**-MINUTES-**

**Trustees Present**: Kevin Hyde (Chair), Paul McElroy (Vice-Chair), Jason Barrett, Tom Bryan, Jill Davis, John Gol, Chris Lazzara, Alison Korman Shelton, Nik Patel, Nathaniel Rodefer

**Remote Attendance:** John White

**Trustees Absent**: Annie Egan (excused)

## Item 1 Call to Order

Chair Hyde called the meeting to order at 11:45 a.m.

## Item 2 Public Comment

Chair Hyde offered the opportunity for public comment. There were no requests for public comment.

**Item 3 Interview of Presidential Finalist Candidate, David Blackwell**

Chair Hyde opened by welcoming presidential candidate, David Blackwell, and reviewing the sequence and structure of the formal interview. The first 45 minutes consisted of Dr. Blackwell facilitating a discussion with the Board regarding a vision for higher education and for UNF in particular.

Following the candidate’s vision presentation/discussion, structured questions were asked of the candidate by individual Board members. Eight questions addressing leadership, strategic vision, marketing, diversity, equity and inclusion, student engagement and other related topics were asked. Questions included:

1. Leadership: Tell us how your leadership - experiences, skills, style, and characteristics will successfully transfer to the role of UNF’s president. Provide examples of your leadership experience which you would rely upon when directly or indirectly leading the following:

* UNF Community - Students, Faculty, Staff, Alumni, Direct Service Organizations, Institutes, etc.
* Business Community
* Civic Community
* Board of Governors, State Legislature, Governor’s Office, Local Elected Officials
* UNF Foundation and Donors
* Board of Trustees

1. Strategic Vision and Change Leadership: Share with us several examples which demonstrate your strategic vision and leadership skills, specifically related to strategic transformations you led - be sure to address the why, what, and how of each example – one that succeeded and one that did not
2. Strategic Growth and Development: Strategic growth and development will be critical to the next phase of UNF’s maturity. Share your thoughts and ideas about how you could lead this next period in UNF’s history. Specifically address research, enrollment, faculty and staff, and the UNF community post-COVID era.
3. Image and Market Positioning: While researching UNF, including your time spent with members of the UNF community, and the Jacksonville and Northeast Florida communities, you have heard about our great potential. Share with us your thoughts and ideas, perhaps three or four major themes, if deployed would lead to realizing our potential as a university, city, and region.
4. Diversity, Equity, and Inclusion: How do you define diversity, equity and inclusion and how does one measure the success and effectiveness of various initiatives to create an inclusive community of excellence? What kind of work have you done to enhance DEI?
5. Student Engagement: Tell us about a recent conversation you had with a student. What did you learn? In this post-COVID environment, what lessons can we apply to enhance and support student engagement now and in the future?
6. Self-Awareness: What is the most sobering feedback you ever received in a performance review? How did you handle it? What is the most problematic performance review you have ever delivered? In hindsight, would you have handled it differently?
7. Scenario: You arrive on campus and a social media firestorm has broken out over a sensitive topic that has already leaked to the press. Emotions are running high. You haven't even found the coffee machine yet, and everyone is turning to you for guidance. What do you do first? Walk us through how you would handle this.

The candidate was given approximately 5-7 minutes to respond to each question.

The last portion of the interview was reserved for the candidate to ask any questions of the Board, address follow-up questions, and open discussion.

## Item 4 Adjournment

Chair Hyde adjourned the meeting at 1:45 p.m.