

**State University System of Florida
Board of Governors**

University of North Florida

Table of Contents

Letter from UNF Board of Trustees Chair.....	1
Search Committee	3
Search Timeline and Process.....	8
Presidential Search Prospectus.....	13
Position Advertisement.....	25
Letter of Application and Curriculum Vitae.....	28
Proposed Employment Agreement.....	51



BOARD OF TRUSTEES

UNIVERSITY *of*
NORTH FLORIDA

March 5, 2018

The Honorable Ned C. Lautenbach, Chairman
Florida Board of Governors
325 West Gaines Street
Tallahassee, Florida 32399

Re: Confirmation of University of North Florida President-Elect

Dear Chairman Lautenbach:

I am pleased to request the Board of Governor's final confirmation of David M. Szymanski, Ph.D. as the President of the University of North Florida, as required by BOG Regulation 1.001(5)(c). In submitting this request, and as the chair of the Board of Trustees, I thank you for your advice and support during the search, and thank Board of Governors member, Wendy Link, for serving as an active member of the University of North Florida Presidential Search Committee.

In our search, the University of North Florida Board of Trustees and Presidential Search Committee sought to recruit a proven leader of excellence and integrity who would possess strong academic credentials sufficient to engender the respect of the University's students, the Academy, alumni and the community at large; demonstrate an unwavering commitment to scholarship, learning and discovery; possess extensive senior-level executive experience and higher education, business, government and political acumen; show a strong record of accomplishment; and possess both the ability to work within complex, multifaceted systems and the vision to deal with the dramatic challenges of the ongoing transformation of higher education. We are confident that we have selected a new president who fully reflects these characteristics.

Chairman Lautenbach
March 5, 2018
Page 2

As chair of the Board of Trustees of the University of North Florida, I respectfully request confirmation of Dr. Szymanski at your March 29, 2018 meeting. Attached is the additional information required by the Board of Governors. I hope you and the Board of Governors General Counsel, Vikki Shirley, will feel free to contact me with any comments, questions or concerns. Dr. Szymanski and I look forward to seeing you March 29.

Thank you,



Kevin Hyde, Chair

University of North Florida Board of Trustees

cc: Dr. Szymanski
Vikki Shirley, Esq.
Karen Stone, Esq.

Attachments:

Attachment 1: Presidential Search Committee
Attachment 2: Search Timeline
Attachment 3: Presidential Search Prospectus
Attachment 4: Position Advertisement
Attachment 5: Letter of Application and CV of Dr. Szymanski
Attachment 6: Key Contract Terms

University of North Florida Presidential Search Committee Members



Kevin Hyde is chair of the UNF Board of Trustees and is a managing partner and employment lawyer with Foley & Lardner LLP in Jacksonville, Florida. He is Board Certified by the Florida Bar in Labor and Employment matters. Kevin has been recognized by the highest performance rating in Martindale-Hubbell's peer review rating system as AV® Preeminent™. He has also been recognized as a leading lawyer in various publications, including *TheBest Lawyers in America*; *Who's Who Legal USA - Management Labor & Employment*; *Chambers USA: America's Leading Business Lawyers*; Florida's Legal Elite™ by *Florida Trend* magazine; and *Florida Super Lawyers®*. Kevin is active in civic and community matters. He was an elected member and past president of the Jacksonville City Council. Additionally, he served as chair of the Board of Directors for WJCT Public Broadcasting; the Jacksonville Public Education Fund; Jacksonville Community Council, Inc.; the Jacksonville Civic Council; and the Youth Crisis Center. Kevin is a graduate of the University of Florida College of Law (J.D., with honors, 1988); and the University of South Florida (B.A., magna cum laude, 1984).



Dr. Andrés Gallo is Professor and Richard deRaismes Kip fellow at the Department of Economics and Geography and co-director of the Flagship program in International Business at the Coggin College of Business, University of North Florida. Andrés received his Ph.D. in Economics at the University of Illinois at Urbana-Champaign. He received his Licentiate degree in Economics from the Universidad Nacional de La Plata, La Plata, Argentina. He also received a graduate Diploma in Economics from the Instituto Torcuato Di Tella, Buenos Aires, Argentina, and a Master of Science from the University of Illinois at Urbana-Champaign.



Isabella Genta is originally from Sarasota, Florida where she graduated from Pine View School in 2014. She is currently a senior at UNF, majoring in Interdisciplinary Studies and minoring in Biology and International Business. During her time at UNF, she has been an active student in the Hicks Honors College, a sister of Delta Gamma, served as a research assistant, and completed two study abroad programs. Bella plans to graduate in Spring of 2018 and continue her education by pursuing a master's degree in Environmental Policy and Sustainable Development. She hopes to one day work for a subsect of the United Nations Environmental Programme.



Ann Hicks is a former member of the UNF Board of Trustees and very active in the community. She is a 1994 graduate of UNF and she and her husband, David, are supporters of the university. Both the Hicks Honors College and Hicks Hall are named after the couple. They also established the Gray Scholarship Program and created the Pathways to Success Scholarship program. Ann is a civic leader providing guidance to the Bolles School, the Jacksonville Public Library Foundation, the Jacksonville Area Planning Board, the Daniel Memorial Home, HabiJax, the Cummer Museum of Arts and Gardens, the Junior League of Jacksonville, and the Jacksonville Public Library.



Mac Holley serves on the UNF Financing Corporation and is on the Executive Committee of the UNF Foundation Board. Mac is a Principal with Heritage Capital Group, and works with owners of mid-sized companies to create value through strategic planning, mergers and acquisitions, and comprehensive exit strategy design and implementation. Mac serves as a board member for the Northeast Florida Council of the Boy Scouts of America where he is the president. He is a past chair of the Baptist Health Foundation Board, a former member of the YMCA of Florida's First Coast Metro Board and is a graduate of Leadership Jacksonville's Class of 2002. Mac served as chair of Jacksonville Chamber of Commerce's economic development organization, Cornerstone, in 2003. He was appointed in 2003 by Jacksonville Mayor John Peyton to chair the Blue Ribbon Commission (the mayor's transition subcommittee for financing efficiency) and was appointed in 2002 by Jacksonville Mayor Delaney to chair the Preservation Project, an initiative to purchase and protect green space for public access in Duval County. Mac holds a B.S. in Corporate Finance from the University of Alabama.



Debbie Johnson served on the UNF Alumni Association board for more than 25 years in various positions, including former president. She has also served on the Student Affairs Community Council and on the Coggin College of Business Alumni Chapter. Debbie helped establish the On-Campus Transition (OCT) program at UNF. Debbie is active in the community, including involvement with The Arc Jacksonville, the Kiwanis Club of Jacksonville Beaches, the United Way of Northeast Florida, Leadership

Jacksonville, Lifework Leadership Jacksonville, and Switzerland Community Church. She also serves as a member of two ministry boards: Grace for Glory Ministries and Compass-finances God's Way.



Wendy Link is a member of the Florida Board of Governors. She is also a founding partner and serves as Managing Partner of Ackerman Link & Sartory and concentrates her legal practice in the areas of commercial real estate, asset-based financing, and general corporate law. Wendy serves as secretary/treasurer of the Florida Colleges Trustee Commission, a designated division of the Association of Florida Colleges, and as immediate past chair of the District Board of Trustees for Palm Beach State College. In

2011, Wendy was honored by the Florida Association of Community Colleges with its Trustee of the Year Award. She is chair of Florida Healthy Kids Corporation. She currently serves as a member of the Boards of Directors of the Economic Council of Palm Beach County, WPBT Channel 2, the United Way, the Forum Club of the Palm Beaches, BizPac, and a member of the Board of Supervisors for CityPlace Community Development District. She has served on the Community Forum on Ethics for Leadership Palm Beach County, is a member of Leadership West Palm Beach Steering Committee, and the SunFest Special Needs committee. As a past chair of the Dwyer Awards, she still serves as a committee member. Wendy received her bachelor degree from the University of North Carolina and her law degree from Duke University School of Law.



Rad Lovett has given his time and talents to both the UNF Board of Trustees and the UNF Foundation. In addition, he served as co-chairman of UNF's The Power of Transformation campaign. Rad is the Managing director and co-founding partner of Lovett Miller & Co., a Florida-based venture capital and growth equity firm that invests in privately held companies primarily in the Southeastern United States; also founder, chairman and chief executive officer of two growth companies, TowerCom

Development, LP, developers of wireless communication infrastructure, and TowerCom Limited, a developer of broadcast communication towers; has served as a director of more than 20 private companies. He is active in the community, volunteering his expertise to the Jacksonville Zoo & Gardens, the Youth Crisis Center and the Jacksonville Jaguars Honor Rows Program. Rad earned an A.B. degree from Harvard College.



Dr. Anne Lufrano serves on the UNF Student Affairs Council. She is a retired counseling psychologist. In 2009, she and her husband, Robert, retired chairman and CEO of Florida Blue, established the Lufrano Intercultural Gallery, located in UNF's Student Union. The not-for-profit gallery features traveling art shows and offers educational opportunities for students, faculty and staff. The Lufranos have been dedicated university supporters over the years, making generous gifts to the UNF Parents

Association Endowed Scholarships, First Generation Scholarships, Student Affairs Community Council, Music Flagship Program and the MOCA Jacksonville, a cultural institute of UNF. Additionally, Anne is significantly involved in the community, serving as a volunteer for the Jacksonville Symphony Orchestra and The Arc Jacksonville. Anne received a B.A. in Psychology from Queens College, CUNY, and a Ph.D. in Child and Family Psychopathology from Cornell University.



Paul McElroy is a member of the UNF Board of Trustees and is Managing Director and Chief Executive Officer of JEA – Jacksonville, Florida's municipally owned electric, water and wastewater utility. Paul currently serves on the boards of The Energy Authority, Inc. ("TEA"), Florida Reliability Coordinating Council, Northeast Florida Safety Council, Inc., and the Jacksonville Chamber of Commerce. Paul is a member of the American Public Power Association Board's Executive Committee and serves as Treasurer, as well

as Chair of the Finance and Audit Committee and Chair of the Retirement Committee. He is also a member of the Large Public Power Council CEO Roundtable. He holds a Bachelor of Science in accounting from St. Joseph's College in Rensselaer, Indiana and a certificate from the Advanced Management Program of the Wharton School of the University of Pennsylvania and pursued graduate-level studies at the University of Bridgeport and the University of New Haven in Connecticut.



Dr. Karen Patterson is the Associate Vice President for Faculty Resources and Dean of Undergraduate Studies, overseeing UNF's Hicks Honors College, first-year academic advising, student academic success services, and undergraduate research.

Dr. Patterson received her Ph.D. in Special Education from Kent State University. Her professional experiences have included teaching students with emotional and behavior disorders, and autism. Her research has a focus on improving practices for under-served students, college students with disabilities, collaborative partnerships, and parental involvement for students at risk for failure. Karen co-sponsored UNF's student chapter of the special education national organization, Council for Exceptional Children (CEC), and is an Outstanding Undergraduate Teaching Award recipient. She served as Department Chair (Exceptional, Deaf, & Interpreter Education) from 2010-2016.



Dr. Radha Pyati is Professor and Chair of the UNF Department of Chemistry and President of the UNF Faculty Association. She serves as the faculty representative on UNF's Board of Trustees. She has been at UNF since 2008 and served as Director of the UNF Environmental Center from 2008 to 2013. Before that, Dr. Pyati was on the faculty of the University of Colorado at Colorado Springs, from 1997 to 2008. She earned her Ph.D. in analytical chemistry at the University of North Carolina at Chapel Hill in 1995.

She is an analytical and environmental chemist active in research with undergraduates, and she has led the scientist team writing the State of the Lower St. Johns River Basin Report since 2008.



Dr. Judith Rodriguez is a Registered Dietitian/Nutritionist and is chair of, and professor in, the Department of Nutrition & Dietetics at UNF. She has many peer-reviewed and consumer publications, including the Latino Food Lover's Glossary, and The Diet Selector. Dr. Rodriguez, a past president of, and Medallion recipient from, the Academy of Nutrition and Dietetics and a UNF Distinguished Professor (2013). She has numerous other recognitions. Dr. Rodriguez has been active in education, service and research,

done media interviews and served on international projects and a national study of U.S. Hispanics. She has collaborated on study abroad and community-based experiences for students. She received a Ph.D. in Anthropology from Rutgers and a M.A. in Nutrition and Higher Education and a B.S. in Nutrition and Dietetics from NYU.



Dr. Bruce Taylor has been a supporter of UNF for many years. He previously served as chair of the UNF Board of Trustees and currently serves on the UNF Foundation. Dr. Taylor is chief executive officer and chairman of Taylor Engineering, Inc. The Taylor Engineering Research Institute and the Taylor Leadership Institute at UNF are both named in his honor. Dr. Taylor is the recipient of a number of honors and recognitions for his leadership roles, including the Distinguished Alumnus at the

University of Florida and Baltimore Polytechnic Institute, Florida Engineer of the Year and the nation's highest honor given to a professional engineer: the National Society of Professional Engineer's Award. Dr. Taylor served as an officer in the U.S. Navy Nuclear Submarine Service, receiving his Bachelor of Science (with distinction) from the U.S. Naval Academy in 1964. He subsequently earned his Master of Science in Oceanographic Engineering from the University of Miami in 1971 and his Ph.D. in Civil and Coastal Engineering from the University of Florida in 1974.



Sharon Wamble-King is a member of the UNF Board of Trustees and works in corporate communications, providing executive leadership for reputation management, external communication, internal and executive communications. Throughout her career, Sharon has held leadership positions for large, complex and global organizations. Sharon has been active in community and professional organizations including Florida Memorial University in Miami, the APEC Board in Orlando, WJCT, Public Broadcasting in Jacksonville, the Cultural Council of Greater Jacksonville, and the Regional Advisory Council for Leadership Florida. She is a member of the Arthur Page Society, Council for Communications Management, Public Relations Society of America, Society for Human Resource Management and the International Association of Business Communicators (IABC). She has served as an international executive board member for IABC and trustee of the IABC Research Foundation. Sharon holds a B.S. in communication arts and sociology from the University of the Pacific and a Master of Science in Mass Communication from the California State University, San Diego.

University of North Florida Presidential Search Timeline

April 1, 2017	The Presidential Search Committee was announced.
April 3, 2017	A Request for Quotation (RFQ) for a compensation consultant went out.
April 10, 2017	The Presidential Search Committee met to: <ul style="list-style-type: none"> • Introduce committee members • Charge the committee • Provide search guidelines • Provide the committee organization
April 11, 2017	Sub-Committees were appointed.
April 14, 2017	Presidential Search Committee Chair, Position Announcement Sub-Committee Chair and members of the UNF Board of Trustees met to discuss upcoming meetings and events related to the presidential search.
April 21, 2017	The Executive Search Firm Sub-Committee met to: <ul style="list-style-type: none"> • Review proposed RFQs for an executive search firm solicitation • Approve an RFQ for a solicitation announcement
April 24, 2017	A Request for Quotation (RFQ) for an Executive Search Firm went out.
April 26, 2017	A faculty Open Forum was held, facilitated by Chair Hyde and Sub-Committee Chair McElroy.
April 27, 2017	The Position Announcement Sub-Committee met to discuss: <ul style="list-style-type: none"> • Committee responsibilities • A timeline for completion of work • How to solicit input from key constituents • Key elements of leadership
April 28, 2017	Committee Chair Hyde selected a compensation consultant.
May 2, 2017	The on-line survey was launched.
May 9, 2017	The Presidential Search Committee Chair and Sub-Committee Chairs met with UNF Board of Trustees Chair Korman to discuss upcoming meetings and events related to the presidential search.
May 16, 2017	The Executive Search Firm Sub-Committee met to: <ul style="list-style-type: none"> • Review responses to RFQ. • Decide which firms to invite for in-person presentations to the Executive Search Firm Sub-Committee.
May 18, 2017	Committee Chair Hyde met with the Administrative & Professional Association during the spring assembly to provide a brief overview of the presidential search process.
May 22, 2017	Vice President Sharon Ashton met with the University Support Personnel Association during the spring assembly to provide a brief overview of the presidential search process.
May 22-23, 2017	The Executive Search Firm Sub-Committee met to: <ul style="list-style-type: none"> • Conduct interviews of finalists.

	<ul style="list-style-type: none"> Make a recommendation of a search firm to the Presidential Search Committee.
May 23, 2017	The Presidential Search Committee met to approve the recommendation of the Executive Search Firm Sub-Committee.
May 24, 2017	<p>The UNF Board of Trustees met.</p> <ul style="list-style-type: none"> Committee Chair Hyde updated the UNF Board of Trustees on the search process. <i>ACTION ITEM: the UNF Board of Trustees approved the Presidential Search Committee's recommendation regarding the selection of an executive search firm.</i> The Compensation Consultant provided an update to the UNF Board of Trustees on the compensation analysis for the UNF presidency.
June 1, 2017	Vice President Karen Stone met with the MOCA Board of Trustees to provide a brief overview of the presidential search process.
June 1, 2017	Dr. Radha Pyati, president of the UNF Faculty Association, met with the UNF Alumni Association to provide a brief overview of the presidential search process.
June 6, 2017	Vice President Stone met with the UNF Continuing Education Dean's Advisory Council to provide a brief overview of the presidential search process.
June 6, 2017	Committee Chair Hyde met with the UNF Foundation Board to provide a brief overview of the presidential search process.
June 7, 2017	<p>The Position Announcement Sub-Committee met to:</p> <ul style="list-style-type: none"> Discuss feedback from the faculty Open Forum and the on-line survey Discuss emerging themes from feedback received to date and next steps
June 8, 2017	Members of the Presidential Search Committee met for an Open Forum with the University Support Personnel Association and the Administrative & Professional Association.
June 16, 2017	Members of the Presidential Search Committee met for an Open Forum with the University Support Personnel Association and the Administrative & Professional Association.
June 16, 2017	Parker Executive Search met with the UNF Board of Trustees to discuss search process and expectations of qualified candidates.
June 16, 2017	Parker Executive Search met with the Presidential Search Committee to discuss the search process, expectation of qualified candidates, as well as position requirements, timeline, and advertising.
August 18, 2017	Presidential Search Committee Chair Kevin Hyde and Board of Trustees member Adam Hollingsworth met to discuss the presidential search process.
August 24, 2017	Vice President Stone met with the UNF Student Affairs Community Council to provide an update on the presidential search.
August 28, 2017	The UNF Board of Trustees and the Compensation Consultant met to discuss the draft compensation study.

August 31, 2017	Members of the Presidential Search Committee held a faculty Open Forum.
September 5, 2017	Parker Executive Search facilitated campus and community Listening Sessions to discuss the process and expectations of qualified candidates with vice presidents, deans, faculty, staff, students, volunteers and supporters, and volunteer leadership.
September 6, 2017	Parker Executive Search facilitated campus and community Listening Sessions to discuss the process and expectations of qualified candidates with business and community leaders, associate deans, department chairs, faculty, student leaders, and staff.
September 6, 2017	The on-line survey closed.
September 7, 2017	Committee Chair Hyde met with the UNF Faculty Association to provide an update on the presidential search.
September 7, 2017	Members of the Presidential Search Committee met with the UNF Foundation Board to provide a Listening Session to collect input for the presidential search.
September 13, 2017	The Position Announcement Sub-Committee met to further discuss feedback from Open Forums, survey questionnaires, and conversations with key constituents. The sub-committee also discussed a proposed position announcement.
September 18, 2017	The Presidential Search Position Announcement Sub-Committee met to review and recommend a Draft Position Announcement, to be presented to the full Presidential Search Committee for consideration.
September 18, 2017	The Presidential Search Committee met to review and approve a Draft Position Announcement, for consideration by the full Board of Trustees.
September 23, 2017	The UNF Board of Trustees met to review the final draft of the Presidential Compensation Assessment, to approve a range of compensation that will guide recruitment and contract negotiations, and to consider the Presidential Search Committee's recommendation of a Position Announcement for the for the Presidential Search.
October 2017	Advertisements announcing the position appeared appear in the following: <ul style="list-style-type: none"> • Chronicle of Higher Education • Diverse Issues in Higher Education • Asians in Higher Education • Women in Higher Education • Hispanic Outlook • Other publications as directed by UNF officials • University of North Florida website • Parker Executive Search website
October 12, 2017	The first search update from Parker Executive Search was provided to the Presidential Search Committee.
October 24, 2017	The UNF Board of Trustees met and Committee Chair Hyde provided an update on the work of the Presidential Search Committee.
November 16, 2017	The second search update from Parker Executive Search was provided to the Presidential Search Committee.

November 17, 2017	Committee Chair Hyde hosted a conference call to update the Foundation Board on the presidential search process.
December 7, 2017	The third search update from Parker Executive Search was provided to the Presidential Search Committee.
December 13, 2017	Committee Chair Hyde hosted a conference call to update members of the search committee on the presidential search.
January-February, 2018	Candidate identification proceeded through campus nominations, advertising, and direct recruiting by the Presidential Search Committee and Parker Executive Search to identify qualified candidates interested in the position.
January 18, 2018	The Presidential Search Committee met to receive the fourth search update from Parker Executive Search. Immediately following, the search committee discussed the search process and interview questions.
January 18, 2018	Committee Chair Hyde hosted a conference call to update the Foundation Board on the presidential search.
January 30, 2018	Members of the Presidential Search Committee met to discuss finalist presentations, feedback from the on-line survey, and draft interview questions.
February, 2018	Packets of materials for finalist candidates were available at Brooks College of Health, Building 39, Room 3031; Coggin College of Business, Building 42, Room 2010; College of Arts and Sciences, Building 51, Room 3301; College of Computing, Engineering & Construction, Building 4, Room 4201; College of Education & Human Services, Building 57, Room 3600; Hicks Honors College, Building 1, Room 1600; Thomas G. Carpenter Library, Building 12, Room 2402; Faculty Association, Building 16, Room 3100; Office of the President, Building 1, Room 2800; Alumni Hall, Building 60, Room 2106.
February 1, 2018	The Presidential Search Committee met to review candidate materials submitted for consideration. The Presidential Search Committee identified 12 candidates to schedule for initial interviews.
February 1, 2018	Committee Chair Hyde hosted a conference call to update the Foundation Board on the presidential search.
February 6, 2018	The Presidential Search Committee interviewed semi-finalist candidates.
February 7, 2018	The Presidential Search Committee interviewed semi-finalist candidates and, after a public comment session, made a recommendation to the UNF Board of Trustees of five (5) unranked finalists for campus interviews, however one candidate removed himself from consideration. A list of finalists was located on the Presidential Search website.
February 12-15, 2018	Parker Executive Search conducted extensive background investigations on final candidates, including Federal and U.S. criminal checks (10 years), credit history and motor vehicle checks, degree verification (all degrees), and a sex offender search. Parker Executive Search also conducted media reviews to identify potential controversial areas of concern, and obtained various signed

	authorizations regarding the accuracy of the candidate's CV/resume and any other information provided to Parker Executive search, on behalf of the client. After selected candidates were notified and approval was received from candidates, on-list and off-list referencing was done by the UNF Board of Trustees and Parker Executive Search.
February 12, 2018	Kevin Carman, Ph.D., Executive Vice President and Provost, University of Nevada, Reno, met with the UNF Foundation Board, MOCA Jacksonville Board, OneJax Board, UNF Alumni Board, UNF Osprey Club Board, Jacksonville Business Leaders, and UNF Advisory Councils. Dr. Carman held forums with associate deans, department chairs, faculty, staff, and students. And, the UNF Board of Trustees held their formal interview with Dr. Carman.
February 13, 2018	John Floros, Ph.D., Dean, College of Agriculture and Director of K-State Research and Extension, College of Agriculture, Kansas State University, met with the UNF Foundation Board, MOCA Jacksonville Board, OneJax Board, UNF Alumni Board, UNF Osprey Club Board, Jacksonville Business Leaders, and UNF Advisory Councils. Dr. Floros held forums with associate deans, department chairs, faculty, staff, and students. And, the UNF Board of Trustees held their formal interview with Dr. Floros.
February 15, 2018	Rhonda Phillips, Ph.D., FAICP, Dean, Honors College, Purdue University, met with the UNF Foundation Board, MOCA Jacksonville Board, OneJax Board, UNF Alumni Board, UNF Osprey Club Board, Jacksonville Business Leaders, and UNF Advisory Councils. Dr. Phillips held forums with associate deans, department chairs, faculty, staff, and students. And, the UNF Board of Trustees held their formal interview with Dr. Phillips.
February 16, 2018	David Szymanski, Ph.D., Dean, Carl H. Lindner College of Business, Professor of Marketing, University of Cincinnati, met with the UNF Foundation Board, MOCA Jacksonville Board, OneJax Board, UNF Alumni Board, UNF Osprey Club Board, Jacksonville Business Leaders, and UNF Advisory Councils. Dr. Szymanski held forums with associate deans, department chairs, faculty, staff, and students. And, the UNF Board of Trustees held their formal interview with Dr. Szymanski.
February 20, 2018	The UNF Board of Trustees selected the President-elect.
March 7, 2018	The UNF Board of Trustees submitted required materials to the Florida Board of Governors related to confirmation of the President-elect.
March 28-29, 2018	The President-elect will attend the meeting of the Florida Board of Governors and the Florida Board of Governors will confirm the President-elect.
May 31, 2018	The new President will assume responsibilities at the University of North Florida.

University of North Florida

Presidential Search Prospectus

Located just miles from the Atlantic Ocean in Jacksonville, the University of North Florida is a nationally ranked metropolitan university with a wide range of academic offerings. The University serves 16,500 students, more than 13,000 of whom are undergraduates. More than 50 undergraduate programs, many designed for the working student and almost a dozen that are fully online, provide advanced academic and professional education to over 1,900 students.

A public university and member institution of the State University System of Florida, the University of North Florida first opened its doors to 2,027 juniors in the fall of 1972. The University was accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACS) in 1974, and is currently accredited by SACS to award baccalaureate, masters and doctoral degrees.

UNF began admitting freshmen in 1984. Today, UNF offers 55 undergraduate degree programs, 30 graduate degree programs, and five doctoral degrees. The UNF Board of Trustees was established in Florida's Constitution in 2001. Each university in the State University System has a 13-member board — six members appointed by the Governor and five appointed by the Florida Board of Governors. The remaining two members are the president of the Faculty Association and the president of Student Government. The Florida Board of Governors has constitutional authority for the entire State University System.

Hallmarks of a UNF Education

- UNF has a strong reputation for small class sizes and individualized attention. With an average student-to-faculty ratio of 19-to-1 and an average class size of 34 students, UNF prides itself on having engaged professors who know their students, care about their futures, and mentor them toward success. Less than 1 percent of classes are taught by graduate assistants.
- UNF is known for Transformational Learning Opportunities, or TLOs as they are called on campus. These life-changing experiences outside the classroom include unprecedented undergraduate and graduate research opportunities, professional internships, study-abroad programs across the globe, community projects, meaningful civic engagement and more.
- UNF provides students with professionally relevant learning experiences that prepare them for the workplace. An estimated 77 percent of students take part in internships and other real-world experiences in their fields before they graduate. Because of this, UNF tops the state when it comes to graduates being gainfully employed in Florida.
- Since UNF students take part in study abroad at twice the national average, UNF graduates have a worldly perspective and a competitive edge in the global marketplace.

UNF received the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching, recognizing the University's commitment to community and civic engagement. At UNF, students and faculty engage in mutually beneficial community-based research and learning, and take pride in working together to make their community stronger.

Academics

UNF is organized into six colleges:

The Brooks College of Health

The Brooks College of Health prepares students to enter a variety of fields through specialized programming enhanced by partnerships with area healthcare organizations. Brooks graduates consistently excel on licensure exams, and its programs boast many accolades: The Physical Therapy graduate program was ranked No. 1 of the Top 25 programs in the nation; the School of Nursing was ranked one of the Top 50 nursing schools in the Southeast; and the online Master of Science in Nutrition and Dietetics was ranked No. 9 in the country. With an emphasis on hands-on learning in clinical settings and research in laboratories with cutting-edge technologies, nearly 3,000 students each year work toward degrees in health administration, health science, nursing, nutrition and dietetics, and athletic training. Both nursing and nutrition and dietetics are UNF Flagship Programs, two of six such programs on campus.

The Coggin College of Business

The accomplished professors of the Coggin College of Business, in partnership with area business professionals, provide classroom and real-world training that offers graduates an employment advantage. As a testament to the quality of the College's programs, The Princeton Review has named Coggin a Best Business School every year for the past decade. Students develop valuable knowledge and experience through internships and working with business mentors, while also gaining a global perspective through study abroad. The Coggin College of Business curriculum is designed around several academic areas: accounting, economics, finance, marketing, management and logistics. Coggin is also home to two Flagship Programs: international business and transportation and logistics.

The College of Arts and Sciences

The College of Arts and Sciences is the largest of UNF's six colleges with more than 6,300 students studying across an expansive array of undergraduate majors and a growing number of graduate programs. The College's School of Music, a Flagship Program, is one of the most recognized performance-based music programs in the country with faculty members who are renowned artists and established practitioners in their fields. The Coastal Biology program, another Flagship Program, provides high-quality learning experiences in an area rich in waterways. The College designs programs to allow students to engage and respond to the local community through unique and relevant opportunities — providing transformational learning that can significantly impact a student's thinking and their future. The College consists of 15 academic departments, and also houses a variety of unique programs and centers including the Public Opinion Research Laboratory.

The College of Computing, Engineering and Construction

The College is composed of three academic units: the School of Computing, the School of Engineering and the Department of Construction Management. One of the College's hallmarks is the high level of interaction between faculty and students on innovative research projects. In addition, the College teams up with corporations to provide students with real-world academic challenges,

paid internships and rewarding partnerships with professionals who serve as mentors. Many seniors spend their final year solving problems posed by area businesses as part of their capstone project. Through this combination of classroom, hands-on and workplace learning, the College promotes academic fundamentals and skills in leadership, problem-solving and communication, and its graduates have an almost 100 percent employment rate within six months of receiving a UNF degree. In addition, UNF ranks in the Top 50 nationwide and No. 2 in the state for return on investment on computing education degrees.

The College of Education and Human Services

Partnerships are a key to the success of UNF's education programs. Students gain clinical learning opportunities through the Urban Professional Development Program, a two-time national award-winning program created in collaboration with Duval County Public Schools, as well as the Jacksonville Teacher Residency Program. As a result of these and other joint efforts, UNF's education students gain significant classroom experience and graduates now comprise more than 25 percent of the newly hired teachers in area schools. In addition to its K-12 programs, the College offers training for positions in higher education and administration, sport management and American Sign Language/English Interpreting. Many of the College's 1,400 students participate in study-abroad experiences through a 30-year-long partnership established with the University of Belize and the country's Ministry of Education.

Hicks Honors College

UNF's honors program was elevated to the Hicks Honors College in 2015. In fall 2016, the exceptional students entering Hicks had an average GPA of 4.43 and an average of 30 college credits. The College provides these high-achieving students with challenging curriculum including unique courses in leadership, innovation and critical thinking. Hicks students also have the opportunity to study abroad at an affordable price through scholarship funding available through the College.

The Thomas G. Carpenter Library

The Thomas G. Carpenter Library on campus combines beauty with function. An architecturally unique structure, the Library provides students with easy access to a wealth of information resources and learning services. Named after UNF's founding president, Thomas G. Carpenter, the campus Library was built in 1980 and renovated and expanded in 2005. Within four floors and 199,000 square feet, the Carpenter Library offers students access to more than 360 computers and laptops, 860,000 volumes, 300,000 e-books, 38,000 electronic journals, 260 databases and 66,000 streaming videos. The Carpenter Library Learning Commons offers students a flexible academic environment with state-of-the-art technology, research consultations, instruction, study rooms and online resources. Through its Art in the Library program, the Library has added 130 pieces of art donated by artists and collectors.

Centers and Institutes

The University has 17 centers and institutes that support research activities including the Environmental Center, the Taylor Engineering Research Institute, Northeast Florida Center for Community Initiatives, and the Florida Institute for Education, to name a few. There are also several centers and institutes with a primary function outside of research, such as the Taylor Leadership

Institute, which is an initiative of Student Affairs. The Institute emphasizes the encouragement, promotion and rewarding of personal, civic and community engagement with a concentration on values and leadership constructs. The leadership minor offers an in-depth study of leadership from a theoretical perspective balanced with practical application. The Taylor Leadership Institute works closely with the Hicks Honors College.

Flagship Programs

UNF has designated six Flagship Programs based on excellence in faculty accomplishments, the potential to produce exceptional educational outcomes for students, and the power to link quality education to a range of community needs. With this status, Flagship Programs receive additional budgetary funds to hire accomplished faculty and staff, support related and auxiliary programs and facilities, recruit top students, and develop community partnerships. Since announcing the initiative in 2004, the University has designated the following Flagship Programs: the School of Nursing, Coastal Biology, International Business, Transportation and Logistics, the School of Music, and Nutrition and Dietetics.

School of Nursing

The School of Nursing was selected as UNF's first Flagship Program in 2005. It offers a wide choice of undergraduate and graduate programs tailored to meet community needs and adapt to changes in healthcare delivery trends. The primary goal of the program is to prepare nurses to practice effectively in a variety of settings and administer care that promotes, maintains and restores health to individuals, families and communities.

Transportation and Logistics

UNF selected Transportation and Logistics as a Flagship Program in 2006. Students complete courses in information systems, quantitative methods, transportation, warehouse management, distribution, international logistics, logistics management and a capstone in supply chain management. Students are encouraged to complete an internship to provide practical experience. The UNF curriculum emphasizes the perspective of logistics as an integrated part of supply chain management.

International Business

The International Business Flagship Program offers students the choice of an international business major or minor to help prepare them to compete in the global marketplace. A number of double-degree programs, including the graduate-level GlobalMBA, gives students the opportunity to combine intensive classroom study with residential experiences in overseas countries. The program trains students to understand international business, from free-trade areas to global competition to currency crises and foreign investment opportunities.

Coastal Biology

The Department of Biology's Coastal and Marine Biology Program was awarded Flagship Program status in 2006, establishing it as a center for excellence. Students pursuing degrees in the program have the benefit of working directly with accomplished faculty members conducting research on a broad range of topics. With UNF's proximity to the Atlantic Ocean, the St. Johns River and the

Intracoastal Waterway, students have the opportunity to take field-intensive courses and gain hands-on experience. Last year, more than 1,000 acres of wetlands just minutes from campus were donated to the University for use as a Coastal Research Station.

School of Music

The renowned music program at UNF has grown from its earliest offerings in piano and voice to a full range of performance concentrations that now include strings, woodwinds, brass, percussion, music technology, music education and jazz studies. The designation as a Flagship Program in 2011 provided the needed resources to expand offerings and allow the department to emerge in 2016 as the School of Music. With dedicated faculty members who are recognized artists in their fields, the School of Music and its graduates continue to receive national accolades and awards, and perform in some of the world's most respected orchestras, ensembles and venues.

Nutrition and Dietetics

The Nutrition and Dietetics Flagship Program engages and transforms students into effective nutrition and health professionals who work in a wide variety of settings including hospitals, schools, nursing homes, wellness centers and food service companies. Students at all levels are engaged in transformational learning including research, study abroad and community projects. In addition to providing accredited bachelor and master programs, the Department of Nutrition and Dietetics offers an online Doctorate in Clinical Nutrition. DCN students are trained to provide leadership in dietary prevention, intervention and treatment of chronic disease at both the individual and population levels.

MOCA Jacksonville

The Museum of Contemporary Art Jacksonville became a cultural institute of UNF in 2009. As a result, the Museum works closely with the University to expand learning opportunities for students while providing professional enrichment for faculty and staff. On a programmatic level, MOCA hosts faculty-curated exhibitions in the UNF Gallery, as well as classes in its classrooms and auditorium. Moreover, the partnership enables students and faculty to collaborate with visiting artists and scholars, as well as to work directly with objects from the Museum's permanent collection. MOCA serves the community through exhibitions, collections, educational programs and publications designed to enhance an understanding and appreciation of modern and contemporary art.

Research

The University of North Florida offers an innovative model for the role of research in a metropolitan comprehensive university. High-quality scholarship is expected from every tenure-track faculty member, and the essential role of scholarship in faculty lives and identities is described in the Scholarship Statement. The University accordingly features an enviable portfolio of basic, applied and translational research activity that in many disciplines enjoys an international reputation. And yet, as a public master's university, the University also emphasizes the engagement of undergraduates in the vibrant research enterprise. Many students who receive a bachelor's degree at UNF graduate having been directly involved in faculty-mentored research — and often as collaborators with faculty on conference papers and published articles.

A metropolitan university with a mission that includes serving the region of Northeast Florida, the University of North Florida is increasingly investing in faculty and student research activity that is responsive to a wide range of community partners — research that meets local needs and opportunities while contributing solutions to global challenges. This includes interdisciplinary research on topics such as transportation and logistics, coastal sciences, advanced manufacturing, applied health and advanced data analytics. Supporting these efforts are 17 centers and institutes and dedicated administrative units that proactively help faculty and students secure the resources they need to conduct impactful research.

The University of North Florida's research standing is improving rapidly. In the past few years, the University has moved up 39 places in the international University Rankings of Academic Performance report, and institutional citation rates are routinely double that of peer institutions when scaled for faculty size. Since 2013-14 alone, the value of external funding awards made to the University has increased by more than 40 percent, to almost \$13 million. This includes numerous competitive grants from the National Science Foundation, National Institutes of Health, the National Oceanic and Atmospheric Administration, the U.S. Department of Education and the Small Business Administration, among other federal and state agencies. Partnerships with industry account for more than 20 percent of externally funded research, anchored by major collaborative agreements with companies such as Johnson & Johnson, Florida Blue and Mayo Clinic. The University also has a small but valuable portfolio of inventions that is actively moving towards commercialization, mostly through licensing agreements with local companies.

Research at the University of North Florida is increasingly dynamic — for students, for regional partners and for solving larger challenges — and meaningful research opportunities continue to grow.

UNF Students

UNF currently enrolls more than 13,000 undergraduate students, as well as nearly 2,000 graduate and nearly 1,000 post-baccalaureate and nondegree-seeking students.

The academic profile of incoming freshman has continued to rise over the last few years. In the fall of 2017, the incoming freshman class has a high school GPA of 4.27, an average SAT of 1271.40 and an average ACT of 26.43. These are elite figures that put UNF toward the top of the Florida State University System in terms of academic profile.

Nearly 4,000 students live on campus in six residence halls, one of which was ranked the second most luxurious in the country.

Nearly 40 percent of UNF's students come from the Jacksonville area. Almost 54 percent come from other parts of Florida.

Slightly more than 67 percent of UNF students are white, 10 percent are black or African-American and 10 percent are Hispanic. UNF students come from 60 different countries.

About 57 percent of students are female.

The Student Government Association focuses on the allocation of the Activity and Service fee, and reviews the allocation of the Athletic and Health fees. The president of the University consults with the Student Government president for the allocation and expenditure of the Capital Improvement Trust Fund fee, and any other non-instructional fees beyond matriculation. The Student Government also focuses on the evaluation and establishment of student programs, student activities, clubs and organizations, and other activities.

Decisions reached by the Student Government regarding these matters are forwarded to the vice president for Student and International Affairs, who forwards them, with recommendations, to the president of the University. Upon approval by the president, these decisions become the policies, practices and regulations of the University.

Employees

The University currently employs more than 500 full-time faculty members — 435 of which have a Ph.D. or appropriate terminal degree. Less than 1 percent of classes at UNF are taught by graduate assistants.

The UNF Constitution established the Faculty Association, independent of the bargaining process, for the development and implementation of recommendations in areas of traditional faculty concern. Within the shared system of academic governance, the Faculty Association focuses on faculty appointment, retention, promotion and development; academic programs, organization and standards; academic services and continuing education; and instruction, service and research programs.

Decisions reached by the Faculty Association are forwarded to the vice president for Academic Affairs and then to the president. When approved by the president of the University, the decisions become the policies, practices and regulations of the University.

In addition, faculty members are represented by the United Faculty of Florida UNF chapter, which serves as the bargaining agent of the faculty. UFF-UNF represents all UNF tenure-line faculty, instructors and lecturers, and visiting professors on all labor-related contract negotiations. With the exception of faculty currently holding administrative posts and adjuncts, all UNF faculty are considered in unit and are covered under the collective bargaining agreement, negotiated by the chapter and university administration. Only active members of the Union, however, have access to the resources noted above or receive additional Union-related benefits, including Union representation in the grievance/arbitration processes.

UNF employs more than 1,000 staff. These employees fall into two groups: the Administrative and Professional Association (A&P) and the University Support Personnel Association (USPA).

Division I Athletics

The University has been NCAA Division I since 2009-10. All athletic teams are known as the North Florida Ospreys.

All 19 intercollegiate sports compete in the Atlantic Sun Conference except for swimming and diving, which competes in the Coastal Collegiate Swimming Association. UNF teams include baseball, men's

and women's basketball, men's and women's cross country, men's and women's golf, men's and women's soccer, softball, women's swimming, men's and women's tennis, men's and women's indoor track, and women's outdoor track, and women's beach and indoor volleyball.

Campus Environment

The 1,380-acre core campus is just 12 miles from the Atlantic Ocean, between the St. Johns River and the Intracoastal Waterway. The nature-rich campus includes freshwater lakes, five miles of hiking trails and a nature preserve filled with abundant wildlife.

Ten recently constructed or renovated campus buildings have been LEED® certified, demonstrating UNF's commitment to green construction and environmental sustainability.

Last year, UNF received a donation of 1,050 acres of pristine saltmarsh wetlands located along the Intracoastal Waterway in Jacksonville. The \$8.8 million gift created the William C. Webb Coastal Research Station, expanding hands-on learning and research opportunities for students and faculty, particularly those in the coastal sciences.

Campus Life

Students get involved on campus through more than 200 clubs and organizations and 26 fraternities and sororities.

The UNF campus also has new facilities designed to promote a vibrant campus life. The 150,000-square-foot Student Union was recently ranked among "25 Best Student Union Centers" in the nation, one of only two Florida institutions to make the list. The \$40.1 million facility, completed in 2009, hosts approximately 6,500 events annually and provides space for a variety of student activities and programs, dining facilities, Student Government offices and the Division of Student and International Affairs.

The \$19.5 million Student Wellness Complex is a state-of-the-art, comprehensive wellness facility and LEED® Gold-certified building that houses the largest fitness center in Northeast Florida at 27,000 square feet, a 34-foot climbing wall, a 1/8-mile indoor track and several group fitness rooms. The unique building has received several awards since its completion from chapters of the American Institute of Architecture, including Outstanding Design for an Athletic Facility and an Excellence in Design Award.

Budget

The University of North Florida has a projected Education & General (E&G) budget for Fiscal Year 2017-18 of \$160 million. Approximately \$94 million comes from state general revenue and lottery appropriations. Tuition accounts for \$66 million or 41 percent of the operating budget. The University's total budget is \$279 million of which \$160 million is the E&G budget, \$74 million is auxiliary funds and student fees, \$8 million is Contract and Grants and \$37 million is Financial Aid.

Fundraising and Endowment

The UNF endowment includes approximately 365 separate endowed funds including scholarships, fellowships, professorships and center/program support funds. As of June 30, 2017 the endowed portfolio was valued at just over \$105 million. During fiscal year 2017, more than \$30 million was raised in private support.

UNF's last campaign, The Power of Transformation, was the most successful campaign in UNF's history, raising \$130 million. The campaign was publicly launched in 2009, with a goal of \$110 million, but exceeded expectations, thanks to 25 donations of more than \$1 million each. Over 27,000 donors contributed to the campaign, including alums, corporations, foundations and friends.

UNF's previous successful campaign, Access to Excellence, fulfilled its promises to students who are now outstanding alumni in vital careers. That campaign, from 1997 to 2003, raised more than \$100 million.

UNF Foundation

The UNF Foundation is a nonprofit, tax-exempt entity that provides financial support and counsel to the University and enables it to achieve critical elements of its mission. The Foundation's dynamic and distinguished Board provides leadership in obtaining and managing private funding for the First Coast's only public university. Gifts to the Foundation enable UNF to fund innovative new programs and enhance existing ones far beyond what are possible using state allocations alone. The UNF Foundation Board includes 48 members who manage the UNF Foundation assets and maintain fiduciary responsibility. In addition to sharing their financial skills sets, all the Board members make gifts to the University.

Alumni

Of UNF's 83,000 alumni, roughly 80 percent live in Florida, with 60 percent living in Duval County or one of the four surrounding counties (Baker, Clay, Nassau or St. Johns). The remaining alumni live throughout the rest of Florida (20 percent) or out of state (20 percent). Outside of Northeast Florida, UNF's largest alumni populations are in Tampa, South Florida and Atlanta, and the most active UNF regional area is Washington D.C.

The Alumni Association began in 1975 as an Alumni Advisory Council, with the first official Alumni Association meeting in 1976 with 10 Board members. Today, UNF has an active Alumni Association Board with 30 members.

Board of Trustees

The president of the University reports to the Board of Trustees. Six citizens are appointed by the Governor and five citizens are appointed by the Board of Governors. These appointees must be confirmed by the Florida Senate. The remaining two members are the president of the Faculty Association and the president of Student Government. The Board is responsible for cost-effective policy, implementing and maintaining high-quality education programs consistent with the University's mission, performance evaluation, meeting state policy, budgeting, and education standards.

Board of Governors

The Board of Governors is comprised of 17 members, 14 of whom are appointed by the Florida Governor and confirmed by the Florida Senate for a term of seven years. The remaining members include the chair of the Advisory Council of Faculty Senates, the Commissioner of Education and the chair of the Florida Student Association. The Board oversees the operation and management of the Florida public university system's 12 institutions.

Diversity and Inclusion

UNF is committed to diversity in all its forms and is a place where different cultures and perspectives are welcomed, appreciated and incorporated into the fabric of university life. The University of North Florida strives to be an environment rich and fluent in the exchanges of ideas, experiences and outlooks — a place where students and faculty learn from one another and value our differences.

UNF is proud to be an Equal Opportunity/Equal Access/Affirmative Action Institution. The University received the Higher Education Excellence in Diversity (HEED) award three times, recognizing its commitment to diversity and inclusion.

Mission Statement

The University of North Florida's academically talented students receive individualized attention and opportunities to engage in transformational learning: e.g., community engagement, internships, international study, and research. Dedicated faculty and staff create a rich learning environment on a beautiful campus that provides an inspiring setting for our diverse community. Together, we enhance the economic and cultural development of our growing metropolitan region.

Vision Statement

The University of North Florida will be an institution of choice, nationally recognized for high-caliber students, faculty, and staff. We will be known for engaging students with experiential learning grounded in critical thinking, effective communication, and analytical skills. We will expand our reach and relevance through innovative programs and research that drive the economy, build upon our extensive partnerships, and position our students for lifelong success. Students will develop the global perspectives and cultural understanding needed to address future challenges.

Constitution

The UNF Constitution includes a section on the president:

The president shall be the chief executive officer of the University and shall be responsible for the entire administration and supervision of the University, subject to the Florida Statutes. The president shall lead in fostering and promoting education, research, and service as the primary aims of the University. The president shall enforce the rules and regulations of the Florida Board of Education, Board of Governors, and the University Board of Trustees and shall interpret the proposals and actions of the University to those boards.

Values

The University of North Florida is committed to values that promote the welfare and positive transformation of individuals, communities and societies. We value:

1. The pursuit of truth and knowledge carried out in the spirit of intellectual and artistic freedom
2. Ethical conduct
3. Community engagement
4. Diversity
5. Responsibility to the natural environment, and
6. Mutual respect and civility

Brand Promise

UNF, a nationally ranked university located on an environmentally beautiful campus, offers students who are dedicated to enriching the lives of others the opportunity to build their own futures through a well-rounded education.

Tagline

No one like you. No place like this.

Recognitions and Rankings

Nationally, the University of North Florida is being recognized by some very elite organizations and is showing up on nearly every national college ranking. More and more, UNF is being seen among elite institutions as a high-caliber education destination and a great place to study, live and thrive.

- Princeton Review Names UNF 'Best in the Southeast' College
- College Factual Ranks UNF Among 2018 'Best Colleges'
- U.S. News & World Report Names UNF Best Regional University
- UNF Receives 2017 Higher Education in Diversity Award
- Affordable Colleges Online Recognizes UNF for Distance Learning Excellence
- UNF's Student Union Ranked Among '25 Best Student Union Centers' in the Nation
- U.S. News & World Report Names UNF 'Best Online Bachelor's' Program in the Nation
- Kiplinger's Personal Finance Names UNF 2017 Best College Value
- UNF Ranks Top 20 Nationally for Online Master's in Nutrition Program
- UNF Listed in National Rankings for Study Abroad Participation
- UNF Recognized 'Top School' by Military Advanced Education and Transition
- UNF Named Military Friendly School for Eighth Consecutive Year
- UNF Ranks Top 10 Among Top Online Colleges for 2017
- Princeton Review Names Coggin College 'Best Business' School for a Decade
- UNF Ranks Top 10 Among 50 Most Affordable In-State Public Universities
- University of North Florida Among '26 Healthiest Colleges of 2016'

Jacksonville, Florida

UNF is located in Jacksonville. At 840 square miles, it is the largest city, in terms of land area, in the contiguous United States.

More than 1.6 million people live in Northeast Florida, home to the NFL's Jacksonville Jaguars and the headquarters for three Fortune 500 companies. With a median age of 38, Jacksonville is the youngest major city in Florida and was recently recognized by Time Magazine as a top destination for millennials.

Northeast Florida has seen tremendous growth in the financial services industries as 20 major banks, insurance and investment services firms on the Forbes Global 500 list have operation centers here. The Jacksonville area is a leader in healthcare with more than 20 hospitals – including one of only three Mayo Clinics in the country and one of just six MD Anderson Cancer Center partnerships.

More than 50,000 active duty military personnel are stationed in Northeast Florida and more than 3,000 retired military choose to stay in Jacksonville every year, providing a skilled, reliable workforce for local businesses.

Jacksonville — or Jax, as it is known to locals — has more than 80,000 acres of parkland including two national parks, seven state parks and more than 400 city parks. In fact, Jacksonville, the City of Parks, boasts the largest urban park system in the U.S.

University of North Florida

Presidential Position Advertisement

The president of the University of North Florida will be a leader on campus, in the Northeast Florida region and in the state of Florida. The University of North Florida seeks an innovative and results-oriented thought leader who possesses integrity and honesty, and exhibits the highest ethical standards. UNF encourages candidates from all professional backgrounds. The University president should possess the academic credentials needed to secure the respect of faculty, staff, and all the stakeholders UNF serves. The successful candidate must be a proven strategic thinker who, in conjunction with the Board of Trustees, will collaboratively develop, articulate and execute a vision for the future of UNF and its role in the region with the student experience as a top priority. To support a clear strategy and vision, the next president must be exceptional in securing funding from all possible sources. The next president will build a well-defined academic and research vision that leverages UNF's unique strengths and core values.

Characteristics

- An inspirational, bold leader who is articulate, accessible and approachable, with a passion for higher education.
- A caring, supportive and compassionate person who is a good listener.
- A principled leader who is strategic, creative and innovative.
- A community-engaged statesman/woman, building relationships and partnerships in the region and beyond.
- An eloquent advocate for the value of higher education for the public good.
- A leader who can respond to and lead through change.
- A leader who respects and protects the environment.
- A leader who will continue UNF's commitment to the arts, Division I athletics, and unique initiatives.

Preferred Qualifications

- Proven experience with higher education, preferably in the classroom, or in sustained, meaningful service.
- Executive-level experience, with a track record of creating forward-thinking strategies and implementing change to carry out and sustain the vision.
- Experience in a shared governance environment.
- The ability to cultivate relationships with alumni, volunteers, donors and governmental officials to marshal support for UNF.
- A demonstrated ability to obtain and develop new funding sources.
- Strong, transparent communications skills, with the ability to promote UNF's hallmarks and unique niches, with the ultimate goal of elevating UNF to national prominence.

Resource Development

- The ability to increase resources for the University. This includes working successfully with the Governor, the Legislature and the Florida Board of Governors on funding. The ability to elevate UNF's standing in performance-based funding is key.

- Strong fundraising skills to grow the UNF endowment.
- The ability to increase and diversify UNF's research portfolio, and to support and expand scholarly and creative excellence in all areas.

Commitment to Students

- Student-focused, with a demonstrated passion for higher education. Providing a quality academic experience, both inside and outside the classroom that leads to the success of all UNF students, is a top priority.
- The ability to enroll, retain and graduate talented and diverse students in a timely manner.
- The ability to increase and broaden career opportunities for all students and graduates.
- The ability to increase research, internship, international study and global work opportunities for students.
- A demonstrated record of developing and enhancing community engagement.

Management

- Decisive management skills as demonstrated by a history of showing leadership in making difficult decisions with competing agendas and finite resources.
- A successful record of attracting, retaining and compensating highly qualified and diverse personnel.
- The ability to excel within the multifaceted landscape of higher education.
- A deep understanding and appreciation for shared governance through policy, procedures and best practices.
- A commitment to academic freedom and democratic decision making.
- A true and demonstrated commitment to diversity and inclusion.
- Extensive financial experience working with complex budgets.
- Demonstrated consensus-building abilities to work with groups such as the UNF Board of Trustees, the Florida Board of Governors, the Faculty Association, students, unions, business partners, community organizations and the leaders in the Northeast Florida region.
- The desire to embrace new technologies to elevate UNF.

Application Process

The UNF Board of Trustees invites letters of nomination, applications (letter of interest, complete CV, and contact information of at least five references), or expressions of interest to be submitted to the search firm assisting the University of North Florida.

Review of materials will begin immediately and continue until final candidates for the appointment are identified. For full consideration, all applications should be submitted prior to February 1, 2018 to:

Porsha L. Williams
 Vice President
 Parker Executive Search
 pwilliams@parkersearch.com
 P 770.804.1996 x109
 F 770.804.1917
 www.parkersearch.com

UNF shall not commit or permit discrimination or harassment on the basis of genetic information, race, color, religion, age, sex, disability, gender identity/expression, sexual orientation, marital status, national origin or veteran status in any educational, employment, social or recreational program or activity it offers. Similarly, UNF will not commit or permit retaliation against an individual who complains of discrimination or harassment or an individual who cooperates in an investigation of an alleged violation of University Regulation. In exercising these standards, the University will not abridge either free speech or academic freedom based on its context.



January 31, 2018

Letter of Interest
Search Committee Members
Position of President, University of North Florida

Dear Committee Members:

I would like to express my gratitude to Laurie Wilder of Parker Executive Search for reaching out and encouraging me to apply for the position of President at the University of North Florida (UNF). I am extremely excited about this position and the opportunity it presents. It is definitely an inspirational time to be at UNF. The university has made remarkable strides and has been positioned extremely well by the current President and the Board of Trustees to further elevate the local, regional, and national stature of the university. UNF has a very well thought out strategic plan and has created a phenomenal foundation for future success.

What further makes the Presidency of UNF especially appealing is that many of the cultural attributes, institutional programs, and opportunities describing UNF and its approach to educating students are very consistent with my leadership philosophy and the approach taken to make the Lindner College of Business at the University of Cincinnati a premier institution. They include elevating the impact and reputation of the institution, mastering a newly imposed budgeting framework to achieve preeminence, capitalizing on the many distinct and invaluable partnerships and responsibilities of being located in a major metropolitan area, building on a foundation of strong teaching, as well as creating transformational learning opportunities for students. Moreover, the focus I brought to UC aligns perfectly with the pillars of UNF's strategic plan focusing on student, faculty, and academic excellence as well as creating strong and expanded relationships across all stakeholder groups and especially those in Jacksonville. Consequently, there is a strong sense of fit, which is extremely exciting. The following story of Lindner's rise to eminence serves to highlight many of the overlapping cultural dimensions, shared perspectives, and more specifically, my management style, personal and professional values, as well as my approach to solving complex organizational problems.

Story of Change and Advancement

Prior to 2010, I held the JCPenney Chair of Retailing Studies at Texas A&M University where I was a professor marketing and director of the Center for Retailing Studies, the premier center for retailing in the country. Then in 2010, I was offered the opportunity to become dean of the yet unnamed college of business at the University of Cincinnati. Distinct from UNF in regard to the following, the college of business was in a highly precarious and very difficult situation. The college was facing annual budget cuts

of 8-10%, faculty size had been reduced 50%, college financial reserves were depleted, enrollment was flat, selected alumni had been disenfranchised, and not unexpectedly, morale was extremely low. Moreover, the college had a \$1.2M budget deficit and eliminating the MBA program was being discussed. While some may have given up on the college, I thought the college had the potential for preeminence through being more student-centered, creating a new found sense of team, and fostering a spirit of innovation, cooperation, respect, and shared governance. A multifaceted vision for strategic innovation was therefore developed and executed with a business sense of urgency. We needed to connect with stakeholders and we needed to rapidly and successfully build our brand of “Uniquely Cincinnati.”

I am very pleased to say that over the past seven years “we”—because it is always about team—have realized many meaningful successes. Faced with the challenges of a new performance-based budgeting system instituted in 2009, we went from a deficit position in 2010 to being the most profitable college at UC the next year and every year since, a \$24.4M turnaround. In total, Lindner has added some \$100M to the university budget. We have become a more global institution with a 199% increase in the number of students pursuing study abroad opportunities with new, collaborative agreements also established with universities in Austria, Chile, China, Egypt, and India. In addition, we have grown enrollments: undergraduate (UG) enrollment some 50% and graduate enrollment nearly 200%. Moreover, the quality of the student body has improved dramatically. The average ACT score for entering freshman was 23.5 in F2011 and is now projected to be 27.4 in F2018. At the graduate level, we have seen over 100 point increases in average GMAT scores. The average freshman of today is what our honors freshman was seven years ago and the improvement in GMAT scores is among the top five in the country. In turn, starting salaries are up 16% for UG students and 10% for graduate students, first-year retention rates have been as high as 93% (+6-10% improvement), fall-spring retention rates are 96% (+3% versus last year), and six-year graduation rates have increased almost 1000 basis points to 71%. (See metrics in the attachment, *Lindner Rising*.)

To attract, retain, and place outstanding students, we added new UG programs (analytics, insurance, professional selling); new specialized graduate programs (tax, finance, and applied economics); new centers (analytics, insurance, professional selling), and a new career services office. We also placed more emphasis on the college’s four STEM programs. In turn, our national visibility increased dramatically. We catapulted from an unranked MBA program in 2012 to now being a **Top 35 FT** and **Top 25 PT** public program by *Bloomberg Businessweek*, as well as a **Top 45 FT** and a **Top 40 PT** public program by *US News & World Report*. In addition, we now have **Top 25** masters programs in accounting, analytics, applied economics, finance, marketing, and tax; and **Top 10** undergraduate programs in accounting, marketing, and microeconomics. Overall, we experienced the largest rankings increase of any FT MBA program in the country over the past four years, and this year we experienced the second largest rankings increase of any undergraduate business program in the country.

Leadership Style

With respect to leadership style, I am viewed as a visionary and enthusiastic leader of uncompromising integrity. I possess a strong work ethic and I am highly adept at both strategy formulation and strategy execution. My research and teaching expertise are in the strategy area. I am also effective at solving complex problems, which is a natural extension of the discipline and problem structuring approach

developed as an academic scholar. Furthermore, I am approachable and very good at consensus building. I listen to and involve others in decision making in the spirit of shared governance, and as well, cultivate and encourage excellence in others. Furthermore, I am skilled at developing relationships across multiple constituencies—students, faculty, businesspeople, community leaders, trustees—and I move to action with care, consideration, and respect. I fully embrace the servant-leadership model and I see opportunities where others often see obstacles. Moreover, I enjoy interacting with students. I have been honored by being inducted into Pi Kappa Alpha and the Mortar Board Society, as well as being named UC's Professor of the Year by the Order of Omega. Finally, I strongly believe in setting ambitious goals centered on achieving unparalleled excellence and then further creating the path to achieve those goals. I believe excellence and success are outcomes of doing the right thing against the backdrop of uncompromising values of humanity (respect and compassion), humility, and integrity.

Pressing, Presidential Perspectives and Competencies

Academic excellence through innovation, collaboration, and holistic learning. The President as chief executive officer of UNF is uniquely positioned and uniquely qualified to see across the colleges and the greater communities to identify areas of academic strength, strategic reinvestment, and future collaboration. The President is also the key visionary agent for innovation and continual transformation within the university. Continual innovation is critical for maintaining academic and community leadership and to ensure UNF is the institution of first choice for outstanding students, leading academics, and outside partners. For UNF, first choice can further emanate from offering 3+1 (UG + graduate degree) programs, challenging students through the application of theory to unique real-world problems in the context of social justice, as well as creating live learning collaborations with organizations and business in Jacksonville. For the Lindner College of Business, achieving first-choice status resulted from our broad emphasis on innovation, transformation, and collaboration as illustrated next.

Lindner was classical in its academic approach to curriculum development and student instruction. It was absent a culture of being visionary and innovative. Therefore, one immediate goal was to make the curriculum and pedagogies more relevant for today's undergraduate and graduate students. This general perspective is not too dissimilar from the Florida Board of Governor's emphasis on relevancy and the combined serving of student and marketplace needs. Changes to the curriculum included revising the MBA to make it more flexible for the professional and time-constrained student, adding new MS and PhD degrees in demand by students and businesses, as well as creating new graduate certificate programs. Changes in pedagogy included new online courses and degree programs (MS Tax and MBA). Equally important was a new emphasis on cross-college programs. Blending of liberal arts and professional school training became a focus, which is consistent with my training in liberal arts followed by professional schools. Lindner's transdisciplinary initiatives include programs with colleges of allied health (MS in Allied Health and Health Informatics); music (BA in Commercial Music Production); engineering (BS in engineering + MBA); education (BA in IT + MBA); pharmacy (leadership certificate); and arts & sciences with design (innovation certificate). The college of business also led the formation of the Institute for Analytics Innovation, UC's first research cluster (business, education, engineering plus medicine), to address contemporary criminal justice, health, globalization, and sustainability topics.

In addition to innovation and transformation through collaboration, holistic education and diversity were firmly established as core values of the college. Our programs embody the principle of *cura personalis*—care for the entire person—and focus on creating a welcoming and inclusive environment. We are committed to **global D&I** through partnerships with foreign universities and study abroad; **ethnic D&I** through the Business Fellows Program (UG minority retention is 100%) and the creation of the college’s Office of Diversity and Inclusion; and **gender D&I** through the creation of the Lindner Women in Business leadership program and our strategic emphasis on hiring female tenure/tenure-track faculty (23% to 34% increase since 2011). Also groundbreaking is our innovative PACE program, which emphasizes professionalism, academics, character, and engagement (see Appendix in *Lindner Rising*). Each spring, for example, every freshman partners with a United Way sponsor company to make a difference and build “character.” We therefore have 100% student engagement in service learning. The community impact is significant. The impact on student awareness and social responsibility over the student’s lifetime to the benefit of society will be even more impactful.

Faculty excellence. The next President of UNF is critically responsible for maintaining and fostering a culture that promotes, encourages, and facilitates excellence in faculty teaching, research, and service. Over my career, I have been the recipient of numerous teaching and research excellence awards, and therefore, have a deep commitment to both the teaching *and* research missions of a university. I recognize the critical role of creating an infrastructure for success, i.e., providing the physical and financial resources necessary for promoting and fostering an environment of excellence and high productivity. This perspective is fundamental to my current approach of strategically reinvesting resources in new faculty hires, research grants, graduate student funding, scholarships, and improved facilities. Sponsored research and commercialization are also critical to the future success of our business college, the university, and the region. In response, our Center for Entrepreneurship has been repositioned to further emphasize commercialization and position UC as a hub for innovation and business startups. For UNF this can mean both developing innovation and maker spaces for student and faculty growth in order to be at the forefront of tomorrow’s seamless classroom. The location of UNF in Jacksonville, a major-metropolitan area, represents a huge competitive advantage for the university in this regard.

Financial sustainability. One of the more prominent challenges in higher education today is financial sustainability. The next President of UNF must successfully operate under and navigate through Performance-Based Management to the benefit of the university. The next President of UNF must therefore be highly skilled at strategic planning and financial modeling. Explicit are the goals of ensuring the university remains accessible and attractive for faculty, staff, and the multiple communities it serves. High on the priority list will be a President who is a skilled fund raiser as UNF looks to strengthen its financial foundation as well as create new programs and increase scholarships.

With respect to financial sustainability, UC’s colleges have been challenged by declining state subsidies (currently 16-18%) and responsibility centered management. However, through effective financial modeling that focused on *both* revenue growth and cost discipline, Lindner is the most profitable college at UC, generating 81% of the net operating profit on the academic side of the enterprise. I also enjoy and have been highly successful at fund raising. My experiences as director of Texas A&M’s national retailing center (65 corporate partners) and a member of Fortune 500 and Fortune 200 company boards (Zale Corporation, OfficeMax, Office Depot) further allow me to interact effectively with multiple

stakeholder groups that include alumni and non-alumni alike. Together with our development team, we have raised more than \$70M during my tenure at Lindner. In FY2017, the college raised more than \$20M, which makes Lindner the first academic unit in UC history to break the \$20M threshold. The college is on track to raise \$20M again in FY2018. Similar outcomes via creating and communicating visionary value propositions and executing a strategy of effective cultivation and stewardship will be important to the future of UNF.

Athletics. An element of ever increasing prominence and emphasis for all university presidents is NCAA athletics. Enterprise risk management, significant financial commitments, coaching carousels, compliance and academic integrity concerns, Title IX assurances, and student-athlete success and wellbeing make sport acumen of ever increasing importance in the next President of UNF.

Regarding athletics, I serve as the Faculty Athletic Representative (FAR) for UC. I also serve on the NCAA Division I FAR Board of Directors representing the American Athletic Conference, the Board of Directors of FARA (representing DI, DII and DIII programs), and the NCAA Governance Review Committee. In addition, I am a former collegiate athlete, having played four years of both college basketball and tennis at the University of North Carolina-Asheville while graduating approximately fourth in my class. My son played D-I football and signed with several NFL teams and my daughter ran D-II track. Collectively, these roles and expanded perspectives provide a very rich and administratively unique skill set for making decisions on athletics. These collective experiences also offer a rich foundation for working credibly with supporters of the Ospreys as well as officials from the Atlantic Sun Conference.

Conclusion

UNF's positive momentum and the chance to grow the stature of the university through innovative programing and partnering with the Jacksonville community combine to make it an inspiring time to be the next President of UNF. It is inspiring time for a visionary leader who strives for and understands excellence; who has demonstrated success at leading innovation; who has a passion for reaching out and forming relationships across all constituencies (students, faculty, staff, trustees, political leaders, business leaders, as well as community and state residents); who has leadership experience in complex, public universities; who is a successful fund raiser; and who has proven to be skilled at transforming excellence into eminence. I would very much like to lead the next, grand vision to make **phenomenal** things happen at the University of North Florida. I would therefore very much welcome the opportunity to talk more with the committee about this position and my candidacy. Thank you for giving my application your full consideration.

Sincerely,



Dr. David M. Szymanski
Dean, Lindner College of Business

DAVID M. SZYMANSKI, PhD

**Dean, Carl H. Lindner College of Business
Professor of Marketing
University of Cincinnati**

Curriculum Vitae
January 31, 2018

PERSONAL INFORMATION

Office Address: College of Business
Carl H. Lindner Hall
2925 Campus Green Drive
P.O. Box 210020
Cincinnati, OH 45221-0020
Tel: (513) 556-7001

Home Address: 3732 Clifton Avenue
Cincinnati, OH 45220
Tel: (513) 872-9766

EDUCATION

Bachelor of Arts University of North Carolina at Asheville, May 1979
Economics, University Honors

Master of Arts Vanderbilt University, August 1983
Economics

MBA University of Wisconsin at Madison, August 1983
Marketing Emphasis

PhD University of Wisconsin at Madison, August 1987
Major: Marketing
Minors: Economics and Analytics

Dissertation: Selling Effectiveness: A Declarative Knowledge
and Categorical Process Perspective

Chairperson: Dr. Gilbert A. Churchill, Jr., University of
Wisconsin at Madison

PROFESSIONAL EXPERIENCE

1. Program Auditor, Comptroller of the Treasury, State of Tennessee, 1980-1981
2. Assistant Professor of Marketing (1987), Texas A&M University
3. Associate Professor of Marketing (1993) & Al and Marion Withers Faculty Research Fellow (1996), Texas A&M University
4. Professor of Marketing (2001), Texas A&M University
5. JCPenney Chair of Retailing Studies (2003), Texas A&M University
6. Coordinator, Doctoral Program in Marketing, 1994-1997
7. Associate Director, Center for Retailing Studies, Texas A&M University, 1997-2000
8. Director, Center for Retailing Studies, Texas A&M University, 2000-2006
9. Dean, Carl H. Lindner College of Business, University of Cincinnati, 2010-present
-Reappointed to second-term with overwhelming vote of confidence, June 2014
10. NCAA Faculty Athletic Representative (FAR), University of Cincinnati, 2012-present
11. Chair, American Athletic Conference NCAA FAR Board of Directors, 2015-present
12. NCAA D-I FAR Board Member, Big East Conference Representative, 2013
13. NCAA D-I FAR Board Member, American Athletic Conference Representative, July 1, 2013-present
14. NCAA FARA Executive Committee Member, January 2016-present
15. Board Member, Technology-Based Innovation Hubs
 - TechSolve (Ohio-based 501c3), 2010-2011
 - UC Research Institute (Ohio-based 501c3), *ex officio*, 2012-present
16. Board Member, Public Companies:
 - Zale Corporation, Irving Texas, 2004-2010
 - OfficeMax Corporation, Naperville, IL, 2005-2014
 - Office Depot Corporation, Boca Raton, FL, 2014-present

17. Board Member, College Affiliated 501c3
 - Goering Center for Family and Private Business, 2010-present

TEACHING AWARDS

1. Outstanding Teaching Award, University Level, Texas A&M University, 1995
2. Outstanding Teaching Award, College Level, Mays School of Business, Texas A&M University, 1994

RESEARCH AWARDS

1. Outstanding Researcher Award, College Level, Mays College and Graduate School of Business, Texas A&M University, 2002
2. Outstanding Researcher Award, College Level, Mays College and Graduate School of Business, Texas A&M University, 1993
3. Best Paper Award, Mu Kappa Tau Award for the Outstanding Article Published in the *Journal of Personal Selling and Sales Management*, 1992
4. Best Paper Award, Overall Conference, American Marketing Association Summer Educators' Conference, 2013
5. Best Paper Award, Marketing Strategy and Marketing Management Track, American Marketing Association Summer Educators' Conference, 2013
6. Best Paper Award, Overall Conference, American Marketing Association Summer Educators' Conference, 2002
7. Best Paper Award, Technology and Innovation Track, American Marketing Association Summer Educators' Conference, 2002
8. Best Paper Award, International Track, Annual Conference of the Administrative Sciences Association of Canada, 1994
9. Best Paper Award, First World Business Congress of the International Management Development Association, 1992
10. Outstanding Dissertation Award, First Place, American Marketing Association, 1988

11. Outstanding Dissertation Award, First Runner-up, Academy of Marketing Science, 1988

OTHER PROFESSIONAL AWARDS AND HONORS

1. **PROFESSOR OF THE YEAR**, University of Cincinnati, Order of Omega, 2015
2. Male Visionary Award, University of Cincinnati, Presented by Lindner Women in Business, 2015
3. Outstanding Reviewer Award, *Journal of Marketing*, 1993-1996
4. Fulbright Scholar Recipient, Lisbon, Portugal, 2000 (unable to serve due to academic/administrative conflicts)
5. Finalist for the John J. Koldus Faculty and Staff Achievement Award, University Level, Honors Faculty Commitment to Student Education and Growth, Texas A&M, 1995
6. Inducted into Beta Gamma Sigma, 1996
7. Inducted into the Golden Key National Honor Society, 1994

SCHOLARSHIPS AND FELLOWSHIPS

1. **Basketball Scholarship**, University of North Carolina-Asheville, 1975-1979
2. **Tennis Scholarship**, University of North Carolina-Asheville, 1975-1979
3. Lipinsky Foundation Academic Scholarship, 1976-1977
4. Virginia Lathrop Foundation Academic Scholarship, 1977-1978
5. Matthews Foundation Academic Scholarship, 1978-1979
6. Harris Foundation Academic Scholarship, 1978-1979
7. Kosciuszko Foundation Fellowship for Graduate Study in Business and Economics, 1979-1980

TEACHING EXPERIENCE

Vanderbilt University, 1981-1982, teaching assistant for:

1. History of Economic Thought
2. Macroeconomic Theory

University of Wisconsin-Madison, 1986-1987:

1. Marketing Management

Texas A&M University Courses, 1987-2010:

1. Advertising (Undergraduate)
2. Consumer Behavior (Undergraduate; Executive MBA)
3. Marketing Management (Undergraduate; MBA)
4. Marketing Strategy (MBA/MS)
5. Retailing Management and Consulting (MBA/MS)
6. Retailing Strategy (Executive MBA)

Texas A&M University, Executive Development Seminars, 1987-2010:

1. Consumer Behavior
2. Electronic Commerce
3. International Marketing Strategy
4. Marketing Automation
5. Marketing Research
6. Relationship Marketing
7. Retailing Strategy

ACADEMIC COMMITTEES

1. Chair, Dean of Law Search Committee, University of Cincinnati, 2015
2. Committee Member, University of Cincinnati Research Institute CEO Search, 2013
3. Chair, Dean of Libraries Search, University of Cincinnati, 2012
4. Committee Member, Senior Women's Athletic Director Search, University of Cincinnati, 2012
5. Committee Member, Student Athlete Academic Excellence Strategic Planning Subcommittee, University of Cincinnati, 2012

6. Committee Member, University Athletic Advisory Council, University of Cincinnati, 2012-present
7. Committee Member, University Academic Operations Committee, University of Cincinnati, 2010-2014
8. Committee Member, Council of Deans, University of Cincinnati, 2010-present
9. Review Committee Member, Center for New Venture and Entrepreneurship, Mays Business School, 2010
10. Faculty Advisory Committee, Center for Executive Development, Texas A&M University, 1995-1997
11. Faculty Advisor in Marketing, Cooperative Education Program, Texas A&M University, 1988-1994
12. Faculty Advisor, American Marketing Association, Student Chapter, Texas A&M University, 1988-1991
13. Sam Walton Faculty Advisor, Students in Free Enterprise (SIFE), Texas A&M University, 2003-2004
14. Committee Member, Marketing Department Head Search, Texas A&M University, 1996
15. Committee Member, Faculty Recruiting: 1988, 1989, 1993, 1996-2000
16. Chair, Faculty Recruiting Committee, Marketing Department, 2008
17. Committee Member, Presidential Teaching Award, Mays Business School, 2003
18. Committee Member, Vice President of Strategic Communications Search, Texas A&M University, 2005

AREAS OF RESEARCH INTEREST

- Marketing Strategy:
 - Customer Satisfaction
 - Product Innovation
 - Retail Strategy
- Applied Meta-Analysis
- Personal Selling and Sales Management

RESEARCH

Journal Articles

Marketing Strategy & Applied Meta-Analysis

1. Szymanski, David M., Michael W. Kroff, and Lisa C. Troy (2007), "Innovativeness and New Product Success: Insights from the Cumulative Evidence," *Journal of the Academy of Marketing Science*, 35 (March), 35-52.
2. Henard, David H. and David M. Szymanski (2001), "Why Some New Products are More Successful Than Others," *Journal of Marketing Research*, 38 (August), 362-75.
 - #5 most cited article published in JMR (January 2006)
3. Szymanski, David M. and David H. Henard (2001), "Customer Satisfaction: An Analysis of the Cumulative Evidence," *Journal of the Academy of Marketing Science*, 29 (Winter), 16-35.
 - #1 most cited article published in JAMS (January 2006)
4. Lisa C. Troy, David M. Szymanski, and P. Rajan Varadarajan (2001), "Generating Ideas for New Products: An Initial Investigation of Marketplace and Organizational Factors," *Journal of the Academy of Marketing Science*, 29 (Winter), 89-101.
5. Szymanski, David M, and Richard T. Hise (2000), "e-Satisfaction: An Initial Investigation," *Journal of Retailing*, 76 (Fall), 309-22.
 - #5 cited article published in JR (December 2009)
6. Szymanski, David M., Lisa C. Troy, and Sundar Bharadwaj (1995), "Order of Entry and Business Performance: An Empirical Synthesis and Reexamination," *Journal of Marketing*, 59 (October), 17-33.

7. Szymanski, David M., Sundar Bharadwaj, and P. Rajan Varadarajan (1993), "Standardization Versus Adaptation of International Marketing Strategy: An Empirical Investigation," *Journal of Marketing*, 57 (October), 1-17.
8. Szymanski, David M., Sundar Bharadwaj, and P. Rajan Varadarajan (1993), "An Analysis of the Market ShareProfitability Relationship," *Journal of Marketing*, 57 (July), 1-18.
9. Szymanski, David M. and Paul S. Busch (1987), "Identifying the GenericsProne Consumer: A MetaAnalysis," *Journal of Marketing Research*, 24 (November), 425-31.

Personal Selling & Sales Management

1. Szymanski, David M. (2001), "Modality and Offering Effects in Sales Presentations for a Good Versus a Service," *Journal of the Academy of Marketing Science*, 29 (Spring), 179-89.
2. Macintosh, Gerard, Kenneth A. Anglin, David M. Szymanski, and James W. Gentry (1992), "Relationship Development in Selling: A Cognitive Analysis," *Journal of Personal Selling and Sales Management*, 12 (Fall), 23-34.
3. Szymanski, David M. and Gilbert A. Churchill, Jr. (1990), "Client Evaluation Cues: A Comparison of Successful and Unsuccessful Salespeople," *Journal of Marketing Research*, 27 (May), 163-74.
4. Szymanski, David M. (1988), "Determinants of Selling Effectiveness: The Importance of Declarative Knowledge to the Personal Selling Concept," *Journal of Marketing*, 52 (January), 64-76.

Conference Papers

Marketing Strategy & Applied Meta-Analysis

1. Ashley S. Otto, David M. Szymanski, and P. Rajan Varadarajan (2013), "Satisfaction-Based Strategies for Improved Business Performance: A Meta-Analysis of the Empirical Evidence," AMA Summer Educators Conference, August 9-11.
2. Szymanski, David M. (2004), "Current Status of Retail Education," AMA Winter Educators' Conference, Scottsdale, AZ, February 8.

3. Szymanski David M. and Douglas Maddenberg (2003), "Profiling the High Performing Store Manager," Food Marketing Institute Conference, Washington, DC, September 24.
4. Szymanski, David M. (2002), "Innovation, Innovativeness, Performance and PIMS-Based Opportunities," Conference on PIMS Research: A Tribute to Robert Buzzell," Darden School, University of Virginia, October 18-19.
5. Szymanski, David M., Michael Kroff, and Lisa Troy (2002), "Are Innovative Products Really More Successful?," AMA Summer Educators' Conference, San Diego California, August 3-6.
6. Scansaroli, Jay A. and David M. Szymanski (2002), "Who's Minding the Future of Retailing?" National Retail Federation Conference, January 15.
7. Szymanski, David M. and Lisa Troy (2001), "A Multi-Constituency Model of Innovation: The Effects of Innovation on Customers, Competitors, and the Company," AMA Winter Educators' Conference, Scottsdale, AZ, February 16-19.
8. Szymanski, David M. and David Henard (1998), "Customer Satisfaction: A Synthesis of the Cumulative Evidence," Seventh Annual Frontiers in Services Conference, Nashville, TN, September 24-26.
9. Szymanski, David M. and Richard T. Hise (1998), "Getting Wired for Satisfaction: Exploring Consumers' Satisfaction with Internet Retailing," 1998 AMA Marketing Exchange Conference, Vienna, Austria, July 22-25.
10. Szymanski, David. M. and Manjit Yadav (1998), "The Role of Foreign-Market Reforms in Managers' Market Attractiveness, Pioneering Entry, and Strategic Alliance Decisions," 7th Annual World Business Congress, Santo Domingo, Dominican Republic, June 3-7.
11. Szymanski, David M. (1998), "Meta-Analysis in International Marketing," 18th AMA Faculty Consortium on International Marketing, Michigan State University, July 12.
12. Szymanski, David M. (1998), "The Effects of Retailing Concentration on Consumer Welfare," Strategic Outlook Conference, Price Waterhouse Coopers, Phoenix, AZ/Orlando, FL, April 23/April 30.
13. Szymanski, David M. and Daniel Sweeney (1997), "Who Shops the Internet and Why?," National Retail Federation RISCO Conference, Philadelphia, PA, October 7.

14. Troy, Lisa, David M. Szymanski, and Rajan Varadarajan (1997), "Amount of Information and the Firm's Ability to Generate New Product Ideas," AMA Summer Educators' Conference, Chicago, IL, August 2-5.
15. Szymanski, David M. and Manjit Yadav (1995), "Market Openness and Competitiveness Strategies for Entering Emerging Markets," Second International Conference on Globalization and Market Economy: The Challenge of Change, New Delhi, India, December, 28-30.
16. Szymanski, David M. (1995), "Insights into Successful Global Marketing Strategies," Association for Global Business Conference, Orlando, FL, November 16-19.
17. Szymanski, David M. (1995), "Increasing the Global Competitiveness of Businesses: A Theory-in-Use Perspective from Retail Managers," Fourth World Business Congress, International Management Development Association, Istanbul, Turkey, July 13-16.
18. Szymanski, David M. and Lisa Collins Troy (1994), "The Order of EntryMarket Share Relationship: An Integrative Analysis," 1994 AMA Summer Educators' Conference, San Francisco, CA, August 6-9.
19. Szymanski, David M. (1994), "International Retailing Strategy," Presented at the Strategic Outlook Conferences sponsored by Management Horizons (Price Waterhouse Coopers), Held in Dallas, Chicago, New York, and San Francisco, October 24-November 1.
20. Szymanski, David M. (1994), "FirstMover Performance in Western Markets," Administrative Sciences Association of Canada Conference, Halifax, Nova Scotia, June 25-28.
21. Szymanski, David M. (1993), "Order of Entry and Firm Performance in Foreign Markets: A Contingency Perspective," Academy of International Business Conference, Maui, Hawaii, October 21-24.
22. Szymanski, David M. (1993), "Moderators of Order of Entry Effects in Foreign Markets," Second World Business Congress, International Management Development Association, Turku, Finland, June 3-6.
23. Szymanski, David and Sundar Bharadwaj (1993), "Order of Entry Effects on Business Performance: A Reexamination," 1993 AMA Summer Educators' Conference, Boston, MA, August 7-10.

24. Szymanski, David M. (1993), "Developing Effective Multinational Marketing Strategies," Third Annual International Business Symposium, Universidad de las Americas Puebla, Mexico, March 30-April 1.
25. Szymanski, David M., Sundar Bharadwaj, and P. Rajan Varadarajan (1992), "Do the Determinants of Business Performance Generalize Across Western Markets?: Implications for Multinational Strategies," Academy of International Business Conference, Brussels, Belgium, November 20-22.
26. Szymanski, David M., Sundar Bharadwaj, and P. Rajan Varadarajan (1992), "A Cross National Comparison of the Drivers of Business Performance: Implications for Global vs. Domestic Strategies," AMA Summer Educators' Conference, Chicago, IL, August 8-11.
27. Szymanski, David M. (1992), "Determinants of National and Multinational Business Performance: Implications for U.S.Canada Free Trade," 1st World Business Congress, International Management Development Association, Halifax, Nova Scotia, April 9-12.
28. Szymanski, David M., Sundar Bharadwaj, and P. Rajan Varadarajan (1991), "The Relationship Between Market Share and Profitability: A Meta Analysis of PIMS Based Findings," AMA Summer Educators' Conference, San Diego, CA, August 17-20.
29. Szymanski, David M. (1987), "Effective Marketing in the Nonprofit Sector: An Extended Clan Theoretic Perspective," 12th Annual Macromarketing Conference, Montreal, Canada, August 6-9.

Personal Selling and Sales Management

1. Szymanski, David M. and Lisa C. Troy (2010), "The Salesperson's Role in Customer Satisfaction and Retailing Performance," Winter AMA Conference, February 20.
2. Szymanski, David M. (1996), "Is Selling Services the Same as Selling Products?," AMA Summer Educators' Conference, San Diego, CA, August 5-7.
3. Szymanski, David M. (1991), "An Examination of How Salespeople Evaluate Prospective Clients," AMA International Intercollegiate Conference, New Orleans, LA, March 29-30.
4. Szymanski, David M. (1990), "Cognitive Complexity and Selling Effectiveness," AMA Winter Educators' Conference, Scottsdale, AZ, February 25-27.

5. Szymanski, David M. (1989), "Selling Effectiveness: Differences in Acceptable Category Standards for Successful and Unsuccessful Salespeople," Administrative Sciences Association of Canada Conference, Montreal, Canada, June 1-4.
6. Szymanski, David M. (1988), "Identifying Key Determinants of Selling Effectiveness," Pi Sigma Epsilon Regional IX Conference, April 1-6.
7. Szymanski, David M. and Gilbert A. Churchill, Jr. (1987), "Differences in Selling Effectiveness: A Categorization Process Perspective," Association for Consumer Research Conference, Boston, MA, October 8-11.
8. Szymanski, David M. (1986), "Examining Differences in Salesperson Prospecting Effectiveness: A Knowledge Structure Approach," 16th Annual Albert Haring Symposium, Bloomington, IN, April 10-12.

Book Chapters

1. Farley, John U., Scott Hoenig, Donald R. Lehmann, and David M. Szymanski (2004), "Assessing the Impact of Marketing Strategy Using Meta-Analysis," in *Assessing Marketing Strategy Performance*, Marketing Science Institute, Christine Moorman, ed.
2. Szymanski, David M., Michael Kroff, and Lisa C. Troy (2004), "New Products: Are More Innovative New Products Really More Successful?" in *PIMS in Retrospect and Prospect*, Cambridge University Press, Paul W. Farris and Michael J. Moore, eds.
3. Szymanski, David M. and Manjit Yadav (1997), "The Effects of Free Market Reforms on Market Openness, Market Attractiveness, and International Marketing Strategies," in *Globalization, Privatization, and Free Market Economies*, C.P. Rao, ed.

Articles in Business Periodicals

1. Szymanski, David M. (2005), "Defining a Hall of Fame Retailer," *Ideations*, March/April.
2. Szymanski, David M. (2004), "Are You Connected?" *Residential Lighting*, January.
3. Szymanski, David M. (2003), "Forget About Satisfied Customers, You Need Enthusiastic Customers," *Retailing Issues Letter*, 15 (3).

4. Szymanski, David M. (2003), "Connecting with Customers Through Inside-Out Marketing," *Stakeholder Power*, November.
5. Scansaroli, Jay A. and David M. Szymanski (2002), "Who's Minding the Future?" *Retailing Issues Letter*, 14 (1).
6. Szymanski, David M. (2001), "Forget About Satisfied Customers; You Need Enthusiastic Customers," *The College Store*. 68 (1) January/February, 28-33.
7. Szymanski, David M. (2001), "Delivering on Total Customer Value," *The College Store*. 68 (2) March/April, 86-91.
8. Szymanski, David M. (2001), "How Well Do You Really Know Your Customers," *The College Store*. 68 (3) May/June, 52-57.
9. Szymanski, David M. (2001), "Is Your Store Really Branded?," *The College Store*. 68 (4) July/August, 38-41.
10. Szymanski, David M. (2001), "An Eye Toward the Future of Retailing," *The College Store*. 68 (5) September/October, 38-41.
11. Szymanski, David M. (2001), "Lead With Innovation," *The College Store*. 68 (6) November/December, 56-61.

Other Presentations

1. Szymanski, David M. (1995), "Market Openness and Marketing Strategies: Initial Research Findings," University of Houston, October 6.
2. Szymanski, David M. (1995), "Marketing Strategies for Emerging Markets," Queen's University, Kingston, Ontario, Canada, September 29.
3. Szymanski, David M. (1994), "Internationalizing the Marketing Curriculum," International Business Education Symposium, University of Southwestern Louisiana, Lafayette, LA, February 13.
4. Szymanski, David M. (1994), "Internationalizing the Marketing Curriculum," MidSouth Marketing Educators' Conference, Long Beach, MS, April 6-8.

5. Szymanski, David M. (1994), "Internationalizing the Business Curriculum," Faculty Development Seminar, College of Business Administration, University of Southwestern Louisiana, Lafayette, LA, February 3.
6. Szymanski, David M. (1993), "Infusing an International Perspective into the Strategy Curriculum," CIBER Symposium on Internationalizing the Business Curriculum, University of Texas Austin, Austin, TX, September, 24.
7. Featured or Key Note Conference Speaker on Retailing Strategy:
 - Dallas Advertising Association, June 12, 2001
 - Amarillo Advertising Association, January 9, 2002
 - Magazine Publishers of America Conference, March 19, 2002
 - National Collegiate Licensing Association, June 14, 2002 & June 12, 2004
 - Department of Labor, Workforce Innovations Conference, July 8, 2003
 - Food Marketing Institute Conference, September 24, 2003
 - Society of American Business Editors & Writers, May 3, 2004
 - Vendor Compliance Federation/Retail Compliance Council, February 24, 2005
 - Newspaper Association of America, March 22, 2005
 - PACE Conference, May 11, 2006
 - Microsoft/HP Retailing Symposium, May 16, 2006
 - RIS News Retailing Technology Conference, April 20, 2007

Current Research Projects

Research in Progress:

1. Szymanski, David M., Rajan Varadarajan, and Ashley Otto, "Customer Satisfaction and Business Performance: A Meta-Analysis of the Empirical Evidence," to be submitted to the *Journal of the Academy of Marketing Science*
2. Szymanski, David M. and Lisa C. Troy, "Salesperson-Generated Customer Satisfaction and Retailing Performance: A Decompositional and Comparative Approach," to be submitted to the *Journal of the Academy of Marketing Science*.

GRADUATE STUDENT RESEARCH COMMITTEES

Chairperson

1. Doctoral Dissertation, Michael Kroff, Department of Marketing, Chair, Completed December 2005
2. Doctoral Dissertation, David Henard, Department of Marketing, Co-chair, Completed December 2000
3. Doctoral Dissertation, Pushkala Raman, Department of Marketing, Chair, Completed August 2000
4. Doctoral Dissertation, Lisa Troy, Department of Marketing, Cochair, Completed August 1997

Committee Member

1. Doctoral Dissertation, Xin Wang, Department of Marketing, Committee Member, University of Cincinnati, Completed July 2014
2. Doctoral Dissertation, Gautham Gopal, Department of Marketing, Committee Member, Completed, July 2010
3. Doctoral Dissertation, Sujan Dan, Department of Marketing, Committee Member, Proposal Defended, July 2007
4. Doctoral Dissertation, Kartik Kalaignaman, Department of Marketing, Committee Member, Completed, May 2007
5. Doctoral Dissertation, Satish Jayachandran, Department of Marketing, Committee Member, Completed, May 1999
6. Doctoral Dissertation, J. Chris White, Department of Marketing, Committee Member, Completed, May 1998
7. Doctoral Dissertation, Glenn Voss, Department of Marketing, Committee Member, Completed, August 1994
8. Doctoral Dissertation, Sundar Bharadwaj, Department of Marketing, Committee Member, Completed, August 1993

9. Doctoral Dissertation, Paulette Dubofsky, Department of Marketing, Committee Member, Completed, August 1993
10. Doctoral Dissertation, Keith Hollinshead, Department of Tourism, Park, and Recreation Sciences, Committee Member, Completed, August 1993
11. Doctoral Dissertation, Roger Rily, Department of Tourism, Park, and Recreation Sciences, Committee Member, August 1993
12. Doctoral Dissertation, John Ap, Department of Tourism, Park, and Recreation Sciences, Committee Member, Completed, December 1992
13. Master's Thesis, Aristides P. Lupinacci, Department of Landscape Architecture and Urban Planning, Committee Member, Completed, December 1992
14. Master's Thesis, Paul Fayeke, Department of Tourism, Park, and Recreation Sciences, Committee Member, Completed, May 1989

PROFESSIONAL SERVICE ACTIVITIES

1. Editor, *Retailing Issues Letter*, Published by the Center for Retailing Studies, 2001-2006.
2. Member, Editorial Review Board, *Journal of the Academy of Marketing Science*, 1996-2015
3. Member, Editorial Review Board, *Journal of Retailing*, 2006-2012
4. Member, Editorial Review Board, *Journal of Marketing*, 1991-1999
5. Associate Editor, *Journal of Global Competitiveness*, Volume 3, 1995
6. Co-chair, American Marketing Association Dissertation Competition, 1997
7. Conference Chairperson, Sixth Annual Conference on U.S. Competitiveness in the Global Marketplace, American Society for Competitiveness, Dallas, TX, October 19-22, 1995
8. Track Co-Chair, Marketing Management and Strategy, 1993 AMA Winter Educators' Conference

9. *Ad hoc* Reviewer, *Journal of Marketing Research*
10. *Ad hoc* Reviewer, *Journal of Marketing*
11. *Ad hoc* Reviewer, *Journal of Personal Selling and Sales Management*
12. *Ad hoc* Reviewer, *Thunderbird International Business Review*
13. *Ad hoc* Reviewer, *Journal of Business Research*
14. *Ad hoc* Reviewer, *Journal of International Business Studies*
15. *Ad hoc* Reviewer, *Psychology and Marketing*
16. *Ad hoc* Reviewer, *Journal of Retailing and Consumer Services*
17. *Ad hoc* Reviewer, *International Journal of Service Industry Management*
18. Selected Conference Reviewing: AMA Summer Educators' Conference, AMA Winter Educators' Conference, Association of Consumer Research Conference, Academy of Marketing Science Conference, Administrative Sciences Association of Canada Conference

SELECTED PROFESSIONAL DEVELOPMENT ACTIVITIES

1. Faculty Internship, Price Waterhouse Coopers, 1994
2. Faculty Study Abroad, University of Antwerp, Belgium, 1994
3. Member, Selection Committee, Microsoft's Retail Application Development (RAD) Award, 1999-2003

RESEARCH GRANTS

1. National Science Foundation, "The Economic Feasibility of Solar Energy as an Alternative Power Source," 1978
2. American Marketing Association, Faculty Advisor Grant, 1990
3. College of Business Administration, Texas A&M University, 1988, 1990, 1991, 1993

4. International Curriculum Development Grant, Texas A&M University, 1994
5. Center for Retailing Studies, Texas A&M University, 1994
6. Center for Western Hemispheric Trade, Texas A&M University, 1995, 1996
7. University Research Mini-Grant, Texas A&M University, 1995
8. IBM Faculty Research Award: 2002, 2003

SERVICE ON PROFESSIONAL & CORPORATE BOARDS

1. Zale Corporation, 2004-2010
 - Chaired, Compensation Committee
 - Member, Nominating and Governance Committee
 - Member, Strategy Committee
2. OfficeMax Corporation, 2005-2013
 - Chaired, Compensation Committee
 - Member, Nominating and Governance Committee
 - Member, Audit Committee
3. Office Depot Corporation, 2013-present
 - Chaired, Compensation Committee
 - Member, Nominating and Governance Committee
 - Member, Audit Committee
4. National Retail Federation Foundation, 2004-2006

Proposed Employment Agreement

EMPLOYMENT AGREEMENT

This Employment Agreement ("Agreement"), which shall be effective upon confirmation by the Board of Governors, is entered into by and between THE UNIVERSITY OF NORTH FLORIDA BOARD OF TRUSTEES, a public body corporate of the State of Florida, acting for and on behalf of the University of North Florida (the "University," the "Board," or the "Board of Trustees"), Jacksonville, Florida 32224, and David M. Szymanski, PhD (the "President" or "Dr. Szymanski").

RECITALS

WHEREAS, the Board, acting for and on behalf of the University has the statutory authority to select a President of the University; and

WHEREAS, the University wishes to employ Dr. Szymanski as its President and Dr. Szymanski wishes to serve as the President and be its employee, subject to the terms and conditions of this Agreement, and

WHEREAS, both the University and Dr. Szymanski desire to set forth their respective rights and obligations in this Agreement; and

WHEREAS, this Agreement has been duly approved and its execution has been duly authorized;

NOW THEREFORE, in consideration of the mutual promises, covenants, and conditions contained herein, and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

Section 1.0 Term. The University shall employ Dr. Szymanski as its President for the period of May 31, 2018 through June 30, 2022, subject to confirmation of Dr. Szymanski's selection and this Agreement by the Florida Board of Governors. Upon mutual agreement, this appointment may be extended for additional one-year terms, subject to confirmation of re-appointment by the Florida Board of Governors. The Board and Dr. Szymanski shall discuss any desired extension of the term

of the Agreement no later than 60 days prior to the end of year three (3) of his tenure as President (June 30, 2021). The Board and Dr. Szymanski are not required to approve or enter into an extension at this time. If no extension is reached, the fourth year of the term shall commence on the terms specified herein. Dr. Szymanski hereby accepts such employment on the terms and conditions set forth in this Agreement. This appointment shall be subject to prior termination as provided for in this Agreement and the availability of annual appropriations by the Florida Legislature.

Section 2.0 Powers and Duties. Effective May 31, 2018, Dr. Szymanski shall be the Chief Executive Officer of the University, subject to the rules, policies, and supervision of the Board. Dr. Szymanski shall have the powers and duties reserved to the position of President by the Florida Statutes, Regulations of the Florida Board of Governors, Regulations of the University Board of Trustees, the University Bylaws and Policies, and other actions of the Board of Trustees (collectively, the "Duties"). Dr. Szymanski and the Board acknowledge and agree that the Duties hereunder shall be consistent with those customarily performed by Presidents of top-tier state universities comparable in size and type to the University, including, without limitation, educational leadership, faculty relations, budgeting, long-range planning, fundraising, development, public relations, student services, primary control and responsibility for the intercollegiate athletics program, recruitment of personnel, appointment, promotion, termination and dismissal of all faculty and staff members, and such other duties as may be mutually agreed upon by the Board and Dr. Szymanski.

Section 3.0 Devote Best Practices to the Work as President. Dr. Szymanski agrees to faithfully, industriously and with maximum application of experience, ability and talent, devote full time, attention and energies to the duties as President of the University. Such duties shall be rendered at the campus of the University North Florida and such other place or places as the Board or President shall deem appropriate for the interests, needs, business, or opportunity of the University.

Dr. Szymanski may engage in charitable, civic and professional activities of his choosing subject to prior approval by the Board Chair or University General Counsel.

Section 4.0 Outside Activities. The President may serve on two (2) for profit public or private corporate boards, subject to prior approval by the Board Chair, which approval shall not be unreasonably withheld. Any and all income or other compensation earned by the President in

connection with board service or other outside business activities shall be paid to and retained by him, and such income or other compensation shall have no effect on the amount of salary, compensation, and benefits he is otherwise entitled to receive hereunder. The President shall not engage in any outside activity that may be competitive with and/or adverse to the best interests of the Board and the University. The making of passive and personal investments and conduct of private business affairs shall not be prohibited hereunder.

Section 5.0 Compensation.

Section 5.1 Annual Base Salary. As compensation for the services to be performed by Dr. Szymanski pursuant to this Agreement, the University shall pay to Dr. Szymanski an initial annual (12 month) base salary of \$405,000.00 and, subject to approval by the Board (which approval will not be unreasonably withheld), will be increased in years two, three and four of the Agreement by the amounts shown on the compensation schedule attached as Exhibit A, with the understanding that the Board may review the President's compensation annually for additional increases but are not required to approve the same. No more of this amount than is allowed by Florida Statutes shall be paid from public funds. This amount shall be payable according to the pay plan for executive service employees at the University, with appropriate deductions for taxes and benefits.

Section 5.2 Deferred Compensation. Dr. Szymanski shall be provided deferred compensation according to the compensation schedule attached as Exhibit A. The deferred compensation shall be expressed as a percentage of annual base salary then in effect, provided that the deferred compensation shall not be reduced below the amounts specified in Exhibit A. Such deferred compensation shall be paid on a bi-weekly basis into a supplemental employer's 403(b) and 457 plans. If any excess amount remains payable due to contribution limits imposed on 403(b) and 457 plans, such excess will be treated as supplemental compensation and paid to the President on a bi-weekly basis. If new plans and methods of tax- deferral become available during the term of this Agreement, the President and the University may mutually agree to adopt the new methods as they become available.

Section 5.3 Incentive Compensation. The President shall be eligible for an annual award of incentive compensation upon completion of each contract year. The award of incentive compensation shall be considered in connection with the Board's annual evaluation of the President and shall be based on the Board's assessment, in its sole and absolute discretion, of the

President's achievement of mutually agreed upon performance measures and goals. The performance measures and goals shall be established with reasonable standards and expectations and the understanding that the amount of the annual incentive compensation award will be determined in good faith and relative to progress made towards achieving the mutually agreed upon performance measures and goals. The Board may award any amount of incentive compensation from zero to the maximum identified below.

Maximum award for each contract year

- May 31, 2018 - June 30, 2019 - \$65,000
- July 1, 2019 - June 30, 2020 - \$75,000
- July 1, 2020 - June 30, 2021 - \$85,000
- July 1, 2021 - June 30, 2022 - \$95,000

Any incentive compensation awarded shall be paid to the President within sixty (60) days of the date on which it is awarded.

Section 5.4 Retention Pay. The President shall not be eligible for a retention bonus during the term of this Agreement unless otherwise approved by the Board.

Section 6.0 Evaluation.

The Board and President shall jointly discuss, develop and agree upon performance measures and goals to be achieved. These performance measures and goals shall be the non-exclusive, but primary basis upon which the Board shall evaluate the President. The Board's annual evaluation shall be conducted on the schedule set forth below:

- Formal evaluation by the Board at least once during each year the Agreement is in effect. The formal evaluation will be conducted within ninety (90) days following the conclusion of each contract year and on or before June 30th for the final contract year.
- The President shall update the Board on progress made with respect to performance measures and goals at each of the regularly scheduled quarterly Board meetings.

- The President and Board shall establish the performance measurements and goals for the '18/'19 academic year on or before September 30, 2018.
- For subsequent years, performance measurements and goals shall be put in place by the first day of each budget year.

Section 7.0 Benefits.

Section 7.1 Standard Benefits. Dr. Szymanski shall be eligible to participate in all present and future benefit plans maintained by the University for executive service employees. Except as provided in Section 7.2, Dr. Szymanski shall pay such premium amounts as required to be paid by other similarly situated plan participants. Such benefits shall include, without limitation, health care, disability and life insurance programs, retirement plans, tax-deferred savings plans, flexible spending accounts, and vacation and sick leave. Dr. Szymanski shall also be entitled to receive an annual health physical at University expense.

Section 7.2 Additional Insurance. Assuming that Dr. Szymanski is insurable, the University shall annually fund the purchase of term life insurance for him during the term of this Agreement, with a benefit of no less than \$1,000,000.00. Dr. Szymanski is responsible for payment of taxes associated with receipt of this benefit which is deemed to be gross income to him.

Section 7.3 Business/Travel Expenses. The University shall cover the cost of Dr. Szymanski's reasonable business expenses, including professional dues, meetings, business travel and entertainment. The President shall also be entitled to payment of miscellaneous memberships in an amount not to exceed \$2,500.00 per annum; communication expenses; and other items as included in the Office Budget and the Foundation Budget.

Section 7.4 Automobile Allowance. During the Term of Employment, Dr. Szymanski shall receive a monthly automobile allowance of \$2,000.00 a month for the use of his personal automobile. Payment for such use shall be pro-rated bi-weekly, paid in accordance with customary payroll practices of the University. Dr. Szymanski is responsible for payment of taxes associated with receipt of this automobile allowance which is deemed to be gross income to him. The automobile allowance shall not be subject to increase during the term of this Agreement.

Section 7.5 Relocation Expenses. Dr. Szymanski shall receive a relocation allowance of \$36,000.00 payable within the first 120 days of employment for moving and other associated expenses incurred in moving to Jacksonville, Florida. Dr. Szymanski is responsible for payment of taxes associated with receipt of moving expenses allowance which is deemed to be gross income to him.

Section 7.6 Housing Allowance. Dr. Szymanski shall receive a housing allowance in the amount of \$45,000.00 per year, payable bi-weekly. Dr. Szymanski is responsible for payment of taxes associated with receipt of this housing allowance which is deemed to be gross income to him. The housing allowance shall not be subject to increase during the term of this Agreement.

Section 7.7 Executive Physical. The Board authorizes the expenditure of up to \$2,500.00 during each calendar year of this Agreement for reimbursement of otherwise unreimbursed expenses incurred by Dr. Szymanski in connection with an executive medical physical. Dr. Szymanski is responsible for payment of taxes associated with reimbursement hereunder which is deemed to be gross income to him.

Section 8.0 Tenure. Dr. Szymanski shall be granted a tenured faculty appointment at the rank of Professor in the Coggin College of Business upon his appointment as President (or as soon thereafter as practicable) and shall be accorded all the rights and privileges afforded to such appointment. Thereafter, Dr. Szymanski's faculty tenure and status shall be subject to the same University rules and protections available to other tenured faculty of the University.

Section 9.0 Post Presidency Provisions.

Section 9.1 Sabbatical. Following the termination or expiration of this Agreement, Dr. Szymanski shall not be entitled to a sabbatical.

Section 9.2 Post Presidency Appointment. Except in the event that Dr. Szymanski is terminated “for cause” as specified in Section 10.01 and Section 10.03, Dr. Szymanski will be employed by the University on a twelve (12) month basis in an administrative/managerial capacity as the director of a center anticipated to be in retail studies and competitive activity similar to the Center for Retailing Studies at Texas A&M University. Dr. Szymanski will be responsible for establishing the Center, will be responsible for formulating policies applicable to

the Center and its employees, will be responsible for personnel administration and employee relations within the Center, and will be responsible for preparing and administering the annual budget of the Center, all subject to approval by the Board of Trustees. In addition to his responsibilities as Center Director, Dr. Szymanski will teach courses comprising up to nine (9) credit hours each academic year.

During his first year of post presidency, Dr. Szymanski shall be appointed to a twelve (12) month assignment with a twelve (12) month base salary equal to 90% of his last base salary as President. In years two (2) and three (3) post presidency, Dr. Szymanski shall continue in a twelve (12) month appointment at a base salary equal to 81% of his last base salary as President. After the expiration of this three (3) year period, his twelve (12) month base salary shall be adjusted to the average 12-month (or its equivalent) base salary paid at the time to the three (3) most highly paid full-time tenured faculty members in the university who do not serve in full-time administrative roles.

Section 10.0 Termination.

Section 10.1 Termination for Cause. The parties agree that the Board may terminate Dr. Szymanski's appointment as President upon a majority vote of the Board at any time for "Cause," which shall mean the following:

Any conduct of Dr. Szymanski that constitutes gross negligence or willful malfeasance in the performance of his duties;

Any act or omission by Dr. Szymanski that causes material harm to the University and is undertaken or omitted knowingly or is criminal or fraudulent or involves material dishonesty;

The commission of a felony involving moral turpitude;

Conviction in a court of law for any felony, including a felony involving the misuse or misappropriation of University funds or property;

Any material, serious and incurable breach of Dr. Szymanski's fiduciary duty to the University or Board; or

A violation by Dr. Szymanski of any of the material terms and conditions of this Agreement not remedied within thirty (30) days written notice thereof to him.

In the event of termination for Cause by the Board, Dr. Szymanski's employment with the University and tenure status shall cease, and he shall not be entitled to any further employment. The Board's obligations under this Agreement in such event shall be limited to: (a) prorated payment of his salary through the date of termination; (b) the payment of any incentive compensation or supplemental retirement benefit that is awarded and/or due, though unpaid as of the date of termination; (c) the payment of accrued and unused leave through the date of termination in accordance with University regulation; and (d) the payment of any unpaid reimbursable business/travel/relocation expenses incurred prior to the date of termination and documented by him in accordance with University procedures. The President shall not be entitled to any further employment, compensation or benefits from the University in any capacity except for benefits required to be continued by law.

Section 10.2 Termination Without Cause. The University may terminate this Agreement without cause at any time for the convenience of the University upon ninety (90) days prior written notice to Dr. Szymanski. Termination of this Agreement by virtue of Dr. Szymanski's death or permanent disability (as defined in Section 10.3 of this Agreement) shall not be construed as termination without cause. If the University terminates this Agreement without cause prior to its expiration, Dr. Szymanski shall be entitled to elect either (1) to receive a lump sum severance equal to 20 weeks of his annual base pay then in effect, or (2) perform duties and be compensated pursuant to terms specified in Section 9.2.

Section 10.3 Resignation, Death/Permanent Disability. Except as otherwise provided in this Section 10.3, Dr. Szymanski's appointment as President shall terminate upon his resignation, death, or permanent disability prior to the expiration date of this Agreement. Such termination shall be deemed to have occurred for "just cause" and Dr. Szymanski's employment with the University and tenure status shall cease, and he shall not be entitled to any further employment, compensation or benefits from the University in any capacity except for benefits required to be continued by law. Should Dr. Szymanski resign from his position of President after completion of a minimum of three (3) years of service as President, he may, at his election, assume active duties as specified in Section 9.2. For purposes of this Agreement, "permanent disability" shall be defined as Dr. Szymanski's inability to perform the Duties as specified in Section 2.0 of this Agreement for a minimum of six (6) continuous months. This Agreement shall be applied

consistent with and in compliance with the Americans with Disability Act and applicable state and federal law. In the event of Dr. Szymanski's death during his service as President, his spouse or, if none, his estate, shall receive any benefits to which he is entitled under this Agreement.

If Dr. Szymanski becomes permanently disabled during his service as President, he shall receive all benefits to which he is entitled pursuant to this Agreement, the law and the University's disability insurance plan in which he participates.

Section 11.0 Notice. For the purpose of this Agreement, notices and all other communications to either party hereunder provided for in the Agreement shall be in writing and shall be deemed to have been duly given when (a) delivered in person, mailed by certified mail, return receipt requested or recognized overnight delivery service and (b) transmitted via electronic mail:

If to the University:

Chair, University of North Florida Board of Trustees

Office of the President

University of North Florida

1 UNF Drive

Jacksonville, FL 32224

Email: unfbotchair@unf.edu

If to Dr. Szymanski:

Section 12.0 Severability and Waiver. If any portion of this Agreement shall be held to be invalid, not operative or unenforceable, then, so far as possible, effect shall be given to the intent manifested by the portion held invalid, inoperative, or unenforceable, and the remainder of this Agreement shall remain in full force and effect. No waiver or failure to enforce any or all rights

under this Agreement by either party on any occasion shall constitute a waiver of that party's right to assert the same or any other rights on that or any other occasion.

Section 13.0 Governing Law. This Agreement shall be interpreted and construed and the rights and obligations of the parties hereto shall be determined in accordance with the laws of the State of Florida, excluding its choice of law rules.

Section 14.0 Modification of Agreement. This Agreement represents the full and complete understanding of the parties and supersedes any previous or contemporaneous written or oral representations made by either party. There are no other promises, understandings, obligations, inducements, undertakings, or considerations between the parties or owed by either party to the other that are not set forth in this Agreement. This Agreement may be modified or amended only by mutual written consent of the parties.

Section 15.0 Personal Contract. The obligations and duties of Dr. Szymanski shall be personal and not assignable or delegable in any manner whatsoever. This Agreement shall be binding upon and inure to the benefit of Dr. Szymanski and his executors, administrators, heirs, successors, and permitted assigns, and upon the University and its successors and assigns.

Section 16.0 No Trust Fund. Nothing contained in this Agreement and no action taken pursuant to the provisions of this Agreement shall create or be construed to create a trust of any kind. To the extent that Dr. Szymanski acquires a right to receive payments from the University under this Agreement, the University's obligation to make such payments represents an unfunded promise or covenant to pay such amount running from the University to Dr. Szymanski.

Section 17.0 Understanding of the Agreement. Both parties represent that they have thoroughly read this Agreement, that they understand it to be a binding contract, that they understand each provision, term, and condition of this Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with the intention to comply with its terms.

Section 18.0 Public Disclosure of the Agreement. Both parties agree and acknowledge that this Agreement may be subject to the Florida public records law, Chapter 119, or other provisions, and may, therefore, be subject to disclosure by and in the manner provided.

Section 19.0 Miscellaneous. The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement. The terms "Board," "Board of Trustees," and "University" as used herein, where applicable or appropriate, shall be deemed to include or refer to any duly authorized board, committee, officer, or employee of said entity.

Whenever the context requires, the masculine shall include the feminine and neuter, the singular shall include the plural, and conversely.

IN WITNESS WHEREOF, (Name) and the authorized representative of the University of North Florida University Board of Trustees have executed this Agreement on this __ day of _____, 2018.

Executed By:

Kevin E. Hyde, Chair
UNF Board of Trustees

Date

Witness:

Date

Printed Name

Appointment Accepted:

(Name)

Date

Witness:

Date

Printed Name

EMPLOYMENT AGREEMENT

EXHIBIT A

COMPENSATION SCHEDULE

Section 5.1 Annual Base Salary.

May 31, 2018 - June 30, 2019 - \$405,000.00

July 1, 2019 - June 30, 2020 - \$415,000.00

July 1, 2020 - June 30, 2021 - \$425,000.00

July 1, 2021 - June 30, 2022 - \$435,000.00

Section 5.2 Deferred Compensation.

Dr. Szymanski shall receive annual deferred compensation equal to 20 % of Dr. Szymanski's annual base salary then in effect.

June 1, 2018 - June 30, 2019 - \$81,000.00

July 1, 2019 - June 30, 2020 - \$83,000.00

July 1, 2020-June 30, 2021 - \$85,000.00

July 1, 2021 - June 30, 2022 - \$87,000.00