



Item: SP/AS: I-1

**JOINT MEETING**  
**STRATEGIC PLANNING COMMITTEE AND CASA**  
**Wednesday, April 21, 2010**

**SUBJECT: REVIEW OF DRAFT 2010 FAU WORK PLAN**

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**PROPOSED COMMITTEE ACTION**

Informational.

**BACKGROUND INFORMATION**

The Board of Governors (BOG) Regulation 1.001 states that “Each board of trustees shall prepare a multi-year workplan/report for the Board of Governors that outlines its university’s top priorities, strategic directions, and specific actions and financial plans for achieving those priorities, as well as performance expectations and outcomes on institutional and systemwide goals. The workplan/report shall reflect the university’s distinctive mission and focus on core institutional strengths within the context of State University System goals and regional and statewide needs.”

**IMPLEMENTATION PLAN/DATE**

The Board of Governors has specified that the UBOT-approved **2010 University Work Plans/Proposals** (and embedded Tuition Differential Proposals) are due to the Board Office by **May 27, 2010**, in the format prescribed by the BOG. In recognition that some UBOTs are not scheduled to meet prior to May 27, 2010, the BOG will accept Work Plans submitted on that date by presidents or UBOT chairs “pending full UBOT approval,” with the expectation that said approval will be received prior to the June 2010 workshop at which the BOG will review Work Plans.

**FISCAL IMPLICATIONS**

To be determined.

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**Supporting Documentation: Draft 2010 Work Plan and Comparison of metrics on 2009 Annual Reports**

**Presented by: Sharron Ronco, Associate Provost, Institutional Effectiveness & Analysis**

## 2010 University Work Plan / Proposal

## FLORIDA ATLANTIC UNIVERSITY

**Strategic Plan**

[Please provide a link to the latest version of the institution's strategic plan. If the latest strategic plan is not current, or the institution is in the process of developing or updating its strategic plan, please indicate at what stage the institution is in that process.]

Florida Atlantic University's 2006 - 2013 Strategic Plan can be found at:  
<http://www.fau.edu/strategicplan/>

**Mission Statement**

Florida Atlantic University is a public research university with multiple campuses along the southeast Florida coast serving a uniquely diverse community. It promotes academic and personal development, discovery and lifelong learning. FAU fulfills its mission through excellence and innovation in teaching, outstanding research and creative activities, public engagement and distinctive scientific and cultural alliances, all within an environment that fosters inclusiveness.

## **Overview of Core Institutional Strengths, Special Assets, and Niche Contributions**

A number of FAU's academic programs have achieved national recognition. One that consistently stands out is ocean engineering, a field of study that was pioneered at FAU in 1965 with the establishment of the first such department in the country. Faculty and student researchers at FAU's specialized SeaTech center conduct millions of dollars of research annually for the U.S. Navy on autonomous underwater vehicles and other security related projects. In addition, FAU is home to the Center for Ocean Energy Technology (COET), created to research, design, develop, implement, and test ocean energy technologies that are cost-competitive with existing power technologies.

FAU's School of Accounting, a unit of the College of Business, consistently ranks in the top 10 in the United States for its students' high pass rate on the national CPA exam. Business Week has listed FAU's online MBA among the best programs of its kind in the South and has ranked the University's executive education program among the best in the country. For two years in a row, The Princeton Review has included FAU's College of Business on its list of the "Best Business Schools" in America. The College's programs in business intelligence, information security and hospitality management serve some of the fastest growing areas for employment. The College of Nursing has the state's only Nursing Leadership Institute, created to bridge the gap between nursing education and entry level practice.

Florida Atlantic University is especially proud of its service to traditionally underrepresented populations and this is reflected in the fact that 18% of the baccalaureate degrees awarded each year are awarded to Black Non-Hispanic students, while the proportion awarded to Hispanic students has grown to 19%. It is noteworthy that Pell Grant recipients average about 40% of all baccalaureate recipients, giving a significant number of students with financial challenges a chance at a more promising future.

FAU is a full participant in the life of its service region and beyond. The partnerships with Scripps Florida, the Torrey Pines Institute for Molecular Studies, Harbor Branch Oceanographic Institute, the Max Planck Florida Institute, the Palm Point School at Tradition and the Center for Ocean Energy Technology are just a few of the many examples of FAU's continued significant engagement with the community. FAU's School of Social Work provides more than 115,000 hours of free social service to public and nonprofit agencies in South Florida; its students are sought after by area agencies for field learning experiences and employment. A number of Centers and Institutes serve the needs of the community, including The Louis and Anne Green Memory and Wellness Center, the Florida Institute for the Advancement of Teaching, Center for Autism and Related Disabilities, Toppel Family Early Childhood Education Institute, Pine Job Environmental Education Center, Digital Education Teacher Academy and the Communication Disorders and Audiology Clinic.

FAU, through its Lifelong Learning Society, is a well-known and well-respected national model for community-based lifelong learning and educational and cultural programming. With an enrollment of almost 20,000, the Lifelong Learning Society is believed to be one of the largest and most successful organizations of its kind in the United States.

### **Current Peer Institutions**

George Mason University (VA)

Georgia State University

Portland State University (OR)

University of Louisville (KY)

University of Texas - Arlington

University of Toledo (OH)

Virginia Commonwealth University

Indiana Univ- Purdue Univ- Indianapolis

Old Dominion University (VA)

University of Akron, Main Campus (OH)

University of Memphis (TN)

University of Nevada - Las Vegas

University of Wisconsin - Milwaukee

## **Institutional Vision and Strategic Directions for the Next 5 - 10 Years**

FAU will soon welcome its sixth president, Mary Jane Saunders. Dr. Saunders' leadership will set the institution's strategic directions for the near and long term, and will continue the university's strong development as an excellent academic and evolving research institution.

Changes in FAU's external and internal environments have brought both opportunities and challenges in recent years, and we expect that the next 5 - 10 years will see even more alterations to the landscape of higher education and to FAU.

With the Florida Board of Governors' recent approval of FAU's proposed medical education program and partnership with the Scripps Institute Kellogg School of Science and Technology to offer a dual M.D./biomedical sciences Ph.D., FAU is poised to position itself as a leader in state-of-the-art medical education and groundbreaking research for years to come.

Florida is gaining a reputation as one of the top biotechnology centers in the country, and FAU is at the heart of this activity. For more than five years, FAU has been working closely with some of the world's biotechnology giants to advance research economic development opportunities in the state. These endeavors have resulted in creating an environment that is attracting a nucleus of world-class biomedical scientists to Florida's new research coast. FAU's research mission is greatly enhanced by partnerships with these preeminent organizations, including Scripps Florida and the Max Planck Florida Institute, which are both housed on FAU's Jupiter campus, and the Torrey Pines Institute for Molecular Studies. Scientists from the Max Planck Florida Institute are working in temporary facilities on the Jupiter campus until the Institute's permanent 100,000-square-foot building is completed. The Florida facility will focus its scientific activities on bio-imaging using the most advanced techniques for visualization of microscopic molecular processes to achieve a deeper understanding of the structure, dynamics and function of molecules and tissues in order to tackle challenging problems in biology, bioengineering and medicine.

The Division of Research will be working on enhancing major targeted collaborative between units on campus in search for a unique critical mass and approach to addressing major research questions. This interdisciplinary effort will increase FAU's competitiveness for outside research funding. As a part of this effort, we will enhance our partnerships with Scripps Florida, Max Planck Florida and the Torrey Pines Institute for Molecular Studies.

The Division of Student Affairs expects to undertake a number of strategic directions for expanding amenities to transform the Boca Raton Campus into a more traditional campus over the next 5-10 years. Foremost among these is the completion of Innovation Village which includes, in fall 2011, a football stadium, specialty shops, the recently completed Recreation and Fitness Center, and the first phase (1200 bed spaces) of a new 2400 apartment style housing complex which will become a new living-learning and social center for our students. Construction projects include a new Student Union on the Boca Raton Campus; a one-stop shop for the Health Clinic, Health Education and Counseling Center; and a new Career Development and Civic Engagement Center. Accreditations will be sought for the Student Health Center through the Association for Ambulatory Health Care by 2012, and for the University Counseling Center through the International Association of Counseling Services by 2014. Along with increasing the number of academic honor societies by 20%, we plan to continue to expand the number of social Greek letter organizations to 30 by 2014, and construct housing for these organizations.

### **Institutional Vision and Strategic Directions for the Next 5 - 10 Years [CONTINUED]**

The next 5 - 10 years will witness significant transformation in the way academic and administrative services are delivered to students. We expect to capitalize on the availability of new and existing technologies to expand delivery of distance learning, thereby increasing educational access to many working students in our service area, as well as to those outside who seek the opportunities afforded by an FAU education. We expect to restructure many of our operations for increased efficiency.

### **Aspirational Peer Institutions (aspire and plan to be comparable to in the next 5 - 10 years)**

FAU has not defined formal aspirational peers. FAU aspires to keep its core mission intact and fulfill its responsibilities to constituents despite daunting fiscal challenges.

Projected Institutional Contributions to System-Level Goals						
NUMERIC TARGETS						
Dashboard Metric	Date	Actual Value		Date	Projected Value	
Baccalaureate Degrees Awarded	2008-09	4,476		2012-13	4,633	
Master's Degrees Awarded	2008-09	1,146		2012-13	1,225	
Research and Professional Doctorates Awarded	2008-09	90		2012-13	122	
Federal Academic Research and Development Expenditures	2007-08	\$17,780,000		2011-12	\$16,000,000	
Total Academic Research and Development Expenditure	2007-08	\$49,410,000		2011-12	\$59,000,000	
FTIC Six-Year Retention and Graduate Rates	2003-09 FTIC Cohort	35.9% graduated 10.0% retained At FAU		2007-13 FTIC Cohort	40.0% graduated 10.0% retained At FAU	
AA Transfer Four-Year Retention and Graduation Rates	2005-09 AAT Cohort	78.5% graduated or retained in SUS		2009-13 AAT Cohort	80.0% graduated or retained in SUS	
DIRECTIONAL TARGETS [Indicate Direction: I=Increase, M=Maintain, D=Decrease]						
Dashboard Metric	Date	Actual Value		Date	Projected Direction**	
Baccalaureate Degrees Awarded to Black, Non-Hispanics	2008-09	#	%*	2012-13	#	%*
		770	18%		I	M
Baccalaureate Degrees Awarded to Hispanics	2008-09	#	%*	2012-13	#	%*
		816	19.1%		I	I
Baccalaureate Degrees Awarded to Pell Recipients	2008-09	#	%*	2012-13	#	%*
		1,606	37.5%		I	M
Degrees Awarded in Specified STEM Fields	2008-09	Bacc.	Grad.	2012-13	Bacc.	Grad.
		801	209		I	I
Degrees Awarded in Specified Health Profession Critical Need Areas	2008-09	Bacc.	Grad.	2012-13	Bacc.	Grad.
		226	135		M	I
Degrees Awarded in Specified Education Critical Need Areas	2008-09	Bacc.	Grad.	2012-13	Bacc.	Grad.
		53	49		I	I
NCLEX Pass Rate for First-Time Test Takers in Baccalaureate Nursing Program	2008	91.7%		2012	M	
Licensing Income	2007-08	\$198,880		2011-12	I	
Licenses and Options Executed	2007-08	1		2011-12	I	
Other Transfer Five-Year Retention and Graduation Rates	2004-09 Other Cohort	63.1% graduated or retained in SUS		2008-13 Other Cohort	M	

"Actual Value" should equal related value in 2009 Annual Report.

\* Percentage of Total Baccalaureates Awarded That Were Awarded to Specific Group.

\*\* Projected Direction = INCREASE, MAINTAIN, or DECREASE.

**Additional Primary Institutional Goals/Metrics for the Next One to Three Years** (In the context of the institutional strategic plan and vision, as well as System priorities, present a minimum of three additional goals on which university effort will be focused in the next one to three years. Describe each goal, including whether the goal is new or continuing, the strategy for achieving that goal, the metrics by which success will be measured, specific actions to be taken in this fiscal year, expected outcomes, and assumptions, including financial, upon which the projected outcomes are predicated.)

FAU has made considerable progress on one of the primary objectives of its Strategic Plan, to promote the academic success and improve the retention rate of first-time-in-college (FTIC) students. Over the last three years, the first-year retention of FTICs has increased from 73% to 78%, exceeding projections and the median of our peers. Over the next three years, FAU's goal is to increase first-year student retention to 80% or better. We plan to achieve this goal by continuing initiatives already begun and using financial resources already allocated. These initiatives include Supplemental Instruction (a form of peer-assisted learning), faculty workshops and faculty learning communities focused on the pedagogy of teaching, and improving the quality of instruction and tutoring in lower-division math courses. In the past year alone, we have seen our D/F/W rates in our most difficult math courses fall by one-half or more. We will seek comparable improvements in other "bottleneck" lower-division courses, especially in the sciences. A new Center for Teaching and Learning, to open by Fall 2011, will house all student academic support services in a "one stop shop," affording our student body far better access to the tutoring and other forms of assistance necessary for them to succeed.

Funds derived from the lease of broadband frequencies under Federal Communications Commission permit and internal reallocations have enabled FAU to make substantial progress in its Strategic Plan goal to offer faster, more reliable, and scalable technological services for use in teaching, research, service and administrative arenas. 20% of centrally scheduled classrooms will be updated annually to ensure that the latest teaching technologies are available in the classroom. For 2010-11, the focus will be on upgrading older classrooms to the latest standards. We will update any labs to ensure that computers in centrally managed teaching or open computer labs will be no more than five years old. Outdated network equipment in academic and administrative facilities will be replaced so that the critical network infrastructure will be less than ten years in age by the end of the next three years. Continued progress on this goal is contingent upon the availability of the Clearwire lease funding.

Depending on the availability of funds, the Jupiter campus may be transformed to include an emphasis on science, research and graduate education. Opportunities for securing early stage financing of the commercialization of FAU research discoveries will be explored, with the intention of increasing funding and collaborations with Scripps, Max Planck and Torrey Pines.



**New Academic Degree Program Proposals - Next Three Years** (Program development goals need to align with the institutional strategic plan and System priorities.)

Proposed Date of Submission to University Board of Trustees	Program Level	6-Digit CIP Code	Program Title	Comments (Including Proposed Implementation Date)
April 2010	P	51.1201	Medicine	2011
April 2011	D	14.0801	Civil Engineering	2012
April 2011	M	11.1003	Cyber and Information Security	2012
April 2011	M	04.0201	Architecture	2012
April 2011	M	09.0499	Science Journalism	2012

**Windows of Opportunity/Unique Challenges**

(If the university has been presented with one or more unique opportunities that have not been included in prior plans but which will receive particular attention during this year, those opportunities should be presented here. Additionally, if the university expects to face a unique challenge in the coming year(s), that should be noted.)

On April 7, 2010, the Florida Board of Governors approved FAU's proposal to establish an independent medical education program and to grant the M.D. degree. Assuming that the legislation passes during the regular 2010 session and is signed into law and that preliminary accreditation status is granted, FAU will be positioned to admit the charter class to its Medical Education Program in 2011. In partnership with The Scripps Research Institute Kellogg School of Science and Technology, FAU will offer a dual MD/PhD degree to 10-20% of the entering class of 64 students each year. The partnership offers significant advantages for students, the Florida physician workforce, the Florida biotechnology research sector and FAU's biomedical science research enterprise.

While exciting opportunities have materialized for FAU, so have the challenges related to the deteriorating economic climate. FAU's multiple campuses and research sites, stretching more than 100 miles along Florida's Atlantic coastline, strain to provide top-quality higher education opportunities to the people of its large service area while remaining true to its goal of access.

Tuition Differential Proposal for 2010-2011	
University:	
Effective Date	
University Board of Trustees Approval Date:	May 26, 2010
Implementation Date (month/year):	August, 2010
Purpose	
Describe the overall purpose of the tuition differential at this institution and the aspects of undergraduate education the funds are intended to improve.	<p>To ensure that there are enough sections/seats offered in required courses to meet student needs.</p> <p>To offer courses to ensure student access, and timely degree completion.</p>
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply. (If the entire university, indicate as such.)	Entire university - all locations, where applicable.
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses.)	All undergraduate courses.
Current Base Tuition and Tuition Differential Fee	
Current (2010-11) Undergraduate Base Tuition per credit hour:	88.59 (2009-10); \$95.68 per credit hour in 2010-11
Current Undergraduate Tuition Differential per credit hour:	5.74 (2009-2010); 6.20 per credit hour in 2010-11
Proposed Increase in the Tuition Differential Fee	
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	7%
\$ Increase in tuition differential per credit hour:	\$6.20
\$ Increase in tuition differential for 30 credit hours:	\$186.04

**STATE UNIVERSITY SYSTEM OF FLORIDA**

**Tuition Differential Collections, Expenditures, and Available Balances**

**University:** FLORIDA ATLANTIC UNIVERSITY

**Fiscal Year 2009-2010 and 2010-11**

**University Tuition Differential**

Budget Entity: 48900100 (Educational & General)

SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)

	Estimated Actual* 2009-10 -----	Estimated 2010-11 -----
<b><u>Balance Forward from Prior Periods</u></b>		
Balance Forward	\$	\$
Less: Prior-Year Encumbrances		
Beginning Balance Available:	\$	\$
<b><u>Receipts / Revenues</u></b>		
Tuition Differential Collections	\$1,870,000	\$2,607,000
Interest Revenue - Current Year		
Interest Revenue - From Carryforward		
Balance		
Total Receipts / Revenues:	\$1,870,000	\$2,607,000
<b><u>Expenditures</u></b>		
Salaries & Benefits	\$1,309,000	\$1,825,000
Other Personal Services		
Expenses		
Operating Capital Outlay		
Student Financial Assistance	\$561,000	\$782,000
Expended From Carryforward Balance		
**Other Category Expenditures		
Total Expenditures:	\$1,870,000	\$2,607,000
Ending Balance Available:	\$0	\$

\*Since the 2009-10 year has not been completed, provide an estimated actual.

\*\*Provide details for "Other Categories" used.

Enrollment Plan Proposal (May need to be submitted later than the rest of the Work Plan)							
<i>For entire institution</i>	Funded	Estimated	Funded	Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE	2009-10	2009-10	2010-11	2010-11	2012-13	2014-15	
FL Resident Lower	4372	5024	4372	4372	4372	4372	None
FL Resident Upper	7827	7885	7827	7827	7827	8024	1.25% from 2012-13
FL Resident Grad I	1671	1778	1671	1671	1671	1730	1.75% from 2012-13
FL Resident Grad II	240	196	240	240	240	245	1.00% from 2012-13
Total FL Resident	14110	14883	14110	14110	14110	14371	0.37%
Non-Res. Lower		297		487	487	497	13.47%
Non-Res. Upper		395		621	621	634	12.10%
Non-Res. Grad I		127		265	265	270	22.52%
Non-Res. Grad II		91		151	151	154	13.85%
Total Non-Res.	1129	910	1524	1524	1524	1555	14.18%
Total Lower		5321		4859	4859	4869	0.04%
Total Upper		8280		8448	8448	8658	0.50%
Total Grad I		1905		1936	1936	2000	0.66%
Total Grad II		287		391	391	399	0.41%
Total FTE	15239	15793	15634	15634	15634	15926	0.37%
FL Resident Medical Headcount (Medical, Dentistry, Vet.)					115	221	Cap at 221

Non-Res. Medical Headcount (Medical, Dentistry, Vet.)					13	25	Cap at 25
Total Medical Headcount (Medical, Dentistry, Vet.)					128	246	Cap at 246

*For each distinct location (main, branch, site, regional campus) that has or is planned to have more than 150 FTE*

**SITE: Boca Raton**

		Estimated		Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE		2009-10		2010-11	2012-13	2014-15	
Lower		5161		4713	4713	4723	0.04%
Upper		5102		5205	5205	5334	0.50%
Grad I		1359		1381	1381	1427	0.66%
Grad II		230		313	313	320	0.41%
Total		11852		11617	11617	11834	0.37%

**SITE: Davie**

		Estimated		Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE		2009-10		2010-11	2012-13	2014-15	
Lower		10		10	10	10	0.04%
Upper		1919		1958	1958	2007	0.50%
Grad I		177		179	179	185	0.66%
Grad II		20		28	28	29	0.41%
Total		2126		2182	2182	2223	0.37%

**SITE: Fort Lauderdale**

		Estimated		Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE		2009-10		2010-11	2012-13	2014-15	
Lower							
Upper		219		223	223	228	0.50%
Grad I		181		183	183	189	0.66%

Grad II		13		18	18	19	0.41%
Total		412		414	414	422	0.37%

**SITE: Jupiter**

		Estimated		Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE		2009-10		2010-11	2012-13	2014-15	
Lower		141		128	128	129	0.04%
Upper		623		636	636	652	0.50%
Grad I		87		88	88	91	0.66%
Grad II		14		19	19	20	0.41%
Total		865		873	873	889	0.37%

**SITE: Port St. Lucie**

		Estimated		Estimated	Estimated	Estimated	5-Year Projected Average Annual Growth Rate
FTE		2009-10		2010-11	2012-13	2014-15	
Lower		2		4713	4713	4723	0.04%
Upper		395		5205	5205	5334	0.50%
Grad I		97		1381	1381	1427	0.66%
Grad II		9		313	313	320	0.41%
Total		503		11617	11617	11834	0.37%

# Selected Comparison Metrics from the 2009 Annual Reports



## 5B. Successful First-Year Persistence Rates

Percentage Enrolled in Same  
IHE After One Year

	2007
UF	95.5%
FSU	89.7%
USF	87.3%
UCF	86.5%
FAMU	85.3%
FIU	82.7%
NC	82.2%
UNF	78.6%
FAU	78.2%
FGCU	76.1%
UWF	73.6%

## 5C. Successful Undergraduate Progression and Graduation Rates – FTIC Cohort

Percentage Graduated from Same IHE Within 6 Years		Total 6-Year Success and Progress Rate (Graduated or Enrolled in SUS)	
	2003		2003
UF	82.0%	UF	88.5%
FSU	70.6%	FSU	81.0%
UCF	62.3%	UCF	76.5%
NC	59.9%	NC	70.1%
UNF	48.1%	UNF	66.8%
USF	46.9%	FIU	66.0%
FIU	44.8%	USF	63.7%
FGCU	44.0%	FGCU	61.8%
UWF	41.6%	UWF	61.3%
FAMU	38.7%	FAMU	56.6%
FAU	35.9%	FAU	55.6%

## 5E. Baccalaureate Degrees Awarded in Areas of Strategic Emphasis

	2008-09
UCF	6,406
UF	5,239
USF	4,238
FIU	3,731
FSU	3,480
FAU	3,108
UWF	1,248
UNF	1,232
FGCU	848
FAMU	656
NC	101

## 5F. Baccalaureate Degrees Awarded to Underrepresented Groups

### Awarded to Black Non-Hispanic Students

	2008-09
FAMU	94.9%
FAU	18.0%
FIU	12.8%
USF	12.4%
FSU	11.5%
UNF	9.6%
UWF	8.8%
UCF	8.5%
UF	7.7%
FGCU	4.6%
NC	0.7%

### Awarded to Hispanic Students

	2008-09
FIU	66.5%
FAU	19.1%
UF	13.8%
UCF	13.2%
USF	12.1%
NC	11.1%
FGCU	10.9%
FSU	10.2%
UNF	5.8%
UWF	4.4%
FAMU	1.4%

## 7A. Research and Development Expenditures

Total Academic Research and Development Expenditures Per  
Full-Time, Tenured, Tenure-Earning Faculty Member(s)

	2007-08
USF	\$291,630
UF	\$231,074
FSU	\$188,890
UCF	\$184,326
FIU	\$163,148
FAU	\$83,463
UWF	\$59,903
FAMU	\$56,826
FGCU	\$38,118
UNF	\$28,877
NC	\$2,731

## 8 – Voluntary Support of Higher Education

Percentage of Graduates Who Are  
Alumni Donors

	2007-08
NC	24.3%
FSU	18.2%
UF	16.2%
USF	8.2%
UCF	5.4%
FIU	4.7%
UWF	4.3%
UNF	3.8%
FGCU	3.0%
FAMU	2.8%
FAU	1.6%