# MINUTES

**Members Present:** Joy Korman, Fred Franklin, Sharon Wamble-King, Doug Burnett,

Kevin Hyde, Stephen Joost, Paul McElroy, Radha Pyati, Hans Tanzler, Wilfredo Gonzalez, Samantha Mims, Adam Hollingsworth

**Members Absent (Excused):** Oscar Munoz

## Item 1 Call to Order

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

## Item 2 Public Comments

Chair Korman offered those in attendance an opportunity to comment on items on this agenda. There were no public comments.

## Item 3 Trustees Workshop

Chair Korman introduced professional facilitator Laurie Price who guided the conversation among the Board of Trustees relating to the challenges and opportunities facing the university, noting that identifying these issues and prioritizing them will be beneficial in determining direction for the university as well as help the Board prepare for the presidential selection.

Board members were provided copies of the individual responses to and a summary of the survey. Key issues to focus on were identified: a desire for a strategy, vision and objective, identifying what kind of university the board would like to see and student needs. Other issues/challenges the university faces include funding/performance metrics, affordability and faculty pay, growth and identity After expanding on components of each of the key issues, a consensus was formed regarding moving forward. Performance metrics must play a part of the overall direction.

Suggestions regarding desired characteristics in the new president included:

* political savvy in front of public bodies
* efficiency in process improvement
* ability to communicate, motivate and inspire
* fundraising and the ability to raise the right dollars for the right purpose
* understanding of shared government
* ability to be the leader of a culture that is continually evolving

The Board also discussed questions they would like candidates to answer during the interview process:

* How do they see themselves as part of the community vs. just the head of the university?
* Where do they come from and where do they want to go?
* How have they built their team in the past?
* How approachable will they be with students?
* How do they implement strategies, visions, etc.?
* How has the candidate dealt with board members in the past?

Ms Price will compile the information discussed and send a draft for the Board to review.See attached summary from Ms. Price.

## Item 4 Approval of Draft Minutes - September 6, 2016

Chair Korman asked for a MOTION for approval of minutes from the committee’s retreat September 6, 2016. Trustee McElroy made a MOTION to approve the September 16, 2016 minutes. The motion was SECONDED by Trustee Franklin and unanimously APPROVED.

## Item 5 Presidential Compensation Assessment

Mr. Jason Adwin of Sibson Consulting was present by phone and presented a comprehensive presidential compensation assessment which included the development

of a comparison group, the assessment of market presidential compensation packages and a report of finding and recommendations for the Board.

Chair Korman asked for a MOTION for approval of the presidential compensation assessment report provided by Sibson Consulting. Trustee Hyde made a MOTION to approve the presidential compensation assessment report. The motion was SECONDED by Trustee Hollingsworth and unanimously APPROVED.

## Item 6 Compensation Range

Ms. Porsha Williams and Ms. Laurie Wilder from the Parker Executive Search Firm were present by phone and discussed with the Board compensation components for the Board to consider when establishing a range of compensation for the next president. Compensation components include a base salary, bonuses and incentive compensation, retirement and deferred compensation and perquisites, such as a housing allowance, automobile allowance and insurance.

Keeping in line with peer institutions, the Board discussed a base pay of ~$360,000, a medium range incentives package of 22% (~$80,000) and a retirement and deferred compensation package of ~$80,000. This would be a total of about ~$520,000 and would place the president’s compensation the third lowest in the SUS. Trustee Wamble-King discussed the need for a conversation regarding compensation strategy.

Chair Korman asked for a MOTION for approval of the range of compensation for the next president. Trustee Hyde made a MOTION to approve the range of compensation for the next president at $490,000 - $520,000. The motion was SECONDED by Trustee Hollingsworth and unanimously APPROVED.

## Item 7 Position Announcement

The Board reviewed the draft of the position announcement which is compiled of UNF highlights, programs and the position itself. Before submitting to the Board, the sub-committee reviewed the current strategic plan and the proposed draft plan as well as

position descriptions for other university presidents. Broad surveys were sent out to the community and listening sessions were held in an effort to make the process transparent. There was tremendous input from the faculty.

After discussion, the Board added two sentences to the draft before voting,

* Under The Position, the Board added, “To support a clear strategy and vision, the next president must be exceptional in securing funding from all possible sources.”
* Under Characteristics, the Board added, “A leader who can respond to and lead through change.

Chair Korman asked for a MOTION for approval of the position announcement. Trustee Hollingsworth made a MOTION to approve the position announcement as amended. The motion was SECONDED by Trustee Hyde and unanimously APPROVED.

## Item 8 Strategic Plan

Vice President Janet Owen presented the draft of the proposed University of North Florida Six-Year Strategic Plan for approval. She noted that the proposed plan includes the principles in the Board of Governors Strategic Plan; strengthening teaching and learning excellence, commitment to community, aligning degrees and increasing graduation rates. The complete strategic plan also includes action items and success factors. If approved, this will be used as a working document for the new president.

Chair Korman asked for a MOTION for approval of the proposed University of North Florida Six-Year Strategic Plan. Trustee Gonzalez made a MOTION to approve the proposed University of North Florida Six-Year Strategic Plan. The motion was SECONDED by Trustee Joost and unanimously APPROVED.

## Item 9 Adjournment

Chair Korman adjourned the meeting at 1:17 pm.

# UNF Board of Trustees

# Planning Session Summary by Laurie Price

# September 23, 2017

# Strategy, Vision, Direction

The University has made great strides under the current administration and board– how do we want to continue to evolve?

*There is an over-riding belief that excellence in areas of academic specialty and the overall student academic experience will drive the ability to successfully address the key issues below.*

## Key Issues to be addressed include:

### Resources

* + Funding
	+ Fundraising
	+ Metrics
	+ Affordability

Operating costs and efficiencies

* + Process improvements

### Identity/Relevance

* + Growth
	+ Innovation
	+ Specialized programs
	+ Diversity
	+ Driver of economic development

### Student Needs

* + Academic experience, including specialty programs
	+ Resources to support/enhance the academic and overall campus experience
	+ Resources to transition to post –graduation success

### Other Considerations

* + Desire to promote research in areas of excellence, integrated into work with students and the community, as well as in specialty areas of opportunity
	+ An acknowledgement of the importance of metrics, but agreement that it should be the desire for excellence that drives the University. Embracing an ethical approach, opportunities for advocacy, and a positive, balanced course of action around metrics.

### Given these key issues, what do we want to know about our candidates for President?

#### Resource Attainment

* Ability to leverage resources from all possible sources
* Capacity to raise the right dollars for the right purposes
* Political savvy

#### Communication

* Ability to tell the University’s story
* Ability to present and represent

#### Leading Change

* Ability to drive change where it’s needed
* Understanding of how to continue to improve without compromising values
* Drive to continue to excel in key areas

#### Vision

* Vision for growth
* How does he or she view the university within the broad context of the community?
* Where did they come from and where do they want to go?

#### Leadership Style

* Ability to motivate and inspire
* Approachable

#### Skills

* Capacity to build consensus
* Ability to implement strategy

#### University Specific

* Meets the academic requirements outline in the position posting
* Understanding of shared governance and the central role of faculty
* Positive and empowering interaction with students – modeling and promoting it throughout the university

#### Internal Leadership

* Experience in working with boards – positives and how they turned around a negative
* Perspective on being a leader of a complex culture and leading its further evolution
* Capacity to thrive in a sophisticated, complex organization
* How he or she builds a team
* Examples of successful hires on the academic and business sides