# MINUTES

## Trustees Present

Kevin Hyde (Presidential Search Committee Chair), Adam Hollingsworth, Hans Tanzler, and Radha Pyati.

## Also Present

Gordon Rakita, Dan Richard, and Janet Owen.

Trustee Hyde called this meeting with Trustee Hollingsworth to update him on the upcoming activities and schedule of the UNF Presidential Search Committee. He wanted to ensure that everyone is comfortable with the Board’s process for engagement in the search.

Trustee Hyde reviewed the current timeline of search activities. Trustee Hollingsworth acknowledged that the timeline is good from the standpoint of input opportunities for many constituencies, but he asked where the Board speaks to its expectations for the next UNF president. He recommended adding that opportunity to the current process (not amending the process).

Trustee Hyde mentioned the upcoming September 12th Board retreat as the opportunity for trustees to engage in this discussion.

Trustee Hollingsworth distributed a document (attached to the minutes) on the key roles and principles of the Board, and a list of proposed questions for the Board to address in the presidential selection process, followed by a recommendation that the bulk of the September Board retreat be dedicated to address the issues and questions as outlined. The goal would be for the Board to first tackle the issues facing UNF now and in the future, thus helping the Board assess where the university is headed, the gaps, the opportunities and the challenges. Trustee Hollingsworth said that by better and more fully answering those questions, the Board would be in a better position to assess what it is looking for in a president. He, along with the other Trustees in attendance, said that it would be equally important to hear from other key university constituencies to ensure their voice is part of the Board’s deliberations.

Trustee Hyde agreed and would recommend to the Chair that more time at the retreat be dedicated for this discussion. The trustees in attendance all agreed that the discussion should be professionally facilitated. The discussion should be centered around what the Board deems most important. Perhaps beginning the discussion at the retreat by capturing the issues the Board wants to address regarding the university…then shaping the conversation from there. Trustee Hollingsworth said it would be important for the Board to table or defer certain of the discussions until enough information could be gathered to ensure a fact-based discussion (as necessary).

Examples of questions and issues to be discussed at the retreat could include, but not be limited to:

* Performance Funding – is getting out of the Bottom Three a top priority?
* What is the Role of UNF in this community?
* Is UNF – or should it work toward – being a research university?
* Do we want to attract more students from outside the region?
* The trade-off between class size and tuition?
* Downtown Presence
* What is UNF’s Financial Reality – what is within and beyond control?
* Student Profile vs. Retention

Trustee Hyde wants to engage the full Board on discussion on these topics, and others, to help inform the presidential search.

Trustee Hollingsworth agreed that every member of the Board should contribute to formulating the issues to be discussed, recognizing that they may not know all the issues that should be taken up. He specifically wants to have a discussion of the performance metrics and wants the Board to have a position on them.

All agreed that these discussions would help inform the position announcement and advertisement, and candidate selection.

After soliciting thoughts and recommendations from those also present at the meeting, the meeting was adjourned at 3:15 p.m.

## Notes from Trustee Hollingsworth:

### Key roles of the BOT

* Hire and fire the president
* Hold the president accountable for university performance in all areas (academic, financial, operational, job placement of graduates, etc.)
* Serve as an advocate and champion for the university
* Help secure funding from private and public sources

### Key Principles

* Ultimately, the BOT will be held accountable for the success of the presidential hiring (or otherwise)
* Involvement of BOT should reflect the primacy of its role in hiring a president (with important input and involvement from university constituencies)
* Much time should be invested in working through the issues below with the BOT

### Role of BOT in presidential selection process

* Can we gain consensus on the needs facing UNF – both challenges and opportunities…areas to grow, areas to improve, areas to maintain, gaps to be filled?
* Can we gain consensus on what we are looking for in the next president?

### Role of BOT in presidential selection process (continued)

* What background, experience, skills/gifting and prior accomplishments are we looking for?
* What will our method of evaluation be – what will we value, what will we measure, what will be prioritize?
* When will the BOT answer these questions together? (September 12 retreat?)
* How/when will be briefed on inputs from important university constituencies?
* How will we reconcile those answers to provide some direction to the search process, the search consultant and the search committee?
* How will those answers influence the search committee’s work, the position description and other elements of the search?
* Are there things we can do now, and over the next nine months, to more fully pave the way for success of the next president? Recommendation

Use the bulk of the September 12 BOT retreat to address the issues and questions above. This should be a professionally facilitated session to help drive towards consensus, or at least to isolate the primary opinions shared by the BOT. (More than just a Q and A is necessary.) We voted unanimously in June to use a portion of the retreat to discuss ways to successfully onboard a new president and help him/her integrate into the university and broader community. However, we may want to consider postponing “onboarding” in deference to more fulsome “pre-boarding.”