# MINUTES

**Trustees Present:** Joy Korman, Sharon Wamble-King, Fred Franklin, Thomas Beaucham,

Radha Pyati, Kevin Hyde, Adam Hollingsworth, Stephen Joost, Thomas Bryan,

Douglas Burnett, and Hans Tanzler

**Trustees Absent (Excused):** Wilfredo Gonzalez, Paul McElroy and Oscar Munoz

##  Item 1 Call to Order

Trustee Korman recognized a quorum and called the meeting to order at 9:03 am.

Trustee Tom Bryan was introduced as a soon-to-be new member to the Board. Along with a second new appointee, Trustee Annie Egan, Trustee Bryan will begin his term in January, 2018.

## Item 2 Approval of Minutes - Presidential Evaluation and Trustee Summit

Trustee Korman asked for a motion to approve the minutes from the meeting held on October 24, 2017.

Trustee Hollingsworth made a MOTION to approve the October 24th minutes. Trustee Joost SECONDED the motion and the motion was APPROVED unanimously.

Trustee Korman asked for a motion to approve the minutes of the Trustee Summit meeting on November 8, 2017.

Trustee Hyde made a MOTION to approve the November 8th minutes. Trustee Joost SECONDED the motion and the motion was APPROVED unanimously.

## Item 3 Public Comments

Trustee Korman provided the opportunity for public comments. There were no public comments.

## Item 4 Governance Committee Presentation

The Governance Committee presented recommendations to the full Board resulting from their Committee work that followed from the Trustee Summit meeting. The Governance Committee met on November 15th and 29th, and developed recommendations for future executive evaluation and compensation. Noting that the objective of the Governance Committee in this area was to identify areas of focus for the highest priority of the university, Trustee Hollingsworth led a discussion of the six main objectives relating each to the university’s six-year strategic plan, and what would be needed to execute each of them.

* Continuing its emergence as the state’s leader in the academic programs the university choose
* Ensuring post-graduate success by working with students on their path forward
* Expanding revenue generation efforts through broad and innovative fundraising and other means to better support our academic programs
* Serving as a driver of economic development
* Promoting research in areas of excellence, integrated into work with students and the community, as well as specialty areas of opportunity
* Setting performance standards as an accountable way to measure progress

The narrative provided was intended to give context to the Board’s work. It was noted that the bullets (areas of distinction) under each of the objectives are the result of brainstorming by the Board and are for illustrative purposes only. Three questions were posed to guide the Board in articulating the skill sets and qualities we want to see in a president. Trustee Joost made the suggestion to replace “regional” with “national” in the bullets. The Board decided to enhance the list in these areas and include national recognition. The Board discussed possible ways to publicize the university’s areas of

distinction. Trustee Hyde added that this list can be used for interview questions posed to the presidential candidates and also noted the Board itself should be prepared to answer such questions.

After discussion, revision and a consensus by the Board, Trustee Hyde made a MOTION to approve the revised document with the following changes to the bullets listed in the attachment.

1. #1 –“Regionally important” will be changed to “Regionally relevant and nationally recognized.”
2. #3 – “… academic programs” will be changed to “… academic and student programs.”
3. #4 – “Thought leadership” will be deleted.
4. #4 – “Catalyst” will be changed to “Catalyst for economic cultural and intellectual growth.”
5. #5 – “Distinctive in the region” will be changed to “Distinctive in the region and nationally recognized.”

Trustee Franklin seconded the MOTION and the motion was approved. The Board was unanimous in that this document represents varying points of view. Trustee Hollingsworth will make the final approved revisions and circulate to the Board and search committee.

Next, Trustee Wamble-King led a discussion initiated by the Governance Committee regarding compensation philosophy, presidential evaluation processes and alignment of presidential qualifications. The board reviewed the elements of an executive compensation philosophy, provided by the Sibson Consulting firm, including –

* Institutional Alignment
* The president and staff should develop goals that align with the university goals. This is also true for other leadership and management.
* Elements of Rewards
* How do we incentivize bonus pay?
* Dependent on the president’s performance, discussion included providing one sixth of the total incentive pay at the end of the first year, one-third of the total incentive pay at the end of the second year and one-half of the total incentive pay at the end of the third year.
* Performance Measurement & Goal Setting
* A president’s individual goals should add to university success.
* Program Administration
* Meaningful input that relates to university priorities.
* Discussions should be on-going throughout the year rather than an annual performance review. There should be regular conversations with the president to evaluate progress against institutional and individual goals.

Trustee Hyde made a MOTION to approve the following outcomes of the discussion:

1. The president and staff (as well as other leadership and management should develop goals that align with the university goals).
2. Presidential pay will be based on base pay and longer term incentive pay (e.g. one-sixth of the total incentive pay at the end of the first year, one-third of the total incentive pay at the end of the second year and one-half of the total incentive pay at the end of the third year).
3. There will be ongoing performance conversations against goals throughout the year.

Trustee Hollingsworth SECONDED the motion and the motion was approved.

Trustee Hollingsworth provided the results of the Board’s discussion on presidential qualifications. The Board worked together to isolate the most important qualifications

which best align with the university needs. The Board will request that President Delaney give the benefit of his wisdom in discussing his philosophy regarding the things he has done and his reasons. Each Board member should individually reflect on the expectations they have in a president.

Trustee Hyde gave a presidential search update. He recently met with the search firm in Atlanta, GA and discussed the search to date. The firm has identified up to twelve possible diverse applicants. Hopefully, the search committee will have eight to ten candidates meeting the requirements. It was noted that the Board of Governors has the final approval in the selection of the new president. The search firm will provide another update at the January Board meeting.

## Item 5 Next Steps/Announcements

Trustee Korman shared a worksheet for suggested BOT Workshop topics for 2018 and asked the Board to send the completed form to Vice President Serwatka.

This is the last meeting for Trustee Korman and Trustee Franklin, who were both recognized for their many years and achievements with the Board.

## Item 6 Adjournment

Trustee Korman adjourned the meeting at 11:54 am.

Attachment:

1. Continuing its emergence as the state’s leader in the academic programs we choose

Areas of distinction (specifically)

* Highest caliber faculty
* Regionally important relevant and nationally recognized
* Increased research and scholarship
* Prioritized fundraising
* Increased student demand
* More grant funding

Academic experience (generally)

* Supportive culture
* Focus on student welfare
* Attention paid where students fail

 Strong interaction with faculty

2. Ensuring post-graduate success by working with students on their path forward

* Robust career services
* Increased academic and career counseling
* Increased internships
* Broadened employer relationships
* Consider a management minor for non-business majors

3. Expanding our revenue generation efforts through broad and innovative fundraising and other means to better support our academic and student programs

* More strategic donor relationship management
* Cultivation of new relationships
* State and federal funds, grants and contracts

4. Serving as an economic driver

* Leader in intellectual capital
* Commercialization of research
* Solving problems/offering solutions
* Thought leadership
* Catalyst for economic, cultural and intellectual growth
* Forward learning/forward looking
* Tech transfer
* Mined from/driven (in part) by our research
* Support/facilitation of entrepreneurship

5. Promoting research in areas of excellence, integrated into work with students and the community, as well as in specialty areas of opportunity

* Distinctive in the region and nationally recognized
* Provides transformative opportunities
* Community-based research
* Intellectual vitality
* Unique offering
* More dollars committed to it

6. Setting performance standards as an accountable way to measure progress

* SUS performance metrics
* Increased capacity in academic and career counseling
* Increased internships
* Increase in endowed chairs, research dollars and student demand in UNF’s academic areas of distinction
* Increased revenue generation (of all types)
* Increase in statewide contracts and grants