# MINUTES

**Members Present –** Joy Korman, Thomas Beaucham, Wilfredo Gonzalez, Adam Hollingsworth, Kevin Hyde, Stephen Joost, Paul McElroy, Radha Pyati, and Sharon Wamble-King

**Members Absent (excused) –** Doug Burnett, Fred Franklin, Hans Tanzler and Oscar Munoz

## **Item 1 Call to Order**

Chair Korman recognized a quorum and called the meeting to order at 8:36 a.m. Chair Korman introduced Thomas Beaucham, Acting President of Student Government, who will be sworn in as UNF’s new Student Government President on October 27. Chair Korman also reintroduced former Student Government President Isabella Genta who serves on the Presidential Search Committee.

## **Item 2 Open Comments**

Chair Korman offered the opportunity for public comment. No comments were made.

Copies of the President’s Self Evaluation and Draft Goals for 2017-2018 were provided to Board members. President Delaney began with an overview of five overarching “buckets” of issues that he believes are important year in and year out. These include:

1. Faculty/Staff retention – UNF has a very low turnover rate for faculty and staff. The faculty turnover rate is 2%. This reflective of a positive environment.
2. Student Recruitment, Retention and Graduation – UNF has improved significantly over time in its recruitment, retention and graduation rates

of students. The quality of UNF students as measured by the SAT/GPA has increased. Significantly, UNF’s graduation rate has increased by

14/15 point, which is the highest or second highest nationally for a regional university.

1. Construction funding/Legislative funding - UNF represents 4% of the SUS budget. President Delaney’s goal has always been to attain at least 5% of the construction monies legislatively allocated each year. UNF’s allocation has, in some years, been almost double the 5%. President Delaney noted that he made a big push aesthetically through landscaping and beautification on campus. He noted that during his tenure as President, UNF has done well with the legislature. President Delaney expressed his appreciation for the appropriations received.
2. Fundraising - President Delaney noted that ¼ to ½ of a President’s time is external. With limited exception, every year UNF has raised more money than the previous year. President Delaney noted that the recent land donation for coastal biology research also has long term potential to serve as a saltwater mitigation area, which could generate significant revenue for the University.
3. Continuous Improvement - In spite of a declining budget, UNF has hired more faculty and has made a significant investment in initiatives to benefit our students including investments in advising and supplemental instruction.

President Delaney then gave an update on the State Performance Metrics. He indicated that UNF will significantly improve on the State Performance Metrics this year, likely increasing from 58 points to 77 points. The Board of Governors and/or legislature could change the metrics, which could impact these numbers. He thanked the faculty, chairs, deans and Provost’s office for their focus on the Metrics over many years and noted that our investment in student success, including more intensive/intrusive advising, the academic early warning system

and supplemental instruction have been instrumental to these improvements. President Delaney noted the Board’s emphasis on ensuring UNF improves its

scores on the State Performance Metrics and indicated the anticipated scores reflect the desire and work of the entire University community to improve.

President Delaney also gave an update on campus planning, design and construction projects, stating that the completion of the Skinner-Jones Hall should be finished by December 30, 2017. He noted the project is under budget. President Delaney noted that the University’s mortgage for purchase of the ADT building will be fully paid in 2021. Accordingly, the University needs to decide whether to take occupancy of the building or renew the ADT lease for an additional 5 to 10 years. The continued lease would generate additional funds for the University, so this is worthy of consideration. Finally, the President spoke about the many benefits the Student Assembly Center will bring to the University and his hope to get the construction started before he leaves office.

President Delaney noted that MOCA has a new director, Caitlin Doherty. The President has confidence in her leadership, including her ability to work with the University and move that relationship in a better direction.

The President also reported on discussions among the deans about the role of research at UNF. He noted that UNF is 11 out of 11 in funded research. He indicated there is a strong desire by faculty to do more research and a need for a greater focus on research. In response to a Board member’s question, President Delaney cited the sciences and engineering as examples of disciplines where research could be expanded. This includes (but is not limited to) biology, chemistry, coastal engineering, and coastal and marine biology.

Regarding UNF rankings, President Delaney indicated that UNF is consistently in the top 5% - 25% in surveys, which is an indication of the many great things going on at UNF. It is also an indication of a positive trajectory in the reputation of the institution. Trustee Joost noted that UNF is only spending $115,000 on

marketing and suggested that UNF could spend more on advertising/marketing to assure the success of the University is known. President Delaney commented

that the $115,000 is what one department is spending, but Enrollment Services markets UNF as well.

President Delaney excused himself from the meeting and the Board moved into its discussion of the President’s performance for the 2016-2017 year. Chair Korman reminded the Board that while most Board members have participated in this process before, this year is different because the President is in his final year of office.

Chair Korman began by asking the student representatives about the President’s working relationship with students. Ms. Genta indicated that UNF students love President Delaney. He works closely with Student Government and he is open and accessible to Student Government and to all UNF students. She noted that in looking at student responses to the online Presidential Search survey, hiring a President who continues to be open and accessible to students is very important. The students view President Delaney’s accessibility as one of the many ways he demonstrates his genuine care for students and their success.

In response to a question by a Board member, Ms. Genta indicated that looking forward, academic rigor and job competitiveness are issues of particular importance to UNF students. When they graduate, students want to be competitive for jobs not only locally but beyond the region. It is also important to students that academic departments are responding to the rapid changes in certain fields, such as computing.

Chair Korman asked Trustee Pyati to address the President’s relationship with faculty. Trustee Pyati reminded the Board that last year she asked faculty for feedback on the President’s performance. She reminded the Board that when surveyed last year, a small minority of faculty lay responsibility for all issues associated with the performance metrics at the President’s feet. She also

reminded the Board of past concerns regarding faculty input coming too late when certain administrative decisions were made. With that background, Trustee Pyati indicated that by and large, the feedback about President Delaney

is very positive. President Delaney is extremely accessible to the faculty and he is willing to discuss issues face to face or by email. She noted that he is truly engaged when discussing issues. She noted he engages deeply and intellectually. President Delaney is also very accessible to Faculty Association leadership and has an open door policy with the faculty union. He also participates in faculty meet and greets that are sponsored by the union. Trustee Pyati described President Delaney as highly effective. She noted he has a lot of loyalty from the faculty and there’s deep appreciation for all he has done and the way in which he leads the University. The faculty appreciate the beautification of campus and the tremendous job he has done with the expansion of academic and other space on campus.

Chair Korman then opened up the floor for other comments.

The Board acknowledged that doing an evaluation of President Delaney during his final year of service might warrant a performance review focused on the body of the President’s work during the entirely of his 14 year tenure. This is particularly so with a President who is so well known and respected by the Board and in the community. Still, the focus for the discussion was on the prior twelve month period. The Board also noted the challenge of an annual evaluation process in the absence of specific performance goals for the 2016-2017 to guide the evaluation process. The Board reached consensus that in subsequent years the next President and the Board will set specific goals against which the evaluation of UNF’s next President can be made.

The Board then discussed the vital importance of improvement on the Performance Metrics. Board members believe the President has made a concerted effort to outwardly and intentionally focus on the performance metrics, including more positive messaging. The Board appreciates President Delaney’s renewed focus on the Performance Metrics and the expected significant

improvement on the metrics this year. The Board encourages the President and his team to continue these focused efforts this year.

The Board believes President Delaney has been a catalytic force for the University and community. Looking at the body of work comprising his 14 year tenure as President, he has done an outstanding job. The Board commended the President for his leadership on campus and in the community. Trustees commended the President for the quality of students and faculty, improvements in graduation rates, significant increases to the physical plant of campus, improvements to the look and feel of campus, staying on course with the vision and mission of the university, and executing a successful budget regardless of resource limitations. The Board also appreciates the President’s accessibility and responsiveness to Board members and his communications to assure the Board is aware of critical issues on campus. Board members described the President as loyal, friendly and a person of great integrity.

Chair Korman shared that she spoke with the Board of Governors chair and the Chancellor to seek input on President Delaney’s performance. Chair Korman reported that the Board of Governors chair indicated that he really likes President Delaney but he remains very concerned with the University’s performance on the State Performance Metrics, noting that UNF was in the bottom 3 again last year. The Chancellor indicated that he views President Delaney as a mentor, particularly due to his institutional knowledge of the SUS. He greatly respects what President Delaney has to say.

A MOTION was made by Trustee Joost to award the maximum performance pay authorized by President Delaney’s contract. Trustee Gonzalez SECONDED. The MOTION was approved unanimously.

Prior to adjourning the meeting, the Board reiterated the importance of goals setting as a part of the annual evaluation for the next President. Chair Korman stated that performance compensation and the evaluation process would be the focus of discussion at the upcoming Trustee Summit. Chair Korman also

confirmed that the draft formal Presidential Evaluation for 2016-2017 would be shared with Board members prior to finalizing.

## **Item 3 Adjournment**

Chair Korman adjourned the meeting at 9:55 a.m.