



Meeting Minutes
Tuesday, September 27 – Wednesday, September 28, 2011
Harbor Branch Oceanographic Institute
5600 U.S. 1 North
Fort Pierce, FL 34946

Chairman Robert Stilley convened the annual retreat of the Florida Atlantic University Board of Trustees with the following members participating:

Trustees Anthony Barbar, David Feder, Jeffrey Feingold, Angela Graham-West, Ayden Maher, William McDaniel, Abdol Moabery, Sherry Plymale, Robert Rubin, Paul Tanner, Julius Teske and Thomas Workman.

The following university officials attended:

Dr. Mary Jane Saunders, University President; Dr. Brenda Claiborne, University Provost and Chief Academic Officer; Mr. David Kian, Senior Vice President of Strategic Relations & General Counsel; Dr. Gitanjali Kaul, Vice President of Strategic Planning & Information Technology; Dr. Barry Rosson, Vice President of Research and Dean of Graduate Studies; Mr. Ron Bulger, BOT Liaison and Executive Administrator and Mr. Andrew LaPlant, Coordinator, Board of Trustees.

I. Call to Order

Chairman Robert Stilley convened the annual retreat of the Board.

II. Welcome, Approval of 2010 Retreat Minutes, Approval of the Stadium Naming

Chairman Stilley welcomed everyone and discussed the goals for the retreat. He wants to discuss over the next two days – Research and Community Involvement. He introduced the retreat moderator, Luis Mago. Mr. Mago has a strategic planning background and will help the Board strategize for the coming year.

Chairman Stilley asked for the approval of the 2010 Board of Trustees Retreat minutes. **A motion was made, seconded, and approved unanimously.**

Chairman Stilley asked for the approval of naming certain elements of the new stadium after certain significant donors, in accordance with the Board's policy on naming University elements. **A motion was made, seconded, and approved unanimously.**

III. President's Annual Report and Introduction of the new Provost

President Saunders presented her June 2010-July 2011 review of her annual goals. She wanted to build an Effective Administrative Team, as summarized in Goal 6. She hired Brenda Claiborne from the University of New Mexico. Her background was outlined as the reason she was the top choice for the job.

President Saunders continued on Goal 6, with hiring Dennis Crudele as the Vice President of Finance, from his previous Interim position. He was a major factor in the final push for the stadium and he was able to find enough money to allow the project to go forward.

Dr. Gitanjali Kaul was brought in as the Vice President for Strategic Planning. She has already reached her goal of enrolling 500 new students, including more in the freshman class.

Harbor Branch Oceanographic Institute was in need of a new executive director, so Dr. Margaret Leinen was brought in and will attract some of the top researchers around the country. President Saunders believes this campus is a jewel and wants to advance not only its research activity, but its profile around the community, state and country.

President Saunders mentioned one of her initiatives is increasing online learning. She brought in Dr. Monica DeTure as the assistant provost for eLearning. DeTure comes from Auburn University where she oversaw distance learning programs. She is currently looking to expand our online course offerings and teaching professors how to teach online.

With the very important opening for the Vice President of Research, President Saunders hired Dr. Barry Rosson. He will serve the dual role of Research and Dean of Graduate Studies, which many colleges and universities already have in place. She would like to double the research size in five years.

For Goal 4, maintaining FAU's Financial Stability, President Saunders reports all units were in the black, minus one (which was approved) as well as the University as a whole.

Under Goal 3, Establishing a Culture of Research, Scholarship and Creative Activity, President Saunders is working a building relationships with the community. She noted all the Chambers of Commerce breakfasts and lunches she has attended throughout the year. A key position will be open soon as Randy Talbot, the Vice President for Advancement is retiring. This will give us the opportunity to hire someone with new goals for the department and continue to build on our previous successes.

President Saunders outlined many of the grants FAU has received the past year, then closed Goal 3 with the establishment of the Charles E. Schmidt College of Medicine.

Goal 2, Increase Student Success and Affinity to FAU, President Saunders noted the new Center for Teaching and Learning, the new eLearning initiative and how the career center is building new contacts with the workforce for our students to find jobs. She has cut many ribbons for buildings the students will come to for class, study and extracurricular activities. They include the Engineering Building, the Living Room Theatre, the Edwin Link and Research Buildings at HBOI and of course, the new FAU Football Stadium.

President Saunders concluded her report with Goal 1, Initiate Strategic Planning and Focus University Mission. She is reinitiating the process with Dr. Kaul. She noted there is more competition in the area, including for-profit colleges and not-for-profits. The Honors College has tripled their enrollment from last year.

Going forward, President Saunders wants FAU to become a Research One institution, continue to build the medical school, increase philanthropy, more athletic success and get ready for the SACS accreditation process.

President Saunders then introduced Dr. Brenda Claiborne, University Provost and Chief Academic Officer. Dr. Claiborne said FAU was her first choice when looking at schools, because she enjoys building academic programs and colleges.

IV. Strategic Plan Update

One of Dr. Kaul's main focus areas this past year was working with campus leadership to come up with Signature Themes. She developed three: Marine and Coastal Issues; Biotechnology; and Contemporary Societal Challenges. She noted we want to take our role as researchers that can be used by people in their everyday lives.

Dr. Kaul reported we are "Florida First," meaning we are a bell weather state. Many of the issues in the country start here in Florida. Those issues include climate change, illiteracy, foreclosure/unemployment and assisted living facilities.

The trustees discussed the Strategic Plan in length, including Dr. Graham-West mentioning she wants to bring in more women to business and wants FAU to be a hub for finance, especially for women. Mr. Feder wants FAU to look into tourism, which was backed by Mr. Moabery. President Saunders concurred. Mr. Maher would like faculty to teach more to their specialization. Mr. Rubin wants FAU to identify an over-compassing goal or focus on two or three programs to be the best. Dr. Teske noted there is one common thread to all of FAU's campuses, the ocean. Vice Chair Barbar liked the third theme of Contemporary Societal Issues,

and the flexibility it offers to supplement the other areas. Chair Stilley emphasized that our development of signature themes should also create a magnet that could attract outside companies and entrepreneurs to our service area.

V. Community Engagement

Dr. Barry Rosson led the discussion on Community Engagement and Economic Development. FAU has a very active Career Development Center with co-ops and internships. Our Lifelong Learning Society has 19,000 members in Jupiter and Boca Raton. The Florida Department of Education statistics of salaries with other State University System schools are in the notebooks.

Chair Stilley asked if tenants in the research park have any connections with the University. Dr. Rosson said they do need to have some connections or business with the University; it's not just an owner-tenant agreement. There is 70-percent occupancy in the park on the Boca Raton campus, but not as high in the Deerfield Beach park.

Dr. Rosson remembered when he was at Texas A&M, there was no research done and now they are No. 1 in the State of Texas. We can use this as an example. Also, all of the medical branches of the schools are near the top, which means a good medical school will enhance our research greatly.

Chair Stilley said many companies and people in general are very risk-averse right now. Mr. Moabery mentioned DARPA, where the government lets the companies use their resources, but keeps half the patent. Dr. Rosson concluded if we want to get to Research One, we need to attract the top companies and they use lists, like the research tier lists to choose their schools. The Board requested that the administration bring to it information on the criteria for becoming Research One, so that measurable goals can be developed for achieving that status.

VI. BOT Discussion and Break-out Groups

Mr. Luis Mago divided the Trustees into four break-out groups to write ten strategies for a one-year plan for the BOT. Mago mentioned some items to use as guides: read "The Art of War" by Sun Tzu, which is helpful for any strategic plan; the need to find a strategic "sweet spot"; wealth systems are the future; nanoceuticals; hyper-agriculture; and customized health care. We are a knowledge-based economy. We don't teach students for a job. We educate to innovate. Innovate means change.

The Trustees convened in their break-out groups and then returned and reported their discussions.

The board chose ten strategies out of the forty to focus on. They were:

- 1) Establish an Office of Community Engagement.

- a) Outreach
- b) Marketing/Branding
- c) Press Relations
- d) Connect to Economic Development
- e) One-Stop Shopping for internal point of contact
- f) Create a profit center

They want a coordination and analysis of activities by December 2011.

- 2) Build a lobbying coalition of BOT and FAU family.

Specifically to help create Federal and State support for Ocean Energy Research Program.

Rethink/reshape advocacy efforts with BOT involvement.

- 3) I.D. 20 largest private employers in area and have president and BOT member meet with CEO.

Would like this completed within the next 12 months.

- 4) Hire data-mining company to obtain information to increase alumni engagement with the University.

Enter agreement within 90 days.

- 5) Geographically broaden Foundation Board membership and align priorities with the University.

- 6) Recruit/Outreach to companies in Israel and Central/South America to commercialize technology.

Create a plan in 90 days.

- 7) Integration of Priorities
 - a) Research/Academics
 - b) Economic Development
 - c) Community Engagement
 - d) Foundations

These key areas of the University need to be on the same page.

8) Convene a meeting or conference of bio-tech industry partners to help FAU become known as the regional epicenter for industry and academia.

9) Do full-cost benefit analysis of all non-core campuses

10) Create a collaboration of water-related research with the South Florida Water Management District and other stakeholders so as to develop joint community related research.

Mr. Mago led the final discussion of the day. He urged the Board to “think bold thoughts.” Dr. Feingold would like everyone to read “Startup Nation.” Mr. Moabery looked at the trustees S.W.A.T. answers and that our weaknesses can turn to threats. Our biggest weakness is not being known in the community. FAU needs to advertise and educate the community better. Most high school children don’t know all the benefits FAU has to offer. Mr. Maher said we just need to get the students on campus and the school sells itself. Mr. Feder agreed with the need to enhance our marketing and outreach, and suggested that we should have individual on each campus who is involved in many different local organizations. Mr. Mago would like to the board to look at a brand new branding strategy for FAU. FAU needs a new initiative.

The retreat was then adjourned for the day.

Wednesday, September 28, 2011: The retreat was re-convened by Chairman Stilley at 8:30AM.

VII. Welcome and Review of Agenda

Mr. Mago welcomed everyone back and wanted a bold idea for the University in the coming year. Mrs. Plymale noted we will not have a bold idea every year. President Saunders said we already have bold ideas we have been talking about, i.e. going to a Research One institution, doubling research in five years and the expectation of economic partners with the University. She mentioned we need help from the board with political influence. We have taken many cuts over the past few years that have cost many people their jobs. Dr. Feingold wants the University to have a financial goal to raise a certain amount of money. Mr. Mago asked them to focus on community engagement and economic development when they come back from their breakout session.

VIII. BOT Action Plans Discussion

Mr. Mago then separated the Trustees back into their break-out groups and instructed each group to identify ten action items to achieve the strategies discussed yesterday. After the break-out groups met, the Board reconvened to discuss the four groups’ action items for the ten strategies. Trustee Teske asked if the President feels the strategies are achievable. The President said we can build on the strategies, but none will be done overnight. She gave examples of not having

ten National Academy Members tomorrow; legacies don't happen in a year; and community involvement, the stadium will take care of a lot. At other universities, they aren't talking about the academic mission; they talk about the sports teams. The excitement over the stadium will be a big help.

The board decided to split the forty ideas into Administrative and Board tasks. Mr. Kian asked the Board to clarify which ideas are suggestions and which are goals that the president be held accountable to achieve.

A motion was made by Trustee Feingold to adopt all forty action items for the ten strategies. The motion failed for lack of a second.

Chair Stilley led a discussion to add some of the Board's strategies and action items into the proposed President's Annual Goals for 2011-2012, which were contained in the Board's backup material. Trustee Rubin made a motion to amend President's Goal 4 by increasing the philanthropy range from 10 percent to 15-20 percent. **The motion was seconded and approved unanimously.**

Chair Stilley then requested a motion to amend the proposed President's Annual Goals in the following manner: add BOT Strategy 7 to President's Goal 1; add BOT Strategy 8 to President's Goal 3; add BOT Strategy 9 to President's Goal 4; add BOT Strategy 1 to President's Goal 5; and add BOT Strategy 6 to President's Goal 5, with the caveat of changing the targeted area from "Israel and Central/South America" to "other strategic countries." There was a motion to amend the proposed President's Annual Goals in the foregoing manner, and to approve the Annual Goals as amended. **The motion was seconded and approved unanimously.**

IX. President's Annual Evaluation

President Saunders exited the meeting, and Chair Stilley led the discussion. He said that he pushes President Saunders hard, and that she has done fantastically well in response. He carefully monitors whether she is doing what the Board requires of the President, and he confirmed that she is. He states that she has met every goal that BOT identified for her last year.

Trustee Workman agreed. He said that the community in Boca Raton is telling him that she is doing a terrific job, that she is very visible, and that she maintains an unbelievable pace of outreach. She has had a tremendous first year.

Trustee Plymale said that President Saunders is extremely focused on fund-raising, even beyond what the Board has requested. She holds her staff to those expectations as well.

Trustee Rubin agreed, and noted that she is creating access to potential philanthropic sources that we've never had before. The positive public vibe she creates is incredible.

Trustee Teske asked for information about President Saunders' total compensation package. Chair Stilley and Mr. Kian provided the requested information.

A discussion then ensued regarding whether to award the President a bonus, in accordance with the terms of her contract. Trustee Feingold expressed concern about the current economic climate. Trustee Maher stated that President Saunders deserved a bonus, but he asked the Board to recognize that several years of significant tuition increases were creating difficulties for students. Trustee Moabery expressed concern that if the President were not awarded the full amount of bonus provided for in her contract, there could be a perception that the Board was less than fully satisfied with her performance. Everything said in the meeting today shows that she's done everything the Board required of her in the past year. Chair Stilley agreed, and noted that the Board has a contract with the President that should reward her if she performs well, and she clearly has. Trustee McDaniel observed that Dr. Saunders is the best president he has ever seen at FAU. Vice Chair Barbar moved to award the President the full level of annual bonus provided in her contract. **The motion was seconded and approved unanimously.**

Vice Chair Barbar moved to accept the President's self-evaluation without amendment. **The motion was seconded and approved unanimously.**

The 2011 FAU Board of Trustees annual retreat was then adjourned at 2:45 p.m.