



**Academic and Student Affairs Committee Meeting**  
**Draft Minutes**  
**Wednesday, June 14, 2006**

Trustee Sherry Plymale, acting as Chair of the Academic and Student Affairs Committee, convened the meeting at 2:12pm with the following Board of Trustee members present:

Trustees William Bryant, Armand Grossman, Rajendra Gupta, Roy Levow, Sherry Plymale, Robert Stilley, Norman Tripp. Trustees David Feder and Lalita Janke participated by conference call.

Absent: Trustees Scott Adams, George Zoley.

The following university officials participated:

Frank T. Brogan, President; John Pritchett, Provost; David Kian, General Counsel; Lawrence Davenport, Executive Vice President of University Advancement and Executive Director of FAU Foundation; Jennifer O'Flannery, Chief of Staff; Tom Donaudy, Associate Vice President and University Architect. Associate Provost, Michael Armstrong, participated as well.

**AS: A-M. Approval of the Minutes**

A motion was made and seconded to approve the Minutes of the April 19, 2006, meeting. **The motion passed unanimously.**

**AS: A-1. Presentation and Approval of the FAU Enrollment Plan through 2012-13**

Trustee Plymale introduced Dr. John Pritchett to present the FAU Enrollment Plan through 2012-2013. Dr. Pritchett stated for the past two years the Board of Governors has requested from each university in the university system the projected enrollment for the next fiscal year which 2007-08 the projected enrollment. When the BOG meets this summer they will use those numbers to determine the enrollment related funding within the Legislative Budget Request. While focusing on the FY 2007-08 the report also projects the enrollment for the next five years. The next workshop of the CASA will focus on enrollment management and all of the aspects of enrollment management. Dr. Pritchett introduced Dr. Michael Armstrong.

Dr. Armstrong discussed the tables in the presentation. Table 1: SUS Annualized State Fundable Full Time Enrolled (FTE) – Trends and Five Year Change. This table contained data from all the universities in the state university system. Florida Atlantic University (FAU) has grown approximately 3,000 FTE. Dr. Armstrong reviewed the other universities experiencing a large growth in FTE. The University of Central Florida (UCF) had 8,000 FTE, Florida International University (FIU) had 4,371 FTE, University of South Florida (UCF) had 5,428 FTE, and Florida State University (FSU) had 3,605 FTE growth. Trustee Plymale stated that between FY 2004-05 and FY 2005-06 the growing number leveled off and there was only a growth of 130 students.

Dr. Armstrong reviewed table 2: FTE Enrollment Planned/Requested/Funded/Actual. In FY 2005-06 FAU submitted a request for 929 FTE. The BOG only recommended funding for 238 FTE. For FY 2006-07 FAU submitted a request for 1,142 FTE. The BOG only recommended funding for 434 FTE. In those years the BOG adopted a policy the states that any university for which their enrollment in the intervening year that was projecting their growth was more than their funding level would have that number subtracted from their enrollment request. Last year FAU requested funding for 1142 FTE for FY 2006-07 from the BOG. In FY 2005-06 FAU will be approximately 700 FTE over what they are funded for. The BOG took the 700 FTE and subtracted it from the 1142 FTE. This had a negative affect on FAU for the last 2 years. Through conversations with the new Chancellor, FAU hopes the policy will change in the future. Trustee Sherry Plymale asked what the rationale was for the BOG to create this policy. Dr. Armstrong stated that the driving force behind the policy was when the BOG added up all the universities' enrollment plans they found the number to be too large (in this case \$160 million budget item) and needed to be cut down. Trustee Plymale asked if the BOG had an expectation that these students would be attending community colleges and where would they go for and education. President Brogan commented that much of this was a net effect if enrollment was fully funded at X amount it would be an inconceivable number, so funding would be set at Y amount. If the number of the total enrollment decreased the amount of funding would also decrease. Dr. Pritchett stated that the full funding of the SUS proposed enrollment this past year was \$140 million. The BOG decided they only wanted to recommend \$80 millions and of that final funding from Florida Legislature was at approximately \$58 million.

Dr. Pritchett stated that under-funding universities' enrollment is a recurring issue and it is not uncommon in other states for the legislature to no fully fund the formula, but it is rare for a school to be funded at 65% like FAU. Trustee Roy Levow asked that when the numbers funded were added up in the long term, does FAU carry over the funding for the 1000 more students. Dr. Pritchett stated that FAU is not funded for more students that it has. The actual column on the table shows the difference between the actual numbers of FTE of that particular year compared to what FAU was funded for that particular year.

Dr. Armstrong discussed table 3: Total Annualized Student FTE by College 2000-01 through 2005-06 which shows the growth percentage by the college. The greatest growth is in the College of Arts and Letters because it provides the general education service courses. The College of Nursing had a 50% growth.

Dr. Armstrong discussed table 4: Total Annualized Student FTE by Campus 2000-02 through 2005-06. Most of the strong growth is on the Boca Raton campus followed by Ft. Lauderdale, MacArthur, and Port St. Lucie. Trustee Tripp stated that the growth is held back on the Davie Campus because that campus could not accommodate more students. Trustee Plymale asked if FAU was going to incorporate a strategic direction of where FAU should be and then review the enrollment plan. Dr. Pritchett stated that a critical element of the strategic plan calls for a campus master plan. The Provost has started a series of meetings with campus Vice Presidents and Deans in taking a detailed look at where FAU has been for each college in terms of faculty assignments, programs offered, enrollments, and where FAU plans to be in the future. That will guide future planning as far as how the legislature will have funds divided by campuses.

Dr. Armstrong discussed table 5: Predicting Fall Enrollment as of April 2006. This table captures the growth from the various extremes enrollment population. First time in college (FTIC) students are freshman; these are official projections from the Florida Department of Education (FDOE) of high school graduates. Community College transfers and other transfers, a broader demographic are used based on 18-24 year olds and 25-44 year olds projections are based on the census data. Trustee Tripp asked what was FAU seeing as far as enrollment from community college transfers. Dr. Armstrong responded that FAU is seeing a drop in enrollment of community college transfers of approximately 9%. This is directly related to a drop in community college enrollment that began last year. Indian River Community College is the exception, their enrollment has stayed stable. The drop in community college enrollment is due to a strong economy. Trustee Plymale stated that there was economic data stating that Associate Degree holders make decent salaries when the economy is strong. Dr. Armstrong stated that drop in enrollment in community colleges is related to the drop in the K-12 enrollment likely due to the previous years' hurricanes. The general underlying enrollment numbers are strong. Overall there will be an upward growth trend.

President Brogan stated that FAU will continue to collide with the annual BOG funding request. The SUS presidents of the SUS are communicating with the Chancellor to create a realistic approach with the legislators on the issue of targeted projections and enrollment funding. Dr. Armstrong stated that FAU expects a fairly moderate growth in FTIC. Trustee Tripp asked if the legislature was aware that FAU is not requesting money it does not need, rather requesting funds for students who want to attend and qualify to attend FAU. President Brogan stated that several years ago the community colleges were seeking to cap enrollment. The Florida Legislature increased community college enrollment funding once community college enrollment was capped. FAU does not want to cap enrollment but wants to provide access. The BOG needs to be educated that FAU is not advocating increasing enrollment to drive up funding, but to pay the costs associated with students gaining their degrees. FAU's class sizes continue to be more enviable than larger institutions because FAU is dealing with serving students in multiple locations. The only way to absorb students we are not funded is to put them in existing classes and sections which will have a negative effect on the quality of instruction.

Dr. Armstrong discussed the FAU Enrollment Plan to be approved by the BOT and submitted to the BOG. The non bold non italic print on the first page is the BOG primer. The bold and italic print was imputed to address the BOG items. The second page is where the projected numbers are taken and plugged into a spreadsheet showing planned enrollment growth. Trustee Nancy Blosser asked if the enrollment gross figures given in the Innovation Village presentation were realistic. Dr. Armstrong replied that he and Dr. Jessell worked with KUD, Inc., on the numbers and felt the numbers were realistic. Trustee Tripp asked if he felt FAU would be 4000 bed short. Dr. Armstrong mentioned he was speaking of the enrollment numbers. Trustee Tripp stated that this is a community based university and most students will not reside on campus. Dr. Armstrong stated the enrollment numbers were based on freshmen and overall enrollment.

A motion was made to approve the FAU Enrollment Plans through 2012-13. **The motion was seconded and approved unanimously.**

## **AS: A-2. Presentation and Approval of the 2007-08 Legislative Budget Request**

Trustee Plymale introduced Dr. John Pritchett to present the 2007-08 Legislative Budget Request (LBR). Dr. Pritchett stated that last year preparation of the LBR included state priority and FAU priority resulting in a request of over \$60 million. A draft was created based on last year's LBR and this year's strategic plan. The draft was revised due to discussions with the president and the executive committee. This year the BOG has restricted what is requested to 8% of the base continuing budget. This provides guidelines and forces FAU to review what the top priorities are. The question came up from discussion with the provost and the Chancellor and his staff, whether the BOG staff going to pick and choose priorities as it did in past years. Dr. Pritchett says he was reassured that the BOG and its staff will accept FAU's LBR as its priorities. The BOG may ask that there be prioritizing within the list of priorities.

Trustee Plymale asked if the BOG was going back to the old PECO formula. President Brogan added that the BOG will want to know: 1) What is FAU's request within \$13 million and 2) if FAU can only be funded for a portion of the 8%, what are the top priorities. Dr. Pritchett stated that the Chancellor has assured the provost that if there are any changes there would be extensive dialogue between BOG staff and FAU.

Dr. Pritchett reviewed the Summary of 2007-08 LBR Priorities Chart. It was important to specify the system-wide priorities which include:

- Full funding of enrollment growth
- Faculty and staff salaries
- 2004-05 Hurricane damage reimbursement
- Funding to ameliorate the effects of deferred of facilities maintenance

Trustee Blosser asked why is all the NET funding not included in the system wide priorities. President Brogan responded that NET funding and what strategy to take due to the fact that FAU received minor funding for nursing was discussed with the Chancellor of the BOG. NET funding will be added as a state university system priority. Trustee Plymale stated that in FAU's LBR has the Florida Institute for the Advancement of Teaching (FIAT), FAU is the only university with FIAT in the LBR.

Dr. Pritchett discussed the strategic priorities:

- Strategic Priority 1. Access to and production of degrees.
  - Student Financial Aid to increase diversity - \$2,000,000 requested. These are both merit driven and need driven scholarships, \$600,000 of that targeted to diversity through the South Florida Opportunity Scholarship Program.
  - Center for Teaching Excellence and Student Success (CTESS) - \$800,000 requested. This is a key portion of the strategic plan for retention and graduation. These funds will support the creation of a comprehensive program of tutoring and mentoring services for students. Center will also integrate career counseling and development with academic skill development.

- Strategic Priority 2. Meeting statewide professional and workforce needs.
  - FAU/UMMSM Region Medical Program (year 2 recurring funds) - \$2,100,000 requested. This request reiterates the FY 2006-07 funding request for the second year of the four-year-\$16 million plan for expanding the current partnership with the University of Miami, Miller School of Medicine to cover four years of medical education. President Brogan stated that FAU needs the requested amount turned into recurring revenue. Dr. Pritchett stated that the BOG is going to lobby for \$2.6 million for year three; FAU will ask to have \$2.1 million reinstated in addition to the \$2.6 million. Trustee Tripp expressed concern that this may be a one time funding. President Brogan stated the appropriation needs to be reinstated as a recurring cost. Trustee Tripp asked if language could be included that states FAU will not receive anymore funding for the year, but the \$2.1 million could be change to recurring funds. The legislature appropriation is set each session, therefore the legislature can not go back and revise the appropriations for the past budget year.
  - Florida Institute for the Advancement of Teaching (FIAT) - \$3,188,320 requested. First year funding of a five year initiative to establish a comprehensive statewide institute to meet the needs of Florida's PK-20 education system. Dr. Gregory Aloia gave a description of the FIAT program. FIAT attempts to address fundamentally and systemically the problems in terms of teacher shortages, and the teacher preparation models in the state of Florida. College freshman who would like to be teachers into the schools with model teachers, give them paid internship experience. College juniors can participate in pilot program called Substituting with Mentors and Realistic Teaching (SMaRT). This would allow students to work in the schools with a master mentor, where they would serve one to two days a week they would serve as a substitute teacher with their master mentor. Seventy-two percent of the dollars in the model are already being spent, the money on substitutes would be a reinvestment of the dollars and there would no additional cost to place a student in the program to fill an empty classroom. It will allow diversity in the teaching profession through providing support to students who want to go in and stay in the teaching profession. It will also minimize the mortality rate and keep the number of students who want to be teachers.
- Strategic Priority 3. Building world-class academic programs and research capacity.
  - Recruit and retain world class graduate students – requested \$1,556,250. One of FAU's highest priorities. These funds are requested to assist in recruiting the top graduate students in their disciplines by supporting graduate education, research, and scholarships.
  - Expand library collections and services to support research - \$1,100,000 requested. These funds will be used to increase the number of journal and periodical subscriptions in emerging fields of knowledge and to expand access to electronic collections and databases that support research in emerging fields in the life sciences, medicine, engineering and technology, the social sciences, and the humanities.

- Strategic Priority 4. Meeting community needs and fulfilling unique institutional responsibilities.
  - Carrying out the strategic mission of branch campuses - \$1,080,124 requested. These funds will be used to implement the first year of a five-year development plan for FAU's partner campuses. The FAU Strategic Plan calls for the university to consider the individual programmatic initiatives to take place on each campus in order to meet community needs, provide cost-effective educational opportunities, and address unique campus and community opportunities for educational growth and development.
  - Expand operations of the memory and wellness center - \$200,000 requested. Funding for this request will enable the Louis and Anne Green Memory and Wellness Center to provide additional services and outreach to the growing population of seniors who suffer from chronic and progressive memory loss. Due to cutbacks in state and federal reimbursements, the Center lacks funding for several key services that have restricted needed services. Dr. Anne Boykin stated that in order to have expert care for older adults, this facility provides for the integration of teaching, research and service. FAU will not be able to attract students for the masters nursing program without this facility. To continue operation this funding is critical, there are not operating dollars. The program is completely supported through private paid and Medicaid reimbursement. This would be a reoccurring request.
  
- Strategic Priority 5. Increase technology resources and applications supporting teaching and research - \$1,000,000 requested. This initiative seeks to increase and decentralize support for the use of technology and technology applications in teaching and research. These funds will ensure that all colleges and research units have adequate information technology personnel to work closely with the faculty and staff in bringing the most appropriate uses of technology to bear on their teaching and research. Trustee Plymale asked why the individual colleges did not include this in their own budget. Dr. Pritchett responded that since this spreads across the entire university this was made an individual priority. Trustee Plymale expressed that this should not be included as a priority. Trustee Blosser stated that this priority has been neglected. At last year's board retreats one of the main topics was how it was necessary to improve information technology at FAU. Trustee Roy Levow stated that there was \$1 million coming back to the university from savings on the processing that will be reallocated to support this goal. Dr. Pritchett stated that the actual amount is \$1.4 million and the funds will be available for the 2007-08 year. Trustee Blosser asked if there was anyway to request additional funding for this priority. Dr. Pritchett reiterated the budget request limitations.

Trustee Plymale asked if there were any additional questions. A motion was made to approve a draft of the FAU 2007-08 Legislative Budget Request for submission to the Florida Board of Governors and recommend final approval at the June 28, Board of Trustee meeting. **The motion was seconded and approved unanimously.**

Meeting Adjourned.  
(Prepared by K. Miller)