### **September 20, 2007**

#### PRESIDENTIAL EVALUATION 2006-2007

### 1. Do you have comments on the President's achievement of his 2006-2007 goals or his self-evaluation?

The Board feels that the President has performed well on achieving his 2006-2007 goals. Through his efforts, 2006-2007 has been another successful year for the University. From an overall perspective, the President has done an outstanding job and has achieved measurable progress in the execution of the University's strategic plan. President Delaney continues to grow in his role as President of the University of North Florida and has acclimated well to the world of academia.

The Board encourages the President to simplify the structure of his goals and self report for the coming year. The Board Chair looks forward to working with the President on the establishment of a select set of primary goals for 2007-2008, with measurable outcomes and a clear foundation in the University's strategic plan.

## 2. How successful has the President been in creating an atmosphere of integrity, unity, civility, purpose and momentum within the University community?

President Delaney continues to build upon his past successes in establishing and advancing the level of integrity, unity, and civility within the University community. His personal integrity and team oriented style have established an atmosphere of high morale, unity of purpose, and trust among faculty, students, and staff. The Board remains excited about the positive momentum he has created and how it will contribute to the work of Dr. MacTaggart during the coming year.

The Board remains committed to the development of a clear articulation of the University's core values, mission, and vision and recognizes the President's efforts this past year to advance this goal. Specifically, the Board applauds the faculty and staff focus group discussions of institutional values during the fall term leadership retreat, the President's busy schedule of internal and external conversations with various constituencies about UNF, and the training program for staff indoctrination to the University's newly created Code of Ethics. We look forward to working with the President and Dr. MacTaggart on further refinement of our statement of the University's values, mission and vision.

### 3. How effective has the President been in communicating and working with the Board of Trustees?

The working relationship between the President and the Board is excellent. Presidential communications with the Board have also been good. The President continues to provide timely and informative emails alerting Board members to developments of import to the University. In addition, the President's email communications to the Board summarizing upcoming Board agenda items are appreciated and helpful. Similarly, the regular reports at Board meetings on specific student, faculty, and program accomplishments have been very informative and help to keep the Board apprised of ongoing academic activities. Personally,

the President remains completely accessible to Board members, listens carefully to their concerns, and responds appropriately.

While all of the President's efforts to work and communicate with the Board have been very good, there remain areas in which the President's communications could be even better. These include more informative summaries of agenda items and recommended actions in the agenda package, advanced notice of occasional planned announcements or events that have not been communicated to the Board or to individual Board members, and increased attention to ensure all official reports to the Board contain an appropriate level of detail.

# 4. How successful has the President been in creating and executing a long-term strategic plan for the University?

President Delaney has made excellent progress on several fronts in advancing the University's strategic plan. The achievement of many of these has been greatly facilitated by his ability to identify and allocate funds to support targeted academic programs, to provide increased need based support for students, and to support new initiatives in community outreach. Specifically, the Board commends the President for his success during the 2006-2007 academic year working with the Provost, faculty and Educational Policy Committee to assess, refine, and reaffirm the University's academic mission that includes a balance between traditionally strong undergraduate programs and expanded graduate level programs with faculty engagement in research and scholarly activities. Other significant achievements include the expansion of the TLO program, the naming of one new flagship program in Coastal Biology, the formalization of a process for the evaluation of proposed new flagship programs and periodic review of existing programs, the establishment of a center for community-based learning, and the increased financial support for targeted groups of students including merit scholarships, SWOOP scholarships, additional need-based scholarships, graduate assistantships, and the First Generation Matching Gift Program.

President Delaney has also been extremely successful in carrying out the University's Campus Master Plan. During the 2006-2007 academic year construction was begun on an addition to the Brooks College of Health, the completion of the new Arts and Science building, and the design of three major new facilities — the new College of Education and Human Services Building, the eastern ridge student housing, and the new student union building with a new student medical center and pharmacy. In addition, construction was begun on a new road connecting the North parking lots with the main campus. Finally, the 2006-2007 year saw the successful acquisition of the AOL building with surrounding property, a significant addition to the University's physical plant.

Taken all together, the President has had many significant accomplishments this past year in advancing the University's strategic plan, yet significant work remains in plan areas dealing with the definition and clarification of institutional values, mission, and vision; the identification and pursuit of aspirational goals and objectives using targeted successful universities and guides, and the continued refinement and implementation of internal measures and initiatives to achieve the desired balance between access, academic excellence, and scholarship. The Board strongly supports the President and Dr. MacTaggart as they proceed with the on-going review of peers and aspirants and as they lead the University in the further articulation of institutional values, mission and vision.

### 5. How effective has the President been in securing adequate resources for the University and representing the University within the SUS system?

President Delaney continues to perform in an outstanding manner in his representation of the University's interests within the State University System. In particular, he is held in high esteem by members of the Board of Governors and the Chancellor of the SUS. His excellent relationship with the SUS leadership is evidenced by another outstanding year of public funding for UNF capital projects and the University's requested operating budget. Despite budgetary cutbacks by the Legislature, UNF's approved budget included over \$3 million in new enrollment funding, an increase of 351 students from the previous year. Funding accomplishments in PECO funding for capital projects were more significant, exceeding the President's original request. The University was awarded \$29.3 million in PECO dollars, representing a third straight year of record PECO funding for UNF. These monies were used for the purchase of the AOL Building, the completion of the new education building, and the renovation of the One-Stop-Center providing significantly improved recruitment and enrollment services for students.

In the area of private funding and philanthropic giving, the President's performance was equally outstanding. During the year 2006-2007 the University's endowment grew to \$87 million with new receipts of \$12.9 million. In addition, under the President's leadership, efforts have been made to strengthen the relationships of alumni with the University. As a result, alumni giving increased in terms of numbers of donors and dollar amounts. Alumni participation increased from 5.69% to 6.58%, contributing a total of \$643,872, up from the previous year's total of \$464,872. The Board continues to place great importance on the growth of the University's endowment given the increased uncertainties in state funding going forward.

In light of recent state budget cuts, the President is strongly encouraged to continue his efforts in developing and implementing a strategy to reduce the University's dependence on state funds to meet operating requirements. The Board looks forward to learning of the President's progress on this issue during the coming academic year.

#### 6. How effective has the President been in financial management?

President Delaney continues to do an excellent job managing the University's financial resources. In particular, the Board commends the President for his foresight and prudence in developing this year's budget request in which funds were held in escrow pending possible budget cuts. Subsequently, when these cuts were effected by the Board of Governors, the University's core budget was held intact with minimal impact to the University's ability to carry out its mission. In addition, the Board once again commends the President for the wise redistribution of resources within the budget to fund key strategic initiatives and programs. These include flagship programs, transformational learning opportunities, student scholarships, increased funding of graduate assistantships, faculty course release opportunities and funding in support of new hire and fourth year faculty research activities.

Under the President's direction the preparation and presentation of the University's proposed budget for the coming year continues to be of high quality. As requested by the Board, the

budget line items are keyed to appropriate elements of the strategic plan, and the budget formats continue to be concise and clear. Consideration and approval of each year's budget is one of the most important duties of the Board. The Board appreciates the time allocated to its discussion and deliberations concerning the budget, and the Board looks forward to spending additional time on this important subject in the future.

### 7. How do you evaluate the President's effectiveness and relationship with the faculty?

During the 2006-2007 academic year the President made good progress in strengthening his already good relationship with the faculty. He continues to be accessible and attends meetings with the faculty and is perceived as being open, communicative, and candid in his dealings with them. The faculty also feels that the President has made significant progress in his assimilation into academic culture. When faculty matters of interest to the Board arise President Delaney makes every effort to consult with the Faculty Association President, both during and outside scheduled meetings of the Board. The faculty appreciates his efforts to develop a better understanding of the needs, values, and priorities of academic professionals that contribute to the academic culture and personality of UNF.

In addition, President Delaney was successful this past year in raising faculty salaries by providing an opportunity for an additional 1% in merit recognition plus 1% in merit based market increases above the state-provided across the board increase of 3%. In response to a Board directive, the President initiated efforts to increase representation of minority faculty members and has asked the Provost to establish a Diversity Task Force to develop a five-year strategic plan for enhancing ethnic/racial diversity among UNF faculty. The Board looks forward to learning more about this plan as it develops.

#### 8. How do you evaluate the President's effectiveness and relationship with the students?

President Delaney continues to enjoy an outstanding relationship with the students and the student government leadership. The students overwhelmingly appreciate his integrity, credibility, openness, and accessibility. He regularly seeks out opportunities to interact with students and to obtain feedback on issues important to their campus constituency, including student fees and tuition, facilities, and services. His many accomplishments in providing better facilities and services to the students on campus are greatly appreciated and contribute to the high regard in which he is held by the students. This past year in response to student requests he initiated the planning and preliminary design for Greek housing on campus. These are now completed and discussions with student chapters are underway to explore funding sources.

During the 2006-2007 academic year, the President successfully worked on several projects that will directly affect the student's quality of life at UNF. These include the beginning of construction on the eastern ridge student housing, the new student union building, and the connector road to the north parking lots. In addition, under the president's leadership, a state-of-the-art Disabled Resource Center has been designed for incorporation in the new College of Education building. When completed this center will provide valuable services to the university's disabled student population.

#### 9. How do you evaluate the President's effectiveness and relationship with the community?

The President enjoys widespread respect and credibility within the Greater Jacksonville Community and surrounding areas. He also maintains a highly visible profile with the political and business leaders of the community as well as other prominent citizens in Northeast Florida. During the 2006-2007 academic year, President Delaney successfully carried out several strategic initiatives designed to advance the standing of the University within the community. One of these, taken in response to conversations with the Board, increased and broadened the number of transformational learning opportunities to achieve an equitable distribution of student activities in both domestic and international venues. Externally, the President has maintained a full calendar of meetings and conversations with community and local educational leaders, state and federal legislators, the Governor, as well as the Chancellor and Board of Governors of the SUS. The Board recognizes and values the President's engagement with the community and with elected leaders and believes that his civic engagement has greatly benefited the University.

Regionally, he has met regularly with the Presidents of Edward Waters College, FCCJ, Jacksonville University, and the Florida Coastal School of Law to discuss strategic actions to increase community support for higher education, increased community access to higher education, and the availability of affordable higher education to all segments of the prospective student population.

Of all his accomplishments the Board is particularly pleased with the President's initiative to bring the community's four institutions of higher learning together to implement community outreach activities to inform underprivileged students of the importance of higher education. This initiative will be headed by UNF's new vice presidential level Special Advisor, former Sheriff Nat Glover. Sheriff Glover has already begun work to create a solid foundation for this important program, meeting with the leadership of UNF's sister institutions of higher learning and the leadership of the Duval County School District.

### 10. How effective has the President been in advancing academic quality in teaching, research and services?

To begin, the Board is very pleased with the President's efforts to advance his knowledge of the culture and profession of higher education. He has made positive strides in this facet of his duties and responsibilities. His accomplishments are evidenced by attendance at national conferences hosted by the Association of Governing Boards and the Southern Association for Colleges and Universities, and his leadership of a UNF delegation to the Miami University campus to explore aspirational goals. His work with the Provost and the Educational Policy Committee on how UNF defines academic excellence, the desired relationship between teaching, service, and research, and how we measure the quality and success of our scholastic programs is also significant Other accomplishments include his continued support and expansion of the TLO program, the designation of one new flagship program in coastal biology, and the development of formal procedures and criteria for the designation and ongoing evaluation of flagship programs.

In addition, President Delaney has made significant strides in the strengthening of the University's graduate programs and attendant research activities. He has provided funding and class releases to encourage and assist new and established faculty participation in research, increased funding of summer research stipends for faculty, and increased funding of graduate student assistantships. In addition, the President put in place a comprehensive system to track faculty participation in research and research productivity on a year-to-year comparative basis. Finally, the President was successful in adding two new doctoral programs in nursing and physical therapy, and three new masters' degrees in the University's accredited engineering programs.

#### 11. How do you evaluate the quality of the President's appointments?

The President continues to enhance the breadth and quality of the University's leadership team. The Board is particularly pleased with the addition of former Sheriff Nat Glover as the University's Special Advisor for Community Outreach and looks forward to seeing his progress in this role during the coming year. As stated last year, the Board continues to have confidence in senior staff and believe that the President has exercised excellent judgment in his appointments to key positions.

#### 12. How effective has the President been in identifying and making difficult decisions?

One of President Delaney's strengths is his ability to recognize problems quickly and to work with the constituencies involved to collect information for the development of a well-thought-out plan of action. Once his plan is in place he does not hesitate to take actions necessary to protect and preserve the best interests of the institution. Throughout this process he has consistently shown good judgment. The Board maintains its confidence in his decision making skills.

# 13. Do you have any other comments you would like to make with respect to the President's performance?

The opinion of the Board regarding the President's performance during the 2006-2007 academic year is reflected in its responses to the preceding twelve questions. Where appropriate, the Board has included in its responses constructive recommendations for the President's consideration during the coming year.

The Board's overall impression of the President's performance is one of continued enthusiastic support of the President and the outstanding manner in which he has carried out his duties and responsibilities. Under his leadership the University of North Florida has had a very successful year and is poised for even greater accomplishments in the years ahead.