



FLORIDA ATLANTIC UNIVERSITY

PRESIDENTIAL PROFILE (DRAFT 4-17-23)

INTRODUCTION

The Florida Atlantic University Board of Trustees solicits applications and nominations for President of Florida Atlantic University, Boca Raton, FL. It is anticipated that the new president will assume office during the 2023-24 academic year.

With its multiple campuses spanning 110 miles of southeast Florida's coast, FAU fosters a vibrant culture that encourages ingenuity and independence. Established in 1961, FAU opened its doors officially to students in 1964 as the fifth public university in Florida. Today, the university serves more than 30,000 undergraduate and graduate students and is ranked as a top public university by U.S. News and World Report.

Throughout its history, FAU has been an energetic and fast-growing institution, determined to propel itself to the forefront of innovation and scholarship. In recent years, the university has doubled its research expenditures and outpaced its peers in student achievement rates.

CORE PILLARS FOR THE PRESIDENT

ADVANCING A STRATEGIC VISION

The president will have the opportunity to shape a distinctive model for higher education as Florida Atlantic University continues to develop as an institution with exemplary academic and research programs. The university has invested in several bold initiatives including:

- FAU Health

FAU Health Network is a community of leaders in education, healthcare, science, and business, with a mission to advance healthcare delivery in South Florida. The network is committed to providing premier academic patient care, serving the residents of Palm Beach, Broward, Martin, and Saint Lucie counties. With a mission to keep communities healthy, happy, and thriving, FAU Health Network is dedicated to making a meaningful impact in the lives of those they serve by providing exceptional healthcare services and fostering a culture of research, innovation, and collaboration.

- College of Dentistry

Florida Atlantic University has detailed plans to establish a College of Dentistry on its Boca Raton Campus. The academic program associated with this initiative has received approval from the State University System Board of Governors and is now in

the initial funding phase. This new college, which will be the second public college of dentistry in the state of Florida, has plans to offer a DMD program starting in 2025.

➤ FAU 100

FAU100 is Florida Atlantic's university-wide initiative to be ranked as a Top 100 public school by U.S. News & World Report. Rankings are based on nine metrics, with graduation and retention, faculty resources and peer assessment carrying the most weight. The university received financial support from the state to assist with this effort and departments around the university are tasked with making improvements in their respective areas to help achieve this goal.

➤ Curing Parkinson's disease

Using the combined resources of the FAU Health Network, Florida Atlantic aims to be a leader in the quest to find a cure for Parkinson's disease. The chronic, progressive neurological disorder affects approximately six million people globally and that number is expected to double by 2040. The university will focus its resources in a concentrated effort to meet this critical need.

➤ Carnegie Research 1

FAU is on the precipice of achieving Carnegie Classification of Institutions for Higher Education's highest and most coveted Very High Research Activity status (R1) for the next adjustment in 2024. The R1 designation indicates a truly comprehensive university that spurs economic development, attracts high-quality students and faculty, and increases external funding. R1 universities meet benchmarks in research, educational activity, and vital research staffing, including postdoctoral fellows.

It will be important for the president to work with the various campus communities and Board of Trustees to build upon each distinct initiative within a comprehensive university strategic plan.

ENHANCING STUDENT SUCCESS AND INVOLVEMENT

Florida Atlantic University is the most diverse university in the State University System. As such, its students create a vibrant and engaging multiple campus environment. The university is committed to maintaining academic excellence through curriculum, research, and scholarship with the goal of preparing its graduates to be well-rounded citizens and successful professionals. FAU is the No. 1 public university in Florida for campus ethnic diversity, according to U.S. News and World Report, making it the most racially, culturally and ethnically diverse university in the state. FAU was designated as a Hispanic-Serving Institution in 2017 and ranked 41 on U.S. News and World Report's Social Mobility ranking. The president will cultivate an environment committed to providing the students at Florida Atlantic University with an exceptional educational experience, aligned to university system performance metrics, which ensure students graduate ready to embark on their chosen career pathway.

SUSTAINING A COMMITMENT TO RESEARCH AND CREATIVITY

Research, creativity, and knowledge generation are the underpinnings of academic excellence, which benefit society and contribute to the economic vitality of the region, state, and nation. In recent years, FAU has provided new impetus to its research commitment—at both graduate and undergraduate levels—and is working toward the audacious goals of curing Parkinson's disease, becoming a top 100 ranked university, and

reaching Carnegie designation of R1—Very High Research Activity. At the same time, the university must maintain the vitality of its longstanding teaching mission and commitment to the undergraduate experience. The president will work with the campus communities to continue developing and implementing a vision that will look toward strategically expanding research infrastructure, including opportunities for graduate and undergraduate students.

RESPECTING AN EXCEPTIONAL FACULTY, ADMINISTRATION, AND STAFF

Florida Atlantic University continues to develop as an institution with exemplary academic and research programs led by a collaborative team of highly respected faculty. The faculty, administration, and staff work together to fulfill the overall mission of the university. The president will be committed to academic freedom, maintaining an effective shared governance model, and continuing to recruit and retain an enthusiastic, diverse, and professional team of administration, faculty, and staff. Finally, he or she will exhibit a strong commitment to professional advancement and the ongoing development of faculty, staff, and administrators.

ENHANCING EXCELLENCE AND ACCOUNTABILITY

Florida Atlantic University is part of a university system that embraces transparency and accountability. The university is rich in data and uses it to inform decision-making on all levels. Additionally, the state's performance funding metrics incentivize the university to continue to provide an affordable, excellent academic experience that leads our graduates into competitive jobs in the market. The president will use data to continue to recruit, retain, and graduate students as well as develop programs that meet the demands, of the community, state, and nation.

ENGAGING WITH STAKEHOLDERS

The president will heighten Florida Atlantic University's standing among the varied constituencies it serves. This includes navigating local, state, and national political circles; participating on national, state, and local boards; developing alliances with local and regional service organizations and local and state business leaders; fostering positive relations with foundations, granting agencies and university alumni; and developing public/private partnerships. Importantly, the president is Florida Atlantic University's liaison with the Board of Governors, FAU Board of Trustees, colleague universities in Florida and the region, and with local, state, and federal policymakers.

STRENGTHENING PHILANTHROPIC ACTIVITY

The president will continue to collaborate with the FAU Foundation team to build a solid framework on which a robust fundraising program can be supported. This will involve planning with deans, faculty, students, senior administrators, staff, alumni, and other partners to establish fundraising priorities, identify potential friends and donors, particularly within the footprint of FAU's multiple locations in southeast Florida, while continually maintaining strict adherence to university policies and procedures.

SUPPORTING FAU'S NCAA ATHLETIC PROGRAMS

NCAA Division I athletics are an important element of FAU. It will be important for the president to work with the athletic director and others to continue to build on the strengths of Owls' athletics, particularly as they serve to balance effectively with academic programs on campus, and enter the new NCAA era of Name, Image, and Likeness (NIL). FAU's 19

athletic teams' success, especially as demonstrated by the men's basketball team's recent appearance in the 2023 NCAA Final Four, should continue to be a source of pride for the campus, local community, the state of Florida, and Owls alumni worldwide.

THE PRESIDENTIAL POSITION—QUALIFICATIONS AND ATTRIBUTES

As its leader and chief executive officer, Florida Atlantic University's president will be committed to serving the institution—including living on or near the Boca Raton campus—and embracing, embodying, advocating for the institution's collective values. The ideal candidate for the position must appreciate the history, culture, and spirit of this distinctive institution, projecting a passion for FAU's character and promoting its strengths and priorities.

Demonstrating leadership that emphasizes clear and open communication, team orientation, the ability and willingness to delegate authority and ensure accountability, along with a commitment to the servant leadership model will be vital. As well, the president must exercise creativity, an ability to assess and undertake calculated risk, a tolerance for ambiguity and nuance, optimism, a sense of self-confidence, humility, and humor. Like most successful leaders, Florida Atlantic's president must be able to collaborate and consult, balancing those traits with the essential ability to make timely and informed decisions.

Dedicating ample time to work in partnership with external constituencies, the president will attempt to generate resources needed by FAU to expand its operations and enhance its profile. In building these external relationships, the president also will demonstrate considerable skill and experience as a communicator and negotiator, and will possess the diplomatic dexterity, political acumen, courage of convictions, self-awareness, and discerning judgment necessary for superb leadership. This external commitment will include friend-raising and fundraising, along with collaborations with print, broadcast, and online media, with a keen sense of how those interactions will affect the university's upward trajectory.

PROFESSIONAL QUALIFICATIONS

Professional Credentials

An earned doctorate or other terminal degree is strongly preferred. Candidates must have a combination of credentials and experience sufficient to warrant the respect and complete confidence of a wide range of university stakeholders. Candidates with academic and senior leadership experience in R1 and aspirational colleges and universities are strongly encouraged to apply.

Leadership

The next president must demonstrate strategic, transformational leadership as demonstrated by a record of experience leading or serving in senior leadership positions in a large, multi-site complex organization either within higher education or the private sector. The president also must have experience working with a governing board, developing and implementing strategic plans, and recruiting and retaining a strong leadership team.

Student Success

FAU is the No. 1 public university in Florida for campus ethnic diversity, according to U.S. News & World Report, making it the most racially, culturally, and ethnically diverse university in the state. FAU has been designated as a Hispanic-Serving Institution since 2017 and ranked 41 on US News and World Report's Social Mobility ranking. Commitment to an environment where teaching and student success remain a priority, integrated with a strong research and scholarly focus. A commitment to engaging students as the center of Florida Atlantic University's programs, research, and operations, with the goal to maximize their academic and holistic development.

Advocacy

The president must be a charismatic leader who is able to develop a shared vision for the future of the university and skillfully communicate the vision to external stakeholders. The president must also demonstrate relationship skills, political acumen and savvy necessary to position the university effectively and positively with political, business, and civic leaders. The president must inspire, energize, and enthuse audiences, and demonstrate thoughtful and reflective listening skills.

Partnering and Community Engagement

The president will play a significant role in the economic and community development of FAU's surrounding areas. Experience developing relationships and partnering with community and business leaders for long-term mutual benefit would be among the indicators that the new president possesses the skills and interests necessary to succeed in the role.

Financial Acumen

Experience in overseeing the financial operations of a complex organization is a prerequisite for this position. Prior fiscal management experience will provide the foundation for effective oversight of all major business aspects of the university. An understanding of the importance of building an enterprise risk management framework, including, but not limited to financial audit, and some experience in determining and utilizing mitigation strategies would be an advantage.

Initiatives and Innovation

Florida Atlantic has identified several major initiatives that make it a distinctive institution including FAU Health, the new College of Dentistry, FAU 100, all of which will expand research and enhance its array of academic and research programs. The president should be committed to growing these areas, while understanding the current and emerging topics in higher education, particularly those that are relevant to a public, research institution like Florida Atlantic University. This acumen also should include a working knowledge of enrollment trends, instructional delivery technologies, research recruitment and expenditure growth among others.

Marketing and Communications

In today's world of rapid technological advances and applications, a working knowledge of information technology, including social media, would be useful in steering advances and shaping communications at Florida Atlantic University. Much of the university's future success and strategic direction require additional regional, national, and international visibility and an awareness of its distinctive identity--in short, people need to know more about FAU. Experience overseeing public relations and marketing programs and campaigns, and in communicating publicly on behalf of a large, complex organization, would be beneficial.

External Resources and Fundraising

Expanding external resources will be essential for Florida Atlantic University. Its president must play an engaged leadership role for philanthropy, working in tandem with the FAU Foundation to set strategic directions. The president will have demonstrated both a talent and an enthusiasm for fundraising and the personal and social skills necessary to build successful donor relationships.

Governance

Experience in a university setting would be beneficial to the new president in quickly developing a collaborative partnership emphasizing shared governance, as well as building a strong relationship with the Florida Atlantic University's Board of Trustees. The president should possess the ability to balance the strong executive leadership needed to ensure that decisions are made in a timely and fair manner with sensitivity to the context of shared governance.

Intercollegiate Athletics

An individual who has shown appreciation and support for NCAA intercollegiate athletics; one who values and understands student athletes and the role of intercollegiate athletics in the life of a university.

KEY PRESIDENTIAL ATTRIBUTES

- **Achieving Results** – setting high goals and using assessment data to measure progress; resolutely working to meet or exceed those goals while deriving satisfaction from the process of continuous improvement.
- **Substance** – possessing an authenticity that engenders trust, integrity, and self-confidence, while projecting humility and empathy for the very real struggles that many individuals face. Someone who takes their role but not themselves seriously. A true colleague with all stakeholders, on- and off-campus.
- **Change and Crisis Management** – the capacity to inspire Florida Atlantic University's many constituents to explore and achieve new possibilities for One FAU, incorporating all its campuses into a collaborative whole. Being able to react constructively and quickly to uncontrollable events that affect its campuses and people.
- **Enhanced Communications** – presenting thoughts and concepts persuasively to all audiences. A thoughtful, respectful, and reflective listener with strong Interpersonal skills, including cogent and convincing written and presentational competences.
- **Executive Presence** – conveying an image consistent with Florida Atlantic University's mission and values; demonstrating the executive qualities and gravitas that elicit leadership respect.
- **Innovative Thinking and Behavior** – exemplifying an entrepreneurial perspective, which invites creative problem solving accompanied by a willingness to change in organizations, practices, and culture; implementing change tactfully with transparency; someone who can deal with ambiguity and see solutions.
- **Personal Values** – a leader who exhibits attributes such as integrity, collegiality, trust, support of scholarship, and enthusiasm; someone who reflects collegiality, respect, and mutual

support; in all, a leader who shows the courage and conviction necessary to effect decisions with compassion and care.

- **Visibility and Approachability** – a willingness and interest to participate in multiple campus activities including academic, cultural, and athletic events, with a significant investment of time spent externally within FAU’s multiple communities. A high level of comfort in listening to and learning from myriad FAU stakeholders.

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APPLICATION/NOMINATION PROCESS

AGB Search will be assisting the Florida Atlantic University Presidential Search Advisory Committee. Prospective nominators or potential candidates are encouraged to contact Dr. Rod McDavis, Dr. Sally Mason, or Dr. Garry W. Owens (contact information below) directly by email prior to submitting materials.

Application materials must be submitted electronically and should include: 1) a letter of interest that addresses specifically how the candidate's experiences and qualifications intersect with FAU's Qualifications, Key Attributes, and Core Pillars as presented in the Presidential Profile; 2) a curriculum vitae; and, 3) the names, addresses, telephone numbers, and email addresses of five references for future contact —please also include your professional relationship with each reference listed. No references will be contacted without prior permission granted by the candidate. All candidate names will remain confidential, except for those individuals invited to campus interviews. Application and nomination materials should be submitted electronically by the target date of June 30, 2023 to: FAUpresident@agbsearch.com

Further information about Florida Atlantic University may be found at: www.fau.edu

Contact information for AGB Search representatives assisting Florida Atlantic University:

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MEMBERS OF THE FLORIDA ATLANTIC UNIVERSITY PRESIDENTIAL SEARCH COMMITTEE

<https://www.fau.edu/presidential-search/committee>

Florida Atlantic University (FAU) is firmly committed to Equal Employment Opportunity (EEO) and to compliance with all Federal, State, and local laws that prohibit employment discrimination on the basis of age, race, color, gender, national origin, religion, disability, protected veteran status and other protected classifications. This policy applies to all employment decisions including, but not limited to, recruiting, hiring, training, promotions, pay practices, benefits, disciplinary actions and terminations. As a government contractor, FAU is also committed to taking affirmative action to hire and advance minorities and women as well as qualified individuals with disabilities and covered veterans. We invite employees who are disabled or protected veterans and who wish to be included

under our Affirmative Action Program to self-identify as such with the EEO Coordinator. This self-identification is strictly voluntary and confidential and will not result in retaliation of any sort. Employees of and applicants to FAU will not be subject to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing, or have otherwise sought to obtain their legal rights related to any Federal, State, or local law regarding EEO for qualified individuals with disabilities or qualified protected veterans.

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