

Minutes  
UWF Presidential Search Committee  
Open Forum Meetings  
UWF Commons Auditorium  
March 7, 2016

OPEN FORUM MEETING WITH GREENWOOD/ASHER & UWF PRESIDENTIAL SEARCH COMMITTEE  
The meeting started at 8:05 a.m.

Committee members present: Chair Mort O'Sullivan, Rick Harper, Wayne Ansley, Chris Thrasher, Steve Kass, Pat Wentz, Bentina Terry, Garrett Walton, Scott Keller, Athena du Pre', Eric Kollar, Pam Dana, Collier Merrill, and Steve Riggs.

Others present: BOT Chair Lewis Bear, Jr., Ed Ranelli, Pat Lott, Sandra Thompson, Jamie Sprague, Angie Jones, Jenae Burkart, Andrew Romer and Becky Luntsford.

UWF Presidential Search Committee Chair Mort O'Sullivan welcomed all guests present and said he looked forward to hearing from the university community today and giving everyone the opportunity to meet members of the Presidential Search Committee and our search firm consultants. Chair O'Sullivan introduced Julie Holley, Principal Consultant and Shelley Feather, Library Practice Leader and Executive Search Consultant with Greenwood/Asher & Associates. Greenwood/Asher & Associates is the search firm for the UWF Presidential Search.

Ms. Holley explained that throughout the two days of open forum meetings, she will pose four questions to those present:

1. Within the next 3-5 years, what do you think the next president of UWF will need to accomplish to be successful in this role?
2. What do you think the experience and skills should be of the next UWF president?
3. What do you view as the challenges & opportunities the next UWF president will face?
4. What are your points of pride about UWF or the area? What would you not necessarily find on the UWF website?

Ms. Holley explained that the feedback received during the open forum meetings will provide insight into the position profile being developed. She explained that a UWF fact checker will be needed to review all written and web-based information developed by Greenwood/Asher throughout the search. Greenwood/Asher will create a draft ad for the search committee's review to be printed in The Chronicle of Higher Education. The ad is not for recruiting purposes, it is purely marketing.

Dr. Steve Kass asked how long a typical presidential contract is. Ms. Holley said typically three to five years.

Ms. Holley explained to the search committee that after looking over UWF's Presidential Search Timeline, phone interviews will be challenging. She explained that round one interviews provide UWF and Greenwood/Asher the opportunity to sell the institution and UWF may have a greater loss of candidates if phone interviews are conducted in lieu of in-person interviews at this stage. She explained that airport interviews are typically arranged for round one interviews. She explained that full or deep referencing may not be best until after round one interviews.

Mr. Steve Riggs commented that he thought the UWF Presidential Search should consider candidates from outside the box and be open to anyone who is a leader, but does not necessarily have to be in academia.

Dr. Pat Wentz said the university would be best served by an academician who represents the academy and is also a good business person.

Ms. Holley explained that an experienced dean may also be a viable candidate for a presidential position such as this.

Chair O'Sullivan asked "Do you believe we face any unique challenges, i.e. size?"

Ms. Holley replied, "No."

Ms. Bentina Terry commented that she just wants the person who is best qualified for the position. She went on to say that under Dr. Bense's presidency, the community feels connected to UWF and that is what she wants. She added that she does not want UWF to continue to be the best kept secret.

Dr. Pat Wentz said a good example of a dean who could be a fabulous president is sitting in the room with us today.

Mr. Chris Thrasher said it is very important for the next president to be able to raise money for research.

#### OPEN FORUM MEETING WITH UWF

The meeting started at 9:00 a.m.

UWF Presidential Search Committee Chair Mort O'Sullivan welcomed all guests present and those on the live webcast. Chair O'Sullivan said he looked forward to hearing from the university community today from what you are looking for in our next president and giving everyone the opportunity to meet members of the Presidential Search Committee and our search firm consultants.

Chair O'Sullivan asked the UWF Presidential Search Committee to introduce themselves.

Chair O'Sullivan introduced Julie Holley, Principal Consultant and Shelley Feather, Library Practice Leader and Executive Search Consultant with Greenwood/Asher & Associates. Greenwood/Asher & Associates is the search firm for the UWF Presidential Search.

Ms. Holley posed 4 questions to those present:

1. Within the next 3-5 years, what do you think the next president of UWF will need to accomplish to be successful in this role?
2. What do you think the experience and skills should be of the next UWF president?
3. What do you view as the challenges & opportunities the next UWF president will face?
4. What are your points of pride about UWF or the area? What would you not necessarily find on the UWF website?

Ms. Holley then opened the forum up for comments and questions.

Dr. Raid Amin, Distinguished University Professor, Mathematics and Statistics, stated he wants to see the new UWF president to be very optimistic. He explained UWF is an emerging university and is poised for the future. He said UWF has room for expansion and has a high level of scholarly attainment. He stated that he would like to see this institution to be viewed differently, not just as a regional comprehensive university, but a university that faculty want to send their kids to.

Board of Trustees Chair Lewis Bear, Jr. wanted to add comments about the future of the UWF. He stated that UWF administrators and he have been talking recently and this topic will be brought to a vote at the next BOT meeting. He said the Board of Governors has developed metrics for us and UWF is in pretty good shape for today. However, going forward the BOG and our governor would like for all State University System universities to be preeminent universities and we are not indifferent to that. Moving forward, our university needs to be preeminent, be special, and we need to be recognized throughout the state and the country.

He added UWF needs a strong, strong leader who has that as a basis for the university's future. Unidentified student commented that he is a senior. He came here because of the opportunities to the students. Students exemplify the pride of the university. He added that students are at UWF to become great when they grow up. He stated in regards to challenges, diversity is the primary challenge. Diverse students need to be cultivated. He would like to see an active president who is not only active at big functions, but at little functions as well. He would like to see a president who comes out on major sexual assault issues and on major diversity issues. He believes the president should give the students guidance in addition to the faculty & staff.

Dr. Daniel Pace, Associate Professor, Accounting & Finance at the College of Business and President of the Faculty Union explained that a recent survey conducted from the entire UWF faculty and 2/3 of the faculty responded, showed, overwhelmingly, that the faculty has identified the new president should come out of an academic profession and it is critically important this individual understand the metric system.

Mr. John Fink, Coordinator & Creative Writing Director, English, stated our faculty feels pulled in conflicting and competing directions with heavier teaching responsibilities, search responsibilities, and research responsibilities. He said our next president should not lose site of the arts. He added that having the ability to be complex is important in a president.

Dr. Amin stated he's still here after 48 years. He believes it's not the university that does the research, the individual does it. He added that UWF hosts many bright students and faculty. This place is nurturing. UWF has a great library, excellent people and he is proud of all our success stories among students and faculty. Not every aspect of every university is the best.

Mr. Ben Stubbs, Associate Director, University Commons and University Involvement stated that he works with students every day and UWF provides its students with opportunities other universities would not provide. Compared to other schools throughout the state, at UWF students can come here, get started on time and succeed.

Dr. Craig Jones, Associate Professor, Teacher Education and Educational Leadership, has been here since the 1990's. He said the reputation UWF has is as a relationship-based institution. He added faculty's connection with students and learners really makes us different. He added that with UWF's 50<sup>th</sup> anniversary coming up, our next president will be managing our "tween" years of what we're going to be and how we are going to serve. Maintaining a relationship-based process is most important.

Ms. Pat Lott, General Counsel commented that UWF is well known for collaborating on a statewide basis. It administers the SBA, FPAN and FSBDC statewide programs as well as Florida Virtual Campus and statewide library resources are all managed here at UWF.

Chair O'Sullivan commented how proud he is of the graduates we put out in the world from this university. UWF's College of Business has a great reputation all across the country.

Mr. Steve Riggs stated he is an UWF alum with an accounting degree. He stated that he is on the state accountants board and from a pure "quality" point of view and as someone who earned an accounting degree at UWF and owns my own accounting firm, he stated his firm hires from this campus because they simply hire the best.

Dr. Susan James, new employee with UWF Teacher Education Department stated she grew up in this community and she is very proud of her colleagues. The service her colleagues give in the community working in the schools is inspiring and honorable. She ended by saying "UWF Professors are creative and innovative."

Dr. Pat Wentz explained UWF is being recognized more and more for serving veterans and their families. This is a veterans-friendly university and our next president needs to be pro veterans.

Dr. Ed Ranelli remarked that UWF has a very significant role in changing lives. We have about 70,000 alumni, many live and work in this area. This allows UWF the opportunity to change the destiny of this area. Our alums are growing businesses, advancing their careers, raising their families and are involved in the community. UWF is shaping the destiny of Northwest Florida. The university's real impact on this community and the state of Florida is that. Shaping the destiny of Northwest Florida is a core part of our university's mission.

Dr. Amid stated that since UWF went into online education, the impact of UWF has spread even outside the panhandle.

Dr. Scott Keller said growing opportunities in Northwest Florida has been part of UWF's growth. He believes UWF needs to work hard to keep our graduates here locally. Create even greater collaborations here for our graduates. He stated we need to have jobs here in abundance, so we are not exporting some of our most precious resources – our graduates.

Dr. Rick Harper stated how proud he is of programs like the Chem Scholars Program. This past year, several chemistry students were accepted to a most prestigious society offering honors awards. He added being a non-white, non-Asian student at UWF is a positive predictor of reenrollment after a student's sophomore year.

Dr. Kimberly McCorkle, Associate Dean, College of Education & Professional Studies, stated UWF is a pretty great place to work. It's a special place to work. Over the past several years, we've attracted young faculty members with innovative and new ideas. We have strong connections to our students. We enjoy teaching and have the opportunity to work with students on special community projects, studying abroad, improving professional communications, offering online programs, increasing our graduate programs and our profile. All of that is very exciting. Our Center for Research and Economic Opportunity (CREO) increases the faculty research activities afforded to students, Center for University Teaching, Learning, and Assessment (CUTLA) provides good support to faculty to increase teaching activities to improve our mission to be a really great "teaching place."

Ms. Angie Jones, Director, Procurement & Contract Services, stated this university has welcomed each employee with open arms. It's hard to function as a university without the "behind the scenes" staff – especially with the metrics being tossed at us. She added if we are not anything, we are flexible. She said she just wanted to make sure she got the plug in for the support staff.

Dr. Athena du Pre', Distinguished University Professor, Communication Arts, commented that we are not very divisive. We are very much "Team UWF: and she added that we feel that way about students as well. We are really committed to our students at a larger sense. We want them to do well, but to express themselves well, have healthy environment. I would love to have a President who appreciates that as one of our very best assets.

Dr. Steve Kass, Professor, Psychology, stated he is a graduate of three Florida State University Schools – one being UWF. He said his experience as a student at UWF was better at UWF than either of the other two institutions. He said we must figure out how to maintain the growth we need as a university and still remain connected to our students as faculty members.

Dr. Daniel Pace, Associate Professor, Accounting and Finance, said being in the financial field, he believes it comes down to the money. Our biggest threat are the metrics. If we try to become an emerging preeminent university and if we follow the money, it will pull us away from our mission. The bottom line is Tallahassee. Metrics follow the politics, and politics follow the money.

BOT Chair Lewis Bear, Jr. remarked that in order to become an emerging preeminent university, we only have to meet six of twelve metrics which will be shared at the upcoming March 24<sup>th</sup> Board of Trustees meeting.

Chair O'Sullivan reminded the audience that we had ten minutes left in this open forum and he would love to hear comments on how our university is going to need to be different in the next ten years and what do you think that means in our search for the new president.

BOT Chair Bear replied by saying what UWF needs that is different from what we thought we needed in the past is people who are more engaged in community activity. We need a leader who is comfortable in the political environment. Everything we do here at UWF is based on how well we do each year in Tallahassee. Whoever the person is, he or she will need to have the experience in the political environment in order to identify UWF's needs and make sure they become priority in the funding.

Dr. David Ramsey, Department of Government shared his points of pride as, this is a relational institution. The close proximity faculty has with students. He stated how proud he is of the students. He added that he is happy to have the "time" to get to know students and identify their needs. He said he appreciates the freedom he has been given to teach a variety of courses, has classes with small student ratios, and his allowed time for research.

Dr. Rick Harper, Associate Vice President, Research and Sponsored Programs, stated that UWF must be successful in an environment where there are increasing competition. Other universities offer online courses and have branch campuses in our area. He added that what has to be different in the next ten years is we must identify what makes us really special and do those things really really well. UWF needs to do more in the tourism industry. More research efforts and funding for research related to the Gulf of Mexico. Research across the faculty on issues related to history, economics, of our area and cyber security. Draw people to come here when they have lots of other alternatives.

Mr. Kishane Patel, Student Government Association Officer, commented that one important factor is understanding the value of students being engaged in the university community. Working with the students is a really important factor. Student involvement opportunities are critical. 13,000 students all have the opportunity to get involved if the administration supports that. Getting involved in the community is also critical for our next president.

Mr. Ben Stubbs, Associate Director, Student Involvement, said we need to think about for whom do we want UWF to be the first choice institution? Rather through specific programs or figuring out how to best market to students who are looking for a relational-focused experience and how to deliver on that. The timing for this is an appropriate fit for our "age" to figure out where we're going as an institution.

Dr. Richard Hough, Instructor, Criminology and Criminal Justice sent in an online comment via the live webcast. He thanked the faculty who are participating in the discussion. He stated that faculty recognize the need for a mature president who can be effective in the external and internal political environment. Budgets and effectiveness in all that UWF does, depend on experience in both. Engagement in our communities requires the ability to articulate the mission and values of the university.

Ms. Julie Holley told the audience to please feel free to contact Greenwood/Asher with comments, applicant recommendations, etc. The firm's contact information will be available on the UWF Presidential Search website. She thanked everyone.

The Open Forum Meeting adjourned at 10:01 a.m.

## OPEN FORUM MEETING WITH BOARD OF TRUSTEES

Meeting started at 10:10 a.m.

Trustees in attendance: Lewis Bear, Jr., Mort O'Sullivan, Jay Patel, Garrett Walton, Bob Jones, Ted Fox, and Dave Cleveland.

Others in attendance: Jan Greenwood, Steve Riggs, Steve Keller, Ed Ranelli, Eric Kollar, Angie Jones, Andrew Romer, Jamie Sprague, Pat Lott, Becky, Julie Holley, and Shelley Feather.

Chair Mort O'Sullivan welcomed Dr. Jan Greenwood, Partner with Greenwood/Asher & Associates and thanked her for joining the meeting via conference call. He asked Dr. Greenwood to please begin the meeting.

Dr. Jan Greenwood began by stating that Greenwood/Asher is thrilled to be working with UWF. She apologized for not being able to attend in person, then she provided introductions of Greenwood/Asher senior members, Julie Holley and Shelley Feather.

Chair O'Sullivan asked if they can please discuss the UWF Presidential Search Committee's next focus, Trustee Garrett Walton's subcommittee's charge in developing the Presidential Position Profile.

Trustee Garrett Walton explained that UWF's Prospectus is being developed by university staff in the Marketing and Communications Department. He explained that a nice prospectus was developed about six months earlier when UWF was involved in the search for our Chief Financial Officer. He went on to explain that he and his subcommittee are looking forward to hearing what is being shared today as they develop the presidential position profile.

Trustee Walton explained that BOT Executive Specialist, Becky Luntsford will provide him with the feedback from the open forum meetings within a week. He explained that next week, the week of March 14 is spring break week at UWF and since three of his subcommittee members are faculty members, the subcommittee will plan to meet the following week of March 21.

Ms. Holley explained that Greenwood/Asher and UWF Trustees will have a good sense of the feedback from the forums and she and Shelley will provide Trustee Walton with a draft within six or so categories so he can share the draft with his committee.

Trustee Walton asked Julie to please provide a draft by the first part of next week. Becky Luntsford will send electronically to the subcommittee next week. We would like to get 100% attendance at the subcommittee meeting the week of March 21.

Ms. Holley explained Greenwood/Asher recommends using the term "preferred qualifications" to avoid having to write and rewrite the position description based on the candidate pool.

BOT Chair Lewis Bear, Jr. stated he is thinking a strong administrator is more important, but at the same time it would be nice for our president to have a PhD, but it is not necessary. He said the other thing that is crucial is now that we are talking about becoming a preeminent university, we need to know what that person who will lead this university looks like.

Chair O'Sullivan commented that the university needs to provide the twelve criteria that are part of qualifying a preeminent university to Greenwood/Asher.

BOT Chair Bear stated that he has asked Provost Saunders to present the criteria to the BOT for Board approval to move forward. She will explain the details of the plan and how we can get to the level of preeminent status at our next BOT meeting. Chair Bear added this is a long-range plan and reaching the level

of “emerging” will take us seven-eight years to accomplish. A lot of the factors are already in our university work plan.

Trustee Bob Jones asked “Will we [BOT] have the opportunity to discuss the emerging preeminent university plan?”

BOT Chair Bear asked Becky Luntsford to please send the twelve metrics to the Search Committee, Board of Trustees and Garrett’s Subcommittee, and Greenwood/Asher.

Chair O’Sullivan stated that it is important we are recruiting individuals who know the direction of the goal. Trustee Walton stated that based on the feedback he heard in the earlier open forum meeting, there is no controversy. He explained that he heard the consensus to be that the incoming president does not have to hold a Ph.D. as long as the individual has extensive additional experience.

It was decided that the first draft of all open forum meetings will be distributed to the UWF Presidential Search Committee as soon as possible. Julie Holley explained that having the position profile complete as soon as possible is very helpful to Greenwood/Asher as they are talking with candidates.

Pat Lott asked Trustee Walton for a clarification of his subcommittee’s upcoming plans.

Trustee Walton reiterated that Becky Luntsford will provide him with the minutes from all the open forum meetings and Greenwood/Asher will provide the committee with a draft of their feed compilation next week, so the committee can meet prior to April 11 and have one round of meetings completed before then.

Trustee Walton asked the Trustees if they heard any specific sensitivities other than the degree required from this morning’s comments. There were none mentioned.

Trustee Jones discussed the disqualification points vs. qualifying points for a candidate. He said he believed the goals of the university should be worked into the description and the profile should be as broad as possible and the metric goals need to be clearly defined and identified. Ms. Holley explained that offering a challenges vs. the opportunities section in the profile is a good thing to consider.

Chair O’Sullivan reiterated that Greenwood/Asher would work continually with the profile subcommittee and Greenwood/Asher would be happy to finalize the position profile before April 25<sup>th</sup>. Ms. Holley agreed this approach is most desirable. Candidates ask to see the position profile.

Trustee Cleveland asked if there are any other common issues like the PhD that are more restrictive qualifiers.

Ms. Holley stated that perhaps the number of years of experience.

Dr. Greenwood and Ms. Holley explained that the majority of university presidents hold an Ed.D. plus a certain number of years of experience. She explained that another common identifier is progressive experience in higher education. She added that most university presidential searches do not use the word “required” but use “desired or preferred” and use the term “terminal degree”. Use language that leaves the door open for someone who has demonstrated extraordinary capability and engenders the respect of the faculty.

Dr. Greenwood added a note of encouragement for Trustee Walton’s subcommittee to get the position description finalized as soon as possible and allow Greenwood/Asher to use a draft in the meantime so as not to delay UWF’s recruitment process and their conversations with candidates. She added that if the profile can be finalized before April 25, that would be best.

## OPEN FORUM MEETING WITH PRESIDENT'S CABINET

The meeting started at 11:35 a.m.

In attendance: Lewis Bear, Jr., Mort O'Sullivan, Pat Lott, Martha Saunders, George Ellenberg, Brendan Kelly, Kim LeDuff, Rick Harper, Kevin Bailey, Ed Ranelli, Steve Cunningham (joined by conference call), Julie Holley, Shelley Feather and Becky Luntsford.

UWF Presidential Search Committee Chair Mort O'Sullivan welcomed everyone and said he has enjoyed hearing from the university community today and giving everyone the opportunity to meet members of the Presidential Search Committee and our search firm consultants.

Chair O'Sullivan introduced Julie Holley, Principal Consultant and Shelley Feather, Library Practice Leader and Executive Search Consultant with Greenwood/Asher & Associates. Greenwood/Asher & Associates is the search firm for the UWF Presidential Search.

Ms. Holley posed four questions to those present:

1. Within the next 3-5 years, what do you think the next president of UWF will need to accomplish to be successful in this role?
2. What do you think the experience and skills should be of the next UWF president?
3. What do you view as the challenges & opportunities the next UWF president will face?
4. What are your points of pride about UWF or the area? What would you not necessarily find on the UWF website?

Ms. Holley explained that the feedback received during the open forum meetings will provide insight into the position profile being developed.

Dr. Steve Cunningham started the conversation by stating he is the newest cabinet member and believes the University is on a good course. He added that UWF is at a bit of a turning point, not to be confused with a "turn around". He stated that sometimes universities are looking for a "turn around" president, and he does not believe UWF needs to do that. He believes UWF is in a good place. He said the next president should be an individual with maturity and experience who can take those qualities and turn them into a resource.

Dr. Martha Saunders provided some history for the consultants. She explained that UWF started as a senior university. In the early 80's UWF changed to a 4-year institution and the campus had to adjust. It was a culture change. UWF was working under a Board of Regents at that time. Then the Board of Regents went away and each university had their own boards. Then the Board of Governors came in. The university has been through some substantial structural changes that have shaped us. Public funding expectations, etc. In all those massive changes, UWF has become adaptable. The university is small enough to be flexible and is able to adjust. As things change, we can evolve with the changes. We still have our frontier spirit. There is a lot of entrepreneurship here. We have a true spirit of "Let's make it happen."



Dr. Brendan Kelly stated in his twelve years at UWF, shaping the mission of the university and acceptance is the predominant attitude. The influence of the BOG is a critical piece right now. Knowing who our student body is going to be, knowing what our funding is going to be. That is not something we can deny or resist. Originally when the BOG rolled out the performance metrics, that was not a conversation met by UWF faculty with acceptance. Philosophical expressions were resistant to those changes. But now we have adapted. Not every university is there yet. How the BOG shapes higher education is a major concern.

Ms. Pat Lott added that although UWF had met other BOG requirements, when the metrics were brought in to play, it caught us by surprise.

Dr. Kevin Bailey remarked that he has been at UWF for six years and during the first three there was always a crane in the sky doing, building some new project. He added that UWF has not had that in a while because of the reasons being discussed. He said UWF is looking for someone to continue the growth and building to showcase our university and our strengths. He said he misses the groundbreaking.

Ms. Holley asked, "Where are you in your capital campaign?"

Dr. Kelly replied, "We are 90% of our goal."

Dr. Bailey stated UWF is a collegial place. He added that we are a pretty fun bunch of people who take our roles very seriously. We are not a university made up of a stoic leadership and that is important to for our next leader to understand. Cabinet meetings contain serious business matters, however, we can always leave feeling good about our university and our roles.

Dr. Ed Ranelli explained UWF is an emerging institution. We are facing some significant disruption going forward. This is a "noble mission" changing the lives of students – many first generation students, etc. How we compete with the mega universities, the funding formulas, how that fits into the culture of what we do so well here is important for us to identify. That's the challenge for the next president. The metrics present some particular challenges. How we fit into the expectations of "Preeminent institution" and still maintain our "noble mission" is critical. He added that his advice to the Board is to remember this process must be very open, transparent, communicative, allowing stakeholders every opportunity to provide input into the process.

Dr. George Ellenberg said we need to figure out if the "regional comprehensive" will still exist with the metrics system. That poses a lot of concern if we move down that road. It will mean more research, more undergraduate research, all those things mean a time and resource commitment that may present a quandary going forward.

Dr. Kim LeDuff stated that in her recent role, she has been talking to faculty. She said a lot of ground work has been done, in the early stages. She and the faculty she has spoken with hopes the new president will come in and allow us to be strategic in our initiatives. She added that UWF is poised to find our identity through these initiatives that have been started. Dr. LeDuff explained UWF's University College. Retention planning processes. She explained that when we look at the data in a few years reflective of the new initiatives we will see the return on our investments. Dr. LeDuff said she feels a lot of things bubbling up at UWF and with the right leadership, it would really define who we are.

Dr. Saunders said, "Our direction has been set for us." The role we've seen ourselves in up until now is changing. We must build on our strengths. We are already doing things very well naturally, we just need to amp those up. We have three metrics tied to career success and we already have the right spirit there. It should be an easy step to "amp up".

Ms. Holley asked if UWF has alumni actively involved.

Dr. Kelly explained not traditionally. But football will definitely help. He added it is difficult to engage past

students with only academic departments.

Ms. Holley then asked, "Does your faculty stay involved with students?"

Dr. Saunders said yes. She added that most UWF students who are high achievers credit their faculty members and advisors for their success. UWF faculty keep up with their students. Faculty being a part of the students' lives and success has been a part of the culture of UWF since its beginning and that's a good thing.

Ms. Holley asked if UWF has a strong connection with the local high schools.

Dr. Saunders explained that yes, most UWF students are from the local area.

Dr. LeDuff stated that peer mentoring is one of UWF's programs whereby students can apply for a program of study at sixth grade. UWF brings high school juniors and seniors on campus to help them understand college. This program has been in existence for three years now and is very beneficial especially to first generation students and their families. UWF is reaching out to younger students to help them and their families prepare and think about college earlier.

Ms. Lott asked Greenwood/Asher to look for a president who wants to bond with the community.

Dr. Kelly added that UWF spent a long time teaching and learning "in the woods", but that did not do a great job of bonding with the community or even UWF alumni. UWF has had a significant change in that over the past five to eight years and this change needs to be nurtured for a long time.

Dr. Cunningham remarked that a small number of universities started in the 1960's as lower-division institutions and later became four-year universities. We are one of those universities, now on track with openness of thought to invite the opportunity to get on the preeminence stage. UWF's finances are good and we are poised to have opportunities for success over the next few years.

Chair O'Sullivan said he wanted to discuss what happened two years ago when there was a vote of no confidence in our president from our faculty. He asked Provost Saunders to please talk about what we did as a response to that.

Dr. Saunders stated that was a dark time. She said there had been a disconnect. Not many presidents survive that. President Bense had three choices: quit, ignore the vote, or meet it head on. Dr. Saunders explained that President Bense met it head on. President Bense came to the faculty and said, "It's clear, we've disconnected, but I'm listening." President Bense made changes in her cabinet structure and created an Executive Vice President position. Dr. Saunders added that there seemed to be a perception that the academic side was not important. Faculty felt the president had been great externally, but not internally. President Bense then became very accessible internally. Dr. Saunders said one of the biggest issues was salaries and compression issues. UWF had not had consistent raises. Dr. Saunders explained that the right-minded people came to the table and worked to solve the problems.

Chair O'Sullivan added that UWF had an Office of the President and a Chief of Staff that were eliminated and that elimination opened up communications with the President.

Dr. Ranelli explained that there were issues placed as priorities that faculty did not agree with. Football was another contentious issue. It was made a priority. Bad personnel issues inconsistent with faculty leadership. The purchase of a golf course. Diversion of funds. We failed the metrics the first year, but through the Herculean efforts made by the Provost and others, we were able to turn our score around. President Bense realized the error of those ways, shifted priorities, and UWF has made dramatic progress.

Chair O'Sullivan explained that in the Performance Based Funding Metrics, a university can receive points for

excellence and points for improvement. The first year, UWF was lucky to submit an improvement plan and we got funding. The second year, UWF knocked the ball out of the park with improvement points. This year, many of our points are based on excellent efforts by our Provost and the university staff and our students.

Dr. Ellenberg stated that things are moving in our way, but they are crystallizing and are still very fragile. We must be careful as we move forward.

Dr. Kelly commented that in the past it's always said that it is o.k. for UWF employees to make less money. But the fact is, there is a shift in mentality to "Let's pay our people at least to be in the same space as universities our size and space." Not only in salary, but in incentives and in our faculty members' contracts. So now, faculty can look at UWF as a career builder.

Dr. Ellenberg stated that now the paradigm has changed. People should want to come here [UWF] to teach and to research. Our next steps are important to ensure that occurs.

Dr. Ranelli shared that UWF needs a good culture fit. A president who comes in with a completely different agenda may take us back three to five years. The match is very important. UWF is emerging.

Dr. Harper commented on the new tools the new president will have include: sustained performance evaluations; senior faculty members will need to meet tenure standards every six years, and if they fall short, a work plan will be established to maintain standards. The new president will need to be prepared for these changes in tenure and sustained performance evaluations.

Chair O'Sullivan asked Dr. Ranelli "If the faculty wrote the position description, would it be PhD preferred?"

Dr. Ranelli motioned in agreement.

Dr. Kelly explained that he did not think there is a faculty in the country that would feel differently.

Dr. Ranelli explained that the draft Greenwood/Asher provided today provides the flexibility but honors that expectation.

Ms. Holley explained that the decision is clearly up to the UWF Presidential Search Committee.

Dr. Ranelli stated that he believes the vetting process will consist not so much of paper qualifications, but buy-in to the culture and expectations of UWF.

Ms. Holley explained that Greenwood/Asher views the most important part of the process as referencing.

Dr. Ranelli explained that the search committee has provided a process where the students, faculty, staff have been involved in the process and taken ownership of the process.

Chair O'Sullivan stated that he thinks the only thing constant is change. He added that UWF is looking for a candidate who will lead us through change.

BOT Chair Lewis asked Ms. Holley "How many other searches are you currently doing in Florida?"

Ms. Holley responded, "Four, all public, but none presidential."

BOT Chair Lewis discussed the issue of length of contract and contract renewal time frames. He asked the Greenwood/Asher consultants how sensitive of an issue will this be in UWF's presidential search.

Ms. Holley stated that she does not see that altering the pool of candidates.

Ms. Shelley Feather stated candidates will be expecting renewals of multiple years. That will be the issue.

Dr. Ranelli asked, "What's the market like?"

Ms. Holley answered, "The excitement is out there. Some candidates will not come in because it's a public search. UWF's candidate pool may not have many sitting presidents. People seem genuinely excited about what's happening at UWF and of course the area."

Dr. Ranelli asked, "What about a president who comes in to "retire"?"

Ms. Holley replied, "Wouldn't you prefer a president to come in and do a fabulous job for three years? No matter someone's age, they can always tell you this is where they will stay and then they can always move on." She added that the Committee should look at indicators in candidates' experience that will show their career progression and goals and where this position falls into those goals.

BOT Chair Bear asked if there are ever penalties established for appointees who leave a position early.

Ms. Lott answered that provisions such as cancellation of deferred compensation or retention bonus for staying can be included in the contract.

Dr. Ranelli asked for a search process clarification regarding the short list of candidates, campus visits, accelerated decision.

Ms. Holley explained that once the Committee identifies a short list, hopefully the candidates will allow Greenwood/Asher to do the basic reference checks. Then deep references will be conducted on final candidates.

Dr. Ranelli asked if feedback is solicited and collected from campus visits.

Ms. Holley explained that online or paper feedback forms from all those attending interviews with candidates and an individual compiles for the search committee will be provided as the Committee wishes.

Ms. Holley asked cabinet members to please let Greenwood/Asher know if cabinet members are aware of candidates to be called. She said the summer is a time when candidates can be lost, so Greenwood/Asher will be working hard to identify a pool by the end of the spring semester. She explained that is why Greenwood/Asher needs the presidential position profile as soon as possible.

Meeting adjourned 12:49 p.m.

#### OPEN FORUM MEETING WITH FACULTY SENATE & UWF FACULTY

The meeting started at 1:05 P.M. There were fifteen people present.

UWF Presidential Search Committee Chair Mort O'Sullivan welcomed all guests present and said he looked forward to hearing from the university community today and giving everyone the opportunity to meet members of the Presidential Search Committee and our search firm consultants.

Chair O'Sullivan introduced Julie Holley, Principal Consultant and Shelley Feather, Library Practice Leader and Executive Search Consultant with Greenwood/Asher & Associates. Greenwood/Asher & Associates is the search firm for the UWF Presidential Search.

Ms. Holley posed 4 questions to those present:

1. Within the next 3-5 years, what do you think the next president of UWF will need to accomplish to be successful in this role?
2. What do you think the experience and skills should be of the next UWF president?
3. What do you view as the challenges & opportunities the next UWF president will face?
4. What are your points of pride about UWF or the area? What would you not necessarily find on the UWF website?

Ms. Holley then opened the forum up for comments and questions.

Dr. Ted Fox, Faculty Senate President & Trustee, explained it is really important for UWF to not only have someone who is tuned into the academic environment, but someone who can maneuver the political realm. Comment: UWF is a very dynamic regional comprehensive university which is one of our strengths. He encourages the search committee and Greenwood/Asher to find a president who realizes this. He added that UWF needs a president who will instead of transforming UWF into something it is not, to remain true to UWF's regional comprehensive focus, which is why people come here.

Ms. Amanda Ziegler, Head, Professional Studies Library, stated that being a regional comprehensive institution is UWF's real strength. Seeing students from so many different disciplines. There is a lot of research happening at UWF and the students are engaged. UWF has a real variety of academics and our students come with a variety of interests regardless of what discipline they are in. A strength for UWF as an institution is we seem to be in a really good place and we are poised for the future. She added that she would like to see a president who is invested in bringing UWF into the future and build on the base that's already here and not make UWF something we are not.

Ms. Holley asked "Do you believe there is an appetite for growth here at UWF?"

Comment: One of UWF's big selling points is our small class sizes. UWF is not seeing proportional growth in number of faculty to support the larger number of students required by the metrics.

Comment: UWF had significant enrollment increases couple years ago. Apparently UWF had a lot of incapable students admitted as a result. Now the focus is quality not quantity. Our classroom size has changed with many more students and fewer faculty.

Dr. Kristie Abston, Assistant Professor, Management & MIS stated that it is important UWF find someone that will believe UWF is not a university considered the armpit of the state. We are the best kept secret. Our students compete against Penn State, University of Tennessee, Mississippi State, and many other universities. UWF has some of the very best students out there and we have the more-rural and not-as-high-performing students who UWF takes and transforms and we churn out excellence.

Comment: UWF needs to move toward doing what is needed to gain revenue not lose revenue, like the last three years.

Trustee Garrett Walton asked the audience if they have ideas on how UWF can move forward and meet challenges beyond the performance metrics.

Chair O'Sullivan asked Dr. Ted Fox how many faculty senate members UWF has.

Dr. Fox answered "twenty three."

Chair O'Sullivan stated that since we only had five members present at today's forum, he asked Dr. Fox to please remind the Faculty Senate about the time set aside tomorrow for them to encourage a larger turnout.

Chair O'Sullivan asked Becky Luntsford to please distribute the four questions posed by Greenwood/Asher to the UWF faculty so they can send responses and comments directly to Greenwood/Asher.

Meeting adjourned at 1:26 p.m.

#### OPEN FORUM MEETING WITH SGA & UWF STUDENTS

Meeting started at 2:00 p.m.

There were 7 students in attendance with a total of 15 people in attendance.

UWF Presidential Search Committee Chair Mort O'Sullivan welcomed all guests present and said he looked forward to hearing from the university community today and giving everyone the opportunity to meet members of the Presidential Search Committee and our search firm consultants.

Chair O'Sullivan introduced Julie Holley, Principal Consultant and Shelley Feather, Library Practice Leader and Executive Search Consultant with Greenwood/Asher & Associates. Greenwood/Asher & Associates is the search firm for the UWF Presidential Search.

Ms. Holley posed 4 questions to those present:

1. Within the next 3-5 years, what do you think the next president of UWF will need to accomplish to be successful in this role?
2. What do you think the experience and skills should be of the next UWF president?
3. What do you view as the challenges & opportunities the next UWF president will face?
4. What are your points of pride about UWF or the area? What would you not necessarily find on the UWF website?

Ms. Holley then opened the forum up for comments and questions.

Student 1 stated that he been at UWF since entering as a freshman. He explained that he has been very involved. As he was exploring universities, UWF was a back-up plan for him but he found it to be a place where he could grow and be a part of his community. Mr. Robinson commented that the next UWF president needs to focus on diversity. UWF continues to grow and accepts black students, however he believes diversity issues need to be important. He added the president must have an ear to listen; come to student events; hear student concerns. He stated, "We don't feel fully included." He said he believes the next president needs to know that. He added that football will bring black athletes and students here. Mr. Robinson said he wants to start a Black Student Union. He would like to see a president who truly cares about these issues. Our LGBT community as well, UWF is a predominately white institution.

Student 2 said this is his fourth year here on campus. The community aspect of the school here is great. He stated that he has never felt more at home than at UWF. He said he feels like he can talk to anyone. A presidential candidate needs to be personable; sit down; enjoy the people; and the campus. He said if the next president is a business minded, clinical person, that will create tension.

Student 3 explained one of the big reasons she came to UWF was because it is big enough to have football coming and other events, but small enough to have small classrooms. She added that she would like to see a president who has a real focus on student life and that should be one of the key drivers. Students should feel engaged and connected here.

Ms. Holley asked the students, "Is this a vibrant university - student community - on the weekends?"

The attendees answered, "No, unless you are a part of an organization."

Ms. Holley asked the students, "What do students do on the weekends?"

Students provided the following responses: students who live close by, go back home for the weekends; some go to the beach, downtown; a lot of students go out of town to New Orleans, Atlanta, etc which is a huge loss, we have so much to offer here; if we offered weekend plans for students, more people will stay.

Student 4 remarked she is a freshman and a national merit scholar. She stated that she came in January 2015 for a scholarship competition and President Judith Bense was there. She went on to say UWF was the only university where the President came out and talked about the university at the campuses where she visited.

Student 1 stated that UWF has become more indulged in the community. Students can now see UWF marketing in the community, which will help. Going to the Blue Wahoos Stadium for football games will help. Working with local businesses who cater to college students will help. Offering student discounts, college nights, etc. would be a great way to pull students into the community. Education is important in college, but Student Life is also important. Dr. Kevin Bailey is so important, he's been so good to me. You can be a professional, but still fun.

Ms. Holley asked the students, "Why do you stay?"

Student 5 stated that she came here for beach but she stayed because it was easy to get involved. It was pretty easy to join organizations. She added that her professors are wonderful and she hopes the next president focuses on faculty and staff, because they are so good to the students.

Ms. Holley asked the students if they have internships.

They all replied, "Yes."

Student 6 stated that he grew up in the area close to the UWF campus and he and his friends would play basketball on campus and enjoy the nature on campus. He said he never really knew anything about UWF as a university until he was applying to colleges. He had looked at many different universities and colleges and had planned to attend elsewhere. When he visited UWF, he was convinced by members of SGA and the student activities organizations to give UWF a try and he said he is glad he did. He decided to save some money, continue to live at home and attend UWF. He said he has never looked back and he is so proud to be a UWF student. He knows his opportunities at UWF have been greater than anything he could have received elsewhere and getting involved at UWF was easy and has been a rewarding experience for him. His close relationships with his professors has helped him succeed in his studies and he believes his plans for his future are great.

Student 4 explained that she talks to friends who are students at other universities and she has realized her opportunities have been so much more at UWF in the classroom with research opportunities, studying abroad, etc. than any of her friends.

Chair O'Sullivan asked the students what they hear as to why students leave the university.

Mr. Brandon Robinson explained he believes one reason is lack of tradition. He added that larger universities have traditions, but UWF does not. There are small attempts, but the attempts are not appealing to students. He explained that he is a communications major, and wishes there were more classes to prepare him to be on television. He said UWF is cheap, but the academics are not there.

Student 5 commented that she is a public relations major, and she does not feel like UWF is focusing on the social media courses. Programs aren't updated.

Student 4 said he thinks first-year students get bored. He stated that he is an honors student and has a great time being challenged. Greek club students have a great student life. Other students are sort of left out.

Julie Holley asked if there is a large Greek life at UWF.

The students stated that yes, Greek life is a huge part of the UWF student body.

Julie Holley asked what should Greenwood/Asher tell potential candidates is great about UWF?

Additional student comments included:

- Our students are great!
- Our next president should really care about the students like his or her own children or grandchildren.
- There is a lot of capability for a student to leave a mark.
- UWF still has a lot of room to grow.
- Students can make a big impact here and accomplish a lot.
- The community here on campus is an awesome community!
- Getting students to stay involved is important, because being a part of this university is awesome.
- We want to keep the UWF community growing.
- The local community is really diverse.
- There are a lot of subcultures within an hour's drive and there is huge potential here to get the surrounding communities involved with the university.
- UWF just invites you to try everything and it's o.k.
- We want a president who is transparent and truly wants to be involved with SGA and our students.
- SGA is connected to the students and we want a president who will be committed to staying involved with SGA.
- The class sizes.
- This university is really unique. Our relationships with our professors are great!
- Our faculty care about us.

Session adjourned at 2:46 p.m.

#### OPEN FORUM MEETING FOR STAFF SENATE & UWF STAFF

The meeting started at 3:00 p.m.

There were twenty-eight people in attendance.

UWF Presidential Search Committee Chair Mort O'Sullivan welcomed all guests present and said he looked forward to hearing from the university community today and giving everyone the opportunity to meet members of the Presidential Search Committee and our search firm consultants.



Chair O'Sullivan introduced Julie Holley, Principal Consultant and Shelley Feather, Library Practice Leader and Executive Search Consultant with Greenwood/Asher & Associates. Greenwood/Asher & Associates is the search firm for the UWF Presidential Search.

Ms. Holley posed 4 questions to those present:

1. Within the next 3-5 years, what do you think the next president of UWF will need to accomplish to be successful in this role?
2. What do you think the experience and skills should be of the next UWF president?
3. What do you view as the challenges & opportunities the next UWF president will face?
4. What are your points of pride about UWF or the area? What would you not necessarily find on the UWF website?

Ms. Holley then opened the forum up for comments and questions.

Ms. Bonnie Bell, Administrative Specialist, Office of the Provost, stated she has worked at UWF for three years. She remarked that the new president must be able to move the university forward as we tackle the Performance Based Funding metrics. She believes a big focus should be placed on morale of the faculty and staff. She stated the new president should be someone able to boost morale and have great leadership skills. The president needs to be able to rally people and show support for everyone in a non-biased way. We want someone to help us all know what we need to do to help UWF. She believes the greatest challenges will be morale and the metrics. She stated her point of pride is that UWF is a local regional university and Pensacola has a lot of pride in UWF and is excited about football.

Ms. Angie Jones, Director of Procurement & Contracts, said she has been employed at UWF for four years. He explained her point of pride is what you see in this room. UWF Staff is behind the scenes getting things done. Staff has to be flexible with what the legislature throws at us, football, etc. and Florida Virtual Campus touched almost everyone in the room. The next president needs to know what a gem of a staff he or she will have here on this campus. In the past two years, staff has been hit with a lot and we are flexible and able. The next president must keep the morale of the staff up and that is going to be huge. UWF staff have a great rapport with faculty and that needs to be maintained.

Mr. Dave Scott, Director of Athletics explained he has been a UWF employee for five years and is a graduate of UWF. He has seen a lot of change. He believes UWF has greater recognition than ever before, but more can be done. He added it is important for UWF to grow. UWF needs to be the economic driver for the community. UWF cannot be everything to everybody, but we are a great institution. A great value. We have a beautiful campus. Athletically, UWF has done very well. By using Athletics as the front porch of an institution opens doors for people to come here.

Mr. Eric Kollar, Director, CEPS Advising Center, said he has worked at UWF for six years. He stated the metrics is an important topic to discuss. From an advising perspective, our day to day duties since the metrics have changed. Staff has less time advising, and spends more time reporting. He commented that our current president always brings staff into conversations when faculty raises are discussed.

Mr. Bob Shaw, a UWF employee for twenty years said the new president needs to understand the role of regional comprehensive institution compared to that of a flagship institution. He agreed with other comments.

Ms. Holley asked, "What calls you to stay?"

The audience responded, "Good people. We are like a family here."

Unidentified attendee said "When I go away to a conference, I am really happy where I work and I am always glad to come back here."

Ms. Judy Jones asked a question, "What questions will the presidential candidates ask that will be most controversial?"

Ms. Holley responded that questions in the Sunshine may be something candidates will need to get comfortable with. They will want to know what the union environment is like here. They may also want to know what are some of the common challenges other presidents faced here at UWF. She added that she does not believe it will be difficult to have candidates to be interested in applying for the position.

Mr. Marc Churchwell, Director of Military and Veterans Resources Center stated that we need to continue to serve our military men, women, spouses and children.

Mr. Bob Shaw added that 10% of UWF students receive VA benefits and 25% have military affiliation.

Ms. Judy Jones asked, "What happens if this is a failed search?"

Ms. Holley replied, "We are your firm for as long as it takes. We will regroup and continue the process. We don't anticipate that happening."

Ms. Bonnie Bell asked Ms. Holley to please explain the search process.

Ms. Holley explained that a position description is being devised. Once that is crafted, Greenwood/Asher will advertise the position, go out and identify candidates by reaching out to sources, prospects, asking for nominations, and networking. She told the audience to please let Greenwood/Asher know via email or phone any questions, nominations or comments. She explained one of the challenges is to conduct the search in the sunshine.

Mr. Jim Hammond asked if there are other avenues for input.

Ms. Holley and Ms. Becky Luntsford explained that on the [uwf.edu/presidentialsearch](http://uwf.edu/presidentialsearch), the four questions being asked in the open forum meetings will be made available to anyone who wishes to submit a question or comment. Those comments will be directly and anonymously sent to Greenwood/Asher. Also Greenwood/Asher contact information will be published on the presidential search website.

BOT Chair Bear explained to the audience that the metrics are here to stay. He mentioned that the Board and UWF administration are doing things right now that will focus on student success and success of UWF. He added that the UWF community will hear more as we move forward and he is excited with the direction we are going. He explained that the Board and administration will begin talking about these plans three to four months before they had originally planned to so. He said this information needs to be included in the presidential profile. The candidates will know what we expect from an aggressive person, a person not coming here to retire, but who will understand UWF is a great place and a great place to go to school.

Meeting adjourned at 3:45 p.m.