

University of North Florida  
Board of Trustees  
Governance Committee  
Minutes  
November 15, 2017

**Trustees Present** Sharon Wamble-King, Chair, Wilfredo Gonzalez, Adam Hollingsworth (by video conference), Kevin Hyde (by phone), Joy Korman, and Radha Pyati.

**Trustees Absent (excused)** Fred Franklin, Hans Tanzler

**UNF Staff** Karen Stone, Janet Owen

**Call to Order** Chair Wamble-King called the meeting to order at 11:00 a.m.

**Public Comment** There was no public comment.

Chair Wamble-King instructed the committee that it is on a journey to get to a presidential compensation package. The journey will begin with Trustee Hollingsworth leading a discussion on the University's strategic priorities, followed by a discussion of our compensation philosophy and finally to the presidential compensation. Chair Wamble-King said that it is the goal to get through the big picture of strategic priorities today and to address compensation philosophy at the next meeting, which has already been scheduled. Chair Wamble-King also said that the Committee would defer to the full Board the question of presidential qualifications and skill sets, rather than doing that work in committee. Prior to turning the meeting over to Trustee Hollingsworth, Chair Wamble-King mentioned potential schedule conflicts with the upcoming December 9<sup>th</sup> full Board meeting, and alternative dates are being considered.

Trustee Hollingsworth began by stating that the strategic direction will drive the committee to the discussion of compensation philosophy. This discussion will lead to consensus on the areas of focus for the University for the next three-year period. Trustee Hollingsworth confirmed that all committee members had the three-page handout entitled "Setting a Strategic Course for UNF." The committee looked at the sixteen items listed on the first page under four categories to determine which were Trustee priorities for the immediate future.

Trustee Hollingsworth framed the following phrase as a predicate to the Committee's work, which all members present agreed to as appropriate: "To continue its trajectory of excellence, over the next three years, UNF needs to accelerate or increase its focus on: \_\_\_\_\_."

Trustee Hollingsworth emphasized "trajectory of excellence" as a reminder that this project is not a "turnaround," but a *continuing* trajectory of excellence.

The Committee then discussed the phrase "over the next three years," and following discussion, the committee agreed that the three-year timeframe was appropriate – while also loosely applied, meaning in the near term and within the scope of the Board's ability to impact outcomes.

The last section is “accelerate or increase” the University’s focus. There was a general discussion of the use of “speed verbs.” The committee agreed to delete “accelerate or increase” from the question.

Mr. Hollingsworth then asked each committee member to write down their three priorities from the list of sixteen. After each committee member listed their priorities, the list was narrowed to the following:

- Fundraising
- Metrics – changed by consensus to performance as measured by global metrics
- Affordability
- Operating costs and efficiencies
- Process improvements
- Innovation
- Diversity
- Driver of economic development
- Academic experience, including specialty programs
- Resources to transition to post-graduation success
- Desire to promote research in areas of excellence, integrated into work with students and the community, as well as in specialty areas of opportunity.

Trustee Hollingsworth next asked if there was anything outside of the above list any member wanted to include. There was a general discussion that it is hard to focus only on three priorities and why not five. Other comments included that some items were drivers for other things. For instance, affordability could be a driver for the metrics and fundraising. Funding (state) is naturally linked to the metrics because once metrics are improved, funding from the state will follow. Following discussion, there were no suggested additions to the above list.

Following a prioritization exercise, the following list was generated in order of importance:

First Place: “Performance”

Second Place (3-way tie):

- Innovation
- Driver of economic development
- Academic experience, including specialty programs

Third Place: (3-way tie):

- Fundraising
- Resources to transition to post-graduation success
- Desire to promote research in areas of excellence, integrated into work with students and the community, as well as in specialty areas of opportunity.

With the understanding that the “Performance” item would be reframed to include the state metrics as well as others, the Committee agreed that “Performance” would be a top priority.

Following further discussion of the relationship between “innovative” and “visionary” as desired presidential qualities rather than action items, what it means to be a driver of economic development, the importance and interconnectedness of “fundraising,” and post graduate success, another prioritization exercise to eliminate items on the list. An eliminated item could still be included in another as a driver, outcome, result, or linked in some other way. The items that were eliminated under this exercise were:

- Funding (state)
- Affordability
- Operating costs and efficiencies
- Process improvements
- Innovation

The committee narrowed the list down to the following six items:

- Fundraising
- Performance (as redefined)
- Driver of economic development
- Academic experience, including specialty programs
- Resources to transition to post-graduation success
- Desire to promote research in areas of excellence, integrated into work with students and the community, as well as in specialty areas of opportunity.

Next, the Committee discussed in greater detail the strategies and activities under each of the above items which would be required to achieve the desired outcome.

Resources to transition to post-graduation: Trustee Pyati suggested that the goal is to work with students so they know where they are going when they graduate. Resources could include career services, a minor in an academic program that adds employment skills, and internships, which are greatly valued by students so they know what employers desire. Academic counseling is critical. UNF needs enhanced employer relations and expand its scope. It was suggested that it is not about those resources, but the strategic focus would be ensuring post graduate success. The resources mentioned would ensure post graduate success. It’s not about the resources but how we get there. The goal should be ensuring post graduate success for all students.

Academic experience, including specialty programs: Focused on creating the best academic experience for all students, regardless of their major. Discussion points included:

- No desire to limit the good academic experience only to those in areas of distinction or flagship programs – caution against creating the perception that if a student does not chose a flagship, that he/she will be getting an inferior academic experience.

- What is meant by “excellent academic experience?” It is a supportive culture where students get all the things they need. Retention and graduation are good academic experiences. Student welfare and success in their major is the goal. UNF needs to provide students emotional and social support. The experience that students have while attending a university is a value of UNF and is also part of the metrics. When graduating seniors are interviewed, they tout their interactions with their professors. UNF needs to maintain smaller class sizes which foster include the ability for students to interact with their professors.
- What does it mean to be a flagship program? It is recognized by other institutions. It includes high level faculty. It includes capturing regional opportunities (healthcare, logistics) that are critical to the region. What gets UNF that national recognition? Faculty research and scholarship - doing research and being recognized for scholarship.
- Fundraising is improved in areas of specialty which includes more support from donors. It all goes together: student demand, national recognition, high level professors which bring in grants which brings in supporters. Generally, we want to be a state leader in academic experience for students and in areas of excellence or distinction.

Fundraising: Trustee Korman said that UNF needs to broaden fundraising efforts to support new initiatives. This is a huge community and some are not aware of UNF. UNF needs to:

- Market itself to attract broader donors
- Broaden fundraising to support academic programs - explore new avenues
- Form strategic partnerships and strategic relationships. We need to move academic programs into the revenue generating arena. Fundraising is looked at as a much broader spectrum that just making “the ask”. Philanthropy looks different today. Donor relationships are changing. Fundraising can be driven by strategic partnerships and individual donors give more because of those partnerships.

Driver of economic development: Trustee Hyde suggested that the University look at the entire first coast region, not just Jacksonville. Once UNF has decided on an economic direction, it needs to be a leader. Once UNF is an economic driver, people will give money to do more things. Chair Wamble-King reminded the committee that Silicon Valley would not exist without Stanford. Research at Stanford informs what happens in the region and UNF could do that, too. To be a driver of sponsored research in development means to be a hub for the commercialization of research. Currently UNF is meeting employer needs in healthcare in the region.

Trustee Pyati advised the committee that a local coalition called Stem2 Hub envisions high-quality, culturally relevant STEM learning experiences for every child and young person in the region. This includes high level computing and coding. While UNF is a participant, it is not the driver, but could be because we are an institution of higher education. Being a driver means finding a need that has been expressed by the community and filling that need. There is a propagation of robotics clubs everywhere. UNF can fulfill that interest. A driver can see what is coming before it's recognized by the community at large and create the need. It is doing more than solving problems by creating opportunity. It is forward looking and forward leaning - creating a robust catalyst for the economic development of the region; finding entrepreneurial opportunities and taking advantage of them. In the driver world, UNF should be entrepreneurial as a mindset. Small business is a driver of economic development. This generation tends to be more entrepreneurial in their post graduate lives. Post graduate success ties to creating small business.

Discussion then focused on "Desire to promote research in areas of excellence, integrated into work with students and the community, as well as in specialty areas of opportunity."

Trustee Pyati said that research makes UNF distinctive in the region because it is the only four-year public university offering research opportunities for graduate and post graduate students. Research provides the hallmark of what UNF wants to do: students working closely with faculty members. The faculty have expressed their passion for research with students and in the community by being responsive to its needs. Faculty provides research that benefits the community. UNF offers research with graduate students that is meaningful because we offer both a masters and doctoral in these areas. UNF offers many opportunities for undergraduate research. Big schools such as UF, FSU, FIU have huge research programs, then there are schools that are less accelerated than that but do more research than UNF. Finally, there are schools that perform less research than UNF. Does UNF want to get better in its existing bucket or move to the next bucket? What does it take to move up?

Trustee Pyati said that to some extent it takes raw dollars, and UNF needs research dollars. UNF needs to compete more aggressively for statewide contracts. Course release time for faculty is a way for faculty to do research. UNF needs to support the Office of Research and Sponsored Programs (ORSP). The staff ratio to grants and the Institutional Review Board "IRB" is low. If ORSP had additional staff, UNF could bring in more research dollars.

What tips the scale on going to the next level? Faculty have expressed high priority to working with students in community research. Faculty would like to go to the next level.

The Committee agreed that UNF needs to decide where it fits and wants to go in terms of research classification. Should UNF be the best it can be in its current classification, move to the next classification, etc.? The Committee said these are questions that should be answered with intentionality and support by the appropriate level of resources. Regardless, however, if UNF aspires to provide a high quality student experience, research is an important part of that.

As time was running out, Trustee Hollingsworth recommended that he would take his notes and craft a document that includes the Committee's thoughts on the first five priority items. He will also create a starting point on the sixth item that will be used at the next meeting. His document will just be the starting point to facilitate conversation on the last item.

Chair Wamble-King explained that the next Governance Committee meeting will include a review the first five items and then a discussion the sixth. Following that, the next discussion will move to the Board's compensation philosophy. The agreed-to priorities will determine compensation and incentive pay, and drive the Board discussion of presidential qualifications. The Committee has to complete the compensation piece before the next Board of Trustees meeting.

Trustee Hollingsworth suggested to use board time for the qualities of the next president instead of Governance Committee time. Chair Wamble-King said that the qualities of the next president are already in the position description so we only need to validate them at the board meeting.

Trustee Hollingsworth pointed out that the qualities in the position description were done in a vacuum and not tethered to what will be in the University's strategic course that the Governance Committee is developing now. Chair Wamble-King said that the board could fully affirm the qualities we want are the qualities we need based on the strategic direction. This will help the board focus on the skills of the candidates that focus on the University's strategic priorities. Perhaps they are not presidential qualities but competencies.

There was a short discussion of the date for the next board meeting and it was determined that UNF staff will coordinate trustee availability to arrive at the best full Board meeting date.

**Adjournment:** There being no further business, the meeting was adjourned at 1:10 p.m.