



September 10, 2021

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 2020/21. 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 2021/22 in conjunction with considering this evaluation.

This past year has been incredibly challenging with the complications brought on by the COVID-19 pandemic. Your steadfast leadership, resilience and perseverance led FAU through a very difficult year, relatively unscathed. As I look back on what we all went through during the height of the pandemic, I can point to many things that could have resulted in a very different outcome. As I assessed your self-evaluation, I found it an important component of this process. I have carefully reviewed, and agree with, your self-assessment.

As part of this evaluation, I have consulted with members of the Board of Governors and carefully considered their input. Your performance was extolled at all levels, and you received praise for your continued success at the helm of FAU.

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 I highlight:

- Your leadership and vision continue to charge the culture at FAU. The university continues to be a more engaged and responsive institution both in the SUS and nationally.
- Your direct interaction with the Chancellor, the Florida Board of Governors, the Surgeon General of Florida, and health and safety officials allowed you to accumulate a multitude of data that you used to steer the path for the university during the most turbulent conditions.

- Your deliberate and consistent communication at the early stages of the COVID-19 crisis and all the way through the pandemic executing on your reopening plan with both the BOT and the BOG without a hitch.
- 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 of FAU.
- The countless successful meetings that you and I had with legislators from all over the state, expressing FAU's dire need to receive funding in order to continue its mission notwithstanding the budgetary limitations that were being projected.
- The continued focus on The Race to Excellence Strategic Plan driving Florida Atlantic University's success through 2025.
- The revitalization of an already effective ELT with the addition of two new members, the CFO and VP of Development.
- The unwavering commitment of both you and your ELT in keeping FAU's doors open throughout the pandemic.

Since you started at President of FAU in 2014 and year-over-year, under your leadership, FAU has achieved several noteworthy accomplishments:

- Consistently focusing on reducing the cost of an undergraduate degree at FAU by \$9,570. This helps the State of Florida lead the nation in providing the most affordable, high-caliber education in the United States of America.
- Increasing the four-year graduation rate from 19.3% to 33.8%. That is a 28% increase that has FAU leading the nation in year-on-year performance.
- Consistently ranking nationally as a provider of degrees to minorities.
- Increasing the freshman APR (Academic Progress Rate) 15% to 80.4%.
- Increasing the number of National Merit Scholars from a meager 4 in 2015 to 53 in Fall of 2021.
- Becoming a federally designated Hispanic Serving Institution, which gives the university greater access to resources and funding.
- Becoming one of 119 U.S. universities in 2020 to receive the Carnegie Community Engagement Classification. This was a first ever achievement for FAU.

- Achieving a solid budgetary outcome that we have had in recent history with funding to not only complete the FAU Henderson project, but also funding to complete the Jupiter Life Sciences Research Building. FAU has now received a total of \$83M in PECO funds since 2017. This is a testament to the legislature's belief in the mission of FAU.
- Increasing FAU's annual research awards from \$33M in 2014 to \$78.6M in 2021.
- Increasing research expenditures from \$21M in 2014 to \$71.3M in 2021. This metric alone resulted in FAU receiving a 10 out of 10 on the BOG's performance metrics.
- Increasing private giving (donor, foundations) from \$14.9M in 2014 to \$56.5M in 2021.
- Building the FAU Foundation endowment to a level of \$285M + \$52M of other assets. As a result, we are now the 4th largest Foundation Endowment in the State University System of Florida, trailing only UF, FSU and USF.
- Achieving an overall ranking of #3 in the Florida Board of Governors' rankings for 2020/21.

Every year's accomplishments provide a base to build on in the upcoming year. However, the COVID-19 pandemic has certainly impacted our university and our society and there will be new challenges that we cannot envision, but for which we must be prepared. With this in mind, I have attached the goals you and I discussed for next year. Despite the challenges from the pandemic and other influences, we must not lose our footing.

John, I am extremely proud of your accomplishments, your work ethic and commitment to FAU. Your continued growth, along with the institution's growth, while serving as President of Florida Atlantic University come with unparalleled 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. GO OWLS!

Sincerely,



Abdol Moabery
Chair, Board of Trustees

Goals for 2021/22 Academic Year

In addition to goals that you and I have discussed and that you have articulated in your self-evaluation, I would like specific attention paid to the goals below, along with a plan towards integrating them.

- Continue to provide focus and leadership for FAU in a post-COVID environment while ensuring adherence to the 2025 Strategic Plan.
- The need for communication is at an all-time high. Develop a system of consistent over-communication with faculty, staff, students to ensure that the message and vision are being shared to all levels of stakeholders. This will also allow you to receive important inputs from them.
- Continue the development of the FAU Artificial Intelligence, University of Distinction task force to ensure that every facet of potential program development is covered and that no opportunities for success are missed.
- Use data to manage the university's performance metrics. Develop and utilize dashboards for improving performance indicators for the BOG metrics as well as managing and measuring the operational effectiveness of each department or division.
- Develop and fund an information/marketing campaign to increase the visibility of FAU nationally to assist in the achieving faster results in achieving FAU 100.
- Develop and present a full classified research strategy and masterplan for the HBOI campus to the Board of Trustees.
- Prepare a post-COVID-19 strategy for a comprehensive capital campaign. With the amount of major companies and wealth moving to our area, we need to be ready to launch once things normalize.
- Focus on bringing in the best deans to fill the open positions that we have.
- Create and implement a plan to ensure that FAU achieves the best possible results for our SUS Performance Metrics to ensure that we do not lose funding as a result of the effects of COVID-19.
- Finalize plans and strategies for a Comprehensive Fund-Raising Campaign post COVID-19
- Remain directly involved in the Jupiter project to ensure it continues to aggressively move forward.

- Increase the academic stature of the university by developing and implementing strategies that ensure that we are not only keeping up with our peers in the Florida SUS but collaborating with the preeminent universities in our system to provide gains to FAU.
- Continue to build strong relationships with the Governor and key members of the legislature. I would like you to have monthly update calls or meetings with our local delegation.

[END]