



**Board of Trustees Annual Retreat Meeting Minutes
Monday, September 8 – Tuesday, September 9, 2014
Harbor Branch Oceanographic Institute
5600 U.S. 1 North
Fort Pierce, FL 34946**

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

Trustees Daniel Cane, Michael Cepeda, David Feder, Jeffrey Feingold, Mary Beth McDonald, Abdol Moabery, Ronald Nyhan, Robert Rubin, Robert Stilley, Paul Tanner, and Thomas Workman.

The following university officials attended:

Dr. John Kelly, University President; Mr. Jorge Calzadilla, Vice President for Public Service; Mr. Patrick Chun, Vice President for Athletics; Mr. Dennis Crudele, Interim Vice President for Institutional Advancement; Mr. Peter Hull, Vice President for Public Affairs; Mr. David Kian, Vice President of Legal Affairs and General Counsel; Dr. Corey King, Interim Vice President of Student Affairs; Dr. John Newcomer, Interim Vice President for Research; Dr. Gary Perry, University Provost and Chief Academic Officer; Ms. Dorothy Russell, Vice President for Financial Affairs and Chief Financial Officer; Ms. Stacy Volnick, Vice President of Administrative Affairs and Chief Administrative Officer; and Mr. Andrew LaPlant, Director, Board of Trustee Operations and Chief Aide.

Day 1 – September 8, 2014

Call to Order

Chairman Anthony Barbar convened the annual retreat of the Board. Roll was taken and a quorum was established.

Introduction to the workshop/purposes/rules of engagement/self-introductions

Megan Davis opened with an introduction of HBOI.

Anthony Barbar welcomed the board and introduced the Dr. Terry MacTaggart, the retreat facilitator.

Dr. MacTaggart noted that all boards want positive change, but not many do the actions necessary.

Dr. MacTaggart offered the following motto: "The best boards work with each other and their president to build exceptional institutions."

He then identified the following purposes for the retreat: Upstream Discussion of Strategy for FAU; Alignment of Action with Plan: Academics, Research, Athletics, Marketing/Branding, and Finance; High Performing Boards, Working Relationships.

He concluded by identifying the “Magic of Dialogue:” All Contribute; "Hard on the Issues, but Easy on Each Other"; Let Facilitator Facilitate

Self-Introductions

A Planning Process for FAU

President Kelly spoke about his first 200 days at FAU.

Presentation to board: Road Map to 2025

- President Kelly presented his strategic emphasis for the university
- Provost Perry presented on Student Success Strategies
- Interim VP Student of Affairs Corey King presented on Student Success Strategies
- VP Public Service Jorge Calzadilla presented on Student Success Strategies
- President Kelly presented on Premier Talent Strategy
- Interim VP Research John Newcomer presented on National Scholarly Reputation Strategy
- Perry and Newcomer presented on Research Productivity
- President Kelly presented on Enhancing and Expanding Strategy Partnerships
- VP Communications Peter Hull presented on Branding Strategy
- VP Athletics Pat Chun presented on Academics/Athletics Synergy Strategy
- VP Administrative Affairs Stacy Volnick presented on Infrastructure Strategy
- VP Financial Affairs Dorothy Russell presented on Budgeting
- President Kelly introduced his Pillars and Platforms idea
- Next Steps

Dr. MacTaggart talked about healthy skepticism. Is it realistic? Does it have internal support? Competition? Political opposition? BOG Standards? Academic Push Back? Alumni?

Trustee Cane noted this was a little too deep in the details for the board level.

Trustee Nyhan said we need a plan that everyone buys into.

Trustee Moabery liked hearing about tactics, not strategy.

Trustee Cepeda says FAU needs support. With the Breezeway and other projects, the next 50 years at FAU start now.

Trustee Stilley said this is the first time we have seen a plan to reach the next level.

Trustee Workman said it was a big step in the right direction.

Trustee Feder liked that Dr. Kelly is bringing people in from other institutions. Culture change will be tough though.

Trustee McDonald enjoyed the details. Dr. Kelly will lead FAU and get buy-in from the university and its constituents.

Trustee Cane would like to know what the university will look like in 2025. Who is the target audience?

Trustee Tanner said cultural change is very difficult. President Kelly will have to be ready to fight many battles.

Chair Barbar thought it was important to look at the planning process, to give it context. We have an incredible opportunity to take FAU to the next level. FAU needs the leadership team and the board on the same page.

The meeting was adjourned.

Day 2 – Tuesday, September 9

Continued Discussion of the Planning Process

Chair Barbar opened day 2 of the meeting at 9am.

President Kelly concluded his presentation on his Pillars and Platforms concept for the university and his process for socializing the plan among the faculty. He and the Provost plan to visit every department and unit on campus (approximately 60) to discuss and learn from the faculty their thoughts on FAU's strengths and needs in revising the strategic plan.

Trustee Nyhan discussed the critical challenge of securing faculty buy-in.

Trustee Stillely replied it's going to be up to the faculty leaders to bring their colleagues along.

Trustee Feder wants to the faculty and staff to be inspired to be better.

Trustee Moabery said the pillars that bring in the money are the pillars that FAU needs to focus on.

President Kelly discussed some techniques that helped engender faculty support for significant change at Clemson.

Dr. MacTaggart presented on High Powered Governance

- Good boards know their fiduciary obligations, brand, integrity
- Better boards know relationships and communications
- Best boards work with their presidents and constituents

Dr. MacTaggart noted some observations about President Kelly from the board:

- He's got what we need
- This could be FAU's decade
- Impressive
- How will he surmount resistance to change?
- Innovate!

And he offered some observations from BOT members about the board itself:

- Our job is to help guide the President based on our experience
- We need to provide greater political support for this agenda
- How do we galvanize the alumni?

- The board is too much in the weeds
- The board has almost no policy discussions at meetings
- Some members are not engaged...how do we change that?
- We reschedule meetings too often
- These are talented people, good people who care about FAU and the community

Trustee Stilley mentioned getting greater political support is difficult with most of the legislators being from UF and FAU. We need more people in Tallahassee.

Trustee Workman wants to focus on certain areas to become a national university.

Trustee Rubin noted the BOG needs to hear a consistent message from the board and the university. We have to get behind the message and how we are going to bring out the message.

Trustee Cane said he'd pull the levers of the business community in South Florida, not in Tallahassee.

Trustee Moabery agreed with Trustee Cane. FAU has always struggled with engaging the alumni, but they can really help us.

Dr. MacTaggart asked about policy discussions in board meetings with the Sunshine Law.

Trustee Moabery and Tanner responded that they don't mind the law and discussing things in public.

Dr. MacTaggart asked if some members aren't engaged.

Trustee Feder and Chair Barbar felt most board members are engaged.

Dr. MacTaggart asked the board to comment about the presidential position.

Trustee McDonald says any leader needs to be a good communicator.

Trustee Rubin would like to know more about what's going on at campus.

Trustee Workman likes the aggressiveness of the plan.

Trustee Feder said to continue to build a really strong team.

Trustee Tanner enjoys the president on twitter and social media.

Trustee Nyhan said to continue to speak with the faculty.

Trustee Cane asked to be kept informed during the process of socializing the plan with the University community, especially when the plan changes, as it should.

Trustee Moabery wants the president to shoot for the stars. He has seen an incredible difference in the last 200 days.

President Kelly's 2014-15 Goals and Objectives

Chair Barbar went through the President's proposed Goals and Objectives for the 2014-15 Fiscal Year and asked the board to approve it.

Trustees Tanner asked that metrics be inserted. Chair Barbar and Trustee Moabery said after the strategic plan is approved, then the numbers will be filled in.

Discussion ensued. A motion was made to amend the first sentence in the first bullet item to read as follows: "Meet or exceed the metrics established by the BOG and the goals approved by the BOT in the FAU 2014-15 Work Plan." **The motion to amend the proposed plan was seconded and with no further discussion was approved unanimously.**

A motion to approved the President's proposed Goals and Objectives for 2014-15 as amended was made and seconded and with no further discussion was approved unanimously .

Annual Evaluation

Chair Barbar asked the board for authorization to inform the BOG that the Board had conducted an abbreviated review of the President because he has not been at FAU for a year. **A motion was made and seconded to authorize the Chair to report that President Kelly's Goals and Objectives for the upcoming year were approved, and to note Dennis Crudele for his work during the past year as interim. The motion was seconded and with no further discussion was approved unanimously.**

The meeting was adjourned for a brief meeting of the Academic and Student Affairs Committee to consider the approval of market rate tuition programs.

Following the Academic and Student Affairs Committee meeting, the full Board was reconvened. The Committee had unanimously approved the following proposals for market rate tuition from the College of Business:

- Executive Master of Accounting
- Master of Taxation
- Master of Science in International Business

A motion was made and seconded to approved market rate tuition for the foregoing programs, and with no further discussion the motion passed unanimously.

Trustee Stilley made a motion to approved the President's proposed process for developing a new strategic plan built upon the concept of platforms and pillars. The motion was seconded and with no further discussion was approved unanimously.

The meeting of the Board was then adjourned.