



September 11 2019

HAND DELIVERED

Dr. John Kelly
President
Florida Atlantic University

Dear John:

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

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

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

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

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

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

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

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

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

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

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

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

Sincerely,



Anthony K. G. Barbar
Chair, Board of Trustees

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

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

Action:

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

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

Action:

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

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

Action:

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

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

Action:

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

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

Action:

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

Goal: Continue to share leadership more broadly.

Action:

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

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

Action:

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

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

Action:

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

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

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

Action:

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

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

Action:

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

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

Action:

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