



Strategic Planning Committee Meeting
Minutes
Wednesday, October 17, 2006

Nancy Blosser, Chair of the Strategic Planning Committee, convened the meeting at 11:50 am with the following Board of Trustee members present:

Trustees Scott Adams, David Feder, Armand Grossman, Lalita Janke, Roy Levow, Kirk Murray, Sherry Plymale, Robert Stilley, Norman Tripp. Trustee Rajendra Gupta participated via telephone conference.

Absent: Trustees William Bryant, 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; Aileen Izquierdo, Vice President of Communications and Marketing; Glenn Thomas, Executive Director of PK-12 Schools and Educational Programs.

SP: I-1. Advancement Report

Dr. Lawrence Davenport presented the FAU University Advancement and Foundation Update report. Dr. Davenport mentioned that there will be Owl Watch alumni parties taking place in eight cities across the country. Dr. Davenport reported the total fundraising activity for 2004-2005 equals \$28,487,907 and for 2005-2006 equals \$20,836,343. The difference reflects over \$13 million of state match catch up funds. The Foundation Board set a goal to raise 10% more dollars than last year to equal \$22,931,700. Trustee Sherry Plymale asked if there is a reason for the pledges being substantially lower from 2004-05 to 2005-06. Dr. Davenport noted the difference in the pledges is due to one pledge of \$5 million. Trustee Plymale asked if the State matches pledges line refers to future State matched pledges. Dr. Davenport clarified that one of the State matches referred to State matched facilities dollars and the other the State matched scholarship dollars. Dr. Davenport also noted that FAU currently does not have any state facility matches in the works.

Dr. Davenport reviewed the Benchmarking comparison between FAU, State Universities in Florida, as well as our National Peer Group. The numbers excludes pledges and State matches. Trustee Bob Stilley commented on Florida Gulf Coast University (FGCU) doing well with their total support. Dr. Davenport commented that FGCU is experiencing an influx of first time givers. Trustee Scott Adams asked if in the future, the long term trend can be shown. Dr. Davenport reviewed Major Gifts and Annual Giving comparison charts. The number of major gift donors of \$100,000 or more increased from 14 to 17. Annual giving is on an upward trend from 3735 donors and \$9,876,456 in 2004-05 to 4400 donors and \$11,909,641 in 2005-06. Trustee Blosser stated that these numbers are not a comparison of last year's numbers for benchmarking purposes.

FAU is fifth in endowment market value among peers and fourth among Florida Universities at \$145,326,000 for 2004-05. FAU's FTE of 14,525 means that the Foundation has approximately \$10,000 for every student. Trustee Blosser asked if there was a university standard on what the average endowment is per FTE. Dr. Davenport stated there is not.

Dr. Davenport reviewed the Strategic Plan requests from Florida Atlantic University Foundation (FAUF) for new initiatives. Each objective was matched against what the FAUF is providing back to the university. The total request for 2006-07 was \$1.4 million. The FAUF anticipates raising \$1.9 million for 2006-07 to support the Strategic Plan.

Dr. Davenport reviewed the FAUF and University Advancement special initiatives:

- Improved the foundation website
- Enhanced the foundation branding
- Hosted 51 on campus events and 26 off campus events
- Engaged former FAUF members
- Began incremental budget increases
- Created four new positions
- Created Alumni task force
- Held retreats for FAUF and National Alumni Association boards
- Engaged in a fundraising collaboration with University of Miami and Boca Raton Community Hospital
- Implemented Blackbaud Analytics to identify and focus on those most likely to give
- Developed Strategic Plan for FAUF and Division of University Advancement
- Completed external audits of operations

Dr. Davenport reviewed the 2006-07 priorities of FAUF:

- Secure \$23 million in new gifts and pledges
- Secure \$900,000 in unrestricted current use dollars
- Increase alumni participation rate from 2% to 2.5%
- Implement strategic planning for FAUF and Advancement
- Accelerate campaign planning and preparation
- Secure requested funds for FAU Strategic Plan Initiatives

Dr. Davenport reviewed the requested funds from FAUF for Strategic Plans initiative. First Generation Student Scholarship program received \$500,000 match. The FAUF is working with the Regional Summit of Campus Community Councils to exchange information that could benefit FAUF. President Brogan commended the FAUF acted quickly on the First Generation Student Scholarship program which enabled FAU to qualify for it. Dr. Davenport reported on the alumni event to be held December 11 in New York City. Trustee Grossman asked how FAU compares to other state schools as far as alumni participation. Dr. Davenport stated that the FAUF is looking to increase alumni participation to 5%. Dr. Davenport urged everyone to purchase an FAU license plate. The \$25 FAU makes from the sales is used to match state funds.

Trustee Adams requested the next time FAUF gives the BOT an update to include the FAUF's strategy. Dr. Davenport stated that the FAUF has put together a five year plan that links with FAU's Strategic Plan. Included in the five year plan is the amount of money FAUF plans to raise every year. President Brogan commented how the BOT and FAUF Board have worked together to incorporate both the FAUF Strategic Plan and the FAU University Strategic Plan.

Trustee Blosser expressed thanks to Dr. Davenport, the foundation staff, Dr. Gelb, and Mrs. Zinman for work put into presentation and work done throughout the year.

SP: A-1. Roll Call and Approval of the Minutes

A motion was made and seconded to approve the Minutes of the June 14, 2006, meeting. **The motion passed unanimously.**

SP: A-2. Revision of the BOT Policies and Procedures Manual.

Trustee Plymale presented the Revision of the BOT Policies and Procedures Manual. Trustee Blosser asked question regarding the wording the chair being responsible for the President's evaluation. Trustee Blosser would like wording that the Chairman handles the evaluation in with input from the BOT. Trustee Tripp proposed the wording, "The Chair is responsible for causing the board to conduct the annual evaluation of the University President." Mr. David Kian mentioned it is the responsibility of each board member to approve the annual evaluation. A board member not completing the evaluation is the equivalent of that member not voting when a vote comes up. President Brogan commented that the wording leaves the methodology up to the Chair, but fulfills the legal requirement that the board conduct the annual evaluation. Trustee Plymale reminded the BOT that the President's annual evaluation is due today. Trustee Levow asked if instead of using the word "causing" inserting the word "assuring". Trustee Tripp explained that the word "causing" is a legal term. A motion made and seconded to accept the necessary revisions to the FAU Board of Trustees Policies and Procedures. **The motion passed unanimously.** A motion was made and seconded to recommend the full Board to adopt the deletion of the word "conducting" and the insertion of the word "causing" the Board of Trustees to commit. **The motion passed unanimously.**

SP: A-3. Approval of the Educational Plant Survey.

The educational plant survey is part of the PECO appropriations process. Capital improvement projects (CIP) are to be in compliance with the board approved Educational Plant Survey recommendation prior to receiving PECO funding. Of FAU's the top ten CIP priorities all have been survey approved except the two Scripps payback project. The Florida Board Governors staff has informed that these projects do not need Educational Plant Survey approval.

Mr. Tom Donaudy introduced Azita Dashtaki to present the Educational Plant Survey. Florida statutes require that each university in the State University System (SUS) conduct an educational plant survey to identify physical facilities necessary to house its programs, students, faculty, staff and services during the academic years 2006-07 to 2011-12. The survey process consists of two phases: the facilities inventory validation phase and the space needs assessment phase. The final result of the survey is a recommendation from the survey team that covers site acquisition, site improvement, any renovation and remodeling of existing buildings, approval of new construction, and demolition any building that is deemed unsatisfactory. The survey team consists of a coordinator, team leader, and five team members.

The validation phase took place in late November and early December of 2005. The team did a walkthrough of the facilities and a physical inventory to ensure the accurate reporting of space needed. The team members compared existing conditions, identified by viewing the space with the reported inventory data. Variances are recorded and the facilities inventory is updated prior to the needs assessment phase. An example would be a space originally labeled as an office, and during the walkthrough it was noted as being used for a classroom space. The space is reclassified as a classroom. The buildings that are surveyed during the validation phase are any facilities that have been newly constructed since the last survey in 2000-01, have undergone major remodeling or renovation, or any building that requires a change in status from satisfactory

to unsatisfactory. The survey team reviewed 42 buildings with very few discrepancies between the physical space report submitted and what the team surveyed.

The space needs assessment phase took place in early May, 2006. The objective of this phase is to develop specific project recommendations consistent with approved programs and the Campus Master Plan. The assessment activity included an evaluation of the projects presented by FAU in line with the approved CIP. The primary elements the survey team looks at is the quantitative space needs model, and the special justification presented by FAU. In preparation for the needs assessment the Facilities department worked closely with the provost's office and the campus vice presidents to strategize and see what the best method is for presenting these projects. The recommendations for the Boca Raton campus were through the formula generated needs. The formula does not support the projects for the Davie and Treasure Coast campuses. President Brogan commented that part of the reason the projects on the Davie and Treasure Coast campuses were not approved were due to confusion on the state level regarding the distributed campus model. Once it was explained how the distributed campus model works and how many students move from campus to campus, the State policy makers and administrators will have a better understanding. Ms. Dashtaki commented that the State understands the fact that the formula does not support branch campuses. The state has worked with FAU to establish a procedure that would help to get these projects approved. Mr. Donaudy commented that there is a Board of Governor's task force meeting taking place in November to review the formula process and how it pertains to branch campuses. Trustee Plymale asked what is the alternative to getting a building approve through the exception. President Brogan stated there is no alternative, but now that other universities have large multiple campuses the attention should be greater, not just on the facilities side but the funding side as well.

Ms. Dashtaki reviewed the Davie Campus – Formula Generated Needs slide. The space categories are grouped into instructional, academic support, and institutional support. The square footage is per FTE. The major square footage per FTE is on the downtown campus and can be attributed to the disciplines being offered on that campus. The data that was gathered in 1997-98 covered information such as academic programs offered at each site, the level of FTE (upper or lower), research programs offered, faculty and staff positions, and the volume of library materials. Since 1997-98, the data has changed drastically and the task force is looking to update the data as well as get current data on a regular basis. As the 2011-12 FTE is applied the need assessment on the Boca Raton campus is far more than 700,000 net square feet. Treasure Coast and Jupiter campuses show a surplus looking five years in the future. The Davie campus shows a slight need of 35,000 net square feet.

Ms. Dashtaki reviewed the Form B 2011-2012 FTE slide. At 12,764 FTE, the Boca Raton campus has a net result of 58% of total space needs. The majority of space need is in the study space type. According to the formula there is very little space need in the research area, which does not correspond with what the Provost office is communicating. The projects listed on the CIP were approved with the formula method. In order to do additional research buildings on the Boca Raton campus the factors that truly reflect need should be updated. At 2,784 FTE, the Davis campus has a net result of 78% of total space needs. According to the formula research and office space were not required on the Davie campus, even though these are critical program components. In working with Vice President Stephens in to present the data with the exception procedure, the criteria that needed to be addressed were areas such as requirements for specific programs, schedules of current classes, reports of space utilization, indications of effective space management, and intended use of space. With the presentation of this information the survey team approved a joint use project for a total of 98,000 net square feet.

At 535 FTE, the Treasure Coast campus the formula does not support any need of space. It currently shows the Treasure Coast campus as at 147% of net space needs. The per space categories did not show need in classroom, study, or office. Vice President McPherson also gave a presentation with the exception procedure. Both projects for the Davie and Treasure Coast campuses were recommended for approval.

President Brogan commented that all of this is based on the new initiative from the BOG to require verification of space utilization before any new facilities are approved. That means that the formula that is used needs to be accurate and up to date. The data being input into the formula needs to be current. There needs to be a better understanding of the system in place, the traditional campus model, the distributive campus model, and why this is an apples to oranges comparison. There is a great deal of work that needs to occur both educational and formula driven so that when a university goes before the BOG, they know that their request is going to match the need that is there. Ms. Dashtaki stated even if the data was current, it does not reflect a projection of where FAU wants its resources to be in the five years ahead.

Ms. Dashtaki review the projects presented to the survey team for recommendation. Once the survey is validated it is recommended by the Commissioner of Education. FAU's plan will next begin planning for supplemental projects. The supplemental process is not as lengthy as the educational plant survey. It usually takes about a month depending on what needs to be submitted. Dr. Stephens commended Ms. Dashtaki for the work put into the educational plant survey. A motion made and seconded to recommend approval of the 2005-06 Educational Plant Survey to the Board of Trustees. **The motion passed unanimously.**

SP: A-4. Approval of the Tradition School Ownership, Financing, and Construction Agreements

Mr. Glenn Thomas introduced Dan Harold from the St. Lucie County School Board and gave an overview of the Tradition School final documents. In October 2002, the BOT approved negotiations between FAU, Core Communities, and St. Lucie County School Board (SLCSB) to establish a university chartered lab school. The BOT approved the conceptual framework for the school on May 21, 2003 to conform to statutory requirements. Financial models that were proposed in 2003-04 did not fit the quality for grades K-12 under the amended statutes. The project became a phased project, with K-8 as phase I and a possible high school in the future as phase II. The 2004 Florida Legislature appropriated \$15 million to FAU specifically for the construction of and \$500,000 for the planning and start-up of the proposed lab school. In May 2006, the BOT approved a Contingency Funding Agreement with the SLCSB, providing a framework for the reimbursement of the costs incurred by SLCSB for the planning and related preconstruction costs of the school, but only if SLCSB is able to obtain all necessary agreements, funding and all other actions prior to the date of reversion of the state funds. In August 2006, the BOT approved the charter with Treasure Coast University Schools, Inc. (TCUS), the not for profit (NFP) corporation required by state statute to operate the school. The land transaction between CORE and the SLCSB is complete and the title is conferred to SLCSB.

The documents presented to this committee are designed to structure relationships between FAU, SLCSB and TCUS for the financing, construction, leasing arrangements and debt servicing of the proposed school facility. The Funding Agreement provides for the \$15 million legislative appropriation to be drawn by FAU according to a construction schedule and in accordance with the standard Florida Department of Education, Office of Educational Facilities processes for deposit to SLCSB, acting as contracted fiscal and construction agent for the project. The SLCSB bonds approximately \$15 million will be procured by the SLCSB using a Certificates of Participation (COPS). The Agreement to Construct School Facilities between FAU and SLCSB

appoints SLCSB as FAU's construction agent. The SLCSB will build following state statutes, administrative rules, and applicable codes with FAU having access to all records and the right to inspect as needed.

The Ground Lease Agreement provides property and improvements made by the SLCSB to be leased to FAU. The lease has a 40-year term with termination provisions. The rent is \$1 per year, plus obligation to require the NFP to pay any taxes or fees that may come due. The lease may be terminated if 1) the rent is not paid by the NFP, 2) the sublessee terminates agreements with SLCSB, 3) FAU terminates the charter with the NFP, or 4) the if the facility is not used as a lab school. The Sublease Agreement provides for property and improvements leased by FAU to be subleased to the NFP. These signed agreements are a necessary part of the financial and operational transactions necessary for the conveyance of the \$15 million state appropriation, SLCSB bond procurement, construction contracts, the operational budgeting, and ongoing annual debt service for the school paid from the state PECO funds \$2 million appropriated specifically for university laboratory and university charter laboratory schools.

President Brogan stated that the charter school will serve many of the same functions as Henderson as far research and teacher preparation, but the distinction is that AD Henderson is a part of FAU, whereas this charter school will function under the SLCSB. Mr. Kian commented on President Brogan's efforts in getting this project underway. A motion was made and seconded to recommend to the BOT the approval of the Funding Agreement, the Agreement to Construct School Facilities, the Ground Lease Agreement with the St. Lucie County School Board, and the Sublease Agreement with Treasure Coast University Schools, Inc. necessary to complete the ownership, financing and construction arrangements for the FAU Charter University Laboratory School in Tradition. **The motion passed unanimously.**

SP: I-2. FAU Strategic Plan Goal Six Update

Mr. Tom Donaudy recognized Bob Richmond, Ray Nelson, Azita Dashtaki, Jim Baker, John Singer, and Wayne Landowski for their assistance in putting together the presentation. Mr. Donaudy presented the Strategic Plan Goal Six update.

Objective 1: Provide functional and attractive physical facilities with technologically appropriate infrastructure to support the University's academic and collegiate programs. The major projects initiated and completed in the last fiscal year include:

- Eleanor Rosenthal Lifelong Learning Center, Jupiter Campus
 - Gathering space on the exterior
 - Auditorium of 500 seats
- Christine E. Lynn College of Nursing
 - First green building for FAU
 - Retention Pond in foreground
 - Lobby Rotunda
 - Auditorium of 350 seats
- College of Business Expansion and Remodeling
 - Group buildings together
 - Auditorium of 300 seats
- FAU Harbor Branch Research Facility
- Harriet L. Wilkes Building, Jupiter
 - Challenge Grant project
- FAU Scripps Facility Phase II, Jupiter

- Library Expansion and Renovation
 - Five story addition
 - Second story all-night study area for students
- Track and Field Renovation
- Lee Street Roadway Improvements

Objective 2: Provide resources necessary to maintain all current and future facilities in order to manage maintenance proactively. The Physical Plant and Engineering/Utilities departments have implemented a preventative maintenance program for all buildings and building systems outlining tasks and frequency of execution. The Physical Plant department has initiated a bi-monthly building tour to review work effort, preventative maintenance efforts, and standards for service delivery. The larger on-going projects include:

- The library
 - a complete pressure cleaning and sealing of the exterior
 - fixing the deficiencies on the interior estimated at \$25 million
- The arena
 - Exterior upgrade
 - Replace the temporary roof
 - Canopy entrance ways
 - Locker room upgrades

Objective 3: Review and update a comprehensive facilities master plan to ensure the consistency with the University's strategic plan. The status of the master plans are:

- Treasure Coast Campus Master Plan: Master Plan has been completed and the Campus Development Agreement negotiations have been initiated and should be completed by the end of 2006.
- Davie Campus Master Plan: Master Plan is in process and second public hearing will be scheduled to take place within next 90 days. We anticipate final adoption of the plan by end of 2006 and Campus Development Agreement negotiations will be initiated in early 2007.
- Boca Raton Campus Master Plan: Amendment incorporating BRCH Teaching Hospital is almost complete, pending traffic studies. Scheduled for approval to go thru the public process by end of 2006. Public process involves two hearings and a 90 day agency review. Adoption by BOT is planned for by second quarter 2007, with CDA negotiations complete by end of 2007.
- MacArthur Campus Master Plan: Planning kick-off of amendment to re-incorporate FAU buildings to begin within 60 days. Entire process through BOT adoption will be complete by end of 2007, with CDA negotiations in late 2007, early 2008.
- Pine Jog Campus Master Plan: Origination of this Master Plan began late 2005. Second draft is being review by campus staff. Once comments are returned, final draft for BOT and Pine Jog Board approval will be presented.

Trustee Tripp asked if Innovation Village is going to be included into the Boca Raton Campus Master Plan. Mr. Donaudy stated that is not included at this moment. Trustee Tripp asked why the BOT is meeting with the Boca Raton City Council. President Brogan explained that the Boca Raton City Council asked their council and the BOT could meet to talk about the future of FAU from a facilities standpoint, to make sure the Boca Raton Campus is growing with the city. Trustee Tripp expressed concerns that the meeting be held after the Innovation Village

Workshop. Trustee Tripp commented that an agenda should be given ahead of time, so the BOT can respond in unity. President Brogan asked if the meeting is rescheduled, would that negatively affect the plans for Boca Raton Community Hospital (BRCH). Mr. Donaudy stated that BRCH wants to start construction in 2008 and there must be a public hearing process. President Brogan stated that there is no requirement for the BOT to meet with the Boca Raton City Council to move forward on BRCH. Trustee Scott Adams stated that it may be a help to here some of the Boca Raton City Council's concerns before the workshop. Trustee Tripp stated that a portion of the BOT attend the meeting. Dr. O'Flannery stated that the City had requested this meeting and that the tentative agenda has presentations by both parties. President Brogan stated that those who already have it on their calendar should attend and talk about BRCH. President Brogan will let the Boca Raton City Council know that the BOT is not ready to discuss Innovation Village because it is only a concept but is willing to hear their input and come back at a later date to discuss. The BRCC has been a wonderful ally of FAU and the BOT and would like to maintain that relationship. Mr. Kian stated that the FAU's Master Plan includes the stadium. The master plan will have to be amended as a result of that amendment the campus development agreement. The meeting with the BRCC will be an opportunity to hear what their concerns are beforehand. President Brogan commented that in the past there has been a rift between FAU and the BRCC. This rift no longer exists because FAU maintains strong communications with the City. President Brogan asks for any members who can attend to do so to and present BRCH and the vision of the stadium, more residence, and retail space. Trustee Bob Stilley stated that it would not be good to cancel the meeting. As soon as draft agenda is finalized it will be circulated to the BOT.

Mr. Donaudy continued with the presentation of the Strategic Plan Goal Six update. Objective 4: Create a "sense of place" through architectural vocabulary and by developing public gathering places (both interior and exterior), open spaces and collegiate campus neighborhoods to facilitate faculty and student interaction.

- Phase II of Heritage Park is complete
 - Pathways
 - Lighting
 - Benches
- Facilities is working with Student Government to develop signature Greek site
- Class of 2006 purchasing for a clock to be located just east of the bookstore location
- Class of 2007 purchasing a fountain
- All night study at the 2nd story breezeway
- Library trellis at the Jupiter Campus
- Design of a street plaza at the downtown Ft. Lauderdale campus

Objective 5: Plan and develop residential and student support areas that foster collegial communities for both undergraduate and graduate students.

- Construction of Phase II Heritage Park 600-bed towers to be completed in 2007
- Construction of the new Intramural Track and Field to be completed late 2006
- Construction of the recreation center to be completed by late 2007
- The proposed Alumni Center to be completed in early 2008
- Student Activity Center on the Davie campus groundbreaking late 2006

Objective 6: Provide and promote efficient, safe, and accessible transportation systems that will improve the flow of vehicle and pedestrian traffic on all campuses.

- The Lee Street Roadway project to be completed by March 2007 will complete the campus loop road and aide the traffic flow on the north side of campus. Extensive stacking at the AD Henderson School should relieve peak hour traffic
- New vehicular signs have been designed and planned for installation on the Boca Raton campus
- Golf cart prototype parking to keep golf carts away from buildings.
- A number of exterior lighting projects are underway
- A prototype bus stop in the front of the Administration building. The city of Boca Raton and Palm Tran working to develop a shuttle between the Tri-rail station and FAU.
- 20 foot wide concourses on the MacArthur campus
 - Provide emergency vehicle access
 - Define utility corridors
 - Connect major buildings on campus
- Facilities continues to work with the Broward Regional Area Council (RAC), Nova, Broward Community College (BCC), and the town of Davie to determine feasibility and planning to implement mass transit in the region.

Objective 7: Maximize utilization of instructional facilities. The Division of Facilities, University Architect, and the Office of Space Utilization & Analysis is working with the Provost's office and college Deans to obtain current updated information regarding inventory and use of space, establish areas for unmet needs, and address future requirements for space as it relates to programmatic growth.

Mr. Donaudy announced that there is a workshop scheduled October 18, 2006, on the I-95 interchange. President Brogan commented on the key model, the interchange exiting I-95 come across the fish farm and into the FAU campus and siphon traffic away from Glades Road. Mr. Donaudy acknowledged that that model is what the city gearing towards. Trustee Adams stated that he would encourage the BOT to work the Facilities department to get the funding for objectives 2 and 4. Mr. Donaudy stated that FAU is entering in an agreement with an energy savings company that the savings from the energy bill once implemented, FAU will receive capital renewal for maintenance work. covers that cost. Mr. Donaudy invited Trustee Adams to spend a day with his division.

SP: I-3. Strategic Plan Goal 6 – Increasing the University's Visibility

Ms. Aileen Izquierdo gives a brief overview. FAU will increase its visibility and strengthen its image locally, regionally, nationally, and internationally by expanding its modes of communicating with internal and external audiences. Ms. Izquierdo referred the BOT to the strategic plan goal 7 matrix. Trustee Plymale asked who "My FAU" is for. Ms. Izquierdo responded that it is an intranet for students to communicate internally. Trustee Levow commended Ms. Izquierdo and her department efforts. President Brogan recognized Ms. Izquierdo on her efforts in the reorganization of the departments as well as the FAU branding initiative.

Meeting adjourned at 2:22pm.