



**Board of Trustees Annual Retreat Meeting Minutes  
Monday, September 23 – Tuesday, September 24, 2013  
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 Peter Amirato, Daniel Cane, David Feder, Jeffrey Feingold, Abdol Moabery, Ronald Nyhan, Robert Rubin, Robert Stilley, Paul Tanner, Julius Teske and Thomas Workman.

The following university officials attended:

Mr. Dennis Crudele, Interim University President; Dr. Gary Perry, Interim University Provost and Chief Academic Officer; Mr. David Kian, General Counsel; Ms. Stacy Volnick, Vice President of External Operations and Chief of Staff; Ms. Camille Coley, Assistant Vice President for Research; Dr. Rod Murphey, Professor and Chair, Department of Biological Sciences; Dr. William Trapani, Assistant Professor, Dorothy F. Schmidt College of Arts and Letters; and Mr. Andrew LaPlant, Coordinator, Board of Trustees.

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**I. Call to Order**

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

**II. Welcome, Introductions and Setting the Stage**

Chair Barbar opened the meeting speaking about the legacy of prior board decisions, such as the one to convert the Boca campus to a traditional, residential college campus. He noted that this board's most important job would be hiring the next president, and that would be its legacy.

**III. State of the University**

Interim President Dennis Crudele noted FAU's enrollment numbers are up. FAU is also up in credit hours and has 3,500 First Time in College Students (FTICs).

We have started the Agora Project. The project is about civil discourse. Crudele said he has gone out to talk with many diverse groups and talks have been productive. Crudele will personally participate in many Agora Project events.

We have new faculty Fulbright Scholars on campus. We want to get the word out more on our great faculty. We got a researcher from the University of Texas system with a significant level of sponsored research funding.

We have some staff and administrative changes. Dr. Gary Perry was selected Interim Provost. We have moved Enrollment Management, Office of Information Technology and Office of Institutional Effectiveness and Analysis back to under Academic Affairs. Dr. Barry Rosson will also report to the Provost. Interim deans will be given multi-year appointments and will have the interim title taken off.

In regards to state colleges, we are looking at changing some degrees to 4 + 2, meaning the state college students come to FAU for a graduate degree, rather than the old 2 + 2 associate-to-bachelor degree tracks we've previously had.

FAU's Legislative Budget Request- There should be more money in coming legislative sessions. Here is what we are asking for:

- Simulation Center
- Indian River Lagoon
- Jupiter Science Initiative
- Innovation (or Tech) Runway- a place where business and other majors can interact and collaborate with start-up companies and entrepreneurs
- Aquaculture at HBOI
- A.D. Henderson/FAU High funding

Crudele is joining many local boards including Boca Raton Chamber.

One of his goals is to get the national ranking up and have a successful "Making Waves" campaign.

Trustee Feder asked what we are doing about student retention and progress. Crudele said we are starting a Center for Student Success, with 10 performance measures for future funding; FAU is making online learning doable; and looking at market-based programs for accelerated degrees.

Trustees Stilley, Moabery and Tanner talked about sending a notification that says you will not graduate on time with your current course load.

Trustee Rubin asked about characteristics of the student body. Trustee Moabery said we need to analyze it and break down the numbers

#### **IV. FAU Signature Themes**

Provost Gary Perry introduced himself. He would like to revisit the Strategic Plan. We will hire more faculty, but need to integrate the three signature themes.

Camille Coley presented the Marine and Coastal Environment theme. FAU will have the first lease on the outer continental shelf. The Southeast National Marine Renewable Energy Center is one of three in the nation.

William Trapani introduced the Agora Project for the Contemporary Societal Challenges theme. This is a joint initiative of the president, provost and vp of student affairs. The mission is to invigorate campus dialogue and culture by promoting civility, civil discourse and responsible academic freedom. Trapani said there has been a decline in civil discourse in the country. Most college campuses are looking at civil discourse. The goals of the Agora Project are to listen, learn educate, train and engage.

Trustee Moabery asked about how we can address controversial topics. Trapani responded that we can make people more mindful and get a better understanding of the topic.

Trustee Feingold said he comes from a generation where there were a lot of issues and student disruptions. Now, we have students that are online more and less integrated high schools. Trapani wants to talk with students about how we, as a university, connect with them. Ask them how do we get them to come to campus discussions.

Rod Murphey presented about the Jupiter Life Science Initiative for the Biotechnology Theme. He said to have Scripps and Max Planck right on campus is a huge advantage. After Max Planck went into their own building, FAU renovated the space they were in and put in our faculty. One research area includes “wiring the brain,” which is the discovery of “connectome.” Courses are also being added in Jupiter.

Trustee Stilley would like a kind of “New College” on the Jupiter campus. People will come from all over the world to work with scientists from Scripps and Max Planck.

## **V. Board Self-Assessment Results**

Facilitator Susan Decker was introduced. The board gave brief introductions of themselves and why they are on the board. They talked about what they would not change about the board and one skill they bring to the board. Decker had the board look over the university mission and vision statements.

The board self-assessment results:

- Roles rated highest: Board Structure and Operations; Financial Oversight
- Roles rated lowest: Set Strategic Mission and Direction

Consideration number 1: Develop a Constructive Board/Staff Partnership. The trustees went into their discussion groups to go over different questions regarding consideration number 1.

## **VI. Principles of Highly Effective Boards**

- a. What does the President/Staff/Faculty need from the board?
  - Stay focused on a higher level (don't micromanage)
  - Stay/get engaged with external community as advocates and internal community to show support
  - Productive dialogue- direction through committee chairs to staff/Broad issues->BOT chair-> President
  - Promote the university - Tell our story
  - Network with political connections
- b. What does the board need from President?
  - Ability to fundraise/closer
  - Community engagement- Face of FAU
  - High level of communication with Board
  - Follow directions from the Board
  - KPIs of the university
  - Direction on how the board can help

- Ability to communicate information from staff to the board (Get together with board members 1-2 times a year or as needed)
  - Visibility into the health and status of FAU
  - Comparative benchmarks of peer institutions
  - No surprises - honesty
  - Proactive
- c. When should board materials arrive?
- One week out
- d. What should board members do with the materials?
- Familiarize with contents
  - Formulate questions/seek answers prior to meeting
  - Review consent items
  - Focus on committees served on
- e. What materials should be included in the board packet?
- 1 page summary on each issue/presentation
  - All information presented at the meeting in advance electronically with links to supporting documentation
  - Annual college by college breakdown of goals and narrative of progress through goals
- f. What metrics would you like to see?
- PR stats and metrics (summary of top stories)
  - More year over year comparatives
  - Goal vs. Actual/ Budget vs. Actual
  - ¼ goals- +
  - Progress towards goals and objectives as relating to mission
  - Student/Staff satisfaction surveys- net power index/ community climate index

Day one of the 2013 BOT Retreat was adjourned for the day.

Day two of the 2013 BOT Retreat was called to order at 8:30 a.m. on Tuesday, September 24.

## **I. Reflections**

Trustees went into their breakout groups to discuss the following question: What is the biggest governance challenge this board will face in the next year?

- Budget & Fundraising
- Lobby for FAU, legislative learning
- Research institution, quality, education and funding
- Setting Big Goals
- Unifying Board under common messaging
- Board, Faculty and Staff under same goals

- Support president in surrounding her/himself with quality faculty and staff
- Understanding needs/wants of stakeholders
- Moving to grade A board-excellence
- Funding-advocacy and community
- Improving national reputation
- Staying at the governance level
- Encouraging diverse voices

Trustees came back together and discussion ensued. Trustee Feder mentioned it would be good for the board to know the top 3-4 priorities of each area. Decker noted there are a lot of areas, so maybe each trustee could pick a different area. Trustee Stilley said it was important for the board to know as much as they can when something goes wrong, because people in the community ask you what's wrong. Trustee Nyhan thanked Chair Barbar for coming to talk to the faculty about the presidential search. Trustee Moabery said no matter who we hire, if the board is only at 75%, then the president can only be 75% at their best. We need to be 100%.

Trustee Stilley asked what exactly does the board need to do better? Decker responded that the board should look through the lens of the mission of the university. The board needs to look inward and each have different strengths. Bring your strength to the university and help the president.

Trustee Cane noted we don't want to give the new president a set of goals and initiatives. We want to focus on the big picture.

## **II. Introduction of the Presidential Search Firm**

Ms. Laurie Wilder of Parker Executive Search gave an introduction of the search firm and the search process. Some of the highlights include:

- Identification and Recruitment
- Search Updates
- Candidate Selection
- First Round Interviews
- Finalist Interviews
- Closure and Negotiation

## **III. Profile of the Nest FAU President**

Trustees went into their breakout groups with the following question: What are you looking for in your next president?

- Self Confidence/ Leadership
- University connection
- Decisive
- "Be the brand."
- Goal oriented
- Communication skills (to tell story)
- Fundraising ability/Closer
- Media/PR/politically savvy
- Pedigree (success)
- Visionary (to get to goals)

- Team builder
- Ability to forge internal & external relationships
- Bring connections from experiences
- Understanding of crisis management (battle-tested)
- LEADERSHIP
- Have a clear vision
- Vested Interest in FAU and the community

Next question: What will be the challenges for the new president?

- Repairing PR image/dealing with the press
- Raising admission/student success standards
- Research funding
- Graduation/Retention
- Location/diverse campuses, 200 mile spread, messaging as one
- Athletic Success
- Operating in sunshine
- Challenging incidents/controversies
- Current fiscal environment -> raising \$
- Engaging Alumni
- Defining our accomplishments in advance
- 6 competing universities in the tri-county, plus 4 state colleges
- Multi-campus format
- Not a college town
- E-learning
- Weak/untapped alumni base
- Unknown positives

Next question: Opportunities that are associated with FAU. Why come here?

- Not replacing a superstar
- Can bring in own team to fill needed positions
- Medical school, Stadium, dorms, South FL, Student population growth and increase in student quality
- SACS score
- Kian/Crudele= excellent staff
- We can be the next \_\_\_ (UCSD)
- Neuroscience- Jupiter Initiative
- Ocean/Marine
- Wealth- access to \$, capital in zip code
- Continue to move from commuter to residential
- Talented faculty
- Staff quality and length of service
- Proven success to goals
- Athletics (moved to CUSA)
- Economic impact on Boca
- Community embraces FAU

#### **IV. Working Lunch**

Trustee Moabery announced that FAU will host a bowl game in Boca Raton and the community has been incredibly supportive, including the city, county and local businesses.

#### **V. Annual Evaluation**

Former President Saunders' self-evaluation was presented. Because she did not complete the year, Chair Barbar recommended that the Board deem her performance to be incomplete. **With no further discussion, a motion was made, seconded, and approved unanimously to deem former President Saunders' performance for the 2012-13 year incomplete and to not award any bonus for an incomplete year.** Trustee Cane abstained as he was not on the board at the time.

The 2013 BOT Retreat was adjourned.