

Minutes

UWF Presidential Search Committee: Presidential Position Profile Subcommittee Meeting

UWF, Bldg. 10, Room 241

April 1, 2016

The meeting started at 8:32 a.m.

Presidential Position Profile Subcommittee members present: Chair Garrett Walton, Athena du Pre, Steve Riggs and Scott Keller. Pam Dana, Collier Merrill, Bentina Terry, and Rick Harper participated by phone.

Presidential Search Committee members present: Chair Mort O'Sullivan, Wayne Ansley, Steve Kass and Christopher Thrasher.

Others present: BOT Chair Lewis Bear, Jr., Ed Ranelli, Jamie Sprague, Pat Lott and Becky Luntsford.

Chair Walton welcomed everyone and explained that toward the end of the meeting we will offer the opportunity for public comment.

Chair Walton explained that everyone should have received a large packet of materials related to the presidential position profile, extensive minutes from the March 7 & 8 open forum meetings and input sent to Greenwood/Asher & Associates.

He went on to explain that this legislative session introduced the Preeminent Emerging University criteria. This is an important aspect for us moving forward as we get into discussion on this topic. Everyone should have received these materials yesterday.

Ms. Pat Lott recapped that the Metrics allows additional funding for preeminent universities and it gives 12 criteria for universities who fit that criteria. Right now only UF and FSU fit that criteria. So the Legislature passed a bill this year allowing a university to meet 6 of those 12 criteria and be defined as an emerging preeminent university. A plan has been created giving an analysis of where UWF is at this time compared to meeting the emerging preeminent status. That plan was presented to the Board of Trustees at the March 24, 2016 meeting and the Board approved giving permission to the Provost to develop a plan toward reaching emerging preeminence status and that plan will come back to the board.

Chair Walton gave the charge to the subcommittee. He explained this subcommittee will finalize the presidential profile. That profile will be included in the University Presidential Prospectus, which will be designed by Megan Gonzalez and her group, and this subcommittee will review the final product before being provided to Greenwood/Asher in their recruitment efforts.

Chair Walton went on to explain that today the subcommittee will focus on the presidential profile. He asked for subcommittee members to begin the dialogue.

Chair Walton stated "Question 1: What are the main challenges and opportunities for the university ahead." I believe the state universities are under some serious challenges with the metrics which present serious opportunities and challenges for UWF.

Mr. Steve Riggs stated that there are individuals who attend qualified institutions out there that are online and very expensive but the education is not very good. What qualifies as education is not necessary a qualified education.

Dr. Athena du Pre said UWF must ensure that the quality remains in our university's presentation.

Chair Walton reemphasized that it is important that our president be well prepared and equipped in performance metrics as they evolve and the emerging preeminent university work.

Mr. Steve Riggs said he does not care what a candidate did 10-15 years ago, it's what they can do now.

Ms. Bentina Terry said based on BOT conversation and what UWF means to the community, as UWF continues to strive toward academic excellence, remaining connected and tied to the community increasing more important, and helping the educational outcomes throughout the system (i.e. child starting in Pensacola has a fighting chance to get into the new and improved UWF. That connection doesn't just happen on the campus, but in the larger region. We need to figure out how to do things with the right reasons in mind as we move toward becoming an emerging preeminent university. The candidate must have a perspective that extends locally, regionally, state and nationally.

Chair Walton wanted to discuss one of the comments made at the open forum session. That comment being the new president must come from the academy/academic background. Those people also made comment that other leadership considerations and experience is a big deal. I do not see a divide there. He asked for input from the subcommittee on this issue.

Dr. Pam Dana stated that she has a PhD, but she does not think that is the end all for an individual to be an "end all" for a qualified as president of a university. We want someone with strong leadership skills, business prowess, and political prowess, to have an academic background that can engender respect from the community at large. Just having a high degree does not make a fine leader.

Dr. Athena du Pre said she believes preeminent status is going to require someone with a high level of experience in higher education. She said if we went to another industry and said we have an excellent leader with great skills but they know nothing about your industry, they

would think we were mad. She believes the candidate should have substantial experience in higher education.

Dr. Scott Keller agreed with Athena. He explained that he looked at the preferred characteristics, and then he looked at the 12 criteria for emerging preeminent university. He added that 8 of the 12 criteria would require someone with university experience in order to truly be able to move the university on those metrics and for UWF to move into preeminence would require 6 of the 12. It's the inside of the university that will move UWF on those measures. It's going to take the students and faculty to achieve these. Without experience with students and faculty, how will we know the candidate will be able to move us on those metrics? He found that most of the criteria require university experience as well as business experience. I believe we should look at characteristics and traits that show a more committed experience in higher education. He wants the position description to state that we are a higher education institution and looking to achieve preeminent status and we take higher education very seriously.

Dr. Rick Harper stated, In looking at the EPU, what is immediately apparent is if UWF is going to achieve this, it is going to be a radically different institution than it is today. Relative to size of the university, we are currently at 1/5 of the research number and the university is going to go through substantial transformation working towards EPU. He does not agree that the traditional academic culture is equipped to deal with this transition. Changes are going to be painful and involve budget and fundamental changes. Budget cuts in some areas to fund others. To make changes that are going to be necessary, will take someone with a different mindset than just higher education.

Ms. Bentina Terry said in the corporate world, you often times bring in someone with very little background in a particular industry but is able to be a change agent. The key is to bring in the right person at the right time. I believe if we exercise great flexibility to think more broadly for what we might need. We will find the right person for the university at this time. This person needs to be a change agent, understand the pace of change, the push of change. I would shy away from any rigid definitions of what we are looking for at this point.

Dr. Pam Dana agreed with Bentina and Rick.

Mr. Collier Merrill explained that the flexibility is crucial in this process.

BOT Chair, Lewis Bear, Jr. stated that if UWF wants to become an EPU, there will be challenges to our mission. Our mission is aimed toward educating NWFL college graduates, and our focus has stayed on NWFL. In order to maintain some of the other issues such as diversity, we're going to have to go outside of our typical market area to find those students who can have the types of successes we need - 20,000 + students – to become EPU. We should be proud that we are a great friend of the military, but the non-traditional students are pulling our metrics down. We have to figure out how to get these other students through online programs to UWF to help our numbers. Somebody who comes in here cannot be focused on the traditions of UWF, they

have to be focused on the future. As we were discussing the EPU status, we talked about rewriting our mission statement and we decided that did not need to be done. Our end goal is to prepare students for high wage jobs and improve the economy of NWFL and how we get there is up to the next generation of students who comes through. He urged the subcommittee to keep in mind that a traditionalist who wants to come in and continue doing things the university is already going is not going to be able to drive this university where it needs to go.

Mr. Steve Riggs explained that in the business world, you must move with the “speed of business”. He added that we have never heard the term “speed of academia” before, but now we must. Academia is moving now and this new president has to move with the speed of academia.

Dr. Athena du Pre said she does not want us to think that someone who has been in higher education is stuck in the mud and would not change or move us forward. I want this person to be everything. I believe someone with a substantial amount of experience who could transition us into PU status would be an amazing opportunity for us. I do not think we should exclude people with experience.

Dr. Scott Keller said Kyle Marrero was brought up in conversation earlier and he had experience in higher education and now he is doing great in a presidential role. Traditional may not be the way to go, but experience in key areas is the way to go. Experience in business, leadership, ability to work internally with constituents, externally with community and government. He believes someone who has the experience of working with faculty, staff, students is a must.

Wayne Ansley added, and someone with financial management experience.

Dr. Steve Kass shared that he has talked to many UWF faculty members. They all want to see someone with some academic background who understands how to build programs in education and research. Someone in academics knows how to get the funding for research. Personally, I do not see how it is possible for us to reach PS because it has so much to do with research. UWF is a teaching institution. If we’re going to change our mission to teach more PhD programs, it will take decades and that will require someone with education in academics and research.

Chair Walton opened dialogue on how to write the concepts of the profile. He asked if all were in agreement to write, “we are not going to preclude non-trationals, but we have a preference for someone with significant experience in higher education. “

Athena du Pre said she really liked the term “preferred significant experience in higher education.”

Dr. Scott Keller asked that the subcommittee consider under preferred characteristics and traits say Executive Experience in Higher Education.

Ms. Bentina Terry said she did not think the word “extensive” experience should be included.

Dr. Athena du Pre asked “what do we mean when we say “executive experience?”

Dr. Scott Keller said if we took away the word “extensive” that is almost as simple as you can get. Executive experience is all inclusive.

Collier Merrill added keeping the profile as flexible as possible is the key.

Ms. Bentina Terry said in regards to research, there are significant research dollars in the world of industry as well. There are areas that procure many more research dollars than at universities, so we need to look at what skills we are looking for and not where the person got those skills.

Chair Walton said he felt the subcommittee made some great headway this morning.

He went on to explain that he took notes and referred to the minutes of the open forum meetings. He explained a few things in those meetings stuck out with him. The first was the students. They particularly appreciate their relationships with faculty, the president, small class sizes. Secondly, everyone wants to see the family atmosphere continue. Diversity came out loud and clear and that needs to be continued. Third, competition and dealing with the radical changes in the future.

Chair Walton asked members to refer to pages 9, 10, 11 on the Greenwood/Asher draft. He explained that he would like the description to be more succinct. He referred to the Association of Governing Boards’ (AGB) information that recommends not be so specific with details of the position that you scare someone off. In addition, not be so generalized whereby the candidates are not given clear guidance.

Chair Walton asked for any comments on the organization or structure of pages 9, 10, 11.

Dr. Scott Keller said he found the structure pretty good and he did not disagree with much.

Mort O’Sullivan said he believes the candidates will be looking at the other university information and not so much the specific words on Pages 9, 10, 11.

Ms. Pat Lott said he thought the subcommittee might want to add more on the challenges on the education environment and the challenges of the metrics.

Chair Walton said he will suggest a couple edits be made to include the performance metrics and the emerging preeminent university challenges of UWF and in higher education.

Athena du Pre asked if the Chair was suggesting we put in “well qualified to address”

Chair Walton answered “Yes.”

BOT Chair Lewis Bear, Jr. said he suggests the subcommittee include UWF’s working relationships with state colleges. By recognizing the state colleges are there to take care of students who will no longer be accepted to UWF because they cannot meet enrollment criteria.

UWF will still have an obligation to help those students find quality education – instate or out of state - so we must maintain good relationships with our state colleges.

Dr. Scott Keller suggested under leadership and vision, there needs to be an additional comment to focus on the university's vision to embrace and lead in NWFL and also to become an emerging preeminent university have the influence and vision to lead within the southeast and the nation by supporting distinctive programs.

Presidential Search Committee Chair Mort O'Sullivan asked Dr. Keller to write up that recommendation for Chair Walton.

BOT Chair Lewis Bear, Jr. reminded the subcommittee that taking a global look at our programs is good, but taking a global look at exporting our products is detrimental to our metrics.

Ms. Pat Lott said she believes the challenge of taking care of our local students while moving to emerging preeminence is important. A new local initiative, *Cradle to College* is going on and if you think that is an important concept to include, do so.

Chair Walton asked that all subcommittee members please send their notes and suggestions to Becky [Luntsford]. He reiterated that in light of this morning's discussion, the three primary considerations for the presidential position profile as being:

1. Non Traditional Role vs. Academia and make sure that meshes to accommodate all.
2. Dramatic change.
3. Vision Language.

Chair Walton asked that all subcommittee members please send their comments to Becky by Friday, April 8, 2016.

He reminded everyone that the subcommittee is scheduled to meet again on April 18th and April 25th.

Chair Walton asked anyone else present had anything to add.

Presidential Search Committee Member, Chris Thrasher, said the students would like an additional comment be included in the leadership and vision one bullet point "Communication with Students".

Presidential Search Committee Chair Mort O'Sullivan suggested at the end of the profile make one statement: "In summary, we are looking for someone with integrity, intelligence, leadership and bravery."

Chair Walton thanked everyone for their diligence, input and participation.

The meeting adjourned at 9:37 a.m.

Respectfully submitted,
Becky Luntsford, Recording Secretary, UWF Board of Trustees