



**Board of Trustees Spring Retreat Meeting Minutes  
Monday, March 12, 2018 – 10:00 a.m.  
Harbor Branch Oceanographic Institute  
5600 U.S. 1 North  
Fort Pierce, FL 34946**

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

Vice Chair Abdol Moabery, Mr. Brent Burns, Mr. Shaun Davis, Dr. Michael Dennis, Dr. Malcolm Dorman, Ms. Emily Lawless, Mr. Brad Levine, Mrs. Mary Beth McDonald, Mr. Robert Rubin, and Mr. Robert Stilley. Dr. Kevin Wagner joined the meeting at 11:20 a.m.

The following University officials participated: Dr. John Kelly, University President; Mr. Jeff Atwater, Vice President of Strategic Initiatives and Chief Financial Officer; Dr. Daniel Flynn, Vice President for Research; Mr. Peter Hull, Vice President for Public Affairs; Mr. David Kian, Vice President of Legal Affairs and General Counsel; Dr. Corey King, Vice President of Student Affairs; Ms. Danita Nias, Vice President for University Advancement; Dr. Gary Perry, Provost and Vice President of Academic Affairs; Ms. Stacy Volnick, Vice President for Administrative Affairs and Chief Administrative Officer; Mr. Brian White, Vice President and Director of Athletics; Mr. Ryan Britton, Executive Director of Government Affairs; and Ms. Stephanie Gioletti, BOT Director and Chief Aide.

**Roll was taken and a quorum was present.**

## **I. Public Comment**

There were no public comments.

## **II. Strategic Workshop**

Chairman Anthony Barbar opened up the meeting by informing the new Trustees, Trustee Burns and Trustee Levine, that BOT Retreats often are informational. He let them know that no voting typically takes place at these meetings and it's a place to share ideas and go over the University's strategic plan. He then turned the floor over to the President Kelly to review the University's Strategic Plan 2015-2025.

President Kelly began by reviewing recent personnel developments in the senior leadership, including an update on the Provost search and introducing the new Athletics Director, Mr. Brian White. President Kelly then discussed the University Strategic Plan's Race to Excellence, reviewing its emphasis on improving the brand and quality of FAU in all areas. He reviewed recent budget history and the growth of the University in several metrics. He discussed improving the University's national reputation in a variety of ways and measuring those efforts through enhanced media coverage, advertising and branding, expanded retail presence, and perhaps most importantly, through increased undergraduate out-of-state enrollment. He presented metrics showing significant increases in each of these areas over the past four years. He also discussed the importance of investing in athletics and improving FAU's athletic programs and facilities as a means to enhancing the foregoing efforts. He noted that athletics serves a strategic function for the University by leading our branding initiatives and serving as “the face” of the University to many.

President Kelly then discussed efforts to generate more University revenue. As an example, the President asked Vice President Stacy Volnick to discuss some new initiatives to enhance vendor partnerships. Ms. Volnick described several new developments with significant vendor contracts for essential services.

The President then called up Ryan Britton to give his 2018 legislative session review. After Mr. Britton's presentation, Trustees Rubin, Wagner, and Levine asked questions about the process we use to achieve our goals. Mr. Britton

stated that he was open to reviewing the processes and strategy now in place to achieve the University's goals.

President Kelly then asked Vice President Atwater to give an update on the Athletics Department's budget. Mr. Atwater recounted his recent individual meetings with each Trustee in which he identified a significant deficit in the current year's operating budget. He assured the Trustees that he would work with new Athletics Director White to develop a plan for addressing that deficit. Mr. Atwater stated that he had seen no indication of improper conduct in his review of the Athletics budget. He presented national data on the level of institutional support for athletics at universities with comparable athletics budgets, and he reported that FAU's level of such support is right in line with those figures. Our problem was a spike in expenditures combined with a drop in external revenue. Trustee Rubin noted that the revenue drop was due to incompetence, but asked what happened on the expense side. He expressed concern with the head football coach's compensation package, noting that it was a large amount, and said the Board should have been informed of all elements of the package. Chair Barbar and Vice Chair Moabery responded that they had been aware of all elements. Trustee Davis said the administration's and Board's focus should be on improved communication and oversight going forward.

Dr. Kelly moved on to discussing the importance of research funding, specifically with reference to the Board of Governors' metrics. The President described his goal of creating a pathway to becoming an emerging preeminent institution under those metrics. He then asked Vice President Flynn to update the Board on our current levels of research expenditures and activity.

To close, President Kelly showed a video created by FAU's Public Affairs team, managed by Vice President Hull. The Trustees commented on the excellent quality of the video and mentioned how impressed they were with the quality of the team's work.

## **Adjournment**

A motion was made and seconded to adjourn the meeting. The motion passed unanimously and the meeting was adjourned.