



**Board of Trustees Annual Retreat Meeting Minutes
Monday, September 10 – Tuesday, September 11, 2012
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, Robert Huffman, 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, General Counsel; Mr. Tom Donaudy, Vice President of Facilities; 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. Roll was taken and a quorum was established.

II. Welcome, Overview, Introductions and Approval of the 2012-2013 Capital Improvement Plan (CIP)

Tom Donaudy, VP of Facilities, made the CIP presentation. Mr. Donaudy said he knows the focus is on larger classroom space. The plan includes renovating the Science and Engineering Building, getting student money for the Breezeway Expansion and starting on parking garage IV.

Trustee Sherry Plymale asked about expectation on future PECO dollars. Mr. Donaudy responded that it won't happen soon, but hopefully the new state task force can come up with new ideas for redirection.

A motion was made and seconded to approve the 2012-2013 Capital Improvement Plan and Back of the Bill legislative approval action forms. The motion passed unanimously.

Chair Stilley gave a welcome to the board. As an update, governmental relations consultants and lobbyists have been hired for the University. He said the University has moved a lot on last year's goals, especially regarding community engagement and governmental relations.

Chair Stilley explained the goals of the retreat and introduced Robert Zemsky as the retreat's moderator. Dr. Zemsky gave a brief introduction on his extensive background and experience.

III. Annual Report on State of FAU

President MJ Saunders gave her annual report on the University as referenced in her annual accomplishments and the 2011 – 2012 approved Annual Goals, highlights of which included:

- A strong athletic program
- Establishing many medical education partnerships with local hospitals
- Strong senior team
- SACS – Self-Assessment Year, many challenges met
- Budget Cuts – hard to hire top-ranked faculty. She noted we all need to work with the governor to get our base funding back, since the approximately \$9,000 per student we receive is not sufficient.

Discussion ensued.

IV. Facilitated BOT Discussion: Looking at the “Big-Take-away” for 2011-12 and Strategic Plan Goals

Dr. Zemsky led the discussion. He asked the Board to talk about the future of the University, long-term strategies in regard to the question, “do you want FAU to be all traditional or a mix of traditional and commuter school?” He noted that state funding is essential, but is unlikely to return to prior levels.

Trustees expressed a consensus supporting a four-year traditional university for undergraduates and a research-intensive institution for graduates. Trustee Julius Teske asked what it takes to be a traditional university. Zemsky said three things: one, a decent starting position, which FAU has; two, access to real capital, maybe/maybe not; and three, leadership on the board, which FAU seems to have. Stilley wants FAU to be known for something, S.T.E.M. would be an example. Zemsky said FAU needs to focus on its strengths, one of which is that FAU is in Florida. That is a big draw.

V. Breakout Discussion Groups

Dr. Zemsky divided the Trustees into three breakout discussion groups, each led by a member of the administration. Each group was tasked with identifying three insights for making progress in three assigned areas. The groups, their topics, and their resulting insights were the following:

Group 1: Provost Brenda Claiborne, Trustees Stilley, Feder, Graham-West, McDaniel and Rubin

Government Relations:

- Participate in multi-university group to push-explain university budgets
- Develop/tell story that promotes and confirms our role as a research university
- Continue to develop constituency outreach in our service area to support our goals

Group 2: Mr. Donaudy, Trustees Barbar, Feingold, Huffman, and Workman

Economic Development:

- Build pro-actively relationships with companies
- Deans should provide board/consulting services – viewed as experts in their field
- Staying Relevant: Degree's for today's tomorrow

Group 3: Mr. David Kian, Trustees Moabery, Plymale, Tanner and Teske

Research:

- Identify and target non-traditional and business money sources for sponsored research support
- Train FAU faculty to better compete for external research funding:
 - Identify dollars
 - Collaborative research
 - Better grant applications
 - Better research conduct and publications
- Develop creative incentives to attract and reward researchers, such as expanding “Researcher of the Year” bonuses by discipline and through engagement with community partners

VI. Facilitated BOT Discussion focusing on Government Relations, Economic Development and Research

Dr. Zemsky observed that all of the breakout groups’ insights involved getting the word out on FAU. He asked how the board will do that. He also noted that it’s more than just shouting about FAU, it’s campaigning. Trustee William McDaniel believes the faculty would be on board but it takes time. Zemsky asked the board how it feels as an ambassador. Trustees responded that they are underutilized. Zemsky thinks FAU needs an “elevator” speech, a two-minute talk where everyone says the same thing. Trustees agreed to undergo special communications training to enhance their “ambassadorial” skills on behalf of FAU.

The discussion went to research. President Saunders said the culture for a research university is still developing at FAU. It will take time to build. The faculty needs more recognition and incentives. Stillely wants FAU to become a substantial research university. Zemsky asked what FAU can do to become more of a research university. Moabery said incentivize with money. Zemsky noted you will need to do more to entice researchers with money, because they also want freedom.

Dr. Zemsky recapped the morning by saying that to become a research university, FAU will have to do it without significant state support. He also noted that the trustees talked about recruiting out-of-state students, but when talking about research, it was all in-state. He wanted them to move away from thinking only about Florida.

VII. Working Lunch/BOT Facilitated Discussion: STEM, Incentivizing Faculty Toward University Goals and Academic Leadership Qualities

Dr. Zemsky asked, “What does STEM mean to the trustees?” Trustees responded with math and science, students in majors where they can get jobs, students with a broader view on subjects and more critical thinking skills. Zemsky noted that nationally, 75% of students take STEM classes late, off-campus and easy. Zemsky noted that expanding STEM activity posed a core challenge because students often don’t want the majors that businesses want (because they are hard and jeopardize GPAs), and businesses don’t want the majors that many students choose. How, then, to incentivize students to choose STEM majors? If FAU becomes a STEM university, it will need to add a whole new set of degrees, such as Occupational Therapy, Physical Therapy, and Physician’s Assistant. Stillely said most students will take the path of least resistance. Students don’t understand the end product when they graduate. Moabery agreed and added that 90-percent of business jobs are sales. Zemsky noted that most of STEM disciplines focus on graduate degrees. The barometer on STEM programs nationally is who got into which medical schools and how many Ph.D.’s are produced.

VIII. Breakout Discussion Groups

Another round of breakout discussion groups was held, with the following groupings, topics, and resulting insights:

Group 1: Donaudy, Stilley, Huffman, Tanner and Workman

STEM:

- How do we attract and retain STEM students and build a strong STEM identity as a university?
 - Make sure that STEM students are successful
 - Non-STEM degrees – i.e. Business with STEM minor
 - Educate/Inform freshman of career paths with STEM degree

Group 2: Kian, Barbar, Moabery, Rubin, Teske

Incentivize Faculty:

- Merit-based compensation
- Public Recognition
 - Administrative Level
 - BOT Level
 - “Walls of Recognition”

Group 3: Claiborne, Feder, Feingold, Graham-West, McDaniel, Plymale

Attracting Quality Deans:

- Big remuneration package
- Faculty lines with expensive start-up packages
- Endowed chairs

IX. BOT Facilitated Discussion: STEM, Incentivize Faculty and Attracting Quality Deans

Zemsky started a discussion about making fellowships in STEM teaching degrees. President Saunders noted FAU doesn't fill all of the fellowships it has now. Huffman said the university needs to better inform the students about STEM majors and the fellowships. Zemsky noted the emerging trend nationally is bringing in students as a cohort at the graduate level. He added that if FAU really wants to make it as a STEM university, it will need to recruit and keep students you don't have now. He continued that FAU needs to go out and get great deans who will have to be well compensated. Highly compensating new faculty is a double-edged sword, though, as the university can be perceived as basically telling its current faculty, “you're not good enough.”

X. Campus Master Plans: Opportunities on all campuses with a 20-year outlook

Mr. Donaudy presented a 20-year outlook for the FAU campuses. Each trustee received a folder of the land FAU owns and possible uses of the space. He noted FAU doesn't own any land, it's all leased from the State of Florida. The Trustees discussed whether the land on the Boca campus that is leased to Palm Beach State College can be gotten back before the lease is up.

XI. Breakout Discussion Groups: What FAU will look like 20 years from now with an unlimited budget?

Dr. Zemsky broke the Trustees into discussion groups a final time and instructed them to list their desired attributes and priorities for FAU over the next 1 – 5 and 20 years. He instructed them to “dream big” and assume that cost is not a constraint. Some of the notes of the discussion groups included the following:

- Residential campus
- Academic Center
- Greek Housing

- Hotel/Welcome Center
- First-class Student Union
- Davie Campus Residential Halls
- More contiguous campus
- Thriving Greek life
- Electronic Video Billboard on the Spanish River exit
- Monetize FAU's west Boca parcel
- Develop Southeast corner
- 75-percent of student in residential halls
- Roof for Football Stadium
- Indoor Tennis Stadium
- Convert Barry Kaye Hall to ten stories
- Add Men's and Women's Track and Field teams
- Buy properties east of El Rio
- New Basketball Arena
- Dental School
- Conference Center adjacent to College of Business
- FAU offering graduate and undergraduate STEM degrees
- Charter Lab School – High STEM, Oceanographic and Marine Science Masters
- Parking garage
- High School Residential Halls
- Fully developed teaching/research campus
- Physical presence of Woods Hole Institute, Jacques Cousteau Society, Navy, Private Sector, all marine research institute
- Global marine science leader
- Establish/expand lower division programs on Davie Campus
- Lease facilities to Nova
- Narrow focus of academic offerings to best serve community/market needs
- Coordinate with Broward College to reinforce 2+2 and master degrees
- Strategic Class Offerings
- Hi-speed rail line to Boca Raton campus
- The bio-science hub of the eastern U.S.
- Derive money from the bio-science cluster
- Recognized as National Science Center
- Housing/FAU/Scripps/Max Planck with Private Developer
- Beach Volleyball Stadium
- Increase Science offerings at undergraduate and graduate levels
- Visiting faculty offering summer STEM courses
- Visiting faculty seminars for FAU faculty
- Retraining K-12 teachers for STEM
- Add Science, Medical Business to Scripps and Max Planck
- University Golf Course

Zemsky noted all three groups want Greek Housing now. He warned that 25-percent of their time will go to Greek disciplinary issues if that happens.

Zemsky concluded the day by saying do not let short-term factors get in the way of long-term goals.

The retreat was then adjourned for the day.

Tuesday, September 11, 2012: The retreat was re-convened by Chairman Stilley at 8:30AM.

XII. Welcome and Review

Zemsky asked each trustee on thoughts of the previous day. All thought the day went well and glad most of the trustees are on the same page. Some trustees thought the afternoon went a little off track with the “pie-in-the-sky” thinking. Others responded that lofty goals are not necessarily “pie-in-the-sky”; the recently opened stadium proves that lofty dreams can be fulfilled. The BOT can undertake aggressive goals if it develops feasible work plans to achieve them.

Zemsky warned that being a big research university is very expensive. He noted that most of them are currently looking for a few billion dollars over the next 20 years. McDaniel echoed the enormous cost of building a research university. Zemsky predicted that a public university in a down economy simply cannot build itself into a major research university. Therefore, it is vital that FAU’s economic development impact be significant, so that the surrounding economy can support our growth with non-state resources. Zemsky concluded the review by saying the respect he sees from the board for the student representative means this board works well. He reminded the trustees that faculty participation in their directions is critical, and he suggested they remember an old faculty principle, “But for the grace of God go I.” That means if you cut the faculty member with six students, the one with 200 will go with him.

XIII. Facilitated BOT Discussion: National and State of Florida Challenges for Higher Education

Zemsky opened the discussion saying nationally, community and state colleges will win the race of “jobs first” majors. This is because they can deliver those majors cheaper, since they don’t have the overhead required to support research programs. He also noted the characteristics of universities with unionized faculty. The union, although a minority, have the non-members behind them because the union still protects them.

In a research university, all of the faculty members are independent contractors. You will have to take them as they come. If they get a whiff that the board is going against them, they will leave or won’t come.

FAU will need to have incentives for the deans and faculty. Deans will need to be team builders with the faculty. Feder pointed out that if you don’t have engagement from the faculty and staff, then it won’t work. People have to be happy to go to work.

Zemsky said if you want to get to where you want to be, the faculty will be different in the future from what you have now. He noted that online learning is not the same as being in a classroom. He suggested the trustees go see other universities, especially the ones FAU wants to be like, such as NC State, Michigan State, and the University of Illinois-Chicago.

Feingold asked why do for-profits become successful. Their valuations keep going up, while public universities’ are not. Zemsky responded that time is one reason. A student can start a class at any time during the year, not just Fall, Winter or Summer. Two, they can transfer credits no matter where

you took them. Three, they can borrow money in a different way than the public university can. Finally, students can take one class, instead of four or five to be full-time.

XIV. Board of Trustees Action Plans for 2012-13

1. Join AGB
 - a. For publications, meetings and fellowship
2. STEM Discussion/Explore – Define for FAU (CASA committee)
 - a. Board and faculty members learn about and define FAU STEM
3. Develop a 20-year plan (Strategic Planning committee)
 - a. Refine
 - b. Formalize

Zemsky noted FAU has to manage the real estate the university has now. Maybe have a BOT Workshop on real estate or future graduation rates

4. Common Message (Community Engagement committee)
 - a. Trustee Training
5. Market-Needs Assessment (Strategic Planning committee)
 - a. Part of 20-year plan
6. Online Education (CASA committee)
 - a. Western Governors – competency based
7. Decide on what percentage mix of commuter and traditional students
 - a. Stilley said we are going to be evaluated by graduation rates
 - b. President Saunders said 2/3rds of our students are transfer or non-FTIC
8. Legislative Money (Community Engagement)
 - a. Need workshop on message
9. Is it time to consider a capital campaign?

XV. President's Goals for 2012-13

President Saunders explained she listed fewer goals this year because her focus was on identifying examples of achievements that would fall under the University's recently approved new Strategic Plan goals. She presented examples for Goal I, **Enriching the Educational Experience**; Goal II, **Inspire Research, Scholarship and Creative Activity**, where she noted that signature themes need to grow and prosper and she would like to start asset mapping degrees; Goal III, **Increase FAU's Community Engagement**; and Goal IV, **Leverage momentum toward achieving FAU's strategic goals by being good stewards of its human, technological, physical and financial resources**.

The Board asked for the raw numbers associated with the examples that were expressed as percentages under Goals I, III, and IV. President Saunders agreed that she would provide the requested information. A motion was made to accept the proposed President's Goals for 2012-13 without amendments. **The motion was seconded and approved unanimously.**

XVI. President's Annual Evaluation

Chair Stilley requested that Mr. Kian review the procedures set forth in the President's employment related to her annual evaluation and review of compensation. At the conclusion of Mr. Kian's remarks, Chair Stilley discussed his review of the President's performance. He stated that overall the President has performed very well. He noted that she is well-regarded as the University's ambassador, and she does an outstanding job with public outreach. He observed that that the administration could improve internal communications with the Board and some aspects of decision-making.

The other trustees then discussed the President's performance. All agreed that she met most of her goals from the prior year, and that her performance generally was very good or excellent. Most felt her external relations were outstanding.

The trustees discussed whether to award the President a bonus, as allowed in her employment agreement. Some concern was expressed that the current economic climate made it difficult to award any employee a bonus. However, a majority felt that the President's performance warranted one. The trustees discussed various amounts and concluded that considering all factors, a bonus of \$40,000 was appropriate. **A motion was made, seconded, and approved to award President Saunders an annual bonus of \$40,000.**

The 2012 Annual Retreat of the FAU Board of Trustees was then adjourned at 2:15 p.m.

ADDENDUM I

Annual Goals: Florida Atlantic University President Mary Jane Saunders
June 2011-July 2012

Goals are followed by examples of activities that would indicate making significant progress toward accomplishing the goal in a one year time frame.

Goal 1. Compete Strategic Planning and Prepare for Accreditation

- ◆ Complete Strategic Planning process for 2012-2017.
- ◆ Complete the self-study for the 2013 SACS accreditation visit.
- ◆ Maintain a collegial Vice Presidential team that both takes responsibility for their individual areas and collaborates on university-wide decisions, with specific focus on integrating research, economic development, community engagement, and Foundation activities.

Goal 2. Increase Student Success and Affinity to FAU

- ◆ Increase e-learning opportunities by 15% headcount.
- ◆ Improve retention rates of currently enrolled students by increasing academic support, creating a culture of success and improving student life. Make significant progress toward reaching within five years (1) surpassing the average SUS persistence rate and (2) reaching the top quartile of peer institutions of FTIC students. Within 3 years surpass the SUS average for AA transfer student graduation rates.
- ◆ Increase enrollment by 5% and demonstrate progressively higher levels of preparation for incoming students including transfer students.
- ◆ Establish the Quality Enhancement Plan a key requirement of the reaffirmation process mandated by the Southern Association of Colleges and Schools (SACS) --“Integrating and expanding a culture of research and scholarship at FAU through the framework of an honors program”.
- ◆ Increase students enrolled in Honors education by 10% (both residential and non-residential).
- ◆ Complete Stadium and Innovation Village; plan for parking garage/ retail space.
- ◆ Build social media and increase “hits” by 20%.
- ◆ Create on-line advising/degree audit program.

Goal 3. Establish a Culture of Research, Scholarship and Creative Activity

- ◆ Enhance University academic themes via strategic planning process, support of research priorities, focusing academic mission and supporting student-focused program creation.
- ◆ Recognize, reward, and communicate faculty/student accomplishments to local and national audiences.
- ◆ Support the Charles E. Schmidt College of Medicine by establishing residency consortium and faculty practice business plan.
- ◆ Significant progress toward doubling external research funding in five years.
- ◆ Support Jupiter campus expansion in graduate education and research in neuroscience and imaging.

- ◆ Support the Provost in successfully attracting new academic Deans to fill vacancies.
- ◆ Significant progress toward establishing FAU as an epicenter for biotechnology industry and academia in South Florida.

Goal 4. Maintain FAU's Financial Stability

- ◆ Continue multi-year enrollment revenue/other revenue/resource/expenditure plan for appropriate growth and financial stability.
- ◆ Implement management “stewardship project” for financial and accountability responsibility at all levels.
- ◆ Increase philanthropy by 15-20% to University for scholarships, athletics, buildings, and special events.
- ◆ Complete building projects within budget and meet pro forma on Stadium and Innovation Village.
- ◆ Complete a cost-benefit analysis of the partner campuses.

Goal 5. Build Community Engagement

- ◆ Promote the University internally and externally creating a climate of pride and excellence.
- ◆ Complete asset mapping for partnering in economic development.
- ◆ Assess and increase internship programs by 10%.
- ◆ Increase community affiliations/partnerships. 100% of leadership team will actively engage with prominent boards in the region.
- ◆ Engage the community in University events and scholarship activities including the 50th anniversary gala.
- ◆ Develop a strategy for enhancing engagement with Israel and other strategically important countries.
- ◆ Establish an Office of Community Engagement/Outreach.

ADDENDUM II

President Mary Jane Saunders, Florida Atlantic University *Summary of Accomplishments July 1, 2011-June 30, 2012*

With the accomplishment of the following goals, the stage is set for a productive year ahead as we work with the many talented individuals on the FAU team, who share my commitment to advancing the University to new heights of achievement.

Goal 1. Complete Strategic Planning and Prepare for Accreditation

◆ Complete strategic planning process for 2012-17.

After an intensive process that sought input from multiple stakeholders, the FAU strategic plan for 2012-17, titled “Making Waves” Celebrating and Cultivating Discovery, Diversity and Distinction,” has been completed and was approved by the Board of Trustees on Feb. 12, 2012. (See <http://www.fau.edu/planning/files/2012-2017-Strategic-Plan-Approved-by-FAU-BOT.pdf>)

Its goals, which align with System-wide goals, are:

- Enrich the educational experience
- Inspire research, scholarship and creative activity
- Increase community engagement
- Leverage resources – financial, technological, physical, human

A unique part of the strategic plan is the inclusion of three signature themes for the University, which is based upon existing strengths in research and scholarship and offer optimal opportunities for further development through grant support from outside entities. The signature themes are:

- Marine and Coastal Issues
- Biotechnology
- Contemporary Societal Challenges

◆ Complete the self-study for the 2013 Southern Association of Colleges and Schools (SACS) accreditation visit.

The SACS accreditation reaffirmation process is on schedule and required extensive modification of internal systems to position the University for the next decade. The reaffirmation process, led by the Vice President for Strategic Planning and Information Technology, involved the active participation of individuals representing all of the University’s divisions and departments. A team of 11 lead writers synthesized information about all aspects of the University’s operations and produced documents that include FAU’s Compliance Certificate for Reaffirmation. The Certificate document has over 90 narrative responses under 4 major headings with over 1,000 evidence files (to be submitted August 31st; link will be available to the BOT). The development of the required University’s Quality Enhancement Plan, titled ***“Integrating and expanding a culture of research***

and scholarship at FAU through the framework of an honors program,” is described later in this document.

Among the systems that have been adopted as a result of this comprehensive institutional evaluation are a new faculty credentialing system (to be annually monitored by the FAU Auditor), updated University policies and the Xitracs software tool, which greatly facilitates the recording and display of information essential to accreditation processes.

- ◆ **Maintain a collegial Vice Presidential team that both takes responsibility for their individual areas and collaborates on University-wide decisions, with specific focus on integrating research, economic development, community engagement and Foundation activities.**

The 2011 State of the University Address, “*FAU at 50: Looking Back on a Half-Century of Progress, Looking Ahead to a Limitless Future,*” summarizes the accomplishments of the prior year University-wide and outlines institutional aspirations for 2011-12. (See http://www.fau.edu/president/2011_SOU.php) (The 2012 address will be delivered on September 6, 2012, and a link will be provided).

Building the top administrative team is now complete, with the recruitment of the following talented new senior leadership team members (starting dates indicated in parentheses):

Dr. Brenda Claiborne, Provost and Chief Academic Officer (8/11)

Dr. Jennifer O’Flannery Anderson, Vice President for Community Engagement and Executive Director of the FAU Foundation, Inc. (12/11)

Mr. Ron Bulger, Executive Administrator and Director of Board Operations (7/11)

Dr. David Bjorkman, Dean of the Charles E. Schmidt College of Medicine (1/12)

Dr. Kevin Lanning, Faculty Assistant to the President on Contemporary Societal Issues (6/12)

Mr. Patrick Chun, Director of Athletics (search completed 6/12; will begin 8/12)

Other key hires include the Dean of Nursing, Dr. Marlaine Smith; the head football Coach Carl Pelini; and the Associate Vice President for Enrollment Management, Dr. Robert Seltzer.

A total of 80 University employees, led by all Senior Staff, completed the Florida Institute of Government’s Code of Ethics, Sunshine Law and Public Records Act Online Training. This will be an annual requirement of University leadership.

Employees at all levels took part in the Anti-Discrimination and Anti-Harassment Seminars on all campuses. In 2011-12, 306 employees received this training, which covers both legal and sensitivity issues.

A workplace Threat Assessment Team was established, which complements the work of the Student Crisis Awareness Committee and reinforces the University’s efforts to assure the safety of FAU’s campuses and facilities. The new organization includes a Rapid Response Team charged with the responsibility of addressing matters of immediate concern. Regular testing of the multi-faceted FAU Alert System continued throughout the year, taking place on all campuses on the last Thursdays in September, February and June.

The University prepared a thoughtful and through response to questions from Governor Rick Scott (November 15, 2011) covering all areas of Vice Presidential responsibility (http://www.fau.edu/president/files/FAU_Response_to_Governors_Letter.pdf).

Goal 2. Increase Student Success and Affinity to FAU

◆ Increase e-learning opportunities by 15% headcount.

The following shows the increase of duplicated headcount enrollment in fully online and mostly (80% or more) online courses:

| | |
|-------------------|---------------------|
| Fall 2010 – 5,738 | Spring 2011 – 5,472 |
| Fall 2011 – 6,595 | Spring 2012 – 7,077 |
| 15% growth | 29% growth |

◆ Improve retention rates of currently enrolled students by increasing academic support, creating a culture of success and improving student life. Make significant progress toward reaching within five years (1) surpassing the average SUS persistence rate and (2) reaching the top quartile of peer institutions of FTIC students. Within 3 years surpass the SUS average for AA transfer student graduation rates.

Establishment of the Center for Teaching and Learning has been completed. This Center is the result of a multi-departmental initiative to ensure the academic success of every student and provide faculty with essential and critical teaching tools and resources. The Center integrates all of FAU's academic support offices, including the University Center for Excellence in Writing, the Math Learning Center, the Center for Learning and Student Success (which runs the learning community programs, Supplemental Instruction program and tutoring services) and houses the offices of the Director for the Scholarship of Teaching and the Director of the Quality Enhancement Plan. For the first time, FAU has a "one-stop shop" for academic support, and the response from our student body has been phenomenal. Student usage of the Writing Center alone has increased three-fold.

The federally funded Academic and Career Enhancement for Second-Year Students (AcCESS) program is achieving its objective of helping at-risk students stay on track toward graduation. Outcomes are as follows:

Fall 2011 Semester Participants

- Spring 2011 to Fall 2011 participants' term GPA: Initial GPA 1.406, Final GPA 2.194
- Course Completion Rate for participants increased from 59% to 72%.
- 66% of students participating achieved a term GPA of 2.0 or above, while 60% of student not participating achieved a term GPA of 2.0 or above.
- 84% of students participating rated their academic advising experience as "excellent."

Spring 2012 Semester Participants

- Fall 2011 to Spring 2012 participants' term GPA: Initial GPA 1.662, Final GPA 2.420
- Course Completion Rate for participants increased from 71% to 82%.
- 73% of students participating achieved a term GPA of 2.0 or above, while 49% of students not participating achieved a term GPA of 2.0 or above.
- 91% of students participating rated their academic advising experience as "excellent."

FAU's freshman retention rate for 2010-11 was 79%. This is down 1% from the prior year; however, when five-year freshman retention rates gains are examined System-wide, FAU and New College are tied with the largest gain of 6%.

For the entering 2005 cohort, the 6-year graduation rate at FAU has reached 43%, up from 42% for the 2004 cohort and 39% for the 2002 cohort. The SUS rate for the 2005 cohort was 65%. When compared with 6-year graduation rates at the 13 universities around the country that have been selected as FAU's peer institutions, FAU ranks just below the median.

The four-year graduation rate of transfer students with associate in arts degrees shows that FAU ranks sixth among the 11 SUS schools with a rate of 63%.

◆ **Increase enrollment by 5% and demonstrate progressively higher levels of preparation for incoming students, including transfer students.**

In 2011, "First Time in College" (FTIC) applications more than doubled over the previous year, going from 12,000 to 28,000. More than 8,000 transfer applications were received, also a record high. These amazing increases are attributed to targeted admissions programming and outreach, increased visibility of FAU, the new medical school and the growth of the traditional Boca campus.

From Fall 2010 to Fall 2011, overall enrollment went from 28,394 to 29,313 (+3%). Student credit hours for Fall 2011 were up by 6% over Fall 2010.

In Fall 2011, we met the goal of enrolling 500 new freshmen (2,781 to 3,336 = +555) with outstanding academic credentials. Here is how they compared with the Fall 2010 FTIC class:

| | <u>GPA</u> | <u>ACT</u> | <u>SAT</u> |
|-----------|------------|------------|------------|
| Fall 2010 | 3.41 | 24 | 1626 |
| Fall 2011 | 3.55 | 24.3 | 1648 |

Transfer students show a mix of increased, flat and decreased academic statistics:

Lower-level Transfers

| | <u>Avg. HS GPA</u> | <u>Avg. SAT</u> | <u>Avg. ACT</u> | <u>Avg. Transfer GPA</u> |
|-----------|--------------------|-----------------|-----------------|--------------------------|
| Fall 2010 | 3.413 | 1635 | 23.71 | 3.089 |
| Fall 2011 | 3.347 | 1619 | 23.35 | 3.125 |

Upper-level Transfers (60+, no AA)

| | <u>Avg. Transfer GPA</u> |
|-----------|--------------------------|
| Fall 2010 | 3.034 |
| Fall 2011 | 3.065 |

Upper-level Transfers (with AA)

| | <u>Avg. Transfer GPA</u> |
|-----------|--------------------------|
| Fall 2010 | 3.046 |
| Fall 2011 | 3.040 |

- ◆ During 2011-12, **6,936 students received degrees from FAU**. Thirteen commencement ceremonies were held, at which more than 6,100 graduates marched to receive their degrees in person before faculty, family and friends. The Spring 2012 ceremonies saw the graduation of the largest class in FAU's history, with 2,901 students eligible to receive degrees and more than 2,600 marching.
- ◆ *U.S. News & World Report* ranked FAU 27th in the nation for campus ethnic diversity. With 46% of its student body classified as minority or international students, FAU takes great pride in being the most racially, ethnically and culturally diverse institution in Florida's State University System.
- ◆ *Hispanic Outlook in Higher Education* ranked FAU 13th in the nation for awarding master's and doctoral degrees in business, management and marketing to Hispanic students. The same publication ranked FAU 5th in the nation for awarding bachelor's degrees in architecture and related fields to Hispanic students.
- ◆ *Diverse: Issues in Higher Education* ranked FAU among the top 100 colleges and universities in the U.S. for awarding degrees in business, education and engineering to Hispanic students. The same national publication also ranked FAU 26th nationally for conferring undergraduate and graduate degrees on minority students in communication, journalism and related fields of study.
- ◆ The **Charles E. Schmidt College of Medicine** opened with its first class in Fall 2011.
 - First class of 64 selected from a field of 1,500 applicants from around the state and nation
 - 50 students from Florida and 14 from out-of-state; 3 from FAU
 - Universities represented include most of Florida's major public and private universities as well as institutions such as Princeton, Cornell, Vanderbilt, Duke, Notre Dame, Brigham Young, Wellesley and the University of California.
 - Nationally competitive academic qualifications: 3.71 average cumulative GPA, 31.5 average MCAT score (above national average)
 - 50 percent of the class is female (1 percentage point above the national average for medical students), 5 are Hispanic and 8 are Asian
 - More than 250 local physicians are serving as preceptors and lecturers
 - Affiliations established with 8 leading hospitals in Palm Beach and Broward counties for med years 3 and 4 clinical instruction
 - A postgraduate educational consortium was established with 5 hospitals to create 250-300 residency positions.

- ◆ All of FAU's Pk-12 schools earned "A" ratings from Palm Beach County and the Florida Department of Education for the 2011 school year.
 - The Karen Slattery Educational Research Center for Child Development received a perfect score on the Palm Beach County quality rating scale.
 - The Alexander D. Henderson University School received an "A" from the Florida Department of Education for the 12th straight year.
 - FAU High School received an "A" from the Florida Department of Education, with a perfect score on the state accountability report. Six students in the 24-member 2012 graduating class received recognition from the National Merit Scholarship Corporation – three with finalist awards and three with commendations.
 - Palm Pointe Educational Research School at Tradition, which FAU operates in collaboration with the St. Lucie County Public School System, received an "A" from the Florida Department of Education for the third consecutive year.

- ◆ **Establish the Quality Enhancement Plan (QEP), a key requirement of the reaffirmation process mandated by SACS – "Integrating and expanding a culture of research and scholarship at FAU through the framework of an honors program."**

In support of the QEP, the Honors Education Task Force recommended creative ways to build and enhance all of FAU's undergraduate research, creative activities and scholarship experiences and thus embed honors education in the entire curriculum of the University. The task force concluded that the best way to achieve this goal is to unite the University's honors experience around a single honors theme – "Distinction through Discovery" – with a single image of honors education at FAU conveyed to both internal and external stakeholders. Funds have been identified to hire a faculty member to oversee the expansion of our honors programs.

QEP activities undertaken over the past year include:

- Establishment of a University-wide undergraduate research journal (*FAURJ*), which has attracted about 30 submissions for peer review.
- Establishment of the Council of Scholarship and Inquiry, a student club that is actively participating in the development of the QEP
- Establishment of a website: <http://faucsi.wordpress.com/fau-urj>
- Initiation of process to find and showcase undergraduates who are engaged in outstanding research, scholarship and creative activities; 38 students responded to a call for interested parties.
- Institutional membership in the Council of Undergraduate Research (CUR), which will give all FAU students and faculty access to CUR resources
- Establishment of a 6-year QEP budget
- Establishment of a plan of action based on specific goals and program outcomes which has been approved by the QEP steering committee

- Creation of a pilot program with selected academic departments to begin QEP collaborations in Fall 2012.

◆ **Increase students enrolled in Honors education by 10% (both residential and non-residential).**

| | <u>2010-11</u> | <u>2011-12</u> |
|---------------------------|----------------|----------------|
| <u>RESIDENTIAL</u> | | |
| Wilkes Honors College | 304 | 334 |
| <u>NON-RESIDENTIAL</u> | | |
| University Honors Program | 40 | 81 |
| Honors in the Major | 70 | 93 |
| TOTAL | 414 | 508 |

Change: **Increase of 23%**

- To further enrich the honors education experience at FAU, the Honors College introduced the Kenan Social Engagement Program (externally funded), which provides seed money to students to develop projects in social entrepreneurship, thus enabling them to pursue economic and social goals simultaneously. This also supports the University's signature theme of Contemporary Societal Challenges.

◆ **Complete Stadium and Innovation Village; plan for parking garage/ retail space.**

The dedication ceremony for FAU Stadium was held on Oct. 15, 2011; it opened on time and on budget. The Innovation Village Phase I residence hall for upper-division and graduate students opened in August 2011 (also on time and on budget) and was full from the first day. The architect and construction manager for Parking Garage III are under contract and have initiated the project's design phase. Modifications of the design are anticipated to provide space for programs moving to Boca from Fort Lauderdale.

- ◆ Additionally, planning began for a **600-bed freshman residence hall** in the southeast section of the Boca Raton campus. The architect and construction manager were selected, and bond financing of \$50 million was approved. Construction began on June 28, 2012. This is the first student housing facility at FAU that will include a faculty member in-residence. This is part of the revenue model for more on-campus students.

◆ **Build social media and increase "hits" by 20%.**

In Fall 2011, the University launched the following new communication and social media initiatives:

- Google Apps for Education, which allows student to use Gmail to manage their email accounts, keep their email addresses for life and utilize the Google calendar, Google Talk, Google Docs and Google+, a powerful new social networking tool. Faculty can engage students through Google Apps both individually as well as in groups.
- Extension of FAU mobile app availability to the iPhone, iPod Touch and Android. The FAU mobile web version was made available to all other cell phones with Internet capability. Through this free mobile app, users can access FAU news, FAU athletics information, the Boca Raton campus map, the faculty/staff directory, information about

available courses, admissions tools, images and videos. Also, users have the ability to search the FAU Libraries and other University resources.

- FAU also can now be found on Foursquare, a location-based mobile platform that makes cities and places more interesting to explore. By “checking in” *via* a smartphone app or SMS at <https://foursquare.com/flaatlanticu>, users share their location with friends while collecting points and virtual badges. Users of Foursquare can earn points, badges and prizes.

FAU’s colleges and departments are currently maintaining about 42 Facebook and 33 Twitter accounts. Here are the most recent statistics related to them:

- **Twitter:** From November 2011 to July 2012, there was a **52% increase** in followers. (Total of 3,866 followers.)
- **Facebook:** From October 2011 to July 2012, there was a **31.30% increase** in “Likes.” (Total of 20,653 “Likes.”)
- **Foursquare:** From November 2011 to July 2012, there was an **89.15% increase** in “Likes.” (Total of 716 “Likes.”)
- **YouTube:** From July 2011 to July 2012, FAU’s channel received **84,002** views.
- **Flickr:** Over the past one and a half years (since it was launched), the FAU page has received **429,817** views.

- Here are the statistics for the FAU homepage (www.fau.edu) for the past year:

- Visits: 13,227,169
- Unique Visitors: 4,457,130
- Page views: 34,711,702
- Pages/Visit: 2.62
- Avg. Visit Duration: 3 minutes, 32 seconds
- % New Visits: 32.44%

◆ **Create on-line advising/degree audit program**

The new Degree Audit Reporting System (DARS) was introduced in Fall 2011. This system, which is now fully integrated with the Banner student information system, provides students and advisors with real-time, on-line, easy-to-read progress reports that provide a clear picture of exactly which degree requirements have been satisfied and which ones remain to be completed. Included is a course evaluation system that equates transferred courses from any other institution to their FAU equivalents. In Spring 2012, a new feature of DARS was introduced. The DARS Interactive Audit now allows students to visualize their degree progress through charts and graphs and to easily navigate degree requirements. The next step will be to tie in the FAU course catalog and allow students immediate access to all course descriptions.

(See <http://www.fau.edu/dars/>)

- ◆ **Student affinity to FAU** was fostered by activities of the Division of Student Affairs and Athletics. Noteworthy developments included the following:

- Student Involvement and Leadership hosted the first annual Hazing Prevention Summit with more than 400 students in attendance.
- For the first time in the University's history, more than 300 registered student organizations offered membership opportunities to students.
- Membership in social Greek organizations surpassed 1,000 students, another historic first.
- FAU's baseball team captured the Sun Belt Conference regular season title for the second time in three years.
- Women's basketball advanced to post-season for the first time since 2005 with an invitation to the NIT.
- Three teams – women's cross country, women's tennis and men's golf – earned NCAA Public Recognition Awards for achieving Academic Progress Rates (APR) that are among the top 10% in their sports. All teams were above the NCAA minimum 935 APR mark. FAU's student athletes continued their tradition of community service, taking part in more than 50 public service programs and events including runs/walks for charitable causes and reaching out to youth through schools, community centers and service organizations.
- The Career Development Center had a 12% increase in employers attending the Career and Technical Fair (up to 294) and a 26% increase in job postings. More than 3,800 students used the Career Center.

Goal 3. Establish a Culture of Research, Scholarship and Creative Activity

- ◆ **Enhance University academic themes *via* strategic planning process, support of research priorities, focusing academic mission and supporting student-focused program creation.**

The updated strategic plan places strong focus on enriching the educational experience for all students and promoting the University's development as a leading center of research, scholarship and creative activity. A wide variety of strategies have been developed to serve these overarching goals, including increasing scholarships, academic support services, honors programs, e-learning opportunities and STEM (science, technology, engineering and mathematics) initiatives. Special emphases are being placed on the development of programs that support FAU's signature themes of Marine and Coastal Issues, Biotechnology and Contemporary Societal Challenges. New faculty with demonstrated expertise in these key areas, are being sought. This year a plan was developed to hire seven "senior star" faculty members in areas related to the signature themes over the next two years.

In Fall 2011, we welcomed 51 new faculty members University-wide. They hold doctorates from such distinguished institutions as: the University of Chicago, Northwestern University, Iowa State University, Temple University, Georgia Tech and New York University. Since then 12 additional

faculty members have been hired, 8 of whom are in disciplines that directly relate to the University's signature themes (medicine, nursing, public administration, criminal justice).

The following new degree programs were introduced in the College for Design and Social Inquiry. Both will begin admitting students in Fall 2012.

- Bachelor of Public Safety Administration
- Bachelor of Urban Design

A partnership agreement was concluded between FAU Harbor Branch and the Georgia Aquarium Research Center to promote collaborative research on the coastal ecosystems of the southeastern United States.

The extensive activities of the Division of Research to foster increased can be found at <http://www.fau.edu/research/>

- This academic year, the Division of Research launched a seed grant program to foster increased extramural funding by facilitating the development of innovative research ideas and collaborations that will ultimately lead to successful grant applications. A total of 68 proposals were submitted and 15 were funded. The objectives were to:
 - Encourage groups of researchers to collaborate on new avenues of research that would not be possible if explored independently.
 - Assist early stage researchers to establish themselves as independent investigators by facilitating a record of preliminary research that will lead to successful grant applications in the future.
 - Support researchers who received favorable reviews for their proposals but were unsuccessful with funding due to recommendations to perform additional research or testing.
- **Sponsored Programs Recognition Event – April 2012.** The DoR organized a well-received recognition event to celebrate all PIs who submitted new awards over the previous year; over 85 attendees were honored.
- **Research Roundtables.** Through the use of Research Roundtables, the Division of Research brought together faculty from across the University to discuss strategic areas of research. A total of 8 roundtables were convened this past year, with a total of 235 participants. Each was led by a key researcher in that area, and after each session on-line discussion boards were established to continue conversations on the subject matter and to enhance future collaborations among faculty.
- **Grant Writing Workshops.** The DoR organized two Grant Writing Workshops, in which 15 faculty participated at each workshop.
- **NSF Regional Conference, Orlando – January 2012.** The DoR organized a faculty trip to the NSF Regional Conference, with 12 participants (more than any other SUS university). It is critical that the new faculty meet the NSF program officers who make the funding decisions.

◆ The following **faculty, student, college and departmental achievements** are representative of the excellent work that took place throughout the University in 2011-12 and the high recognition accorded members of the University community:

- Dr. Scott Kelso, the Glenwood and Martha Creech Eminent Scholar in Science in the Charles E. Schmidt College of Science and founder of FAU's internationally known Center for Complex Systems and Brain Sciences, received the Bernstein Prize, the highest award of the International Society of Motor Control for his lifetime achievements in brain science. Dr. Kelso also was elected a 2012 Fellow of the Society of Experimental Psychologists, the oldest and most prestigious honorary society in the field of psychology.
- Dr. Charles Hennekens, Sir Richard Doll Research Professor in the Charles E. Schmidt College of Science, was ranked No.81 in the history of the world by the website "Science Heroes" for saving more than one million lives through his discovery that aspirin can prevent a first heart attack and related work.
- Dr. Josephine Beoku-Betts, Professor of Women's Studies in the Dorothy F. Schmidt College of Arts and Letters, and Dr. John Pisapia, Professor of Educational Leadership in the College of Education, received Fulbright awards to teach and conduct research in Sierra Leone and Hong Kong, respectively.
- Dr. Nwadiuto Esiobo, Associate Professor in the Department of Biological Sciences in the Charles E. Schmidt College of Science, was one of 12 U.S. scientists to be named a 2011-12 Jefferson Science Fellow. She spent the academic year in Washington, D.C., as a lead science advisor in the Secretary of State's Global Food Security Initiative.
- Dr. JuYoung Park, Assistant Professor of Social Work in the College for Design and Social Inquiry, was named a Hartford Geriatric Social Work Faculty Scholar in support of her research on non-pharmacological pain management in older adults.
- Dr. Leonard Berry, director of the statewide Florida Center for Environmental Studies, which is based at FAU, gave expert testimony to the U.S. Senate Committee on Energy and Natural Resources in Washington, D.C., on the impact of rising sea level on energy and water infrastructure in the United States. He also was named a co-author of the National Climate Assessment (NCA), a study that is conducted every four years for presentation to the U.S. President and Congress.
- Clarence Brooks, Associate Professor of Theatre in the Dorothy F. Schmidt College of Arts and Letters, was named a 2012 Associate Artist at the Atlantic Center for the Arts in New Smyrna Beach, Florida.
- Dr. Timothy Steigenga, Professor and Chair of Social Sciences and Humanities in the Harriet L. Wilkes Honors College, co-authored a book titled *Living Illegal: The Human Face of Unauthorized Immigration*.

- Dr. Sameer Hinduja, Associate Professor of Criminal Justice in the College for Design and Social Inquiry, published a book titled *Cyberbullying Prevention and Response: Expert Perspectives*.
- Dr. Kevin Wagner, Assistant Professor of Political Science in the Dorothy F. Schmidt College of Arts and Letters, co-authored a book titled *Rebooting American Politics: The Internet Revolution*.
- Walter Hnatysh, Professor of Visual Arts and Art History in the Dorothy F. Schmidt College of Arts and Letters, won his second South Florida Cultural Consortium Visual and Media Artists Fellowship.
- Cassidy Henry, a 2011 graduate of the Harriet L. Wilkes Honors College, received a Fulbright Scholarship to study and conduct research in Macedonia.
- Christina Zarilli, a student in the College of Engineering and Computer Science, was named Technology Student Leader of the Year by the Greater Miami Chamber of Commerce.
- The work of Blane de St. Croix, Associate Professor of Visual Arts and Art History in the Dorothy F. Schmidt College of Arts and Letters, was featured on the cover of *Sculpture* magazine in December 2011.
- Students in the Diplomacy Program in the Dorothy F. Schmidt College of Arts and Letters won multiple awards at three diplomatic competitions. The FAU delegation placed second overall in the Midwest Model European Union, held in Indianapolis. Two FAU students took top individual awards at this event. The FAU delegation also turned in an outstanding performance at the Model Organization of American States in Washington, D.C., and was recognized for excellent preparation. At the National Model United Nations in New York City, the FAU team representing Bosnia won the Outstanding Delegation Award – the program’s sixth consecutive national award and its second Outstanding Delegation Award.
- Between Summer 2011 and Summer 2012, political science students participated in more than 27 internships locally and in Washington, D.C., at organizations that included the U.S. Department of the Interior, the League of Women Voters, Genocide Watch, U.S. Congressional campaigns and the White House.
- Dr. Patricia Liehr, Professor of Nursing and Associate Dean for Nursing and Research Scholarship in the Christine E. Lynn College of Nursing, was named RN of the Year during the annual presentation of the Palm Healthcare Nursing Distinction Awards. She was also named the 2012 Nurse of the Year by the Palm Healthcare Foundation and the *Palm Beach Post*.
- Dr. John Lowe, John Wymer Distinguished Professor in the Christine E. Lynn College of Nursing, was named the 2012 Nurse of the Year in the South Florida Region by the Florida Nurses Association.

- Carol Prusa, Professor of Visual Arts and Art History in the Dorothy F. Schmidt College of Arts and Letters, received the 2012 Herbert Ubertalli Award for Visual Arts from the Palm Beach County Cultural Council.
- Dr. Michelle Williams, Director of the Florida Public Archaeology Network at FAU, received the Judge L. Clayton Nance Award for the exhibit “Then and Now: Life Along the New River.”
- All 23 members of the Accounting Scholars Class of 2012 in the School of Accounting found positions in their field immediately upon graduation at annual starting salaries averaging more than \$50,000.
- The Department of Civil, Environmental and Geomatics Engineering won the \$25,000 grand prize in a competition sponsored by the National Council of Examiners in Engineering and Surveying. Students and faculty members in the department were recognized for their work on the City of Dania Beach Nanofiltration Facility.
- In the summer of 2011, a team of FAU ocean engineering students took first prize for speed at the 11th annual International Human-Powered Submarine Races in Bethesda, Maryland. The pedal-powered, two-person Talon 1 reached a speed of 6.814 knots, beating the performance of 34 other subs from universities around the nation and the world.
- The Charles E. Schmidt College of Medicine was named a Gold Award Winner in the Business Partnership/Health Service Category by the School District of Palm Beach County. The College won this recognition for its Healthcare Careers Outreach Program at Roosevelt Middle School, which is designed to attract students to the healthcare professions from under-served and under-represented populations.
- The Center for Cryptology and Information Security in the Charles E. Schmidt College of Science was designated a National Center of Academic Excellence in Information Assurance Research for academic years 2012-17 by the National Security Agency and the Department of Homeland Security.
- Florida’s Office of Supplier Diversity gave FAU its 2011 Outstanding State of Florida University of the Year Award based upon FAU’s 73 percent increase in the purchase of products and services from minority-owned businesses.
- For the second year in a row, the U.S. Department of Defense named FAU’s College of Education the grant administrator for the state of Florida’s Troops to Teachers program.
- For the third time, FAU’s Weppner Center for Civic Engagement and Service was named to the President’s Higher Education Community Service Honor Roll, a national distinction.
- The Greater Boca Raton Chamber of Commerce named Florida Atlantic University the 2012 Business of the Year in recognition of the significant contributions the University is making to the community with the advent of the Charles E. Schmidt College of Medicine and FAU Stadium as well as its ongoing outreach to local business and industry.

◆ **Recognize, reward and communicate faculty/student accomplishments to local and national audiences.**

FAU's presence in the news media has increased dramatically over the past year, with many stories focusing on the achievements of faculty and students.

2011-12 FY Media Increases as Compared to 2010-11 FY

Local: 4,422 placements – *increase of 93 percent*

State: 1,131 placements – *increase of 170 percent*

National: 1,761 placements – *increase of 435 percent*

Positive: 857 placements – *increase of 68 percent*

The Gold Coast Public Relations Council gave FAU the 2011 PR Star Award for the Most Outstanding Year in Media Relations, citing the effectiveness of publicity efforts for FAU Stadium, the University's 50th Anniversary year and the opening of the Charles E. Schmidt College of Medicine.

In Boca Raton Magazine's "Boca 100" list of top local happenings over the past year, the visit to FAU by the President of the United States ranked as number one, the Business Plan Competition sponsored by the Adams Center for Entrepreneurship in the College of Business ranked as number three, and a tribute to Coach Howard Schnellenberger's many accomplishments at FAU, including the opening of FAU Stadium, ranked as number 64.

The 2011 Office of Research Annual Report highlights the diverse research at FAU as well as noteworthy scholarly achievements during this past year. The report helped to publicize the work of faculty and students, and it raised awareness among federal, state, and local political and economic leaders.

Other high-profile events included the visit of the President of the United States, lectures by former U.S. Secretary of State Madeleine Albright, Dr. Cornel West of Princeton University and Nobel Prize winner Dr. Françoise Barre-Sinoussi, and participation in the FAU Political Town Hall by Congressmen Ted Deutch and Allen West.

Research by psychology professor Dr. David Lewkowicz and doctoral student Amy Hansen-Tift demonstrating that infants learn how to talk, in part, by lip-reading was reported by news organizations worldwide after its publication in the *Proceedings of the American Academy of Sciences*. In addition to casting new light on our knowledge of normal human development, the study suggests a new approach to the early diagnosis of autism spectrum disorder.

Dr. Sukanya Chakrabarti, Assistant Professor of Physics in the Charles E. Schmidt College of Science, received widespread media attention for her development of a mathematical method of finding satellite, or dwarf, galaxies in outer space. Her work was reported in a study titled "The Sagittarius Dwarf Impact as an Architect of Spirality and Outer Rings in the Milky Way Galaxy" published in the renowned British research journal *Nature*. Additionally, her article titled "Finding Dwarf Galaxies from Their Tidal Imprints" was published in the November 2011 issue of *The Astrophysical Journal*. The article received the Editor's Choice in Science award from *Science* magazine.

Prof. Michael Zager, Dorothy F. Schmidt Eminent Scholar in the Performing Arts, was widely quoted as an expert source in the national and international news media on the life and career of Whitney Houston when she passed away.

Dr. Kevin Wagner, Associate Professor of Political Science, has been quoted about the 2012 Presidential Election in more than 40 articles appearing in publications around the state and nation.

The sports media gave prominent coverage to the opening of FAU Stadium; the games played by FAU's intercollegiate teams, particularly football and baseball; the drafting of FAU players by the pros; the home games on FAU's soccer field of the MagicJack professional women's team; and the 2012 Major League Lacrosse All-Star Game in FAU Stadium, which was broadcast nationally.

◆ **Support the Charles E. Schmidt College of Medicine by establishing a residency consortium and faculty practice business plan.**

Establishment of a residency consortium consisting of Bethesda Memorial Hospital, Boca Raton Regional Hospital, Tenet's Delray Medical Center, St. Mary's Medical Center and West Boca Medical Center was announced on Nov. 9, 2011. Together, these hospitals are making 250 to 300 residencies available to FAU's medical students.

The Faculty Practice Plan went into effect on July 1, 2011. The plan's objectives are as follows:

- To create an unencumbered and sustainable source of revenue for the College of Medicine, independent of government or University support, consisting of patient fees generated from a viable multi-specialty clinical practice.
- To create professional clinical practice settings and opportunities through which faculty members will train medical students and residents.
- To create a recruitment tool with which to incentivize the best and brightest community physicians to join FAU's clinical faculty and grow their medical practices within a prestigious academic medical setting.
- To provide community service and patient care in Boca Raton and surrounding communities, consistent with the mission and strategic plan of the University.

◆ **Make significant progress toward doubling external research funding in five years.**

From 2010-11 to 2011-12, research funding increased from \$43.2 million to \$48 million (11%). Newly established programs in the Division of Research that led to this increase are listed in Goal 3.

Notably, 97 research doctorates were conferred in 2011-12, up from 74 in 2010-11; 66% were in the STEM disciplines (+2%). Professional degrees awarded in 2011-12 totaled 20, up from 14 the previous year.

Major grants received in 2011-12 included:

- \$3.5 million Race to the Top grant from the Florida Department of Education for Job-embedded Principal Preparation Programs being developed by the College of Education and the Broward County Public School System.

- \$1.8 million, four-year grant from the National Institutes of Health, National Institute of Nursing Research to Dr. Joseph Ouslander of the Charles E. Schmidt College of Medicine and Dr. Ruth Tappen of the Christine E. Lynn College of Nursing to further their research into ways to reduce hospitalizations of nursing home residents with Alzheimer’s disease and other debilitating disorders.
- \$1 million grant from the Florida Department of Education to the College of Education and the Harriet L. Wilkes Honors College in support of the iTeach Geometry Partnership Project and the ITeach U.S. History Partnership Project. Both projects are being developed and implemented in cooperation with the School District of Palm Beach County.
- \$827,000 grant from the federal Health Resources and Services Administration to Dr. Rose O. Sherman of the Christine E. Lynn College of Nursing to fund a three-year study titled “Succession Planning for the Future: A Nursing Administration Master’s Degree for Emerging Leaders.”
- \$750,000 grant from the Quantum Foundation of West Palm Beach to the Charles E. Schmidt College of Medicine to support graduate medical education, community health center research and service partnerships, and a healthcare careers outreach program.
- \$675,000 grant from the U.S. Department of Defense to Dr. Warner A. Miller, Professor and Chair of the Department of Physics in the Charles E. Schmidt College of Science, for a three-year study by researchers from FAU, Stony Brook University and Harvard University on the adaptability of Hamilton’s Ricci Flow method, a form of geometric mapping and analysis, to cyber applications.
- \$433,500 from the National Institutes of Health to Dr. Xupei Huang, Associate Professor of Biomedical Science in the Charles E. Schmidt College of Medicine, to continue his investigation of life-threatening restrictive cardiomyopathy.
- **Support Jupiter campus expansion in graduate education and research in neuroscience and imaging.**

The University received \$975,000 from the Max Planck Florida Institute to offset the cost of renovating the two buildings on the Jupiter campus that were originally built for Scripps and ultimately also housed Max Planck scientists as well as \$1.3M in improvements that remained after Max Planck exited. Design work has been completed and completion of renovations is anticipated by Fall 2012. Six to eight faculty members from the Psychology and Biology departments will be transferred from Boca Raton to this location. They will work within the context of a new research unit that has been preliminarily named the FAU Institute for Neuroscience.

To further establish their strong research and academic partnership, neuroscience faculty from Florida Atlantic University’s Charles E. Schmidt College of Science and the Max Planck Florida Institute initiated the joint graduate program in Integrative Biology and Neuroscience (IBAN) with the inaugural graduate-level advanced neurophysiology course on FAU’s John D. McArthur

Campus in Jupiter. This new teaching laboratory houses high-tech equipment, purchased by a \$300,000 Clustering Grant from the *New Florida Initiative* (a collaborative effort involving the State University System, business and government to deliver the economic talents and innovations needed to keep Florida globally competitive).

The FAU Frontiers in Science 2012 public lecture series opened with a lecture on “Illuminating Brain Circuits” by David Fitzpatrick, Ph.D., scientific director and chief executive officer of the Max Planck Florida Institute.

◆ **Support the Provost in successfully attracting new academic Deans to fill vacancies.**

Dr. David J. Bjorkman was named Dean of the Charles E. Schmidt College of Medicine

Dr. Marlaine Smith was named Dean of the Christine E. Lynn College of Nursing

Dr. Heather Coltman was named Interim Dean of the Dorothy F. Schmidt College of Arts and Letters

Dr. Mohammad Ilyas was named Interim Dean of the College of Engineering and Computer Science

◆ **Make significant progress toward establishing FAU as an epicenter for biotechnology industry and academia in South Florida.**

I became a founding member of the Life Sciences South Florida Executive Committee (see <http://lifesciencessf.org/index.shtml>); an executive committee member of MedUTech, a Boca Raton-based economic development organization; an elected board member of the Business Development Board of Palm Beach County; and an elected board member of the Boca Raton Chamber of Commerce.

I participated in the Higher Education Resource Services Institute Summit for Women Presidents and Chancellors (Colorado) and was a Member of Class VII of the Florida Executive Leadership Program presented by Leadership Florida (Miami).

I accepted an invitation to become a member of the Business-Higher Education Forum, the nation’s oldest organization of senior business and higher education executives dedicated to advancing innovative solutions to U.S. education and workforce challenges. BHEF is led by Chair William E. Kirwan, II, Chancellor of the University System of Maryland, and Vice Chair Wes Bush, Chief Executive Officer and President of the Northrop Grumman Corporation. (See <http://www.bhef.com/>)

I continued to give my full support to the ongoing development of the Florida Atlantic Research Park, which is currently the home of 22 high-tech companies including Modernizing Medicine, a software service company that has been named the fastest growing company in South Florida by the *South Florida Business Journal*. Research Park tenants employ more than 800 people, including 41 FAU alumni, earning average salaries in excess of \$86,000 annually – almost double the average in Palm Beach and Broward counties. More than 30 students work in the park as interns.

The Research Park’s Technology Business Incubator offers special advantages to emerging companies in areas such as pharmaceutical development, software development, logistics

management and advanced engineering concepts. The Incubator was recently expanded to include the Student Innovation and Invention Lab where student teams can work on projects with industry experts and create new companies. The expansion also provided additional space to award the winner of the annual FAU Business Plan Competition student track six months of free space. The Incubator is currently serving 18 early-stage companies.

Many of the companies based in the park are in industries that are directly related to the University's signature themes.

The College of Engineering and Computer Science hosted more than 125 high school students at the Engineering Scholars Program in Summer 2012 – the 14th year that FAU has offered this three-credit, dual-enrollment program to high-achieving high school students in Broward and Palm Beach counties.

In March 2012, FAU hosted high school students from throughout Florida and beyond for the FIRST Robotics Competition, titled "Rebound Rumble." Now in its 21st year, FIRST (For Inspiration and Recognition of Science and Technology) pairs student teams with professional mentors to design and build working robots. The 42 teams that participated at FAU were among more than 2,300 teams competing internationally for more than \$14 million in scholarship awards.

The Charles E. Schmidt College of Science hosted its fifth annual Science Olympiad for middle and high school students. The event attracted more than 600 participants from five South Florida counties.

Goal 4. Maintain FAU's Financial Stability

◆ **Continue multi-year enrollment revenue/other revenue/resource/expenditure plan for appropriate growth and financial stability.**

The FAU Annual Accountability Report 2010-2011, the FAU 2011-12 Work Plan and update, and the 2012-13 Work Plan were submitted to and approved by the Board of Trustees and the Board of Governors. They contain the enrollment projections and academic plans, the revenue projections, the strategic initiatives and the financial report for the current year up to 5-out years.

<http://www.fau.edu/planning/files/2011AnnualReport.pdf>

<http://www.fau.edu/planning/files/2011WorkPlanUpdates.pdf>

<http://www.fau.edu/planning/files/2012WorkPlan.pdf>

<http://www.fau.edu/planning/files/2012WorkPlanBOG1.pdf>

I worked with the Division of Financial Affairs and others in budget-management positions to produce a balanced budget for FY 2012 in the amount of \$626,349,767. (See

http://www.fau.edu/bot/meetings/06_15_2011_committee_meetings/audit_finance/a-6%20FAU%202011-12%20EG%20Op%20Budget.pdf)

I testified before the Florida House Higher Education Committee on challenges facing Florida Atlantic University and the State University System and made annual FAU annual reports to the Board of Governors.

I made a presentation to the Palm Beach Legislative Delegation and traveled to Washington, D.C., to meet individually with selected South Florida elected officials and/or their staffs. While in Washington, I met with FAU alumni and donors based in that city.

I led the effort to obtain Board of Governors approval of 15% tuition increase for the 2012-13 academic year.

To address the unplanned \$24.7 million cut in state funding, I worked closely with FAU's leadership team and Trustees to carry out detailed examination of University's expenditures, receiving substantial input from faculty, staff and students. This led to the proposal for the following financial management plan to absorb the \$24.7M cut while continuing to focus the university's investment in strategic areas:

- Suspension of operations on the Port St. Lucie campus as of June 30, 2012
- Phasing out of operations on the Downtown Fort Lauderdale campus over the course of the 2012-13 academic year
- Conversion of the SeaTech ocean engineering research center to a self-sustaining auxiliary funded entirely by outside grants
- Implementation of across-the-board budget cuts of 2 to 4%
- Elimination of positions and outsourcing of services including all maintenance
- Increased energy efficiencies
- Elimination of four low-enrollment programs and designation of three other programs as "inactive"
- Merge the Division of Research and Graduate College under one VP

The University's 2012-13 budget, which includes the provisions listed above, was approved by the Board of Trustees on June 19, 2012. (See http://www.fau.edu/bot/meetings/06_19_2012_meetings/committee_meetings/audit_finance/AF_A_7_Approval_of_FAU_2012-13_EG_OpBudget.pdf)

Our new revenue plan includes targets for growth that encompass both in-state and out-of-state students as well as targeted investment in academic areas defined in the strategic plan. (See <http://www.fau.edu/planning/files/2012WorkPlanBoT.pdf>)

◆ **Implement management “stewardship project” for financial and accountability responsibility at all levels.**

The “stewardship project” seeks to ascertain that all employees fully understand and are committed to fulfilling the full scope of their administrative, management and financial responsibilities to the University. Phase 1 of this project was carried out during the 2011-12 fiscal year and resulted in the submission of 221 signed certifications from employees in the Division of Financial Affairs, the Division of Student Affairs, the Division of Facilities, the Athletics Department and the Lifelong Learning Society. It will be extended to the rest of the University in 2012-13.

Annually, the State of Florida Auditor General conducts a Federal Audit (A-133) on federally received funds, including grants and federal financial aid. The result of the audit is then passed on

to all the federal agencies for their review and any follow-ups they may have. In the latest audit for FY 2011, it was noted FAU did not receive any new audit findings and all prior audit findings had been cleared. This demonstrates to the federal agencies that FAU has the internal controls in place to manage funding awards.

◆ **Increase philanthropy by 15-20% to University for scholarships, athletics, buildings, and special events.**

In November 2011, Randy Talbot, Senior Vice President for University Advancement and Executive Director of the FAU Foundation, Inc., retired. He was replaced by Dr. Jennifer O’Flannery Anderson, an alumna and former executive-level FAU employee, who came on board in December 2011. At that time, the name of the Division of University Advancement was changed to the Division of Community Engagement, and its mission was redefined to place greater focus on outreach of all kinds.

A very significant challenge facing the University’s fundraising efforts is the discontinuation of matching funds from the State of Florida. This program, which for many years provided a strong inducement for major donors to make multi-million-dollar gifts to Florida’s public universities, was suspended in June 2011. In 2009-10 FAU received \$1,783,103 from the fund and in 10-11, \$722,881. With zero state match in 2011-12 it impacted the amount raised significantly. FY 2010-11 also saw the beginning of the stadium funding campaign and athletics raised over \$3.7 million; up from \$800K. In 11-12, \$3.34M was raised, a significant amount over 2009-10 but not over the new base set in 2010-11.

Gifts to the FAU Foundation in 2011-12 totaled more than \$16.5 million, for a 4% increase over the previous year’s total of \$15.9 million. The highest amount raised since 2007(including the significant state match in 2007 of \$1.9M), these gifts included:

- \$3 million anonymous bequest that will benefit the College of Business
- \$1.2 million estate gift of property in northern Palm Beach County (gift in kind—not calculated until sold)
- \$1 million bequest to benefit the School of Accounting
- \$1 million bequest for the Charles E. Schmidt College of Medicine
- \$1 million naming gift for the football stadium tower
- \$750,000 from the Quantum Foundation for the Charles E. Schmidt College of Medicine

As of June 30, 2012, the Foundation’s endowment was valued at \$172 million against a high of \$192 million in 2007. The Harbor Branch Oceanographic Institute Foundation brought in \$3.4M with an investment balance of \$52 million over \$51million for 2011.

The HBOIF has pledged \$6,361,863 over five years to FAU HBOI for research support, starting in FY12-13, based on the strategic plan presented by Executive Director Leinen. This is the first significant pledge to cover startup costs to hire nationally renowned researchers by HBOIF since the acquisition of HBOI by FAU.

The faculty/staff campaign attracted more than 450 donors this year, which represents a 34% increase over last year. Contributions total \$491,000 – a strong, positive indicator of the University community’s commitment to supporting the institution’s mission.

Alumni memberships exceeded goals in terms of both members and revenue. In 2011-12, memberships brought in \$130,268. The FAU National Alumni Association now has 7,812 active members, up from 4,193 last year.

Volunteer groups have been especially successful in generating support for units of the University this year. Supporters of the Center for Holocaust and Human Rights Education raised more than \$200,000, and the Caring Hearts Auxiliary of the Louis and Anne Green Memory and Wellness Center raised more than \$300,000.

The 50th Anniversary Gala provided more than \$230,000 to benefit the President's Scholarship Challenge.

◆ **Complete building projects within budget and meet pro forma on Stadium and Innovation Village.**

Opened new facilities (on time, under cost and designed to be LEED-certified):

- Innovation Village, Phase I: LEED Silver; \$99,056,915 (Occupancy 100%) (Certification pending)
- FAU Stadium; LEED Silver; \$63,490,418 (Opened October 15, 2011) (Certification pending)
- FAU Boulevard northern 4-lane extension; \$8,871,112 (Completed February 2012)
- Harbor Branch Research Lab II: LEED Gold; \$19,300,400 (Opened October 2011) (Certification pending)

The Harbor Branch Master Plan was approved by the Board of Trustees on March 15, 2012.

The stadium and innovation village pro forma budgets were met and exceeded.

◆ **Complete a cost-benefit analysis of the partner campuses.**

A cost-benefit analysis of the partner campuses was carried out as part of the effort to identify operational areas in which expenses could be reduced in order to cope with the unanticipated \$24.7 million cut in state funding. This process yielded information that led to the decision to suspend operations on the Port St. Lucie and Downtown Fort Lauderdale campuses and eliminate E&G funding to SeaTech in Dania Beach.

In line with the designation of the Jupiter campus as a center of education and research in neuroscience, 6 to 8 faculty members from the Departments of Psychology and Biology are being relocated to that campus from the Boca Raton campus. Analysis of the residential honors program on the Jupiter campus is ongoing.

Goal 5. Build Community Engagement

◆ **Promote the University internally and externally, creating a climate of pride and excellence.**

I made presentations to 26 community organizations throughout the University's service area, attended 30 donor/development events and spoke at 62 FAU events in 2011-12.

Community groups that I addressed included the following:

- The Greater Boca Raton Chamber of Commerce
- The 1st United Bank
- The Greater Boca Raton Estate Planning Council
- The Economic Council of Palm Beach County
- The Downtown Council of the Greater Fort Lauderdale Chamber of Commerce
- FAU's Broward Community Council
- FAU's Treasure Coast Community Council
- Leadership Palm Beach Alumni
- Rotary Club Sunrise

Selected keynote addresses were made to:

- The 2012 graduating Residents/Fellows Class at Cleveland Clinic Florida
- The Palm Beach County Medical Society
- The South Palm Beach County Bar Association
- The Scholastic Achievement Foundation
- The 2012 graduating class of FAU High School
- 13 FAU Commencement Ceremonies

In addition, I served on panels sponsored by the following organizations:

- MedUTech
- The Boca Festival of the Arts
- The Business Development Board of Palm Beach County C Suite 2012 CEO Interactive Economic Forum
- The Bryn Mawr Higher Education Resource Services Institute

I taped an interview in Tallahassee that aired statewide on The Florida Channel, and gave many taped and live interviews to local broadcast reporters. Visits were made to all local newspaper editorial boards, as well as the Chronicle of Higher Education, a tradition that I started in my first year at FAU.

I wrote op-ed pieces on the proposed FAU Institute for Science & Technology, the budget crisis, and the University's ongoing commitment to serving students on the Treasure Coast and in Broward County. They were all published in local newspapers.

Forty special events at the Baldwin House were hosted, including the following:

- State University System Presidents' Dinner
- Palm Beach County Business Development Board Breakfast

- Boca Raton Woman's Club Luncheon
- Center for Holocaust and Human Rights Education Fundraising Event
- Schmidt Foundation Dinner
- Eminent Scholars' Breakfast
- New Faculty Luncheon
- Board of Trustees Community Holiday Reception

Additionally, I initiated a series of CEO lunches at the Baldwin House in 2011-12. Guests included regional hospital CEOs, young entrepreneurs, Chamber of Commerce executives, MedUTech Executive Board members, FAU Research Park tenants and the Business Development Board Executive Committee.

More than 400 special guests of the University were hosted in the President's Box at FAU Stadium during football games.

We welcomed the President of the United States to the Boca Raton campus in March, delivering welcoming remarks before a capacity crowd in the FAU Arena. This nationally broadcast event received massive press coverage, appearing in more than 167 media outlets nationally and 3,500 FAU students attended. Visibility for FAU from this event continues in the national media.

The Trustee Society, an organization that offers ongoing membership to all members of the FAU Board of Trustees upon completion of their terms of service and encourages their continued involvement with the University was established.

With the concurrence of the Provost, the University Faculty Senate Honors & Awards Committee and the Board of Trustees, FAU presented honorary doctorates to the following outstanding individuals:

- Ralph de la Vega, '74, President and CEO of AT&T Mobility
- Dr. Michael Posner, Experimental psychologist
- Marvin Weiner, Revolutionary War Scholar and FAU Benefactor (awarded posthumously)

I awarded President's Distinguished Service Medallions to the following special friends of the University:

- Dr. Ira J. Gelb, Retired cardiologist, who played a seminal role in the establishment of FAU's medical education program
- Nancy Blosser, Former FAU Board of Trustees Chair
- Shawn Friedkin, Stand Among Friends Founder and FAU Donor
- Lt. Col. Leo R. Gray, USAF (Ret.), Lt. Col. Eldridge F. Williams, USAF (Ret.) and Judge Richard B. Rutledge, Former Tuskegee Airmen

Audiovisual improvements for commencement ceremonies, held in the Carole and Barry Kaye Performing Arts Auditorium, were made by adding two large-screen television screens for real-time viewing of the graduates.

Regular weekly contact was established with the Chairman of the Board of Trustees; I attended all Board of Trustees meetings throughout the year (as well as all Board of Governors' meetings), delivering the President's report, responding to questions and taking part in discussions.

It was a great pleasure to support student, faculty and staff activities, by attending a wide variety of events that included concerts, plays, exhibitions, lectures, symposia, seminars, student and faculty presentations, and sports events (including traveling with the Owls to away football games). I took part in Freshman Move-In Day, anti-hazing workshops, veterans' events and Hillel events, and continued the popular "Conversations with the President" and classroom visitation programs.

◆ **Complete asset mapping for partnering in economic development.**

Life Sciences South Florida, a regional university-based economic development initiative in which FAU holds charter membership, has conducted out a comprehensive mapping process encompassing the following regional assets:

- Educational Programs and Number of Graduates
- Research Capabilities, Research Parks, and Institutes
- Venture Capital Companies
- Life Sciences Corporations

The report can be viewed in detail at <http://lifesciencessf.org/assetmap/index.shtml>.

A comprehensive study was commissioned by the President's Office in Spring 2012. The study, conducted by Dr. William B. Stronge, FAU Professor Emeritus of Finance; Dr. Khi Thai, Director and Professor, FAU School of Public Administration; and Dr. Jack Pinkowski, Associate Professor of Public Administration at Nova Southeastern University, showed that FAU has an economic impact of \$6.3 billion annually. The study was (<https://fauf.fau.edu/cgi-bin/publications/economicImpact12/#/1>).

◆ **Assess and increase internship programs by 10%.**

Number of students enrolled in co-op courses:

| <u>2010-11</u> | <u>2011-12</u> | <u>% change</u> |
|----------------|----------------|-----------------|
| 107 | 130 | + 21% |

Number of students enrolled in internship courses:

| <u>2010-11</u> | <u>2011-12</u> | <u>% change</u> |
|----------------|----------------|-----------------|
| 696 | 868 | + 25% |

Number of Co-op/Internship Jobs Posted in OWL Careerlink job portal:

| <u>2010-11</u> | <u>2011-12</u> | <u>% change</u> |
|----------------|----------------|-----------------|
| 1,029 | 1,304 | + 27% |

◆ **Increase community affiliations/partnerships. 100% of leadership team will actively engage with prominent boards in the region.**

2011-12 MJ Saunders Board memberships include the following:

- Founding Member of Life Sciences South Florida and member of the Executive Committee

- Member of MedUTech Executive Committee
- Elected Member of Broward Workshop
- Trustee and elected Board Member (for 12-13) of the Greater Boca Raton Chamber of Commerce
- Member of the Board of Governors Regulations Work Group
- Board Member of the United Way of Palm Beach County
- Chair of the Broward County Educational Consortium Policy Council
- Board Member of the Florida Association of Colleges and Universities and Membership Chair
- Elected Board Member of the Business Development Board of Palm Beach County (for 12-13)
- Member of the Harbor Branch Oceanographic Institute Foundation Board
- Honorary Chair: Stand Among Friends Emb(race)

Board memberships held by the Vice Presidents include the following:

- Dr. Jennifer O’Flannery Anderson, Vice President for Community Engagement and Executive Director of the FAU Foundation, Inc.
 - Vice Chair of the North Broward Hospital District Board of Commissioners
 - Co-chair of the Quality of Life Six Pillars Committee of the Greater Fort Lauderdale Alliance
 - Member of the Forum Club of the Palm Beaches
 - Member of Leadership Florida
 - Member of Leadership Broward
- Dr. Charles Brown, Senior Vice President for Student Affairs
 - Board Member of Take Stock in Children
 - Board Member of the American Association for Caregiving Youth
- Dr. Brenda Claiborne, Provost and Chief Academic Officer
 - Treasurer-elect of the Society of Neuroscience, the world’s largest organization of scientists and clinicians studying the brain and nervous system
- Mr. Dennis Crudele, Senior Vice President for Financial Affairs and Chief Financial Officer
 - Chair of the FAU Finance Corporation
 - Member of the Comprehensive & Doctoral Institutions Committee, National Association of College and University Business Officers (NACUBO)
- Mr. Tom Donaudy, Vice President for Facilities and University Architect
 - Member of the Board of Governors Task Force on PECO
 - Member of the Palm Beach Metropolitan Planning Organization
 - Member of the Phase 1 & 2 FAU Research and Development Park Maintenance Association, Inc.
 - Board Member of Women in Distress.
- Mr. David Kian, General Counsel
 - Member of The Florida Bar

- Member of the Education Law Committee
 - Member of the South Palm Beach County Bar Association
 - Member of the National Association of College and University Attorneys
 - Member of the Annual Program Committee
- Dr. Barry Rosson, Vice President for Research and Dean of the Graduate College
 - Board Member of the Florida Atlantic Research and Development Authority

The United Way of Palm Beach County presented FAU with an award for conducting the top campaign in the Education category. Generous FAU donors contributed \$58,271, an increase of more than \$18,000 over last year's total. FAU also received a Volunteer Award for the Freshman Blitz Project and the recruitment of volunteers from sororities and fraternities. Many charitable organizations hold events on campus such as walks and many faculty, students and staff participate on a regular basis.

◆ **Engage the community in University events and scholarship activities, including the 50th anniversary gala.**

My husband George Newkome and I hosted the 50th Anniversary Gala on Oct. 29, 2011. This high-profile event was supported by 257 individual and corporate sponsors and attended by more than 850 people. It generated more than \$230,000 in profit for the President's Scholarship Challenge and won the Award of Excellence in the Special Projects category of the CASE District III awards program. The judges specifically commented on the "impressive" amount of money this event raised for scholarships.

I promoted donor participation in the President's Scholarship Challenge, which I established with a lead pledge of \$50,000 in 2010 (now \$60,000). This fund provided financial assistance for 60 students in Fall 2011. By June 30, 2012, the number of donors had increased to 1,244 and total donations amounted to \$286,222.

The University's 50th anniversary book, chronicling FAU's history in words and pictures, won a Silver Award in the Ninth Annual Service Industry Advertising Awards competition. Additionally, the 50th anniversary video, which was based on the book, received a Special Merit Award.

The Lifelong Learning Society on the Boca Raton campus increased course enrollments by almost 9% to more than 24,000. Additionally, the winter term Super Tuesday lecture series brought more than 2,000 community residents to campus every week for 8 weeks. The LLS made a gift of \$30,000 to the President's Scholarship Challenge.

The Lifelong Learning Society on the Jupiter campus increased course enrollments by 5% from 19,769 to 20,756. Winter term brought 3,595 community residents to LLS Jupiter every week for eight weeks. LunaFest, an annual community event, increased from 250 to 600 attendees this year and provided \$2,000 in scholarships for FAU traditional students, an increase of \$1,250 over the previous year.

◆ **Develop a strategy for enhancing engagement with Israel and other strategically important countries.**

We have started the discussion with the FAU Research Park and the Business Development Board about FAU participating in future trade missions to countries with the potential to locate or collaborate with the South Florida region.

Renewal and expansion of the FAU Agreement of Cooperation with University of Haifa is under way. It will include for the first time a way for FAU students to direct enroll at Haifa as well as a 1:1 student exchange.

Dr. Daniel Raviv of the College of Engineering and Computer Science is working on establishing faculty ties with Israel's Holon Institute of Technology.

Dr. Zvi Roth will spend the 2012-13 academic year on sabbatical leave to the Technion-Israel Institute of Technology in Haifa, thus establishing a relationship between FAU and this internationally distinguished educational institution.

FAU is also nurturing its relationship with the strategically important nation of Brazil in a number of ways, including renewing its Agreement of Cooperation with the Universidade do Sul de Santa Catarina (UNISUL) and concluding a new Agreement with a second business school partner, the Federal University of Minas Gerais (UFMG). Additionally, FAU is now listed with the International Institute of Education and the Brazil CAPES "Science Without Borders Program" to receive four fully funded undergraduates for 2012-13 for a year of non-degree studies. This program is expected to expand to include graduate students within one to two years. Dr. Dhanak, Director of SeaTech also led a group to Brazil, will return this year, and is in contact with universities interested in partnering with FAU.

The initiative with the most promise is led by Dr. Margaret Leinen, Associate Provost of Marine and Environmental Initiatives and Executive Director of the Harbor Branch Oceanographic Institute. She led an academic/governmental group to Brazil to develop support for an FAU-led U.S./Brazil initiative in ocean research and outreach. Harbor Branch has established a strong research partnership with Brazilian environmental services company, Cepemar.

The following new international affiliations were established in 2011-12:

- ESSEC Business School, France (Business)
- Parco Archeologico della Ceramica del Calatino, Italy (Arts & Letters)
- North-West University, South Africa (Education)

◆ **Establish an Office of Community Engagement/Outreach.**

Extensive materials were presented to the Board on the current activities of the University in community engagement. (See http://www.fau.edu/research/events/2011economic_dev.pdf). Seven main activities were documented: Volunteer and Community Outreach, Student Training and Employment, Business and Industry, Government and Public Agencies, Universities and Colleges, Conferences and Meetings, and examples of Administrative Structure. This led to the charge to form a unit of the University to be a single contact point for the external community.

The Division of Community Engagement was established in January 2012 under the proactive leadership of Dr. Jennifer O'Flannery Anderson. Functions encompassed by the Division are fundraising, advancement services, alumni relations, the FAU Foundation, media relations, marketing and creative services, and university relations. A strategic plan has been developed and the Division is taking an active role in economic development efforts throughout our region and working to have a presence with important community organizations. The Division provides staffing and support to the newly created Community Engagement and Government Relations Committee of the Board of Trustees.

ADDENDUM III

Annual Goals: Florida Atlantic University President Mary Jane Saunders June 2012-July 2013

Goals are followed by examples of activities that would indicate making significant progress toward accomplishing the goal in a one year time frame. The goals are from the 2012-17 Strategic Plan “Making Waves: Celebrating and Cultivating Discovery, Diversity, and Distinction” approved by the by the FAU Board of Trustees in March 2012.

Goal I: Enrich the Educational Experience

Florida Atlantic University is a learning-centered community committed to continual improvement of the University educational experience. FAU provides high-quality academic programs that develop critical thinking skills that are essential for lifelong learning, professional success, and meeting the responsibilities of an educated citizenry. The University is committed to providing the academic support services and student life opportunities that promote success.

Examples:

Complete a successful 10 year regional accreditation from Southern Association of Colleges and Schools (SACS).

Evaluate year one of the Quality Enhancement Plan a **key requirement of the reaffirmation** process mandated by SACS --“Integrating and expanding a culture of research and scholarship at FAU through the framework of an honors program”.

Increase e-learning opportunities by 10% headcount.

Improve retention rates of currently enrolled students by increasing academic support, creating a culture of success and improving student life. Make significant progress toward reaching within four years (1) surpassing the average SUS persistence rate and (2) reaching the top quartile of peer institutions of FTIC students. Within 2 years surpass the SUS average for AA transfer student graduation rates.

Demonstrate progressively higher levels of preparation for incoming students including transfer students.

Increase new out -of -state student headcount by 10%

Redesign Honors education to expand and enhance Honors education on Boca Raton campus.

Start construction on new residence hall for lower division students.

Start planning for renovations of student union.

Goal II: Inspire Research, Scholarship and Creative Activity

FAU faculty and researchers conduct research, scholarship and creative activities that are based on inquiry, experimentation and innovation and, in so doing, provide the foundation for vibrant academic experiences for students. They also make vital contributions to the economic development of the southeastern Florida region and the rest of the nation. As a University in a region where environmental and demographic issues facing the nation have emerged first, FAU has the opportunity for its intellectual activity to provide stewardship of its own geographic region as well as to provide leadership in identifying emerging issues in the nation and the world.

The University encourages its faculty and researchers to contribute to dialogues, innovations and solutions. To capitalize on the opportunities fully, FAU aspires to attain the Carnegie Foundation category of “very high research universities.”

Examples:

Enhance University academic themes via strategic planning objectives, administrative support of signature themes, support of research priorities, focusing academic mission and supporting student-focused program creation.

Recognize, reward, and communicate faculty/student accomplishments to local and national audiences.

Attain next level of accreditation for the Charles E. Schmidt College of Medicine from the LCME.

Make significant progress toward doubling external research funding in four years (from FY10 benchmark).

Complete year one of Jupiter campus expansion in graduate education and research in neuroscience and imaging.

Successfully attract new academic Deans (Engineering, Science and Business).

Make significant progress toward establishing FAU as an epicenter for biotechnology industry and academia in South Florida.

Goal III: Increase FAU’s Community Engagement

Florida Atlantic University will increasingly become a force for positive change through the leadership and actions of its faculty, staff, and students and will be a full participant in the life of its seven-county service region. The University can and should be a source of pride in the community. It will encourage regional cooperation and sustainability and will build partnerships in key areas of community need. FAU will enrich lives through cultural/recreational events, scholarship, lifelong learning, and public service that are intended to promote diversity and the welfare of the surrounding communities.

Examples:

Promote the University internally and externally creating a climate of pride and excellence.

Complete and publicize economic impact study.

Increase internship program headcount by 10%.

Increase community affiliations/partnerships.

Engage the community in University events and scholarship activities including the gala.

Establish University Relations (Business and Government) within Office of Community Engagement.

Goal IV: Leverage momentum toward achieving FAU’s strategic goals by being good stewards of its human, technological, physical and financial resources.

FAU is committed to reaching new heights and becoming a preeminent institution by implementing strategic choices that result in growth and enhanced stature. For this to occur it is essential that the institution plan on ensuring the viability of its financial and other resources.

This will allow FAU to embrace excellence and change when it is needed, and to support high performance and innovation when opportunities present themselves. Goal IV lays the foundation for the University to make continued investments in improvements and innovation.

Examples:

Maintain a collegial Vice Presidential team that both takes responsibility for their individual areas and collaborates on university-wide decisions, with specific focus on integrating research, economic development, community engagement, and Foundation activities.

Continue multi-year enrollment revenue/other revenue/resource/expenditure plan for appropriate growth and financial stability. Adopt business practices that increase productivity, maximize efficiencies and lower overhead.

Right-size the university for available budget while maintain academic program quality.

Increase philanthropy by 5% to University for scholarships, athletics, buildings, and special events.

Initiate public private partnership (PPP) analysis of available real estate.

ADDENDUM IV

Increase e-learning opportunities by 10% headcount

2011-2012: 12,660

10% increase: 1,266

Goal: 13,926

Increase new out -of -state student headcount by 10%

2011-2012: 370

10% increase: 37

Goal: 407

Increase internship program headcount by 10%

2011-2012: 868

10 increase: 86

Goal: 954

Increase philanthropy by 5%to University for scholarships, athletics, buildings, and special events

2011-2012: \$16,500,000

5% increase \$825,000

Goal: \$17,325,000

