University of North Florida

Board of Trustees Workshop

October 11, 2018

Adam Herbert University Center

# **MINUTES**

## Trustees Present

Kevin Hyde (Chair), Sharon Wamble-King (Vice Chair), Tom Bryan,

Jenna DuPilka, Annie Egan, David Fenner, Wilfredo Gonzalez, Paul McElroy, and Hans Tanzler

## Trustees Absent

Doug Burnett, Adam Hollingsworth, Stephen Joost, Oscar Munoz

## Item 1 Call to Order

Chair Hyde called the workshop to order at 8:36 a.m.

## Item 2 Public Comments

Chair Hyde offered those in attendance an opportunity for public comments. Dr. Matthew Corrigan, Professor, Political Science and Public Administration, addressed the Board regarding the Board of Trustees’ interviews conducted by Dr. Bobby Gitenstein, Senior Consultant for the Association of Governing Boards of Universities and Colleges (AGB). The Faculty would like the Board to interact more with faculty and students. Dr. David Fenner can come up with some good ideas. The board is pushing to be more strategic, and he suggests finding different ways of doing that.

In terms of the long-term priorities of the board, there should be more in the areas of research. There is a lot in the community that can be done to take us to another level, and he referenced Portland State University as a model.

Chair Hyde stated that the Board will have an opportunity at lunch to meet with three faculty and two students to interact and hear from them about their ideas for the University.

There were no further public comments.

## Item 3 Preliminary Discussion of Presidential Goals 2018-2019

Before turning the floor over to the President, Chair Hyde reminded the Board that the President’s contract addresses the establishment of mutually agreed upon Presidential goals. These goals are significant to the Board’s consideration of performance compensation at the end of each contract year. Chair Hyde emphasized that this is a transitional year and asked the Board to keep this in mind.

He then turned the floor over to President Szymanski. President Szymanski began with the presentation of proposed goals for the 2018-2019 year. He discussed the below personal performance metrics:

### Performance Metrics

* + Develop and implement “immediate strategies” to address the following metrics:

1. Net tuition and fees (metric #3)
2. Four-year graduation (metric #4)
3. Retention (metric #5)
4. Pell grant students (metric #7)

### Institutional Metrics

* + Institutional Objectives

1. Increase total student headcount by 3%
2. Increase Pell Grant enrollment by at least 20%
3. Reduce the cost of education by least 4%
4. Achieve fundraising goal of at least $15M
   * Develop the executive leadership team, strategic partners, and strategic agenda for the UNF led “Student Resiliency and Wellbeing” initiative. This is consistent with the BOG emphasis on mental health and student well- being.

### Organizational Metrics

* + Build the UNF senior leadership team
  + Engage with Chancellor, BOG members, Federal and State Legislators, and Jacksonville Community Leaders to create and advance UNF advocacy. A specific goal is improve our relationship with the BOG and its perception of UNF.
  + Develop for BOT and BOG presentation and approval a substantively and substantially revised UNF Strategic Plan. This will be presented to the BOG at its January, 2019 meeting.

Next President Szymanski presented an overview on where we are today with challenges, steps taken so far to improve the metrics and our strategic directives, directions and plan for the University.

### Overview

1. Situation analysis
2. Steps taken so far
3. Metrics
4. Strategic directives, directions & plan
5. Situation analysis

Current situation . . .

* + - Campus facilities
    - Community reputation
    - Financials
    - Passion
    - Property acquisition
    - Senior staff
    - Student profile
    - State support
      * State subsidy
      * Metric dollars
      * PECO dollars
    - Potential
    - Community outreach
    - Community visibility
    - Focus
    - Fundraising
    - Innovation
    - Student-centered

Next, President Szymanski gave an outline on the following steps taken so far to advance the University to the next level.

* 1. Steps taken so far . . .
* Changed the conversation . . .
  + Reporting structure
  + Excellence
  + Integrity & respect
  + Student-success
  + Metrics are “for us”
* Changed the pace . . .
  + Sense of immediacy
* Cultural direction: integrity, respect, and safety . . .
  + Eliminated Papa John’s
  + Eliminated Confucius Institute
  + Approved Faculty Association’s anti-bullying policy
  + Revised Title IX policy
    - Now requires (versus recommends) that all UNF (nonstudent) employees report incidences of sexual assault and other Title IX violations
* Cultural direction: integrity, respect, and safety . . .
  + Revised alcohol guidelines for all UNF **non-student** and **student**

events:

* Serving alcohol at any **non-student** or **student event** now requires **VP approval**
  + **BOG emphasis** on addressing alcohol consumption and drugs on campus
  + Nearly **50% of students** do not drink
  + State and nationwide emphasis on **“Student Safe Events”**
* Tailgating as an event has not been eliminated
* North-American Interfraternity Conference (NIC represents 66 fraternities)
* **Banned** (9/1/18) consumption/sale of **alcohol** (+15% alcohol content) at **all fraternity events nationwide**
* **Banned** alcohol by some universities in the **student’s room**

and **irrespective** of whether the individual is **over 21**

* Vote at the annual NIC meeting was **nearly unanimous**

“It’s on us, as a community, to create a **safe environment** for students while holding all **members accountable**.”

---NIC

* Organized for student success
  + Moved Student Affairs under Academic Affairs (Provost’s Office)
* Organized for institutional success (net savings of $750K)
  + Eliminated
    - VP Human Resources
    - VP of Student Affairs
    - VP and Chief of staff
  + Elevated
    - Assistant Director of governmental affairs to Executive Director of the President’s Office (Chris Warren)
    - Associate Provost level data analytics to VP level data analytics (to be named)
  + Filled
    - VP for Governmental Affairs (Heather Duncan, 11/15/18 start date)
  + Beginning search
    - VP of Academic Affairs & Provost (Witt/Kieffer)

President Szymanski presented a revised organizational chart.

He continued his discussion to the Board on what steps taken so far to advance the University to the next level.

Created a dual internal-external presidential focus:

* + Total number of meetings since 5/31/18: 707
  + Number of internal meetings: 491
  + Number of external meetings: 216
    - JAX Community 172
    - Donor-prospects 44
  + Public speaking engagements 64

Created Presidential Leadership Awards (max. 20; $100K investment)

* + Recognize faculty leadership in teaching and research
  + Recognize faculty leadership in teaching and service
* Full-court press on selected metrics
  + Two metrics could be impacted by August 2018:
    - Retention F17-18
      * Contacted and incentivized 26 students to re-enroll for F18
    - Pell Grant Students F18
      * ~27% increase in Pell Grant students enrolled in F18 vs. F17
  + Scholarship Proposal Before the BOT
    - Redirecting $2.5M to scholarships this AY to reduce the cost of education, improve retention, and improve graduation
      * Invited Chancellor Criser to campus, October 5, 2018
  + Open sessions with:
    - VPs
    - Provost’s Office staff
    - Deans
    - Faculty
  + Private sessions with president and chair of the BOT

President Szymanski’s next slide talked about the Metrics (work in process) stating money and time are two things that are imperative to moving in the right direction of the metrics. However, we don’t have either, but we will figure it out by starting with retention.

### METRICS (work in process)

* Situation:
  + Time
  + Money
  + Finish
  + Over the past four years, the following institutions received . . .
    - UF $192M
    - FSU $152M
    - USF $139M
    - UCF $137M
    - FIU $108M
    - FAU $76M
    - UWF $38M
    - FGCU $22M
    - FAMU $12M
    - UNF $7M
    - NCF $2M

Next, President Szymanski discussed the January 2019 Board of Governors meeting.

* Points of emphasis:
  + BOG has scheduled January 2019 for presentation of UNF’s turnaround plan
  + BOG agenda strongly emphasizes student safety (drug and alcohol consumption) and student mental health. Each institution should be prepared to report out on its initiatives, especially mental health.
  + UNF student well-being initiative on “prevention”

President Szymanski added we have a new attitude meaning.

New attitude . . .

* We will win at the metrics
* We will de-market the successful de-marketing of the metrics
* We will not live in the world of “can’t,” “won’t,” etc.
* We will live in the world of “excellence”
* We will operate with a sense of immediacy
* We will be Uniquely UNF
* We will be a 10 on each metric
* We will be Chaminade

President Szymanski gave two examples about being a ten.

Being a 10 . . .

October 1, 2018

* + MIT remains the best university in the world for a seventh consecutive year, according to the latest ranking from education research firm Quacquarelli Symonds.
  + MIT scored a 100 in every category, and as a result gained a perfect overall score, beating the likes of Harvard and Oxford University.

Next President Szymanski discussed the time frames for impacting the metrics stating that we will do things differently.

Three time frames moving forward . . .

Immediate strategies

* + No impact at end of AY2018-19
  + Some impact (two metrics) at end of AY2019-20 (June 30, 2020)
  + Presidential penultimate year begins (June 1, 2020)
  + Meaningful impact at end of AY2020-21

Short-run strategies Long-run strategies

Strategic focus to guide decisions

### Strategic directives, directions & plan

Complex “Strategy” problem solving . . .

UNF Strategic Plan

1. UNF will attract, retain, and graduate academically talented students who will succeed in contributing to their communities
2. UNF will strategically align our programs to better serve the needs of our students and our community
3. UNF will attract and retain a diverse and vibrant faculty and staff who will foster student success and carry out scholarly and creative agendas
4. UNF will expand and strengthen our relationships with stakeholders to support the university

BOG **Strategic** Imperatives

1. Ten (10) metrics
2. Turnaround plan
3. Mental health and student well-being

BOT Strategic Course

1. Ensuring post-graduate success by working with students on their path forward (5)
2. Recognized as the state’s leader in the academic programs we choose (10)
3. Broaden our breadth and depth of fundraising to better support our academic programs (including a transformation into revenue generation) (3)
4. Driver of economic development (9)
5. Promote research in areas of excellence, integrated into work with students and the community, as well as specialty areas of opportunity (6)
6. Set performance standards as an accountable way to measure progress (8)

Six (6) major courses of action and 41 sub-courses of action

Beyond the Others: **Meta-Strategy**

* 1. Unique positioning of the institution
  2. Establishing a culture
  3. Creating an ambition

In closing, President Szymanski talked about a strategic mindset stating we need to be the best in the world. As an academic institution, if we are the best in the state, we will be the best in the world. Expectations will be the best. It’s about student success and how we attract and retain students. We must think about our values, integrity, respect, kindness, and our culture. It’s about innovation wellness, community, engagement, and teaching excellence. We need to be uniquely UNF. It’s about critical thinking skills and then solving the problems. We are going to be a powerful institution. You have to be a ten!

Chair Hyde thanked President Szymanski for his presentation. He reminded the Board to put on their calendar the Board of Governors meeting on January 30-31. Our trustees are expected to be heard and be there to support President Szymanski.

Trustee Gonzalez discussed the importance of having a Billboard. Trustee Bryan liked Trustee Gonzalez’s idea of putting the goals on billboards on campus. He acknowledged he loved the idea of what President Szymanski is doing and stated as we get wins at the university, people will get used to them, and it’s a great feeling that feeds on itself. Resources are tight, but let’s go win.

Trustee McElroy asked President Szymanski about the risks on focusing on the four immediate strategies. President Szymanski responded we are focusing on all of them. The risk is which ones we can move faster on than others, and we need to optimize on those we can move forward. Trustee McElroy said that the strategic competition seems a little vague. President Szymanski responded saying they are vague but rich concepts. We can redefine each one.

Trustee Wamble-King addressed President Szymanski’s statement on “culture of excellence” and asked what does excellence look like to him? President Szymanski responded that everyone strives for excellence, but not everyone knows what it is.