

HARBOR BRANCH OCEANOGRAPHIC INSTITUTE

FOUNDATION

MINUTES Grants Committee Meeting July 30, 2015

PRESENT: Amos Bussmann*; Joe Duke*; Mike Toner, Chair*

ALSO PRESENT: Michael Minton; Mike O'Reilly*; Bill Stewart; Katha Kissman, President & CEO; Colleen Brennan, Director of Operations

*Participated via zoom

Call to Order

The meeting was called to order at 3:35 pm by Chair Toner. The members of the Governance Committee were invited to attend due to the Agenda topics and were welcomed to the meeting.

Requests from HBOI:

- ***HBOIF New Faculty Hiring Grant Program – Use of Startup Funds***

Background

The Grants Committee was asked to consider an HBOI request to change the startup funds schedule of payouts under the New Faculty Hiring Grant.

From inception to date, startup funds payouts had been structured in a spreadsheet model as follows:

\$200,000 Year 1
\$200,000 Year 2
\$100,000 Year 3

On July 9, 2015 Dr. Megan Davis and Patrick Boles asked to meet with Ms. Kissman regarding the model (Ms. Brennan joined the meeting in progress). They presented a case regarding Dr. Laurent Cherubin, one of the initial hires with the HBOIF grant, who had not spent up his startup in the “traditional” time frame for use of start-up funds and because he wanted to use the funds to hire a student, the need would roll beyond the 3 year period. Dr. Davis asked if the startup monies could go to Year 4 if needed. Dr. Davis stated that because there was nothing in

writing regarding the payouts (this grant was made prior to the institution of formal funding award letters) and because of this identified need, they wanted our agreement to make this change to the model.

After discussion, Dr. Davis and Mr. Boles were asked to put their request in writing. The email received amended the verbal request to include amending not only Dr. Cherubin's start-up payout (now to 5 years rather than the 4 requested in the meeting) but also to allow this to be the case for Dr. Twardowski's startup payout with a further suggestion that there be consideration to go into 5 years as well hire for students with start-up monies in general.

EMAIL REQUEST FOR EXTENTION OF START UP PACKAGE USE

From: Megan Davis [mailto:MDavi105@fau.edu]

Sent: Friday, July 10, 2015 10:41 PM

To: Katha Kissman

Cc: Colleen Brennan; Patrick Boles

Subject: Number of Years for Start Up Pkg Spending for New Faculty Hires

Dear Katha,

This is a follow up email to our discussion on Wednesday, July 8th.

Patrick and I discussed with you the need to have a consistent guideline for the amount of time that the New Faculty Hires will be able to spend their start up funds.

Our recommendation is that the amount of time should be equivalent to the amount of time that they are supported by HBOIF salary funding. This would be 4 years. However, in Mike Twardowski's case his approved salary spending plan goes for 5 years and we suggest that his start up spending package should also be 5 years.

There are, however, some cases where new faculty hires will be hiring graduate students, both Masters and PhD. It typically takes 2-3 years for a Masters student to complete their thesis and 5 to 6 years for PhD students to complete their dissertation. Some of the new faculty hires now have affiliate appointments in the FAU college departments, which means they can chair graduate student committees and also teach classes. Therefore, the new faculty hires can hire students to work with them on their research. As an example, Laurent is recruiting a Masters student that will likely start in Laurent's year 3 of the hiring plan. If the student takes 2 years to graduate – the funding for the students research assistantship could go into year 5, which is beyond the hiring plan model.

My suggestion is for the guideline to be 4 years for spending the start-up funds with written justification requests to go into year 5 if a graduate student(s) is hired.

Please let me know if you have any questions or need clarification.

Thank you for your review.

Megan

Because this grant was made prior to Ms. Kissman's and Ms. Brennan's tenure with the Foundation, they located Dr. Margaret Leinen's original proposal for this program as presented to the Foundation Board (provided as backup, dated September 29, 2011) as well as reached out to various members of the Board to understand the original intentions of the grant. It was then determined to bring this to the Grants Committee.

Dr. Leinen stated under the proposal assumptions (p. 6) for the FINANCIAL MODEL [highlights and emphasis provided]:

Start-up funding is included at \$500K for each faculty member to represent the maximum commitment we believe would be necessary. Start-up funding is "front loaded" in the model (Yr 1-200K, Yr2-200K, Yr3-100K) to reflect what we believe is most likely. Start-up funds must be spent in first three years **and cannot be 'banked' for future expenses**. We see start-up funds as a good target for outside fundraising and would aggressively seek such philanthropy in order to decrease HBOI-F expenditures for start-up funds.

This suggests the understanding with which the Foundation made its decision and supports the original creation of the model with a three year payout of startup funds.

Also on p. 4, Dr. Leinen described what constituted "startup" (p. 4):

In addition to this salary support, we believe that substantial start-up funds will be necessary for most faculty. The average start-up package in science and engineering at the top 10 oceanographic institutions ranges up to \$500K. These funds are used for state-of-the-art instrumentation, computer infrastructure, and initial technical support. Some faculty may require fewer start-up resources, e.g. faculty in modeling. Naturally, we will negotiate based on demonstrated needs, but we believe that we need to be prepared for some faculty who will have very substantial start-up needs.

The blue highlight in Dr. Leinen's proposal also indicates an assertion that different faculty would have different needs in order to be recruited.

The more recent equitization of the original New Faculty Hires to the more recent Faculty Hires, with all of them receiving a \$500,000 package, may also have a bearing on this request for the alternate use of Dr. Cherubin's start-up package. The email thread **EMAIL EXCHANGE REGARDING START UP PACKAGES** (provided in advance to the attendees) notes Dr. Cherubin unexpended funds may have been due to an increase in his start-up package made about a year ago, well after his initial hire and may be more typical of ongoing need rather than startup expense.

EMAIL EXCHANGE REGARDING START UP PACKAGES

From: Katha Kissman <KKissman@hboifoundation.org>
Date: Monday, June 8, 2015 9:58 AM
To: M Davis <mdavi105@fau.edu>, Patrick Boles <pboles@fau.edu>
Subject: Start up packages under new faculty hire

Dear Megan and Patrick,

A question has been raised regarding the date of and reason why Laurent and Mingshun received the extra \$50,000 apiece for their start-up packages that were not included in the original negotiations of their respective hires. May we ask you to have that information for this afternoon's meeting?

Thanks!

Katha

Katha Kissman | President & CEO
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From: Megan Davis [<mailto:MDavi105@fau.edu>]
Sent: Monday, June 08, 2015 1:51 PM
To: Katha Kissman
Cc: Patrick Boles
Subject: Re: Start up packages under new faculty hire

Hi Katha,

I am not aware that Laurent and Mingshun received an extra \$50,000 for their start up pkg. All start up pkg are \$500K.

Megan

Megan Davis, Ph.D.
Interim Executive Director
Harbor Branch Oceanographic Institute
Florida Atlantic University
772-242-2298 office
772-216-1523 cell
mdavi105@fau.edu

From: Katha Kissman <KKissman@hboifoundation.org>
Date: Monday, June 8, 2015 2:01 PM
To: M Davis <mdavi105@fau.edu>
Cc: Patrick Boles <pboles@fau.edu>, Colleen Brennan <cbrennan@hboifoundation.org>
Subject: RE: Start up packages under new faculty hire

Hi, Megan,

You had told me that you wanted to equitize the two of them – that their start up packages were \$450,000 (Margaret's negotiations) and you thought they should go up to \$500,000 to make all the packages consistent because that's what you were negotiated with the next 2 to 3 hires. At the time, I said that as long as HBOI did not exceed the overall grant with the 8 hires, that it was up to first Margaret and then you to stay within the overall grant amount.

Did you decide after all not to do this? I believe I reconfirmed with Patrick that it did take place?

Katha

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From: Megan Davis [<mailto:MDavi105@fau.edu>]
Sent: Monday, June 08, 2015 2:08 PM
To: Katha Kissman
Cc: Patrick Boles; Colleen Brennan
Subject: Re: Start up packages under new faculty hire

Hi Katha,

Yes the added amounts did take place about a year ago. It occurred around the same time that we were discussing the SOS SLP projects (2014) and that Laurent and Mingshun would be provided their full start up package and that some of the funds would be used to carry out the work related to the SLP proposals.

Megan

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From: Katha Kissman <KKissman@hboifoundation.org>
Date: Monday, June 8, 2015 2:11 PM
To: M Davis <mdavi105@fau.edu>
Cc: Patrick Boles <pboles@fau.edu>, Colleen Brennan <cbrennan@hboifoundation.org>
Subject: RE: Start up packages under new faculty hire

Hi Megan,

Perhaps I misunderstood when you brought this issue up to me. I thought you told me you wanted to equitize them and my understanding was that Margaret had actually negotiated lower start up packages for each of them. Did their hiring letters state that their start up packages were \$450,000 or \$500,000? The Grants Committee may want to see the letters.

Katha

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From: Megan Davis [<mailto:MDavi105@fau.edu>]
Sent: Monday, June 08, 2015 2:20 PM
To: Katha Kissman
Cc: Patrick Boles; Colleen Brennan
Subject: Re: Start up packages under new faculty hire

Hi Katha,

That is correct I wanted to equalize the start up packages for all the hires to be \$500K and this occurred around a year ago for Laurent and Mingshun.

Julie is looking for the original formal offer letters and I will forward them to you.

Megan

Megan Davis, Ph.D.
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Discussion

The discussion centered on the intentionality of the Foundation's grant making in general and in this case, the purpose of the New Faculty Hiring Grant and how it could best support HBOI. All Board members present recalled the intention of the New Faculty Hiring Grant program to be used to both recruit and incentivize the highest caliber of talent to FAU Harbor Branch. It was understood that the original \$500,000 startup package amount as proposed by Dr. Leinen was the top amount that may be needed to attract the top talent available for specific research areas and that differing packages may be needed for different faculty based on each's background and experience. It was also understood that startup packages would be used for startup rather than ongoing expenses, providing new faculty with a strong set up foundation from which they would continue to bring in additional sponsored-research funding.

The recent instance of re-allocation of funds which differed from previous model allocations with regard to Dr. Twardowski's salary allowed for the possibility that this re-allocation "may be needed to support salaries for Postdoctoral Investigators, Research Technicians, Graduate Students and/or for Dr. Twardowski." Per the Grants Committee's recommendations, this was subsequently approved by the Board primarily because Dr. Twardowski's salary was being supported by several external Federal grants he was bringing to Harbor Branch upon his hire. The Grants Committee and the Board viewed this as unique and exceptional. This supported the Foundation's newly defined criteria and intention that its grants be high impact and provide the opportunity for high visibility and leveragability.

Decision

Overall it was reconfirmed that Foundation grants are generally not intended to be modified nor morphed into something other than original intention. HBOI should not look at Foundation grants as flexible to alternate use just because funds were not expended or there may be an opportunity or need to reallocation of granted funds that will not be spent within the time period specified for a grant. The Grants Committee agreed unanimously to decline the request of HBOI to make recommendation to the Board for the modification of the New Faculty Hire Grant startup payout. Because HBOI has now already established a \$500,000 across the board offering to all new hires under this program, those funds should remain as indicated in the model spreadsheet, i.e., be budgeted as \$200,000 in Year One, \$200,000 in Year Two and \$100,000 in Year Three, with all funds to be fully expended in the first three years of employment for startup. It was agreed that the \$500,000 may be fungible within the first three years with justification to the Foundation. Funds not spent within the three years will be returned to the Endowment Corpus. Ms. Kissman was charged with overseeing compliance with this directive.

- ***HBOIF Faculty And Incentive Program***

Background

At the July 9, 2015 meeting, Dr. Megan Davis and Patrick Boles asked if the incentive funds under the Faculty And Incentive Program could be viewed as a grant in total to be used over the life of the 7 years as may be needed rather than how it had been allocated per year in the model (model spreadsheet previously provided to the meeting attendees). This model had been followed since the inception of the grant:

| | | |
|------|---------|------------|
| FY13 | Year 1: | \$225,000* |
| Fy14 | Year 2: | \$200,000 |
| FY15 | Year 3: | \$200,000 |
| FY16 | Year 4: | \$200,000 |
| FY17 | Year 5: | \$200,000 |
| FY18 | Year 6: | \$220,000 |
| FY19 | Year 7: | \$220,000 |

*included retroactive awards

Specifically they asked if they could roll forward any unused funds because they only awarded \$103,000 out of the \$200,000 possible as scheduled in the model for FY15.

In the meeting it was asked what the original intentions were at the time of the grant. I was told they didn't think there were any. It was also asked if the faculty just hadn't take advantage of the program and told said it wasn't that; rather, there just weren't the opportunities for awards.

Again, because this grant was made prior to Ms. Kissman's and Ms. Brennan's tenure with the Foundation, they found documentation at the April 24, 2013 Board Meeting of a PowerPoint presentation provided by Dr. Margaret Leinen (provided to meeting attendees in advance). Dr. Leinen's presentation was a follow up to the discussion of the overall New Faculty Hire grant and modified the original proposal to include an HBOIF Faculty Incentive and Reward Program. The presentation provided broad strokes of the program as Dr. Leinen had conceptualized it. This included reducing the originally projected 9 new faculty hires to 8 and was based on "rewarding faculty excellence" to incentivize performance as well as to be used as a recruiting tool. Slide 10 supports the original vision/intention to have a dedicated amount available each year and suggests a "use or lose":

- This would add about \$250-200K/yr to the commitment of HBOI-F. The first year would be about \$225K to make rewards retroactive as indicated
- HBOI proposes that HBOI-F set aside ~\$200K/yr for the program. The amount would vary from year to year, but is unlikely to exceed \$200K over the next 5 years

"Use or lose" is additionally supported by the Foundation's agreement to provide an extra \$400,000 granted in case the designated amount each year would not be enough for this purpose. In my email to the Finance Committee Sent: Wednesday, December 11, 2013 5:41 PM, I wrote:

I was able to talk to Bill Stewart, Michael Minton, Mike Toner, and Mike O'Reilly who were at the April 24 meeting as well as John McConnell and Marilyn Link who were not at the April meeting but who were briefed following the meeting. (Please note that I did not intend to be non-inclusive, but rather, working quickly to see if there was a somewhat common understanding among a critical mass of the committee.) Here is what appears to have been the collective memory about the clarifying intention behind the motion for a budget cap of \$400,000:

- Because both Margaret and the Board recognized this was a new program with some unknowns, the funding model presented (particularly the retroactive promotions, awards and sequestration needs) were projections only and might require additional funding over and above the amounts projected.
- The Board wanted to be supportive yet saw the need for a cap. This cap was set at \$400,000.
- HBOI could exceed the total \$1,465,000 by an additional \$400,000 cap that could be used throughout the history of the model if there was a demonstrated need but was not to be exceeded.

HBOI did exceed the Year 2 allocation due to the retroactive payments in Year 1 and a portion of the \$400,000 was used and booked in Year 2.

In addition, since its inception, criteria have been formulated by HBOI for how awards would be funded. The most recent being the document: HBOIF Faculty Incentive and Reward Program, Guidelines for the Committee, Rev. 9/22/14 (also provided to meeting attendees in advance):

"These criteria were developed based on input from HBOI faculty, senior management and the Faculty Incentive Committee. The committee will continue to develop the definitions and criteria for recommending incentive awards in two categories: Professional Achievements and Seed

Grants. Recommendations from the committee to make awards in these two categories will be submitted to the HBOI Executive Director for final approval.”

Discussion

It was unanimously agreed that the Faculty Incentive and Reward Program grant was made to incentivize, encourage and reward HBOI Faculty who achieved extraordinary results which would in turn would raise the visibility and stature of Harbor Branch. It was reconfirmed by meeting attendees that this grant had been made with the intention to incentivize and further maximize performance with a goal to increase the visibility and stature of Harbor Branch. It was also thought that knowledge of such a program could be used in the recruiting efforts for New Faculty Hires.

It was noted this request comes at a time when we do not as yet have the benefit of the narrative and financial reports requested for all of our grants which would include exactly what awards were granted. These reports are due August 31, 2015.

Decision:

Regarding the document “HBOIF Faculty Incentive and Reward Program Guidelines for the Committee Rev. 9/22/14” it was discussed that since awards were being made with Foundation funds, it should be expected that the Foundation should participate in any future revisions of the Program Guidelines should they be considered as well as be a part of award review prior to their being made.

The Grants Committee agreed unanimously to decline the request of HBOI to look at the funding in this program as a lump sum grant but rather to stay with the intentions as originally presented by Dr. Leinen and upon which the funding had been made available. Funds are to be available on a year by year basis:

| | | |
|------|---------|-----------|
| FY13 | Year 1: | \$225,000 |
| Fy14 | Year 2: | \$200,000 |
| FY15 | Year 3: | \$200,000 |
| FY16 | Year 4: | \$200,000 |
| FY17 | Year 5: | \$200,000 |
| FY18 | Year 6: | \$220,000 |
| FY19 | Year 7: | \$220,000 |

In addition, HBOI may additionally utilize a portion of the extra grant amount of \$400,000 as may be needed if awards exceed the budgeted amount in any given year. Unused funds in any given year will be retained in the Foundation Endowment corpus for future opportunities. Unused amounts of the \$400,000 will also be retained in the Foundation Endowment corpus at the conclusion of FY19. Ms. Kissman was charged with overseeing compliance with this directive and with ensuring that the criteria used for making awards is consistent with the intentions of this grant to reward extraordinary achievement.

FY16 Discretionary Grants Award(s)

The FY16 HBOIF budget includes a line for Discretionary Grant giving in the amount of \$400,000. This is the amount that could be available based on our projected spendable possible for the year subtracting the obligations from the multi-year and ongoing grants already committed. However, because we do not yet have the benefit of the narrative and financial reports requested for all of our grants which would include exactly what awards were granted (due August 31, 2015) and because of the amount of active grants currently underway and a desire to confirm institutional capacity to support and in some cases finish current grants, the Grants Committee has elected not to invite HBOI to apply for a discretionary grant project(s) in FY16. The Grants Committee asked Ms. Kissman to communicate this decision to HBOI with an understanding that if an urgent need or unique opportunity that could not be funded by FAU or an alternate external funder comes up, the Grants Committee may consider a request.

Operational Support after FY16

- ***HBOI Gift Shop – inventory and support***

Ms. Kissman reported that the Gift Shop transfer had been finalized at the end of FY16, including the donation of \$9,797.29 in outstanding inventory. She also reported that HBOI has been informed that FY16 will be the final year for the partial support of the Gift Shop Operator.

- ***HBOI Discretionary Fund (\$10,000)***

The Grants Committee has determined that it will not recommend this support after FY16. It does not meet the current criteria for Foundation grantmaking.

- ***Executive Director's Development Fund (\$25,000)***

Because the Foundation is funding the three-year "Ensuring a Robust Development Strategy" salaries and fringe benefits towards three development staff and the FAU Foundation has committed to providing operational support in the amount of \$49,780 in FY16 and trusts that support will continue in future years, the Grants Committee has determined that it will not recommend continuance of this support after FY16. It does not meet the current criteria for Foundation grantmaking.

FAU Harbor Branch Budget

Because of the concern raised that FAU may diminish E & G Funds to HBOI because of the step up in HBOIF giving, a FY15 comparison to FY16 Harbor Branch budget has been requested:

RE: EMAIL THREAD ADDRESSING THE CONCERN THAT FAU MAY PULL BACK E&G FUNDS FROM HARBOR BRANCH DUE TO THE FOUNDATION'S STEP UP IN FUNDING.

From: Katha Kissman <KKissman@hboifoundation.org>
Date: Thursday, July 9, 2015 9:27 AM
To: M Davis <mdavi105@fau.edu>, Patrick Boles <pboles@fau.edu>
Cc: Colleen Brennan <cbrennan@hboifoundation.org>
Subject: the \$90,000 give back

Hi, Megan & Patrick,

At your convenience, may we have a written report regarding the \$90,000 that FAU requested back from HBOI at the end of the last FY and the circumstances (e.g., across the board, all departments at FAU)? Was this because FAU was facing an operating deficit?

Katha

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From: Megan Davis [<mailto:MDavi105@fau.edu>]
Sent: Friday, July 10, 2015 5:52 PM
To: Katha Kissman; Patrick Boles
Cc: Colleen Brennan
Subject: Re: the \$90,000 give back

Dear Katha,

This is a follow up email to your request for more information on the funds that FAU budget office requested from Harbor Branch at the end for FY2015. I checked on the exact amount and the corrected amount that Harbor Branch returned is \$79,741. A contribution was taken from each of the units across FAU and in most cases was much more than what Harbor Branch contributed. These end of the year funds will be used in preparation for developing a budget to begin to support the FAU Strategic Plan. FAU Harbor Branch is in support of the purpose of this contribution.

In regards to your request for operating budget numbers for Harbor Branch, I wanted to let you know that the 2014-2015 operating budget for the university can be found on the FAU Budget Office website (<http://www.fau.edu/budget/budgets.php>), which is publicly available for viewing. The E&G operating budget for 2014-2015 for HBOI can be found on page 6 as part of the Academic Affairs and Provost budget. In addition to these operating funds, utilities and facilities costs are supported by the University. I will let you know when the 2015-2016 operating budget is uploaded on the site.

Megan

Megan Davis, Ph.D.
Interim Executive Director
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From: Katha Kissman
Sent: Monday, July 13, 2015 9:18 AM
To: 'Megan Davis'; Patrick Boles
Cc: Colleen Brennan
Subject: RE: the \$90,000 give back

Thank you, Megan. When the FY16 budget comes out, we may just need help in creating a comparison report for the Board so we can be sure we are comparing apples to apples. Do you know when the FY16 will be out?

Katha

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On Jul 14, 2015, at 12:08 AM, "Megan Davis" <MDavi105@fau.edu> wrote:

Hi Katha, I will let you know when I have the information about when it will be posted. Megan

From: Megan Davis [<mailto:MDavi105@fau.edu>]
Sent: Tuesday, July 14, 2015 7:30 AM
To: Katha Kissman; Patrick Boles
Cc: Colleen Brennan
Subject: Re: the \$90,000 give back

Hi Katha -

The 2015-2016 detailed budget will be posted Sept or October.

Megan

Sent from my iPhone

From: Katha Kissman
Sent: Tuesday, July 14, 2015 4:49 PM
To: 'Megan Davis'; Patrick Boles
Cc: Colleen Brennan
Subject: RE: the \$90,000 give back

Thank you!

Katha Kissman | President & CEO
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Ms. Kissman was asked to follow up to obtain this data.

Other

Chair Duke, Mr. Stewart and Ms. Kissman shared information regarding Chair Duke's emails to FAU President John Kelly with regard to our updated bylaws and Ms. Kissman's performance evaluation.

Chair Duke also reminded attendees of the original purpose for constituting an HBOIF Grants Committee, which was to ensure Foundation engagement in helping FAU Harbor Branch be the best that it could be.

Adjournment

There being no further business, the meeting was adjourned at 4:45 pm.