

## **Presidential Accomplishment Report Outcomes**

John W. Kelly, President  
FY 2018-2019

During its September 30-October 2, 2018 Board of Trustee Retreat, the FAU Board of Trustees reviewed the following goals and objectives for my service as President. These goals represent multi-year challenges. For the upcoming year, I have submitted for the Board's consideration, a modified set of goals to address some emerging opportunities. This past year's (FY 2018-2019) accomplishments are in italics below the approved goal. Most of the accomplishments mentioned below are due to the strong support of this Board; the diligent work of Vice-Presidents; the dedication of other FAU colleagues; and the immense support and direct contributions of my wife, Carolyn. Once again, Carolyn and Stacy Volnick co-produced the very well-attended FAU Gala, setting a record for funds raised for scholarships and university priorities including a \$1M gift from Cindy and Rubin Gruber. Carolyn also coordinated the activities of the President's box; all events hosted at the Baldwin House; and the numerous dinners and external events where she coordinated with me to host donors.

The Board has shown a tremendous amount of support for the success of the university. Your guidance, wisdom and personal involvement is always greatly appreciated and key to our overall success.

### **Goal: Provide overall leadership for the University and ensure adherence to the 2025 Strategic Plan.**

*Action: Focus discussions and resources on the 2025 "Race to Excellence" Strategic Plan. Take responsibility for "budgeting to the plan". There is a purposeful inclusion of the Strategic Plan in my speaking engagements, my written correspondence with constituents, and in all of our budget allocations. Working with the CFO, I continuously focus on aligning institutional resources with the Strategic Plan. VPs are evaluated on their success with the 2025 Strategic Plan as the guide. Job candidates are thoroughly quizzed on the plan to determine their alignment with and knowledge of our goals. This past year, I personally interviewed all candidates who were interviewed to represent the university as Development Officers; and all candidates for 2 dean positions (College of Education and Lynn College of Nursing); All VPs must clear the hiring or firing of a "direct report" with me prior to a decision being made. I clear the hiring or firing of any "direct report" to me with the Board Chair prior to any final decision being made. Budget allocations for new funds are reviewed and ranked by the CFO and President to assure alignment with the 2025 Strategic Plan. Final allocations are directed by the President. Each budget allocation requires demonstrated focus on the most critical elements of the Strategic Plan. Each member of ELT is required to justify expenditures based on the Strategic Plan. The annual assessment of each VP includes their adherence and contribution to the Strategic Plan.*

### **Goal: Communicate frequently and effectively with the governance (BOT, BOG) as well as our internal and external stakeholders to ensure awareness of FAU successes as well as address issues of concern.**

*Action: Provide trustees with appropriate briefings to ensure awareness of recent activities of interest. Six in-depth briefings were sent specifically for Board members to highlight institutional success as well as general information points of interest from the President's perspective. I personally*

*compose each of these briefings. I also prepared for and participated in 6 days of trustee meetings and 15 days of Board of Governors meetings. I gave presentations/input/responses as requested in those meetings. In addition, I communicate regularly with the BOT Chair and BOG Chancellor as necessary, in person or by phone. Oral reports are made as needed on the University at regularly scheduled BOT and BOG meetings.*

**Action: Inform the BOG and BOT immediately when issues of significant magnitude affect the university.** *The Board Chair and any other Board members necessary are informed via messaging or phone call when serious issues and time-sensitive situations are facing the university. These items are often handled with my guidance by VP Volnick or Board Liaison Laplant. A good example is the recent hurricane threat.*

**Action: Compose audience-targeted constituent letters with media updates to the following communities: Community, Business and Economic Development Leaders in Palm Beach County and Broward County.** *Three letters highlighting FAU successes, strategies and appropriate news release attachments were sent to these groups. The letters are designed to provide timely specifics about successes at FAU. Each letter has several separate pages of media announcements included. I personally sign each letter and often include a short, hand-written note to the recipient. Below are some of the Boards that I serve on that play a role in economic development in our region of the state:*

*Florida Council of 100  
Achieve Palm Beach County  
BDB Academic Leaders Council  
BDB Life Sciences Advisory Council  
Boca Raton Chamber of Commerce  
Broward Workshop  
Economic Council of PBC  
Orange Bowl Committee*

**Action: Engage large donors and potential donors of interest to the university regarding recent successes and support of university.** *Three letters highlighting FAU successes and appropriate attachments of interest have been sent to this group. Ten donor lunch/dinner events were hosted with me giving presentations at each.*

**Action: Targeted speaking at internal and external events regarding the University's status, successes and aspirations.** *There were over 100 formal speaking engagements that I gave during the year and many more informal speaking events.*

**Action: Social media (blog, email, twitter, etc.) to campus and external constituents as needed.** *I communicate with social media when possible under the following priority: #1 Text messages #2 Email #3 Twitter #4 Blog.*

**Action: Print media, interviews, op-eds.** *I respond to reporter questions or interview requests as needed, but quite often now refer these to VP Hull. While traditional print media is important to the university, it is becoming less so. We continue to communicate with media when necessary. We have reduced the number of ads that we take out in the papers, due to expense. We recently began a new media campaign which was shared with the Board at a Board meeting last Spring.*

**Action: Members of the State and Federal delegation as needed.** *Three letters were sent to select State and Federal delegation members explaining our agenda and thanking them for their support of*

FAU. We spent a significant amount of time this past session in one-on-one meeting with legislative leaders in Tallahassee. We also hosted key legislators to the football and basketball games.

**Action: Target exceptional prospective students as needed during the recruiting season.** In addition to numerous speaking engagements with groups of students visiting the campus, I personally called over 200 of the very highest achieving students to encourage them to enroll at FAU. I personally interview/recruit each National Merit Scholar and each Med-Direct Scholar. Our team worked tenaciously to successfully implement a new Undergraduate Max Planck Honors Program with the College of Science and Honors College which also resulted in approval of the FAU High School Max Planck Academy for the Jupiter Campus. The High School will enroll its inaugural class next Fall.

**Goal: Focus intensively on performance indicators in the BOG metrics.**

**Action: Invest in areas of key performance improvement.** We are now fully functional with real-time dashboards on the BOG Metrics. We are constantly adding more data and more unit-by-unit accountability by using the dashboards. We finished in the middle of the BOG pack this year, although we are improving overall. We desperately need more scholarship funds to get our students through college faster and with less debt. That need will be a key part of the Comprehensive Campaign.

**Action: Implement specific strategies to address all weakness areas.** The BOG adjustments to funding models continue to be debated, and we engage with their staff in an effort to have them understand our strategy and the impacts of changes to the metrics. Our metrics and adjustments are shared with the Board of Trustees at regular meetings. We need a successful Campaign to raise private money, and we need a real estate revenue model. We will discuss more about this at the retreat.

**Goal: Complete the hiring of the ELT.**

**Action:** The resignation of Corey King as VP of Student Affairs and Enrollment Management is making me think differently about the need for a separate VP focused only on Enrollment Management. We have hired Witt Keifer search firm to lead the search for the Student Affairs VP. This search will be chaired by VP Volnick and Acting VP Faerman. I believe that we must search for a separate VP for Enrollment Management without using a search firm. VPs Danilowicz and Atwater will co-chair this search. I will discuss this matter with you in more detail at the retreat.

**Goal: Assessment for a University Comprehensive Campaign.**

**Action: We have worked closely with our consultant (GG&A), over the past year.** They have interviewed most of the leadership in the university and numerous donors in the community to determine our readiness for a campaign. They will present their findings at the upcoming Board Retreat. In conjunction with the Development Office and FAU Foundation I hosted and spoke at 10 donor-sponsored lunch/dinner events with donor-invited high profile guests to help engage them in the university and help us with a Campaign. In spite of not being in a campaign, we had our second best fundraising year this year.

**Goal: Share leadership more broadly.**

**Action: Have ELT members/deans/other leaders represent the university at functions that are not essential for the President.** Our new deans and development officers are greatly expanding our

capacity and allowing me to focus on the highest ROI meetings and relationships. I am able to use my time much more efficiently at Presidential-level engagements.

**Action: Ensure that exceptional leaders and “spokespersons” are hired as vacancies occur in senior positions within the university.** Relatively recent VP hires such as Brian White, Bret Danilowicz, Jeff Atwater, Danita Nias and relatively new deans (Safiya George, Michael Horswell, Stella Batalama ) have greatly expanded our ability to connect to donors and outside audiences.

**Action: Engage faculty more broadly throughout the university.**

Faculty have become much more engaged leadership throughout the university. The new provost has created a Provost Fellows Program for faculty leaders. I have created a position for Dr. Ken Dawson-Scully to work with our Jupiter initiatives, National Merit Scholars and Max Planck strategies. The recent work of Distinguished Teacher of the Year Laura Vernon on Mental Health is extraordinary and sure to gain national attention and significant financial support. The work of Ron Nyan should successfully reward us with the Carnegie Community Engagement designation this coming January.

**Goal: Ensure that the Jupiter project continues to aggressively move forward.**

**Action: Focus on continuing to recruit the finest faculty.** Greg Fields has been selected as the 4th Pillar Director. With the new funding now coming through for the Life Sciences Building at Jupiter I expect additional premier hires for that campus. We are also looking at joint appointments with Max Planck Florida Institute for Neuroscience.

**Action: Pursue opportunities to work jointly with Scripps and Max Planck where appropriate to enhance our overall brand.** I have continued my strong relationship with the Scripps Florida, and we will look for further opportunities to collaborate with Ron Davis and Tom Kodadek. Our relationship with Max Planck remains exceptional, and we focus attention this year to shared faculty, furthering the IMPRS graduate program, the Max Planck Honors Program and the Max Planck Academy @ FAU High School. MPFIN CEO David Fitzpatrick and I always work well together on projects of mutual interest.

**Action: Further share the concept for a FAU Lab High School on the Jupiter Campus.** A formal agreement has been reached with David Fitzpatrick CEO/Max Planck Florida Institute and Max Planck Germany. This is HUGE! The former Hibbel Building on the Jupiter Campus has been renovated and will serve administrative home for the School. We begin full recruiting and final implementation will enroll the first class in 2020!

**Action: Build on strong relationships with Scripps and Max Planck to seek new collaboration with potential partners for the campus.** I meet regularly with David Fitzpatrick (MP) on items of strategy and with Ron Davis and Tom Kodadek (Scripps) to develop collaborative options with them. There is much more on the horizon as our collaborations increase.

**Goal: Explore private sector partners for developing residence halls to accommodate up to 3000 students.**

**Action:** We found that our best option would be to finance the new dorms through the FAU Finance Corporation for the current construction needs. However, we plan to move forward within the next year with more new housing options on both the Boca Raton and the Jupiter Campus. We will continue to explore private sector partnerships.

**Goal: Initiate development of a new Master Plan for the Campus and begin Architectural work on the new Life Science building.**

*Action: We have completed both of these tasks thanks to the excellent work of VP Volnick and VP Flynn. We will have presentations for you at the Board Retreat.*

**Goal: Successfully enroll a 2018 FTIC class with: a minimum GPA of 3.6, Median 50% mean of 4.0; Minimum ACT of 22 with Median 50% mean of 25. Increase out-of-state enrollment of the undergraduate student population.**

*Action: Ensure that expectations for student success at FAU remains a top priority. We communicate action on student success at every opportunity: in speeches, in ELT, in BOG and BOT discussions, in philanthropy. I anticipate that our high school academic numbers for this Fall may be not as expected due to me finding out that our admissions office had used district numbers and not more commonly agreed upon data to determine high school GPA. We transferred the Recruiting and Admissions Office from the Provost to the VP Student Affairs. His intense efforts avoided what would have been a "mess" for Fall '18.*

*Action: Hire/incentivize support staff to fulfill our student success needs in recruiting, advising, career development, data management, etc. I was disappointed in our student recruiting program. Although we achieved our overall goal for the year, we must build a more comprehensive and "modern" student recruiting strategy. I now feel it is necessary to add a new VP with this explicit responsibility*

*Action: Personally, engage along with ELT, Deans and Faculty in recruiting the best class in FAU history. The Deans will now be involved in regular clinics with the VPs to go over successes and areas of needed improvement with new dashboards giving college by college data on recruiting, student achievement, BOG Metrics, Pre-preeminence and US News and World Report metrics. These dashboards will be shared with others as needed. I will now involve the deans in once per month meetings with ELT.*

*Action: Become a highly targeted research and data-oriented university that fully understands the mind and expectations of a gifted high school student. Unit-by-unit dashboards have now been finalized. Our provost and our broader team will now work with each college to understand everything from scheduling issues to advising issues to student financial aid issues. Our student success scores should go up substantially. All deans/colleges are now being tracked with "live" dashboards.*

**Action: Target 15% out-of-state enrollment for 2019.**

*We continued our success on out-of-state enrollment. We fell slightly short of our internal goal of 15% out-of-state students. Recall that the BOG number is a maximum of 10% out-of-state in the SUS system. Under their current guidelines we are well above the average and going much higher will create issues for us.*

*Total Fall Freshman cohort = 3308 (3163 last year)*

*Out of State = 462 (13.9%)*

*International portion = 189 (5.7%)*

*Fall 2019 Total Enrollment= 30,347*

*Undergraduate = 23,460*

Graduate = 4699  
Non-degree = 1763  
Medical = 245  
Total out-of-state = 4230 (13.9)

**Goal: Continue successfully recruiting National Merit Scholars and implement a strategy for producing National Merit Scholars from FAU High School.**

*Action: NMS Accomplishments- Total Number of National Merit Scholars enrolled each year for the last five years.*

- a. *Fall 2015 – 4 National Merit Finalists*
- b. *Fall 2016 – 7 National Merit Finalists*
- c. *Fall 2017 – 7 National Merit Finalists*
- d. *Fall 2018 –27 National Merit Finalists*
- e. *Fall 2019- 35 National Merit Finalists.*

*FAU High School has developed a full training program for National Merit Scholars. I meet with each of their new NMS Semifinalists and try to recruit them to stay at FAU. This year 10 of the 12 NMS students from FAU High stayed at FAU after High School graduation.*

**Goal: Build strong relationships with key members of the legislature.**

**Action:**

- *We benefitted enormously from the diligent and strategic thinking of Representative Marylyn Magar*
- *We developed and implemented a new strategy and hired the appropriate additional lobbying firms to be successful.*
- *We considered having Government Relations report to the President but decided to leave it under the leadership of VP Atwater.*
- *We hosted special events in Tallahassee to share FAU successes and build a broader relationship with FAU.*
- *We continue highly responsive to inquiries from legislators.*
- *Trustee Feingold, Trustee Levine, VP Flynn, Pillar Director Sullivan and I spent significant time with the Governor and his Chief of Staff; The Cabinet; and other Elected Officials (Mayors, House and Senate members) in Israel.*

**Goal: Position the University as a strong driver of economic development in Broward and Palm Beach County.**

*Action: Spend more time working with leadership in Broward County to enhance the value of FAU to community leaders. We hosted new Broward College President Greg Haile and his entire administrative team to meet with our leadership team. I played a much more active role at Broward Workshop meetings, Bravo events and on specific subject matter Conference calls. I met several times with leadership from Broward South and Broward North hospital CEOs and Board leadership.*

*Action: Continue our strong position of education leadership in Palm Beach County. I have maintained a very strong collaboration with President Ava Parker. I have a good working relationship with School Superintendent Donald Fennoy. I also participate actively in the Palm Beach Business Development Board and the Palm Beach Economic Council.*

**Action: Improve our relationship with State Colleges.** We have very strong relationships with the Presidents and key administrators of both Palm Beach State College and Broward College. Each president joined me as my guest in the FAU president's football box this past season. Our articulation agreements are very strong.

I had a meeting scheduled to go to meet with Ed Massey at Indian River State College to discuss how to improve the relationship with them, but he had to cancel. That meeting has been re-scheduled for late September.

**Action: Develop a Direct-Connect type of program with select State Colleges.** We have spent considerable time enhancing our transfer relationships with the State Colleges. We are working very well with the new President of Broward College. We have reached a formal agreement for sharing more space on the Davie Campus. While we have much more to do, there is great progress with Greg Haile. We continue to have a very strong relationship with Palm Beach State College. I had a trip planned for a one-on-one meeting with Ed Massey, President of Indian River State College, but the hurricane has interrupted that meeting.

**Goal: Focus time refining and enhancing the overall effectiveness of the Executive Leadership Team.**

**Action: Engage the team in all aspects of the institution.** Through our ELT meetings and through the dashboards the entire ELT is evolving and fully engaged in the university metrics. Adding strategy meetings with the deans and ELT this year has further enhanced those efforts.

**Action: Use the ELT meetings wisely to ensure each person has input and can speak about institutional strategies.** We spend approximately 3 hours on each Monday morning as a team every week to discuss all aspects of university business and to coordinate initiatives. In addition, I frequently meet one-on-one informally with each VP.

**Goal: Develop a management strategy that works for the off-campus entities.**

**Action:** Provost Danilowicz has implemented a new management strategy for the off-campus sites. Associate Provost Rod Murphey has now assumed a leadership and coordinating role for the Jupiter Campus. Ken Dawson-Scully coordinates our direct strategies with Max Planck. Tony Abbate continues to coordinate our Broward Campuses. Advancement Development officers have been added specifically focused on the Harbor Branch Campus, Jupiter campus, and Broward campuses.

**Goal: Implement strategies to provide FAU maximum benefit and clarity of purpose from each of its campuses.**

**Action: Develop master plans and programmatic plans for the maximum strategic benefit of each of FAU's 6 strategic locations.** Master planning is fully underway for the Boca and Jupiter Campuses. Dan Flynn is developing a "security strategy" for the HBOI campus. The other campuses are not due for updated Master Plans.

**Action: Embrace the local community into the strategy for each campus.** In addition to being one of the country's leaders in community engagement throughout our 6 campuses. We should get our national Carnegie Engagement designation in January. We still have much more that we can do to engage the community. We have begun giving tours of the Schmidt Family Complex on the **Boca**

*Campus to donors/sponsors/friends of the university. This iconic facility will transform the university as it was intended to do. With the Executive MBA program (best in Florida), Top 25 athletics facilities, a world-class baseball museum, an amphitheater, dining facilities and academic support facilities this will be a magnificent attraction for the Boca Community. In addition, we received a \$3M gift from the Abessinio Family for a renovation of "The Burrow" (the **Boca** Basketball Arena). These renovations will attract more visitors with new landscaping, state of the art Mega-Scoreboard, etc. Our Osher Lifelong Learning program at **Boca** and **Jupiter** already attracts more citizens than any other of its type in the country. This year as a part of our engagement strategy with Broward County, we hosted our first 3 Lifelong Learning events in Downtown **Fort Lauderdale** and....each performance was a sell-out! We will expand in Fort Lauderdale this year. Randy Blakely and his team at **FAU Jupiter** played a major leadership role in designing and supporting the Palm Beach Science Museum on the Brain! Their work is listed prominently on the exhibit. The new FAU Max Planck Academy High School at **Jupiter** will attract applications from throughout the Jupiter area. **Harbor Branch** offers education programs to the community, supports a marine visitor's center and hosts summer camps for kids. While we still have work to do and need increase our "brand awareness", we are making great strides to connect with the communities where we are located.*

**We are at an important launching stage in FAU's Evolution. We have built a strong foundation. It is time to aggressively pursue the following long-term objectives:**

- >Build philanthropic support and alternative revenue for the university.**
- >Become a Carnegie Research 1 Institution**
- >Become a Top 100 US News and World Report University**
- >Become a Florida State University System Preeminent.**



September 11 2019

HAND DELIVERED

Dr. John Kelly  
President  
Florida Atlantic University

Dear John:

This letter is intended to document my evaluation of your performance as President of Florida Atlantic University for the fiscal year 2018/19. I will present my evaluation to the Board of Trustees for their consideration as they conduct your annual evaluation as provided in your employment agreement. I list your successes along with any areas needing improvement. The Board of Trustees will approve your goals for 2019/20 in conjunction with considering this evaluation.

Your self-evaluation is an important component of this process. Thank you for preparing a detailed document that comprehensively tracked your goals from last year. I have carefully reviewed, and agree with, your self-assessment and the goals that you propose for next year.

As part of this evaluation, I have consulted with Board of Governors Chair Ned Lautenbach and carefully considered his input. I have also attended every Board of Governors meeting over the past year and received input from every other officer of that Board, as well as several members.

My evaluation of your work is in a national context as we continue to aspire to be the fastest improving university in the country. I find that your work is rated **Exceptional**.

Among your successes in 2018-19 I highlight the following:

- Your leadership and vision continue to change the culture at FAU. The university continues to be a more engaged and responsive institution.
- The relationship with the Governor, Legislature, and the Board of Governors continues to be strong and they continually demonstrate the respect they have for your performance as President.
- Communicating regularly with both the BOT and the BOG.
- The continued development and effectiveness of your ELT.
- The continued focus on The Race to Excellence Strategic Plan driving Florida Atlantic University's success through 2025.
- The extraordinary success of securing Board of Governors approval of, and legislative funding for, the FAU 100 plan.

- Securing Board of Governors approval of the construction and funding plans for new student housing facilities on the Boca Raton and Jupiter campuses.
- The prominent participation of FAU leadership on Governor DeSantis's recent state trip to Israel, and the execution of several cooperative MOUs with Israeli universities while on that trip.
- The continued development of the relationship between FAU, Scripps and Max Planck on the Jupiter campus, including the planned opening of the FAU/Max Planck High School.

I concur with the two areas that you identified as warranting extra attention this year: (i) enhancing our student recruiting program and (ii) completing our planning for a comprehensive campaign. The actions you propose to address each are sound.

I believe it is important to note the context within which this past year's successes occurred. They are part of an overall arc of extraordinary institutional success that you have initiated for FAU. Over the past 5 years, under your leadership we have:

- Increased FAU's 6-year graduation rate by 11% and our 4-year rate by 14.9%.
- Increased our Academic Progress rate by 14.5%.
- Increased the number of National Merit Scholars enrolled by nearly 900%.
- Increased our research expenditures to \$71 million.
- More than doubled our annual philanthropic fundraising.
- Developed and maintained effective working relationships with the Presidents of Palm Beach State College and Broward College as well as the Superintendents of both Broward and Palm Beach County school system.

Last year's accomplishments provide a base to build on in the upcoming year. There will be challenges that we cannot envision, but we can be prepared. I have attached the goals you and I discussed for next year, and I will endorse them for approval by the Board of Trustees.

John, I am extremely proud of your work. You continue to embrace the Presidency of Florida Atlantic University with a passion and enthusiasm that is contagious. Thank you for all you are doing. I am confident I speak for the entire Board when I say we look forward to working together with you, with unbridled ambition, to continue to make Florida Atlantic University the country's fastest improving university.

Sincerely,



Anthony K. G. Barbar  
Chair, Board of Trustees

**Goals and Objectives**  
**John W. Kelly, President**  
**FY 2019-2020**

**Goal: Provide focus and leadership for the University while ensuring adherence to the 2025 Strategic Plan.**

Action:

- We built this year's legislative initiative FAU100 around the concepts in the 2025 Strategic Plan.
- The ELT and deans will be held accountable for the success of the strategic plan. All funds from FAU100 will be allocated to the Strategic Plan's initiatives.
- We will consistently focus resources on the 2025 "Race to Excellence" Strategic Plan. I continue to take responsibility for "budgeting to the plan".
- Each member of ELT is evaluated for their contribution to the Strategic Plan.
- I will insist that colleges develop their unit plans aligned with the 2025 Strategic Plan.

**Goal: Communicate frequently and effectively with our governance (BOT, BOG) as well as our internal and external stakeholders to ensure awareness of FAU successes as well as address issues of concern.**

Action:

- Critical to our success is informing trustees as major events impacting the university unfold.
- Provide trustees with Presidential Briefings to ensure awareness of recent activities of interest.
- Inform the BOG and BOT immediately when issues of significant magnitude affect the university.
- Compose audience-targeted constituent letters with media updates to the following communities: Community, Business and Economic Development Leaders in Palm Beach County and Broward County; Large donors and potential donors of interest to the university regarding recent successes and support of university; and Legislative leaders.
- Target speeches at internal and external events regarding the University's status, successes and aspirations.
- Task our VP for Public Affairs with designing and implementing a media campaign strategy to support donor relations (Comprehensive Campaign), academic success (FAU100), athletics branding and local awareness of FAU's points of excellence
- Target communication with exceptional prospective students as needed throughout the recruiting season.

**Goal: Focus intensively on performance indicators in the BOG metrics.**

Action:

- Invest in areas of key performance improvement.
- Utilize our well-developed internal dashboards for determining unit by unit success.
- Educate deans and department heads by using our dashboards to inspire improvement.
- Hold administrators accountable for their role in achieving institutional success.
- Implement specific targeted strategies to address weakness areas within the institution.
- Develop strategies and goals toward "pre-preeminence". While this category appears to no longer exist for the BOG, we will diligently continue to pursue higher national rankings.

**Goal: Develop strategies to ensure continuity and full utilization of the talents of the ELT.**

Action:

- Recruit and hire a highly talented new VP for Student Affairs.
- Recruit for a new VP position focused solely on successful Enrollment Management.
- Work with VP Advancement and other members of ELT to prepare the institution and constituents for the next Phase of a multi-year University Comprehensive Campaign.
- Hire new leadership where necessary within ELT and for “direct reports” of ELT. (We are currently recruiting/interviewing for 2 VP positions as well as a new Associate VP of Human Resources and new Associate VP and Auditor General).

**Goal: Finalize plans and strategies for a Comprehensive Fund-Raising Campaign**

Action

- With VP Nias, conclude the consultant’s initial recommendations for developing the University Comprehensive Fund-raising Campaign.
- Build the relationships of the University beyond its historical donor base.
- Utilize the volunteer support of Carolyn Kelly to host Presidential events and attract new supporters to the FAU donor base.

**Goal: Continue to share leadership more broadly.**

Action:

- Have ELT members/new deans/other leaders represent the university at functions that are not essential for the President.
- Meet with each new dean individually to set our institutional expectations so that they may communicate effectively on behalf of the university.
- Have ELT members present effectively with Board members to ensure clarity around each area of VP responsibility.
- Ensure clarity and appropriate depth of budget presentations made to the Board.
- Ensure that exceptional leaders and “spokespersons” are hired as vacancies occur in senior positions within the university. I will continue to interview all candidates for direct reports to the VPs.
- Continue to engage faculty leaders more broadly throughout the university.

**Goal: Remain directly involved in the Jupiter project to ensure it continues to aggressively move forward.**

Action:

- Continue to pursue further opportunities to work jointly with Scripps and Max Planck where appropriate to enhance our overall brand.
- Enforce the necessity for a comprehensive strategy for the Honors College.
- Finish the development and opening of the new FAU Lab High School on the Jupiter Campus.
- Move forward with the construction of our new housing project at Jupiter.
- Complete architectural work on the new Life Science building. Begin construction of the Life Science Building.

**Goal: Assume a presidential leadership role where appropriate in exploring the university’s growth and strategy in the following strategic areas.**

Action:

- Development and growth of Classified Research at FAU, particularly connected to Harbor Branch.

- Developing downtown Fort Lauderdale strategies for economic development and for targeted academic programs.
- Working collaboratively with a new owner of the FAU Research Park.
- Developing appropriate medical research partnerships for the university.
- Complete and open the Schmidt Family Complex for Academic and Athletic Excellence.

**Goal: Successfully enroll a 2020 FTIC class with: a minimum GPA of 3.6, Median 50% mean of 4.0; Minimum ACT of 22 with Median 50% mean of 25. Increase out-of-state enrollment of the undergraduate student population to 15%.**

Action:

- Ensure that expectations for student success at FAU remains a top priority.
- Utilize the unit-by-unit dashboards that have been created to track progress.
- Continue to enhance our digital marketing strategy and “follow-up” strategy.
- Engage along with ELT, Deans and Faculty in recruiting the best class in FAU history.
- Be a highly targeted research and data-oriented university that fully understands the mind and expectations of a gifted high school student.
- Target 15% out-of-state enrollment for 2019.
- Continue our success in recruiting National Merit Scholars, and further develop our strategy for producing National Merit Scholars from FAU High School.

**Goal: Build strong relationships with the new Governor and key members of the legislature.**

Action:

- Continue to work directly with the Governor’s staff to help develop and support his agenda for the State.
- Effectively communicate with the Governor on our successes with the Florida-Israel Institute which is co-sponsored by Florida Atlantic University and Broward College.
- Host special events to share FAU successes and bolster a targeted relationship with FAU.
- Spend time further building the FAU brand with key legislators.
- Quickly respond to inquiries from legislators.
- Produce newsletters about FAU to key legislators.

**Goal: Position the University as a strong driver of economic development in South Florida (Broward and Palm Beach County).**

Action:

- Build on our successes with leadership in Broward County to enhance the value of FAU to community leaders. Continue being actively involved in the Broward Workshop.
- Involve VPs Atwater and Flynn for targeting economic development in both counties. Assign appropriate deans with specific duties in the 2 counties.
- Continue our strong position of educational leadership in Broward and Palm Beach County.
- Develop a *signature* partnership with Broward College’s new President and leadership team to facilitate growth for the Davie Campus that results in an additional 1000 FAU transfer students on the campus.
- Expand the Direct-Connect program with select State Colleges.
- Further develop FAU’s role in the South Florida Marine Industry Initiative.