

## 2019 BOT Retreat

### **Welcome and Expectations**

Chair Anthony Barbar gave a welcome to the board retreat. He spoke about what to expect for the day and what we need from the attendees.

### **Beneficial Disruption**

President John Kelly gave a presentation on current things happening at FAU. He started with new Board of Governors (BOG) expectations. The BOG wants one thing we do as a university of distinction. Dr. Kelly talked about the different things they were looking at. They decided on big data. FAU can make a difference with research in artificial intelligence (AI).

Dr. Kelly has research with undergraduates to tell the history of FAU. World War II has a piece on FAU's campus. It was home of the Boca Raton Air Force Field.

Dr. Kelly went over the media coverage and social media impressions for FAU. Public Affairs started a new branding and marketing campaign. TheLadders.com named FAU the Best Total Package in College number one in Florida.

FAU partnered with JM Family Enterprises Inc. to offer associates full tuition. That gives 4,300 employees of JM Family an opportunity to earn undergraduate or graduate degrees. Trustee Brent Burns have 25 employees going for a big data/AI degree.

The US News criteria include graduation and retention rates, social mobility, graduation rate performance, undergraduate academic reputation, and faculty resources. This year was the first time FAU was ranked in the Top Public Schools at No. 140. No. 45 in new social mobility ranking, based on graduation rates for students from lower-income backgrounds.

College of Business receives top rankings in financial times and US News and World Report for its executive education program. Dr. Kelly went over the top 25 majors at FAU, ranked by reported starting salaries. Research expenditures has grown to \$71 million. Grant applications have increased by 121%.

Artificial Intelligence is a big decision for FAU. Once we decide on this, FAU will own it for years to come. You can't decide in two years that you no longer want this to be your distinction. AI reaches across many disciplines at FAU. You don't have to be in science, math or engineering to be in AI.

Dr. Kelly spoke about key highlights:

- The library is evolving to include live labs, first of its kind in the State University System (SUS).
- Student Union is under a \$25 million construction project, which includes a new banquet facility and hall.
- The Board of Governors approved new student housing.
- The Jupiter Life Science Initiative on the Jupiter campus.
- The Schmidt Family Complex for Academic and Athletic Excellence is almost complete.
- FAU and Max Planck Launch First-of-its-Kind Academy
- AD Henderson Named 2018 National Blue Ribbon Award
- 12 FAU High Students Named National Merit Finalists
- FAU has increased its National Merit Scholar students every year since Fall 2014.
- Med Direct Pipeline contributes to FAU's Mission and Goals
- FAU Israel Visit encourages research collaborations with many universities in Israel
  - FAU is one of two co-sponsors of the Florida-Israel Institute
- Steve Swanson's Earth-To-Space Call
- Most Diverse Public University in the SUS
- Changing Gender Balance in Higher Education
  - Women Comprise More than 56% of students on college campuses
- FAU Scientists Discover Cause of Blue-Green Algae Blooms
- FAU's Brain Institute partnered with the South Florida Science Museum
- Many research in health related issues including cancer and Parkinson's disease

Emerging Issues include:

- BOG Classification
  - FAU 100
- Capital Campaign
- Medical Partners
- Universities of Distinction – formerly called Pre-Preeminence
- FAU Research Park
- Boca Raton and Jupiter New Master Plans
- University land as a "City"

- Brightline Terminal

## **Athletics Update**

Chair Barbar introduced Brian White and Rick Chryst, strategic advisor to athletics.

Vice President of Athletics Brian White gave an update on the athletic strategic plan. White went through the background process and members of the steering committee. Dr. Kelly wants to develop an athletic brand that communicates with a national audience.

Rick Chryst spoke about the Division I – Football Bowl Subdivision. 130 institutions/10 conferences, with a Power Five (65 institutions) and Group of Five (65 institutions)

Conference USA was a merger of two “basketball conferences” in 1995. “New Conference” was formed in 2013 with 9 of current 14 members joining.

State of Florida has 12 institutions with six members of the football bowl subdivision. FAU is third in Conference USA for percentage from institutional support, most in the 60-70% range. In comparison, American Athletic Conference are mostly in the 40% range.

Brian White spoke about Revenue Growth Opportunities. Premium seating is a high priority, including cabanas on the field. We want to rent out the stadium more during the year.

Mission statement: To create a brighter future for FAU through student-athlete success. The core values are purpose, inclusion, integrity, enthusiasm, and ambition.

Goals:

1. Winning in Life
2. Nationally Competitive
3. Sustainable Financial Model
4. Synergy
5. Demonstrate Excellence
6. Embrace Competitive Advantages
7. Fulfill Fundamental Commitments to Student-Athletes
8. Develop Follow-Up Systems and Processes
9. Develop a National Brand

## 10. Grow Exposure

Stewart Martin asked about how important the scholarship funding is for the Paradise Club. White answered that it costs about \$18,500 to fund a full scholarship, including room and board. Many people are becoming fans that don't have a history with FAU.

Brian White spoke about the Strategic Plan Headlines.

### **BOG Performance Metrics**

Provost Bret Danilowicz presented on the Board of Governors (BOG) performance metrics. Dr. Danilowicz spoke about the improvement to excellence points, average cost to the student, first time-in-college four-year graduation rate, academic progress rate, percent of baccalaureate degrees awarded without excess hours, percentage of graduate degrees awarded within programs of strategic emphasis, total research expenditures, percentage of bachelor's degrees awarded within programs of strategic emphasis, percent of undergraduates with a pell grant, percentage of BA/BS graduates enrolled or employed at a salary of \$25k or more after the first year of graduation, and median wages of bachelor's graduates employed full-time.

This past year FAU had its highest point total we have ever received. Trustee Moabery asked how this compares to other universities. Danilowicz said we will go down compared to last year due to improvement points going down. The good news is that the excellence points are starting to go up.

Provost Danilowicz finished by showing the lag times in the metrics. Many start in 2014.

### **Comprehensive Campaign**

Vice President for Advancement Danita Nias presented on the upcoming comprehensive campaign. Also presenting will be Jim Sullivan, Executive Director of HBOI and Pete Lasher, the campaign consultant. Nias went over last year's total dollars raised and total donors, including alumni, athletics and faculty/staff giving.

The goal for fiscal year 2020 is \$50 million. That number will build the momentum that shows our donor base to launch a capital campaign.

Nias went over the four phases of the campaign: Quiet, Pre-Launch, Launch/Public and Close. Most universities have 60% in closed donations when they publically launch a campaign. 90% of FAU's dollars come from 10% of the donors. Amounts over 100k dollars give 80-90% of the campaign goal, 25-99k is 15% and under 25k is 5%.

Feedback from prospective donors. First was we don't know much about FAU and don't communicate well with the community. Second, you are missing an opportunity to weave FAU together with Osher Lifelong Learning Institute.

A common question is how are you marketing the University?

Common insights were talk to the donors; share your stories/accomplishments with the community; invest in a long-term alumni strategy; grow your internal and external team of ambassadors who can help tell FAU's story; bring students to donor events.

Central Campaign vision includes academic and non-academic priorities & messaging. Our 113-mile stretch of the Atlantic draws a diversity of people: students, alumni, neighbors and patients, among others.

Danita introduced Jim Sullivan to speak about HBOI and its case for support. HBOI doubled its research dollars this year. They produce 30% of the research dollars that come to FAU. Sullivan spoke about what will HBOI look like in 10-20 years.

They came up with five WOW statements:

1. HBOI is creating the next generation of scientists who will solve real problems facing Florida – and the nation
2. HBOI is mining our marine environment to find new drugs that can treat or cure the most persistent – and pernicious – health challenges of our time
3. HBOI is protecting the quality of our waters from pollution, saltwater intrusion, toxins and sea level rise
4. HBOI is doing vital military defense research to protect our coast defensively in the aquatic environment
5. HBOI is addressing food security, the pending global food shortage, and exploitation of our fisheries and oceans by developing expertise in aquaculture

Danita Nias came back and went over the dollar goal for the campaign, including “reach back” gifts. She reminded the group that you want 60% of the dollars already raised in the campaign goal.

Pete Lasher presented on the campaign planning study. A high percentage of those interviews have a positive attitude toward FAU and 76% believe the University is on an upward trajectory. Many attributed this to President Kelly for his leadership.

Despite the positive perceptions, only 30% viewed FAU as a top philanthropic priority. Many believe the FAU brand is not strong, due in part to lack of communications with key constituents. Respondents said a president plays a key role in fundraising, and almost half couldn't comment on his effectiveness as a fundraiser. Three out of four respondents believe that the stewardship of their gifts was on par with other nonprofits they support. Many were uncertain if boards help the campaign.

GGA goal analysis suggests that FAU should set a working goal for the campaign of no more than \$400 million. Some actionable items include:

- Development of a presidential engagement strategy to guide President Kelly's externally facing activity and position him as a thought leader
- Deeper level of involvement by the provost, vice presidents and deans in the process.
- Develop a campaign operating plan designed to integrate all key activities and milestones
- Encourages advancement to strengthen business structures

**Adjourn**

**Tuesday, September 17**

Chair Anthony Barbar opened the second day of the retreat by going over the agenda and expectations for the day. He introduced VP of Financial Affairs, Jeff Atwater, to start the FAU 100 presentation.

### **FAU 100 – Metrics and Legislative Budget Request**

Jeff Atwater presented the FAU 100. He went over the US News public national rankings, the known brands and the comparison of universities by 6-year graduation rates. Trustee Moabery asked about students who leave the university to go to other schools. Provost Danilowicz spoke about UCF cutting their freshman class size to help with their graduation rate. Most go to other schools, then go to UCF

after one- or two- years. Trustee Stilley asked why students are taking so long to graduate. We need to expect these students to graduate on time. It is in the students best interest. Trustee Wagner responded that we are going in the right direction. When he started at FAU, you never saw students wearing FAU shirts. Now, there are FAU shirts being worn all over campus.

Provost Danilowicz spoke about the time spent on students with gateway classes. We are working with the students to try and make them successful. Trustee Moabery asked about freedom to take some classes and not others, for example, can they take less math or science if they want a degree in something not in those fields. Danilowicz responded that while there is some freedom to change the classes the students want to take, there are state requirements we can't change.

Trustee Burns said the new VP of Enrollment will need to go through all the numbers and put markers on items that need attention.

Atwater went over percentage of classes with greater than 50 students and average faculty compensation. The peer assessment score is important in the rankings. FAU is on the road to 100. The top metric, graduation rates, is increasing yearly.

Provost Danilowicz went over the legislative budget request. We will request a recurring \$2.8 million in employment-based student incentives, \$1.2 million in success networks for undergraduate students, \$4.4 million in enhanced instruction via graduate students, \$1 million for Institute for Sensing and Embedded Network Systems Engineering (I-SENSE), \$2 million for research at HBOI, and \$1.4 million for an Institute for Artificial Intelligence, Autonomy, and Data Analytics (AriADA).

We are requesting non-recurring dollars of \$5.3 million for \$3 million at Jupiter High Performance Computer (HPC) – AI/Data processing, \$500k for Fort Lauderdale Media Technology and Entertainment (MTE) Lab for AI integration, \$1.8 million for AI Robotics Testbed – Ocean/sea surface/ground/air.

Provost Danilowicz then went over the measures of success including one year accomplishments, return on investment with AI/DATA student outcomes, year one accomplishments in AI data and the national ranking in the US News.

## **Master Plan & Major Projects Status Update**

Vice President of Administrative Affairs Stacy Volnick presented an update on capital projects. She presented this as an informational item at the March meeting earlier this year. They had their first public hearing in June and the 90-day public review ends this month. The second public hearing will be in October and will go to the full board in November. Five phases of a master planning process. We are in the fifth phase. Rubin asked if there has been public comments. Stacy said they have been dealt with through the process.

Volnick went over the Schmidt Family Complex for Academic & Athletic Excellence project scope and status. She spoke about the Student Union Expansion & Renovation project scope. The renovation of the existing Student Union will include food services and market, conference rooms, computer store and gaming room.

The housing project on the Boca Raton campus project scope includes 7-story residential hall, 616 beds, and the first floor includes a get wise center for student success. On the Jupiter campus, the housing project will have a three-story residential hall, 165 beds and the first floor includes a recreation center for all Jupiter housing students. Both project are slated to be completed by July 2021.

Boca Raton campus will have five cooling towers replaced. The FPL ESCO project will be done June 2020. The Seimens ESCO will be February 2021. Dan Flynn went over the specifics on the Jupiter STEM/Life building. The AD Henderson Lab School will replace the existing K-8 building, new gymnasium and new auditorium.

### **Florida Commission on Ethics Presentation**

Chief Compliance & Ethics Officer Elizabeth Rubin introduced Christopher Anderson, Executive Director The Florida Commission on Ethics, to present on the state ethics laws. Anderson opened that the ethics commission is not one that targets people. An inquiry that exonerates someone is as valid as one that indicts them.

Anderson said they have nine member board. Since the FAU trustees are at the state level, they would need to disclose if they had any conflict. If a complaint comes in, then they will look at a possible violation and let the person named in the complaint know. If there is found to be a probable cause, then it will go into the next level. If no probable cause, then it is dismissed. This is not criminal law.



Who is governed by the ethics law? The law applies to public officers, employees or local public officers. One of the big ethic standard that is not applicable is the anti-nepotism statute. They still need to check with any university policies, but state-wide is not applicable.

One of the constitutional amendments that changed is a person cannot lobby their previous office from the previous 2 years to the current 6 years. A statutory change that will happen is electronic filing instead of paper. That will happen by 2022.

### **Action Agenda**

Chair Anthony Barbar convened the action agenda of the Florida Atlantic University Board of Trustees with the following members participating: Mr. Kevin Buchanan, Mr. Brent Burns, Mr. Shaun Davis, Dr. Michael Dennis, Dr. Malcolm Dorman, Mr. Brad Levine, Mrs. Mary Beth McDonald, Mr. Abdol Moabery, Mr. Robert Rubin, Mr. Bob Stilley, and Dr. Kevin Wagner. **Roll was taken and a quorum was present.**

### **Public Comment**

No public comments.

### **Approval of the June 4, 2019 Full Board Minutes**

Chair Barbar asked for a motion to approve the minutes as written. **A motion was made and seconded to approve the June 4, 2019 Full Board Minutes. With no further discussion or amendments, the motion passed unanimously.**

### **I. Approval of the 2017-18 Florida Educational Equity Report**

Ms. Rubin presented the equity report to the board. **A motion was made and seconded to approve the 2017-18 Florida Educational Equity Report. With no further discussion, the motion passed unanimously.**

### **II. Approval of the 2019 Textbook and Instructional Materials Affordability Report**

Provost Danilowicz presented the textbook affordability report. **A motion was made and seconded to approve the 2019 Textbook and Instructional Materials Affordability Report. With no further discussion, the motion passed unanimously.**

### **III. Approval of the Revised 2020-21 Five-Year Capital Improvement Plan**

Ms. Volnick presented the revised capital improvement plan. **A motion was made and seconded to approve the Revised 2020-21 Five-Year Capital Improvement Plan. With no further discussion, the motion passed unanimously.**

#### **IV. Approval of the Florida Atlantic University Revised 2019-20 Fixed Capital Outlay (FCO) Budget**

Ms. Volnick presented the revised fixed capital outlay budget. **A motion was made and seconded to approve the Revised 2019-20 Fixed Capital Outlay (FCO) Budget. With no further discussion, the motion passed unanimously.**

#### **V. Approval of the 2019-20 Carryforward Spending Plan**

Mr. Atwater presented the 2019-20 Carryforward Spending Plan. **A motion was made and seconded to approve the 2019-20 Carryforward Spending Plan. With no further discussion, the motion passed unanimously.**

#### **VI. Approval of the Florida Atlantic University 2020-21 Legislative Budget Request**

Mr. Atwater presented the 2020-21 Legislative Budget Request. **A motion was made and seconded to approve the Florida Atlantic University 2020-21 Legislative Budget Request. With no further discussion, the motion passed unanimously.**

#### **VII. Approve Naming of University Elements**

Ms. Nias presented the Naming of University Elements.

a. Michael L. Friedland M.D. Dean's Suite - **A motion was made and seconded to approve the Michael L. Friedland M.D. Dean's Suite. With no further discussion, the motion passed unanimously.**

b. Gentile Family Counseling and Tutoring Office - **A motion was made and seconded to approve the Gentile Family Counseling and Tutoring Office. With no further discussion, the motion passed unanimously.**

c. Irving M. Lurie Executive Office - **A motion was made and seconded to approve the Irving M. Lurie Executive Office. With no further discussion, the motion passed unanimously.**

d. Donna More Compliance Office - **A motion was made and seconded to approve the Donna More Compliance Office. With no further discussion, the motion passed unanimously.**

e. Shapiro Family Video Board - **A motion was made and seconded to approve the Shapiro Family Video Board. With no further discussion, the motion passed unanimously.**

**VIII. 2018-19 Presidential Review**

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