trustee Austin Shaw added that Student Government will fund the furnishing of the Student Activity Center.

A motion was made and seconded to recommend approval of the Davie Master Plan to the Florida Atlantic University Board of Trustees. The motion passed unanimously.

Trustee Scott Adams commented on the impact of outside forces on the Strategic Plan and initiated a discussion on BOT steps to handle these impacts. President Brogan stated that FAU and the BOT needs to stay well apprised of what the potential changes are, when FAU sees the potential changes are going to occur FAU needs stay involved to make certain that FAU is well served as well as the public policy for the State system of higher education prevails, FAU also needs to remain flexible to handle the change. Trustee Nancy Blosser encouraged the Strategic Planning Council Goal committees to look at the report card and monitor if change is necessary and report back to the Strategic Planning Council. Trustee Blosser recommended an annual Strategic Planning report to review FAU's accomplishments for the year.

Trustee Adams concluded the Strategic Planning portion of the joint committee meeting.

JOINT COMMITTEE MEETING

Trustee Scott Adams, Chair of the Strategic Planning Committee, convened the joint meeting immediately following a review of an approval item on the Strategic Planning Committee agenda with the following Board of Trustees members present:

Academic and Student Affairs Committee Chair Armand Grossman, Trustees Nancy Blosser, David Feder, Rajendra Gupta, Lalita Janke, Roy Levow, Austin Shaw, Robert Stilley, and Norman Tripp. Trustees William Bryant and Sherry Plymale participated by conference call.

Absent: Trustees David Feder and George Zoley.

The following university officials participated:

Frank T. Brogan, President; John Pritchett, Provost; David Kian, General Counsel; Jennifer O'Flannery, Chief of Staff; Associate Provost, Michael Armstrong; Rosalyn Carter, Dean of the College of Architecture, Urban and Public Affairs, and Sandra Norman, Interim Dean of the Dorothy F. Schmidt College of Arts and Letters.

SP/AS: A-1. Presentation of revised FAU Enrollment Plan through 2012-13

Dr. John Pritchett advised the Committee that the BOT approved an FAU Enrollment Plan in June 2006; however, due to updated demographic projections and information reflecting declining enrollment rates and declining graduation rates in feeder schools, the plan was now being revised to reflect revised FTE enrollment projections. Lower division is being modified downward by 88 FTE. Upper division is being modified downward by 122 FTE and master level downward by 39 FTE. However, Ph.D.-level FTE is being modified upwards by 70 FTE to reflect the expansion of research programs and doctoral programs. The modified request reduces the 503 FTE projected in 2006 to a very realistic 324 FTE.

BOT Chairman Tripp asked about efforts on the part of the University to increase its yield with regard to declining pools of potential students; specifically, utilizing marketing initiatives to attract a larger share of a shrinking pool. Dr. Armstrong provided the Committee with examples of initiatives utilized by Admissions to attract students to the University.

A motion was made and seconded to accept the revised FAU Enrollment Projections. Motion carried unanimously.

AS: I-1 and I-3. Legislative Update Report

President Brogan led a discussion of the Pappas Report acknowledging that the report is still being reviewed and its impact considered. He reviewed several findings and recommendations proposed by the report. Specifically, he highlighted and summarized four recommendations for the Committee. The first recommendation was the addition of new state colleges. This could be accomplished by several means: by creating new colleges; by having new state colleges growing out of existing campuses; or, by colleges growing out of community colleges.

The second issue was funding and the need to provide adequate funding to support these institutions through realistic funding formulas utilized by the BOG and the Legislature. The third recommendation dealt with supporting access by increasing distance education capabilities. The fourth recommendation was to include private and independent institutions.

The Committee continued with a general discussion on the impact of these recommendations, if implemented, on FAU's Strategic Plan and the need to be involved in the discussions at the state level when policy decisions are being made.

President Brogan then noted the upcoming FAU Legislative Days and outlined the scheduled activities and events.

AS: I-2. Update on Enrollment and Degree Production

Provost Pritchett presented the report on enrollment and degree production noting increase in undergraduate and graduate enrollment citing record high spring enrollments, although student credit hours may have declined. A review of degrees awarded and projected shows that undergraduate BOT targeted and non-targeted projections are right on track. The graduate non-targeted degrees are consistent with projections; however, graduate targeted degrees are showing a slowing trend relative to an issue identified last fall. Enrollments are increasing in similar but not exact programs identified by the BOG as targeted programs. An example is the MBA which is identified as a targeted degree experiencing declining enrollments; however, a parallel degree, a Master in Accountancy, is exceeding all enrollment expectations accounting for an increase in the non-targeted degrees.

Dr. Pritchett indicated that FAU is maintaining its diversity relative to local and state demographic profiles; however, international student enrollments have declined from approximately 1200 in 2002 to approximately 900 students currently, primarily due to immigration restrictions as well as high out-of-state tuition rates.

AS: I-4a. College Strategic Plan Update: College of Architecture, Urban & Public Affairs

Dean Rosalyn Carter reviewed the highlights of the College with regard to meeting selected goals established by the FAU Strategic Plan. She noted the progress of the College in terms of enrollment and diversity both for students and faculty with all categories showing an increase.

She reviewed graduation rates and student retention rates – both of which showed higher averages than the overall university rates. Faculty salaries, however, showed mixed results. Some areas of faculty salary rates showed improvement, while others did not.

Dr. Carter then reviewed and highlighted some of the outreach initiatives between the College faculty and students and local communities specifically noting efforts of architectural students to design a master plan for a joint orphanage and school, to design and build improvements in the homes of handicapped individuals to increase accessibility.

A general discussion of faculty salaries, market value and equity issues and availability of funding to address salary compression and similar topics followed.

AS: I-4b. College Strategic Plan Update: Dorothy F. Schmidt College of Arts & Letters

Interim Dean Sandra Norman highlighted the progress of the College with regard to FTE production and graduation and retention rates noting that the College produces approximately 27 percent of the University's FTEs. She also indicated that graduation and retention rates in the College continue to improve.

Faculty salaries continue to be a challenge for the College as well as do increasing faculty/student ratios. Faculty diversity is improving but still challenged by availability of resources to compete with other institutions seeking to increase diversity. Other challenges include keeping up with technology in programs that are dependent and supported by current technology such as Media Studies.

Dr. Norman reviewed collaborative arts initiatives underway between the College and local communities including extensive cultural arts programs, symposiums, and relationships with public arts organizations.

At this point Strategic Planning Committee Chair Adams transferred the meeting to Academic and Student Affairs Committee Chair, Armand Grossman, to conduct the approval part of the meeting.

AS: A-M Approval of Minutes

Chairman Grossman began by asking for approval of the October 17, 2006 minutes.

A motion was made and seconded to approve the minutes from the October 17, 2006 meeting. The motion passed unanimously.

AS: A-1 Approval of SGA Constitution

Since this item was being presented for full board approval, Board Chair Norman Tripp requested a roll call of all BOT members in order to ascertain a quorum prior to the presentation of the agenda item. A quorum was recorded and discussion of the item proceeded.

Dr. Charles Brown, Vice President for Student Affairs, introduced the item by providing background on the need and process for revising the SGA Constitution and noting its ratification by the student body. He noted various inconsistencies in the previous Constitution and the need to align its provisions with current state guidelines and specific institutional characteristics, establish student eligibility requirements, and secure broader student participation.

Trustee Austin Shaw, also President of the SGA, indicated his support for the revised Constitution.

A motion was made and seconded for full Board of Trustee approval of the SGA Constitution. The motion passed unanimously.

AS: A-2 Approval of Limited Access Designation for School of Architecture

Dr. Carter provided the Committee with justification for the request which was primarily due to an increase in applicants and enrollments combined with the subsequent need for lab and student work space and technology.

A motion was made and seconded to recommend approval of the request for Limited Access Designation for the School of Architecture. The motion passed unanimously.

A motion was made and seconded to adjourn the meeting. The motion passed unanimously.

Meeting Adjourned.