



Item: SP: A-M

STRATEGIC PLANNING COMMITTEE
Thursday, April 19, 2012

**SUBJECT: ROLL CALL AND APPROVAL OF THE FEBRUARY 16, 2012 DRAFT
MINUTES**

PROPOSED COMMITTEE ACTION

Initiate roll call to document member participation and ensure quorum and approve the February 16, 2012 meeting.

COMMITTEE MEMBERS

Mr. Thomas Workman, Chair _____

Dr. Jeffrey Feingold, Vice Chair _____

Mr. Robert Stilley (ex-officio) _____

Mr. Anthony Barbar (ex-officio) _____

Mr. David Feder _____

Mr. Ayden Maher _____

Mr. Abdol Moabery _____

Mrs. Sherry Plymale _____

Mr. Paul Tanner _____

Dr. Julius Teske _____

PARTICIPATING BOT MEMBERS

Dr. Angela Graham-West _____

Dr. William McDaniel _____

Mr. Robert Rubin _____



STRATEGIC PLANNING COMMITTEE
Thursday, February 16, 2012

DRAFT MINUTES

Thomas Workman, Chair, Strategic Planning Committee, called the meeting to order and Andrew LaPlant proceeded with the Roll Call of committee members.

SP: A-M: Roll Call and Approval of December 14, 2011 Minutes

Present: Trustees Jeffrey Feingold, Robert Stilley (ex-officio), Anthony Barbar (ex-officio), David Feder, Ayden Maher, Abdol Moabery, Sherry Plymale, Paul Tanner, Julius Teske

Other participating Board members: Angela Graham-West, William McDaniel, Robert Rubin

University Personnel: President MJ Saunders, Brenda Claiborne, Diane Alperin, Gitanjali Kaul, Charles Brown, Dennis Crudele, David Kian, Tom Donaudy, Jennifer O'Flannery-Anderson, Margaret Leinen, Ron Bulger, Andrew LaPlant

A motion was made and seconded to approve the Minutes of December 14, 2011 without change or correction.

SP:A-1: Harbor Branch Oceanographic Institute at FAU – Master Plan

Mr. Donaudy provided a review of the background and development of the master plan and the planning process. The Harbor Branch master planning process started in mid-2008 with the hiring of architectural firm of Schenkel & Shultz. The development of the plan consisted of extensive interviews, meetings, and charettes which took place between the consultants and FAU. The result of the 14 – 16 month process was the Harbor Branch master plan.

On February 17, 2010, the proposed plan was presented to the FAU Board of Trustees (BOT) Strategic Planning Committee. The plan was then put through the public hearing process. The first public hearing was held on April 15, 2010 and the draft plan was sent to the appropriate public agencies, i.e., the Water Management District, the Treasure Coast Regional Planning Council, the Department of Community Affairs, the Department of Environmental Protection, the Department of Transportation, the Department of State, the Fish and Wildlife Conservation Commission, the St. Lucie County Government, the Affected Local Government, and the Land Management Advisory Committee. After receiving some comments from the Department of Community Affairs and St. Lucie County, changes were made to the plan and a second public hearing was held on September 7, 2011.

The plan was reviewed with President Saunders, Provost Claiborne, and the Executive Director of HBOI, Margaret Leinen. Mr. Donaudy asked the committee to make a recommendation to the full Board to adopt the plan. Mr. Donaudy stressed that it is important to understand that the plan is a living document and may be amended every year, as needed. Some of the future amendments, if below a certain threshold, will require limited time and effort for the updates.

The Campus Development Agreement (CDA) is a negotiation held with the host local community regarding the impact of the university's development on the services the local community provides. There have been extensive communications with St. Lucie county government regarding water and sewer services. Mr. Donaudy reported that the anticipated impact will not be great and there should be little to no cost.

Since it had been two years since the plans development, Mr. Donaudy quickly reviewed the 18 elements of the plan which is available online. If the plan is to be adopted, Mr. Donaudy recommended proceeding with negotiations on a CDA that would have a five-year horizon to limit the university's responsibility in terms of development. The existing water plant would be able to handle the development during the five-year period so there would be no impact on the water delivery and sewer systems in place. Likewise, the impact on the roadway system would be unlikely to trigger any fair-share costs.

Dr. Leinen explained that campus has a higher level of security than others because of its designation as a Homeland Security site, but since the ship is no longer at Harbor Branch, the issue could be revisited. A motion was made and seconded to recommend the adoption of the plan and passed by unanimous vote.

SP:A-2: FAU 2012-2017 Strategic Plan

Dr. Kaul began her presentation by thanking the board for their input and suggestions for the strategic plan. Dr. Kaul then reported that after 18 months of work, the strategic plan has been refined and is becoming a document that reflects the hopes and aspirations of the university community that is ready for committee approval.

The key components of the 2012 – 2017 strategic plan are the strategic goals, signature themes and Presidential priorities. Dr. Kaul outlined the changes that were made to realign the mission and vision statements by rendering them more succinct while maintaining the essential concepts and unique ideas. The vision statement revisions also acknowledge that FAU has become a university of first choice. The strategic goals are:

1. Enriching the educational experience;
2. Inspiring research, scholarship and creative activity;
3. Increasing FAU's community engagement; and
4. Leveraging momentum toward achieving FAU's strategic goals by being good stewards of its human, technological, physical and financial resources.

Enriching the educational experiences would encompass improving the undergraduate experience and graduate programs, investing in the faculty, and adding to the infrastructure that leads to student success – advising, retention, etc. Inspiring research, scholarship and creative activity is well developed to focus on doubling the amount of research. The objectives of this goal are to:

- increase scholarship and creative activity, procure funding;
- examine the number and quality of awards coming to the institution;
- increase the visibility of the research presently conducted to attract distinguished faculty;
- provide incentives for research; and
- involve students and promote undergraduate research.

Increasing FAU's community engagement was a goal of the old plan but now the strategies outlined in the old plan are being implemented. The last goal has to do with using FAU's momentum to be good stewards of its human, IT, physical and financial resources. On the instructional side, stewardship is accomplished by focusing on budget efficiencies, administrative efficiencies, and policies and procedures to improve the use of carry forward funding for summer sessions. The technological side includes insuring that the technology needed for implementing newer hardware and software on schedule that would be appropriate for the institution.

Dr. Kaul moved to list the signature themes: marine and coastal issues, biotechnology, and contemporary societal challenges. The Presidential priorities represent established

goals: doubling research and making progress toward Research 1 status; differentiating FAU's mission and increasing its academic reputation by supporting the signature themes; improving retention and graduation rates; increasing student enrollment; increasing community engagement especially with the business community; and implementing administrative efficiencies to direct additional funding to student success initiatives.

Dr. Kaul summarized her presentation by reminding the committee that the plan continues to be a work in progress. Each year there will be a mechanism in place to get feedback from all stakeholders. The Strategic Planning Steering Committee is a standing committee with two-year terms and is seeking to gain representation from areas that were not on the committee last time. An annual review will be conducted to present the year's progress on each of the goals and all the associated objectives, metrics, and benchmarks. In addition, there will be periodic reports to the BOT.

Dr. Kaul finished by mentioning that there was a lot of feedback from community members, i.e., members of visiting committees, alumni boards, students, faculty, and staff. The comments continue to be received via website including comments on whether increasing enrollment will lead to decrease in the quality of the students and programs or how the focus on research may damage instruction or reminders of the importance of balancing the needs of graduate and undergraduate programs.

A motion was made and seconded to recommend the adoption of the plan and passed by unanimous vote.

SP:I-2: FAU Foundation – Executive Director's Report

Dr. O'Flannery-Anderson presentation started by showing how much was raised each year from 2007 and what were the sources of the funds each year. The most drastic changes to FAU's fundraising efforts were the loss of state matching funds and the growth of deferred gifts. Dr. O'Flannery-Anderson then presented what form of gifts were received, i.e., expendable, endowment, capital or deferred. The big changes were in capital gifts and endowments while the fundraising for deferred gifts has become more consistent. The breakdown of the foundation expenditures over the specified years showed how the funds were divided among scholarships, salaries, facilities, and program and general use. The major decline has been to the facilities spending because matching funds are no longer available, but scholarships have remained steady and funding for programs has increased. The cost to raise a dollar in donations is often of interest to donors with anything under \$0.25 being acceptable and the preferred range being between \$0.15 and \$0.20. Last year the cost per dollar generated was \$0.17.

As of December, 2011 the endowment is \$167 million and total assets are \$194 million. The earnings in 2011 were 18%. A national company helps manage the endowment and assets in conjunction with an investment committee. The Foundation tries to spread the growth and examine the return on investment over a ten year period to determine how much to disburse each year. In 2009, \$40 million was lost and the last three years have been spent rebuilding the endowment.

A comparison of FAU's endowment to the other state universities from 2007 to present shows that FAU has the fourth largest endowment in the state, considerably larger than both University of Central Florida, which is twice FAU's size, and Florida International University, which has 10,000 more students. A similar comparison of FAU's alumni donations from 2007 to 2011 places FAU last among the state universities. Therefore, alumni giving is an opportunity for growth, and the efforts at University of Southern Florida may serve as a model. Although there are approximately 8,000 members of the alumni association, the majority of the membership are not donors. There are over 125,000 living alumni and 94,723 live in Florida with 60% of them living in Broward and Palm Beach counties. This proximity provides ample opportunity for connecting with alumni and increasing alumni giving.

Dr. O'Flannery-Anderson addressed importance of community involvement which includes legislative outreach, economic development, public/private partnerships, volunteerism, alumni outreach, fundraising, media relations and marketing. Community engagement helps define FAU's role and build trust with the community which helps the university secure public and private support. Authentic relationships are forged with community partners which fosters the creation and sharing of knowledge and resources to the mutual benefit of both FAU and the community. Positive social and systemic change can be promoted by harnessing and employing the power of knowledge.

Dr. O'Flannery-Anderson stated that FAU needs to focus on its role in economic development in order to drive the economic engine in the region through its ability to:

- Connect knowledge, innovation, enterprise and jobs.
- Create a flow of intellectual, financial, and human capital across institutions and sectors.
- Link ideas and innovation to product creation.
- Link small and start-up businesses with large enterprises.
- Link education to workforce development and entrepreneurship.
- Develop and connect leaders.
- Inform and advocate on public policy.

The link between community engagement and fundraising is that community engagement emphasizes FAU's unique value, highlights its impact on the surrounding area, and demonstrates why people should believe and invest in FAU. Enhancing teaching and learning, scholarship and research means more people will give and FAU students will have a more robust educational experience, will be out in the community working, and will be better prepared for their jobs. Community outreach allows the university to serve the public good more effectively and encourages an interdisciplinary approach.

The values that will be incorporated in FAU's fundraising attempts are clear and articulated vision and priorities; good organizational structure and well-defined positions; an accountable and active board; strong communication, clear metrics and reporting; a development approach that focuses on the right behaviors; distinct expectations and roles for staff, volunteers and board; and a culture of celebrating success. The fundraising staff will exhibit integrity, authenticity, accountability, leadership by example, a strong work ethic, and inspiration in its operation. Dr. O'Flannery-Anderson concluded the presentation by reporting that the division's priorities will be:

- A renewed focus on alumni giving and alumni outreach.
- Fundraising for the stadium, medical school, scholarly activity and signature themes.
- Developing and advancing the Foundation's strategic plan.
- Focusing and elevating involvement in regional economic development.
- Capitalizing on our Ambassador-at-large.
- Integrating Community Engagement roles and responsibilities into current staff.

Motion to adjourn was made, seconded and passed by unanimous vote.