**MINUTES**

**Trustees Present:** Kevin Hyde (Chair), Paul McElroy (Vice-Chair), Jason Barrett, Tom Bryan, Jill Davis, Annie Egan, John Gol, Ali Korman Shelton, Chris Lazzara, Nik Patel, John White

**Trustees Absent:** Nathaniel Rodefer (excused)

**Item 1 Call to Order**

Chair Hyde called the meeting to order at 8:00 a.m.

**Item 2 Public Comment**

Chair Hyde offered the opportunity for public comment. There were no requests for public comment.

## Item 3 Board Deliberations and Selection of President-Elect

Chair Hyde began by offering his appreciation to those who participated in the Presidential search process. He recognized Interim President Pam Chally for her time and dedication to the University during this transition period.

Chair Hyde stated the purpose of this meeting is for the Board to deliberate on the merits of each candidate and after which, the Board will vote and select a president-elect for University of North Florida. He reminded the Board that the Board’s selection of the president-elect is subject to confirmation by the Board of Governors at their meeting on June 29-30, 2022.

Chair Hyde explained that Trustee Patel, Trustee Bryan, Trustee Korman-Shelton, and Trustee Barrett will each present a finalist to the Board. The presentation will include a summary of the candidate’s professional background, achievements, key takeaways from Board interviews, and feedback from campus visits.

Trustee Patel presented Dr. Marc Miller, Dean of the University of Arizona Law School, Tucson, Arizona.

Trustee Patel began by stating Dr. Miller graduated from The University of Chicago Law School and noting his previous permanent university positions. Trustee Patel said that under Dr. Miller’s leadership, the University of Arizona Law School has dramatically diversified and expanded its revenue base. Two-thirds of the university’s tuition revenue comes from newly created programs. Dr. Miller was the first to develop a Bachelor of Arts in Law which required significant consensus building within his college. He continues to research ways of funding growth and increasing student access.

Dr. Miller noted UNF is ripe for growth and identified areas which UNF could improve upon, such as developing new ways to create sustainable net revenues, expanding international student revenue, and marketing/branding.

Dr. Miller is a firm believer in data and data-centric-based research and decision making. He presented himself as a creative problem solver with the ability to work with various regulatory bodies, as was the case when he led Arizona laws’ initiative to become the first US law school to be granted permission to use the GRE as an alternative to the LSAT for the JD program.

Trustee Bryan presented Dr. David Blackwell, Professor of Finance and Quantitative Analysis, University of Kentucky, Lexington, Kentucky.

Trustee Bryan stated that Dr. Blackwell has 20 years of experience in higher education and private industry and served in the armed forces. Dr. Blackwell served as the Provost and Chief Academic Officer of the University of Kentucky from 2018 to 2021. During his tenure, Dr. Blackwell had record-setting enrollment growth and increased diversity in both enrollment and hiring.

Dr. Blackwell described his leadership as that of a servant leader. Dr. Blackwell would focus on relationships with UNF’s stakeholders, the Jacksonville community, and local CEOs. He would like to explore furthering UNF in the fields of nursing, public health, logistics, and military services.

Trustee Bryan noted that Dr. Blackwell is a thoughtful and innovative leader with a strong background in fundraising and military service. He has significant higher education experience, is easygoing, and is

eager to help UNF gain national prominence.

Trustee Ali Korman Shelton presented Dr. David Brennen, Professor of Law, University of Kentucky.

Trustee Korman Shelton stated that Dr. Brennen graduated from Florida Atlantic University with a degree in Finance and graduated with a J.D. from the University of Florida. He practiced law for one year before choosing to teach law in a university setting. His permanent appointments have included Syracuse University, the University of Richmond, Mercer University, and the University of Georgia.

Trustee Korman Shelton noted that during his interview, Dr. Brennen stressed the importance of in-class learning, research with faculty members, study abroad opportunities, internships, and the ability to prepare students with essential skills to succeed.

Trustee Korman Shelton noted that Dr. Brennen feels that UNF needs to create an environment that allows the diverse faculty, staff, and students to feel a sense of belonging. Dr. Brennen also discussed post-Covid learning challenges, including online learning, increase in revenues, student retention, and fundraising.

Trustee Korman Shelton stated that Dr. Brennen shared that his past accomplishments and positions held during his time at the University of Kentucky have prepared him to serve as a university president. Trustee Korman Shelton noted Dr. Brennen’s successful fundraising efforts of $100 million by cultivating relationships with donors.

Based on Dr. Brennen’s conversations with different constituent groups on campus, Dr. Brennen’s primary focus at UNF would be student achievement, faculty compensation, and increased research activity.

Trustee Barrett presented Dr. Moez Limayem, Dean of the College of Business, University of South Florida, Tampa, Florida.

Trustee Barrett stated that Dr. Limayem had held international administrative positions in Québec, Canada, Hong Kong, and Lausanne, Switzerland. Also, having served at the University of Arkansas, Dr. Limayem was the Associate Dean of Research and Graduate Programs. His training at the University of Arkansas led him to his current role as the Dean of the Muma College of Business at the University of South Florida, a position he has held since 2012.

Trustee Barrett noted that Dr. Limayem’s key emphasis during his time at USF has been student success. Under his tenure, the USF business school has reported a 95% freshman retention rate, a 75% six-year graduation rate, and a 95% rise in second-year student retention. During his time at USF, Dr. Limayem and his team have raised $125 million through fundraising support.

Trustee Barrett reported that Dr. Limayem would approach his first 100 days with a microscope and a telescope view. The microscope view would address the most pressing issues, such as faulty compensation and performance metrics. The telescopic view would include addressing key flagship programs and marketing.

Trustee Barrett indicated that Dr. Limayem has an approachable style and engenders trust.

Upon the presentation of the four finalists, Chair Hyde opened the floor for further discussion.

Chair Hyde noted that the survey feedback from all constituent groups was very positive for all four finalists. He further noted that as evidenced by the information provided by the search firm, the search firm found nothing disqualifying about any of the four candidates.

Trustee McElroy reported that WittKieffer performed multiple reference checks of the candidate’s subordinates, peers, and supervisors from various positions held and the information was overwhelmingly positive for each candidate. Trustee McElroy noted that he reviewed the constituent surveys, and all were very positive for the candidates.

Trustee White reported that he reviewed the faculty feedback for all four finalists and had further spoken with faculty. He noted the faculty were very pleased with all four candidates. The faculty were delighted to hear that all candidates were concerned with staff morale and compensation. The faculty were most favorable toward Dr. Brennen and Dr. Limayem. However, Dr. Limayem was the first choice of the faculty due to his engagement and genuine demeanor, listening skills, sense of humor, and connectivity.

Trustee Patel championed Dr. Limayem based on his fundraising experience and success and his experience with the Board of Governors and the SUS. He noted these attributes would allow Dr. Limayem to impact UNF immediately. Trustee Patel was concerned the other candidates would experience a lag due to the learning curve based on their inexperience with the Florida State University System.

Trustee Bryan recalled that Dr. Limayem has a $3 million scholarship created in his name in recognition of his leadership and ethics. This scholarship speaks powerfully to his character and leadership abilities.

Trustee Davis stated that Dr. Limayem touched on the topics she found important and relevant; engagement with the Jacksonville community, boosting of morale campus-wide, and connection with the Board of Governors.

Trustee Gol noted that Dr. Limayem wanted to “hit the ground listening” by mentioning how important the legislature is in Tallahassee. He felt the other candidates were authentic, but noted that he believed Dr. Limayem to be the strongest candidate. He was particularly encouraged that the faculty favored Dr. Limayem, noting that faculty input is critical.

Trustee Lazzara favored Dr. Blackwell’s military background and excitement towards connecting with the Jacksonville military and plans for programs at Mayport. Trustee Lazzara noted Dr. Limayem’s international experience and focus on revenue growth.

Trustee Korman Shelton posed the question: Is Dr. Limayem the best candidate of the four finalists, or is he the best for UNF? She encouraged Board members to push themselves out of the box when choosing the right candidate for the presidential position.

Chair Hyde noted that since the start of the search, it was made clear to the search committee and the Board that UNF would not settle for a candidate who would not be the very best leader for UNF into the future. He believes Dr. Limayem is the best leader for UNF given his track records of success, the outstanding relationships he has built on the campus, with the Tampa community, within the state university system, with the BOG, chancellor, and the legislature.

Trustee McElroy addressed the qualities of each candidate. Dr. Miller portrayed a powerful sense of intellect and growth potential. Dr. Brennen showed confidence and a calm demeanor and was received well by all parties. Dr. Blackwell has a sense of competency and experience in higher education. Dr. Limayem is a transformational leader. Trustee McElroy believes Dr. Limayem is humble and personable, and ready to build on UNF’s foundations. Trustee McElroy stated that Dr. Limayem would be a leader on campus and a leader among the Jacksonville community.

Trustee Barrett noted a separation between the four candidates, with Dr. Limayem being the clear choice for President.

Chair Hyde thanked the Trustees for their comments and asked if there were any additional questions or comments. There being none, Chair Hyde asked for a motion to approve Dr. Moez Limayem as the President-elect subject to confirmation by the Board of Governors and subject to reaching an agreement on contractual terms approved by the Board of Trustees and acceptable to the Board of Governors. The motion was made by Trustee Patel; Trustee Lazzara SECONDED the motion. The Board unanimously APPROVED the motion.

## Item 4 Review of Next Steps

Chair Hyde will be in conversations with Dr. Limayem on key contract terms and will report back to the Board on May 25, 2022 regarding the status of negotiations.

## Item 5 Adjournment

With no further discussion, Chair Hyde adjourned the meeting at 9:04 a.m.