# MINUTES

**Presidential Search Update**

**Members Present** Joy Korman (Chair), Kevin Hyde, Doug Burnett, Wilfredo Gonzalez, Adam Hollingsworth, Stephen Joost, Samantha Mims, Paul McElroy, Hans Tanzler, Radha Pyati, Sharon Wamble-King

**Members Absent** Fred Franklin, Oscar Munoz

## Item 1 Call to Order

UNF Board of Trustees Chair Korman called the meeting to order and welcomed trustees. She mentioned that the Board’s next meeting was June 16, followed by retreat September 12.

Chair Korman reminded trustees about the Board of Governors (BOG) summit on November 8, 2017. She stated that the BOG was asking each university to work together on a topic of interest to them, such as areas to improve or areas to set as a priority. Chair Korman asked trustees to send these suggestions to her. She clarified that these topics would be vetted at the UNF Board of Trustees’ upcoming retreat.

## Item 2 Public Comment

UNF Board of Trustees Chair Korman offered those in attendance the opportunity for open comments. There were no comments from the public.

## Item 3 Presidential Search Update

Vice President Stone provided trustees with a copy of the BOG regulation governing the presidential search and selection process (BOG Regulation 1.002), with proposed

changes that she anticipates will be adopted by the BOG. She provided trustees with a brief summary of the proposed changes that would affect the search process.

* The Presidential Search Committee’s recommendation of candidate finalists to the Board of Trustees must be by majority vote. (Ms. Stone noted that the UNF Presidential Search Committee was already operating by majority vote rule.)
* The draft employment contract for the president-elect must be included as part of the materials submitted to the BOG, as part of the confirmation process. In addition, the UNF Board of Trustees Chair will be expected address material terms of the employment contract during the BOG meeting where the candidate is considered for confirmation. The employment contract may not be executed until the president-elect is confirmed by the BOG.
* The BOG representative on the search committee is responsible for reporting to the BOG on the progress of the search, including the range of compensation and other materials terms of the proposed employment contract discussed by the search committee or the University Board of Trustees. The BOG representative will serve as a member of any search sub-committee established to analyze compensation for the final candidate.

Vice President Stone stated that while the proposed regulation has yet to be adopted, UNF plans to comply with all proposed changes effective immediately. She discussed, in particular, plans to assure that Governor Wendy Link is kept fully abreast during the search process, including during the development of the compensation study and during the compensation analysis for the final candidate.

**Update from Presidential Search Committee**

Committee Chair Hyde provided a brief overview of the Presidential Search Committee’s work. He stated that, at the initial meeting, President Delaney spoke about qualities he deemed as important for his successor. Also, Dr. Matthew Corrigan spoke about qualifications for the next president and about President Delaney’s legacy.

Committee Chair Hyde stated that Presidential Search Committee planned to engage the university community in the search process as much as was possible. He noted that when the on-line survey was complete, information would be shared with the UNF Board of Trustees and the university community. And discussions would be held about the university, currently and prospectively.

Committee Chair Hyde spoke about recent efforts to reach out to the university community. He mentioned that a faculty open forum was held in April and an on-line survey was launched in May. Committee Chair Hyde noted that he had provided a brief overview of the presidential search process to the Administrative & Professional

Association at their spring assembly and Vice President Ashton had done the same for the University Support Personnel Association. He clarified that there would be a number of other opportunities for the community to engage in the presidential search.

### Update from the Position Announcement Sub Committee

This was agenda item #8 on the agenda.

Position Announcement Sub-Committee Chair McElroy stated that this committee’s work would be transparent and allow for as much input as possible from every constituent group, including UNF and the Jacksonville community. He discussed the statement of work, noting that this committee would align with the university’s mission and vision.

 Sub-Committee Chair McElroy reported that this committee’s work started with a meeting that defined responsibilities, including a timeline of work and key elements of leadership. And, a faculty open forum was held that solicited input which provided positive and constructive comments. He noted that additional open forums for staff were scheduled for June 8 and 9.

Sub-Committee Chair McElroy communicated that an on-line survey was launched May 2. He noted that, as of May 23, the survey had received 452 responses, with faculty being well represented. He clarified that the survey was comprised of mixed queries, including check-box and free-form questions. He stated that there would be a bigger push through summer and fall to encourage more people to participate.

Sub-Committee Chair McElroy stated that this committee would meet again June 7 to discuss feedback from the faculty forum and the on-line survey. And, this information would be brought to the UNF Board of Trustees at their June 16 meeting.

## Item 4 Recommendation from the Presidential Search Committee for an Executive Search Firm

Chair Korman thanked the Executive Search Firm Sub-Committee for their efforts. She asked Executive Search Sub-Committee Chair Lovett to speak about this sub-committee’s work.

Sub-Committee Chair Lovett stated that the university reviewed 10 proposals and one of these received overwhelming support. He noted that the sub-committee had a compressed timeline to get the work done but members were focused and deliberate in

their work, resulting in a robust process. Sub-Committee Chair Lovett provided highlights from the sub-committee’s work, noting that a Request for Quotations (RFQ)

was sent out April 24, 2017 and responses were received with 10 days. Thirteen responses were received and 10 were qualified. He stated that UNF had piggy-backed off a list of prequalified search firms from the University of Virginia and all 10 of the qualified search firms were on this list.

Sub-Committee Chair Lovett stated that the sub-committee checked an average of two to three references for each firm, including those on lists and others off lists, within the state. He reported that the sub-committee met to share information from the reference checks and narrowed the list to four finalists to be invited for in-person interviews.

Sub-Committee Chair Lovett stated that, in the interviews, each of the four finalists were asked to provide a presentation with (1) experience conducting presidential searches at public universities, (2) an explanation on their vetting process for presidential candidates, and (3) examples of successful ways they have gotten input from key stakeholders including faculty, staff, students, alums and donors. The finalists were then asked to answer a series of 11 questions to determine distinguishing characteristics; work load, to include in-progress and possible upcoming presidential searches; successfully completed searches, to include longevity of the president; reasons for unsuccessful searches; insights from recent searches applicable to the current UNF presidential search; strategies to recruit a strong and diverse pool of candidates; how would their firm leverage UNF’s most attractive attributes; how would their firm handle the Florida Sunshine Law – in addition to other questions.

Sub-Committee Chair Lovett stated that, following the in-person interviews, the sub-committee narrowed the list to two finalists, Parker Executive Search and AGB Search. He provided highlights from the discussion on these finalists, noting that one search firm distinguished itself as entrepreneurial, high energy, and direct. Sub-Committee Chair Lovett stated that members felt these characteristics were a best-fit for UNF – that this search firm would provide a broader reach for the best applicants, and would best shepherd UNF thorough the presidential search process. He highlighted successes of the firm with presidential searches at Florida Atlantic University (Dr. John Kelly) and Western Michigan University (Dr. Edward Montgomery).

## Item 5 Report from the Presidential Compensation Consultant

Sub-Committee Chair Lovett stated that the Executive Search Firm Sub-Committee was recommending Parker Executive Search. Presidential Search Committee Chair Hyde asked for a motion for approval of this recommendation. Trustee Hollingsworth made the motion and Trustee Tanzler seconded. The motion was carried by unanimous vote, as presented.

Chair Korman thanked those trustees who spoke with Mr. Adwin, senior vice president, Sibson Consulting – UNF’s compensation consultant for the presidential search. She introduced Mr. Adwin (participating via conference) and asked him to update the Board on his efforts thus far.

Mr. Adwin discussed the process for the completion of the compensation study. He stated that his work had begun by interviewing several members of the UNF Board of Trustees to get their thoughts and perspectives regarding the next UNF president. Topics covered in these interviews included UNF’s strategy and value proposition, prospective markets for talent for the president, and preliminary views on a compensation package. Mr. Adwin spoke about next steps that included developing a peer group of similarly sized and situated institutions to serve as a benchmark for presidential pay comparisons, expected to include 20 to 30 institutions. This peer group would also provide the current compensation packages for the institutions within the State University System of Florida.

Mr. Adwin stated that there may be additional benchmarks provided that would inform the Board’s decision-making regarding the compensation package. He noted that he was moving quickly with his analysis, but it was contingent on how quickly he collected the contracts from other institutions. Mr. Adwin clarified that he would try to complete his work by the June 16, 2017 Board of Trustees meeting, however the September 12, 2017 Board of Trustees Retreat was more likely.

Chair Korman thanked Mr. Adwin for his report.

**Board of Trustees Meeting**

**Committee Members Present**Doug Burnett, Wilfredo Gonzalez, Adam Hollingsworth, Kevin Hyde, Stephen Joost, Joy Korman, Paul McElroy, Samantha Mims, Radha Pyati, Hans Tanzler, Sharon Wamble-King

## Item 6 2017 UNF Work Plan

Provost Traynham presented the UNF 2017 Workplan that requires BOT approval before submission to the BOG. Provost Traynham walked through the key components of the Work Plan including the Mission, Vision, Statement of Strategy, and Investments and Initiatives. In the discussion, he reviewed UNF’s performance on BOG metrics and goals for each of these measures for the next three years. He discussed the planned enrollment targets and noted that there is a continuing drop in transfers and an increase in our freshmen profile which all impacts our enrollment. Traynham covered the planned degree programs for the next few years. Trustee McElroy questioned whether we planned on having a cybersecurity program since that is an important area and the Provost noted we have courses within our CS degree in cybersecurity. Trustee Joost questioned whether the CS programs can be moved online but it isn’t clear the demand would be there because these are bachelor’s degrees, not masters level. Trustee Hollingsworth questioned the current figures on the % employed and Jay noted that the way this metric is calculated has changed, hence the change in our reported percentages. Hollingsworth also noted that the goals in the Work Plan do not appear aggressive enough. President Delaney noted that we could move the needle on some of these metrics a little but some measures are more difficult and slow to change such as grad rate. Trustee Joost asked whether we should consider having two sets of goals (internal and external). There was discussion about the limitations we have with the number of students who transfer out. Trustee Pyati noted that one of the most difficult measures we have is student success in Math.

The Trustees were asked to approve the Work Plan but also invited to send individual comments to either President Delaney or the Provost.Trustee Burnett made a motion to approve the 2017 UNF Work Plan and the motion was seconded by Trustee Tanzler. All but Trustee Hollingsworth voted to approve the Work Plan.

## Item 7 Tenure by Reason of Appointment

Provost Traynham introduced the tenure candidacy of Dr. Jeffrey Chamberlain who was recently offered the position of Dean of the Hicks Honors College. As Provost Traynham explained, in order to successfully fill these decanal vacancies, candidates are expected to also hold tenure in the department of their disciplinary background. Dr. Chamberlain’s curriculum vitae demonstrates his qualifications to be tenured at the rank of full professor. His tenure nomination was supported unanimously by the faculty in his home department (History).

Trustee Pyati made a motion to approve the tenure for incoming Dean Jeffrey Chamberlain; Trustee Burnett seconded the motion. Motion was passed unanimously.

## Item 8 University of North Florida 2017-2018 Budget

Vice President Shari Shuman presented the university’s 2017-2018 proposed budget for the board’s review. The tuition budget is based on 10,170 FTE with the colleges targeting 10,221 FTE. There will be no tuition increase for either graduate or undergraduate programs.

The proposed budget includes $4.7 million of new funding for the World Class Faculty & Scholar Program and Professional & Graduate Degree Excellence Program. There is also $16.3 million of carry-forward funds in the non-recurring budget. There is no new PO&M monies for the Skinner Jones Hall expansion. Salaries, benefits and OPS comprise most of the budget (75.5%) with 4% going toward utilities and 20.5% for operating expenses.

Vice President Shuman explained that each division reviews its operations each year to identify expenses that can be reduced. The controlled spending committee reviews university spending throughout the year and the vacancy pool committee continued its review processes. The university’s purchase savings of $3.7 million is due to Procurement Services sourcing and contracting.

Reallocations reduced costs and created greater efficiencies. The university’s career advisors were moved into the colleges providing students with more direct services. Three positions have been eliminated. Campus energy expenditures were reduced by $160,000 in this year. Three units within Student Affairs with similar missions were collapsed into one. Student Affairs also merged Recreation and Health Promotion, saving $210,000 annually. The transition coach for the Military Resource Center has been secured for five additional years with a donation. Created a new senior administrative position focusing on analytics without a growth in administrative heads. A 10% cost reduction for the lease of copiers by departments has been implemented.

Vice President Shuman shared the recurring resources for 2017/2018 and discussed the new allocation funding and the funding sources for recurring and non-recurring allocations for 2017/2018.

The World Class Faculty and Scholar Program, Professional & Graduate Degree Excellence Program were explained further with the breakdown in proposed expenditures.

Legislative changes to Performance Funding Metrics were also shared with the board:

* The current 6-year graduation rate metric by the BOG regulation is shortened to a 4-year graduation rate.
* The access metric must include benchmarks that reward universities with an access rate at or above 50%.
* The Board of Governors shall conduct a study of state investment allocation methodologies for the performance-based funding model and submit a report describing the study and actions taken to the chairs of the House and Senate Appropriations subcommittees by December 31, 2017

Each of the metrics were discussed including proposed expenditures to increase the points awarded.

Highlights of the major Auxiliaries were shared.

* Lab fees are routinely reviewed. Currently twelve fees have either been discontinued or reduced.
* Continuing Education is currently projecting a flat balance but will be working to obtain new outside contracts for the next fiscal year.
* The new license plate recognition program will save the university $190,000 over three years.
* The Armada is paying Athletics approximately $180,000 to use the Hodges Stadium. Additional monies for the university will be collected for parking and concessions.
* Health Promotion and Recreation have merged into one department, saving approximately $210,000.

The final proposal will go to the Board of Trustees at the June meeting for approval.