

MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
STRATEGIC PLANNING COMMITTEE
FLORIDA ATLANTIC UNIVERSITY
BOCA RATON, FLORIDA
November 8, 2018

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and its committees are accessible at <http://www.flbog.edu/>.*

1. Call to Order

Chair Darlene Jordan convened the Strategic Planning Committee meeting at 1:05 p.m. with Governors Felton, Frost (by telephone), Huizenga, Link, Salerno, and Zachariah in attendance. A quorum was established.

2. Minutes of September 13, 2018 Committee Meeting

Chair Jordan entertained a motion to approve the minutes of the September 13, 2018 Committee meeting. Governor Huizenga moved to approve the minutes, Governor Link seconded the motion, and the motion carried unanimously.

3. New College of Florida 2018-28 Strategic Plan

Chair Jordan informed members that the Committee's next item was to consider approval of the New College of Florida 2018-28 Strategic Plan. She reminded the Committee that Board of Governors Regulation 1.001(3)(c) requires that each university board of trustees adopt a strategic plan in alignment with the university's mission and the Board of Governors' 2025 System Strategic Plan and that university strategic plans are required to be submitted to the Board of Governors for approval. Chair Jordan then invited President Donal O'Shea to present the New College of Florida Strategic Plan.

President O'Shea began by noting that New College was ranked as the fifth public liberal arts college in the nation. He indicated, however, that New College's goal is to be in the top twenty of both public and private institutions. He noted that the Strategic Plan builds on the previous year's multi-year plan to increase New College's enrollment by 50%, reaching 1,200 students and 120 faculty members by 2023-24. President O'Shea then elaborated on specific strategies to increase graduation rates. These included recruiting more students who will thrive in the New College environment and making New College degrees more valuable.

President O'Shea then presented reasons why New College is critical to the SUS. Using population density data, he noted that investing in New College's growth is more efficient than establishing a large-scale research intensive or regional comprehensive institution in Sarasota. President O'Shea noted that New College is part of the Cross College Alliance, a consortium of institutions that allows full-time students to take courses on other campuses for credit at the home campus without paying additional tuition.

At the conclusion of President O'Shea's presentation Governor Jordan asked the Committee if there were questions or comments. She asked about the other institutions in the Cross College Alliance. President O'Shea said that other institutions included State College of Florida, USF Sarasota-Manatee, and the Ringling College of Art and Design.

Governor Huizenga sought clarification on enrollment rates, as the numbers in the Strategic Plan differed from the New College Accountability Plan presented in June 2018. President O'Shea explained that there was a slight difference in how the data was analyzed but the end goals were the same. Governor Huizenga queried as to new academic programs that New College might implement. President O'Shea said that there have been preliminary discussions with other SUS institutions about possible three-two programs or two-one-one programs whereby students will get a New College degree and a B.S. at another institution.

Governor Felton asked about faculty recruitment and retention. Dr. Barbara Feldman, New College's Provost, gave an overview of faculty hiring and what New College has done to increase faculty hires. She also elaborated on specific academic areas on which New College is focusing its hiring efforts.

Chair Jordan asked about New College's plan to increase student diversity. President O'Shea noted that New College has just hired an Executive Director for Outreach Engagement and Diversity. Provost Feldman added that New College has recently hired a bilingual recruiter and an individual who will focus on international recruitment.

There being no further questions or comments Governor Jordan entertained a motion to approve the New College of Florida 2018-28 Strategic Plan. A motion was made by Governor Huizenga, seconded by Governor Link, and the motion carried unanimously.

4. Florida Atlantic University 2015-25 Strategic Plan

Governor Jordan said that the next item on the Committee's agenda was to consider for approval the Florida Atlantic University (FAU) 2015-25 Strategic Plan. She indicated that the plan was recently revised by its Board of Trustees to reflect an additional goal

and to incorporate a document that demonstrates the alignment between the institution's goals and the Board's Strategic Plan goals. Chair Jordan then called on President John Kelly to present Florida Atlantic University's Strategic Plan.

President Kelly began by saying that FAU's planning process focused on understanding the institution and its strengths. As a strength he noted, for example, that FAU has a federal port through which it has the ability to review classified federal research and grants opportunities. President Kelly indicated that, over the past few years, FAU has focused on increasing dormitory occupancy and enrollment. He noted that FAU has been successful in growing enrollment and is presently renting hotel space to house students. President Kelly said that in the future FAU will be asking for additional funds to build new dormitories at its various campuses. President Kelly then elaborated on FAU strategies including research collaborations, organizational self-assessments, and institutional branding.

President Kelly discussed the newly developed University pillars: sensing and smart systems, healthy aging, neuroscience, engineering/environmental sciences, and ocean science. He said that FAU has also adopted "platforms" across the University including community engagement and economic development; peace, justice, and human rights; global perspectives and participation; undergraduate research and inquiry; a healthy and environmentally sustainable campus; diversity; big data analytics; leadership, innovation, and entrepreneurship; and South Florida culture.

At the conclusion of President Kelly's presentation, Governor Jordan asked the Committee if there were questions or comments. She inquired about capital projects that may arise in pursuit of the Strategic Plan and if any would be related to academic programs and research. President Kelly stated that FAU's number one priority is the Jupiter building which will be located next to Max Planck. He noted that there are plans for a new medically-related building on the Boca Raton campus as part of an effort to expand the medical school. Governor Kitson thanked President Kelly and FAU's staff for giving him the opportunity to tour the Henderson School in order to understand how it ties to FAU.

Governor Felton noted that the plan calls for a substantial increase in research expenditures and asked about the tactics to achieve that goal. President Kelly elaborated on the opportunities to utilize the federal port and conduct more classified research in the defense industry. He noted that hiring additional research faculty and increasing graduate stipends will help achieve research goals.

There being no further questions or comments Governor Jordan entertained a motion to approve the Florida Atlantic University 2015-25 Strategic Plan. A motion was made by Governor Huizenga, seconded by Governor Link, and the motion carried unanimously.

5. Florida Atlantic University “FAU100” Legislative Budget Request

Governor Jordan said that the next item on the Committee’s agenda was to consider approval of a \$16.3 million dollar Legislative Budget Request from Florida Atlantic University titled “FAU100.” She noted that FAU indicated that the LBR would rocket the institution onto the national stage as the fastest-improving public research university in the country and accelerate its improvement to join the list of *U.S. News and World Report’s* Top 100 Public Universities in the nation by the year 2025. Chair Jordan said that if approved by the Strategic Planning Committee, the Legislative Budget Request would be forwarded to the Budget Committee for consideration. She then called on FAU President John Kelly to present the Legislative Budget Request.

President Kelly reviewed present data trends and improvements at FAU including improvements in graduation rates, recruitment of merit scholars, and improvements in securing research funding and increasing research expenditures. He noted that these numbers have plateaued but that there are opportunities to increase research funding by recruiting more faculty.

After reviewing national data and establishing FAU’s benchmarks, President Kelly detailed a plan to reach the top 100 of *U.S. News and World Reports’ 100 Best Colleges*. To achieve this goal, a request is being made for \$3 million in undergraduate recruitment scholarships, \$1 million in expanded summer term and three-year degrees, \$3 million in graduate stipend and student benefits, \$4 million for instructional and research faculty, \$3 million in annual research seed grant funding, \$2 million for infrastructure and core facilities, and \$300,000 in institutional branding.

At the conclusion of President Kelly’s presentation, Governor Jordan asked the Committee if there were questions or comments. Governor Lautenbach asked when FAU planned to be in the top 100. President Kelly stated that the institution’s goal was 2025. Chair Jordon thanked President Kelly for his presentation and for hosting the Board. There being no further questions or comments Governor Jordan entertained a motion to approve the Florida Atlantic University FAU100 Legislative Budget Request. A motion was made by Governor Huizenga, seconded by Governor Link, and the motion carried unanimously.

6. Concluding Remarks and Adjournment

There being no further business to come before the Committee the meeting was adjourned at 1:53 p.m.

Darlene Jordan, Chair

R.E. LeMon, Ph.D.
Associate Vice Chancellor
for Academic and Student Affairs