

**University of North Florida
Board of Trustees Meeting and Retreat
Board Room
Museum of Contemporary Art (MOCA) Jacksonville
September 12, 2019**

Trustees Present: Kevin Hyde (Chair), Sharon Wamble-King (Vice Chair)
John Aloszka, Tom, Bryan, Annie Egan, David Fenner, Stephen Joost, Paul McElroy,
Hans Tanzler (via phone)

Trustees Absent (excused): Douglas Burnett, Wilfredo Gonzalez, Adam Hollingsworth, Oscar Munoz

Guests Ken Knueven, Managing Director, Association of Governing Boards Consulting and Melody Rose, Sr. Consultant, Association of Governing Boards

Item 1 Call to Order

Chair Hyde acknowledged a quorum and called the meeting to order at 8:07 a.m.

Item 2 Public Comments

Chair Hyde offered those in attendance an opportunity for public comments on items on the agenda. There were no comments from the public.

Item 3 Annual Presidential Evaluation and Consideration of Incentive Compensation

Chair Hyde led the Board of Trustees in a discussion of the President's annual performance for 2018-2019, with the discussion focused on progress made with respect to performance measures and presidential goals for the 2018-2019 year.

Chair Hyde reminded the Board that the President's annual performance measures and goals were centered around three areas. (i) State Performance Metrics (ii) Institutional Metrics and (iii) Organizational Metrics. Chair Hyde noted that President Szymanski had reported quarterly to the Board on progress made with respect to annual performance measures and goals and had also prepared a comprehensive Annual Review document for 2018-2019 which included a detailed year end summary. This document was distributed to Trustees for review in August 2019 and was provided again in September 2019, prior to this meeting.

Consistent with Board of Governors Regulations and this Board's Presidential Evaluation Policy, Chair Hyde spoke with Governor Lautenbach, Chair of the Florida Board of Governors. Governor Lautenbach relayed that he was very happy with the work of President Szymanski and the work of the UNF Board. He believes that the President's direction and Board's direction are now more closely aligned with the Board of Governors.

Chair Hyde emphasized that President Szymanski had created strong relationships with the Board of Governors in the last year and restored UNF's credibility with the Board of Governors. Trustees concurred with this assessment and expressed appreciation for the time and effort that President Szymanski put into restoring these relationships.

Trustees also believe that the President has begun to establish a longer-term vision for UNF. They are excited about the direction of the University under the President's leadership, including the proposed UNF Medical Nexus (UNF MedNEX).

After a full discussion, the Board's assessment was as follows:

- Goal (1) The President met or exceeded established goals associated with the State Performance Metrics. The Board noted that in one year, UNF has reduced the number of required hours for bachelors degrees in engineering to 120 hours. This is in alignment with the Board of Governors priority of reducing time-to-degree for students.
- Goal (2) The President met or exceeded established goals associated with Institutional Metrics. The Board also commended the President for his work on student wellness and wellbeing, which are priorities for the President and the Board.
- Goal (3) The President met or exceeded established goals associated with Organizational Metrics. The President exceeded established goals associated with the Board of Governors. Trustees identified areas of opportunity for increased communication with faculty and students and encouraged the President to focus on building stronger community relationships in the year ahead.

The Board then moved to a discussion of incentive compensation as established in the President's employment agreement. In light of the Board's assessment that the President had exceeded expectations in the aforementioned areas, Chair Hyde recommended the full amount of incentive compensation allowable under the contract.

Trustee Joost made a MOTION to award the full amount of incentive compensation to President Szymanski for his work during the 2018-2019 year. Trustee McElroy seconded, and it was unanimously approved by the Board.

Chair Hyde then moved to a discussion of two small changes to the President's Employment Agreement that he believes are warranted, neither of which are associated with presidential compensation. First, he recommended that Section 7.3 of the President's Employment Agreement, entitled "Business/Travel Expenses", be amended to include up to a \$15,000 one-time allowance for the initiation fee associated with a membership at the Ponte Vedra Inn and Club and be further amended to allow for the payment of associated annual membership dues for the Ponte Vedra Inn and Club and the River Club. Chair Hyde believes that a membership in a beaches located club will enhance the President's ability to meet with local community leaders on weekends and evenings in a more private setting. He also noted that the previous president had access

to these clubs. Second, Chair Hyde recommended that Section 6.0 of the President's contract, entitled "Evaluation" be amended to reflect that performance measurements and goals for each year will be put in place by September 30. He noted that, if the Board is amenable to this change, it will require an update to the Board's Presidential Evaluation Policy.

Following discussion, Chair Hyde asked for a MOTION to amend the President's Employment Agreement as follows: (1) Section 7.3 "Business/Travel Expenses" be amended to include a one-time allowance of up to \$15,000 to be used toward the initiation fee for a club membership at the Ponte Vedra Inn and Club and to allow for the payment of associated annual membership dues for the Ponte Vedra Inn and Club and River Club; (2) Section 6.0 "Evaluation" be amended to change the date for the annual establishment of performance measurements and goals from the first day of each budget year to September 30 of each year. Chair Hyde asked that the MOTION also include approval of an update to the Presidential Evaluation Policy related to the date on which annual performance measures and goals will be established. A MOTION was made by Trustee Aloszka and seconded by Trustee Bryan. The MOTION was unanimously approved.

Item 4: Discussion and Approval of the President's Draft Goals for 2019-2020

President Szymanski led the Board in a robust discussion of draft presidential goals for the 2019-2020 academic year. UNF recently received its first national ranking, and the goals were drafted to continue to strengthen the academic and other opportunities UNF offers to its students.

There was a discussion about additional opportunities for UNF's current and future students. Trustee Bryan asked how the university engages military students. President Szymanski highlighted that UNF supports its military and veteran students in multiple ways including through its Military and Veterans Resource Center. He also noted that there are many universities which have firmly established contracts with the branches of the U.S. military, but there are additional ways in which UNF can support military dependents' education, including online offerings. Trustee Egan added that she believes there may also be additional educational opportunities to pursue through the Reserve Officer Training Corps (ROTC). Trustees Bryan and Joost spoke of ways that UNF can continue to ensure that its graduates have the skills industry leaders seek in their employees. Trustee Joost emphasized that opportunities in short-term, corporate trainings may be an area that UNF wishes to explore further. Many employers desire these types of trainings to augment their employees' skills. The Trustees agreed with the President's proposed goal for the 2019-2020 year.

Trustee McElroy made a MOTION to approve the draft presidential goals for the 2019-2020 year with an additional request that under C. "Organizational Performance Goals"/6. "New Programs and Initiatives," the President include language about faculty. Trustee Egan seconded the MOTION to approve the draft presidential goals with the addition requested by Trustee McElroy. The MOTION was unanimously approved.

Item 5: Trustee Workshop (Retreat)

As outlined of the Action Plan for Continuing Performance Improvement that the Board of Trustees adopted on January 17, 2019 to meet the expectations of the Southern Association of Colleges and Schools Commission on Colleges' (SACSCOC) standard for Board governance, the UNF Board of Trustees held its retreat on September 12, 2019. The aim of the retreat was to provide dedicated time for the Trustees to discuss national topics pertinent to UNF.

Trustee McElroy began the retreat at 10:20 am. He reminded the Board that the day had been organized to discuss national trends and to strategically think about UNF in the context of these trends. Trustee McElroy introduced Association of Governing Boards consultants Ken Kneuen and Melody Rose who facilitated the conversations throughout the day.

President Szymanski and Dr. Paul Eason began the discussion with an overview and status update on UNF's strategic planning work. The consultants followed with a session in which the Trustees were able to highlight both what they saw as challenges in the higher education landscape and what they viewed as some of UNF's most important, recent achievements and its opportunities. Themes emerged such as UNF's continuing to increase its ability to provide cost effective programs of distinction and other opportunities to a changing demographic of students, while ensuring that the university mitigates risk and provides a safe learning environment.

The Trustees also spoke of the need for innovation in an environment in which employers' strongly articulate that they need employees who have critical thinking skills and who demonstrate agility and flexibility. Trustees Joost and Aloszka articulated the importance of students being able to combine degrees in ways that may further help them develop the skills employers prefer. The Trustees agreed that strategic partnerships can also help UNF further understand what employees are seeking and assist the University with ensuring that students are developing marketable skills, as they work toward degree completion. But, the Trustees also stressed, partnerships should not be solely relied on for funding gaps. Trustee McElroy emphasized the importance of having sustainable models.

Other concerns included the gap between the demographics of UNF's student body and those of Jacksonville and the surrounding area. Vice Chair Wamble-King and Trustee Bryan spoke of effective, local recruiting methods HBCUs have used and other measures to attract and recruit more African American students.

The discussion continued with a focus on additional macro-trends that have been emerging in higher education nationally: the "unbundling" of degrees, significant increases in the number of transfer students and new entrants coming into the higher

educational space. The Trustees spoke of both the opportunities and challenges associated with each of these trends and ways that UNF might be more nimble to ensure it is imparting the skills its students need.

Item 7 Adjournment

Chair Hyde adjourned the meeting at 3:00 p.m.