

INDEX OF MINUTES
STATE UNIVERSITY SYSTEM OF FLORIDA
BOARD OF GOVERNORS
CHANCELLOR SEARCH COMMITTEE
TALLAHASSEE, FL
August 17, 2022

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1. Call to Order

On August 17, 2022, Chair Brian Lamb convened the meeting at 11:00 a.m. with the following members of the search committee present and answering roll call: Vice Chair Eric Silagy; Tim Cerio; Patricia Frost, and Charles Lydecker. In addition, Governors Ken Jones, Craig Mateer, and Deanna Michael attended the meeting.

2. Opening Remarks

Chair Lamb thanked the Board members for agreeing to serve on the search committee. He stated that this was part of the process that started a month previously.

3. Public Comment

There were no requests for public comment.

4. Minutes of Committee Meeting

Ms. Frost moved to approve the minutes of the Chancellor Search Committee Meeting held on July 12, 2022. Mr. Cerio seconded the motion, and the members concurred unanimously.

5. Consideration of Applicants for Interviews

Chair Lamb thanked the members for serving on the Committee. As a reminder, he stated applications had been sent to Committee members in real time over the last 30 days when the Committee agreed the application period would close on August 12. Chair Lamb explained the Committee is looking for a proven leader, someone who can help achieve long-term goals, work successfully in various environments, and play a key role in partnerships with the System, the Legislature, and others.

In July, the Committee approved the search process, the position profile, and an advertising plan. The position was advertised widely and the Committee received a number of diverse candidates, both internationally and domestically. The purpose of today's meeting is to select candidates to interview on August 26th at 11:30 a.m. Following the August 26th meeting, a final candidate will be brought forward to the Board at its September meeting. Chair Lamb thanked Ms. Vikki Shirley, the Board's General Counsel, for her assistance during this process.

Chair Lamb called on Ms. Shirley to provide a report on the applicants. Ms. Shirley indicated that in discussions with individual Committee members, three applicants generated the most interest.

The first applicant is Dr. Santarvis Brown. Dr. Brown is currently a lecturer on leadership topics at the University of Virginia and eCornell, and is a fellow with the AGB Institute for Leadership & Governance in Higher Education. As a fellow, he collaborates with other educational executive leaders on best practices for institutional governance and the strategic planning process. He previously served as the Associate Vice President of Academic Affairs for Miami Regional University from 2018 to 2020 where he spearheaded the launch of the School of Business with a Masters of Business Administration, and the university's inaugural Doctorate in Nursing Practice. He also led the university's Strategic Planning Council and advised the President on matters surrounding academic programs, program evaluation and administration.

Prior to his position at Miami Regional University, he was the Grant Director of Miami-Dade College's STEM Engine and the Project Director of the college's Health Sciences Communities of Interest. He managed grants under these programs that were used to provide internship and employment opportunities for STEM students and to enhance student access to upper-division degrees at the Miami Dade medical campus. In these various capacities, he has been responsible for developing student retention initiatives, online programming, and initiatives to improve operational efficiencies. Dr. Brown holds a Doctor of Education degree from California Coast University and a Juris Doctorate from Perdue Global.

The next applicant is Ms. Lori Cromwell. Ms. Cromwell is the Chief Business Officer at the Emory University Candler School of Theology and has served in that capacity since 2019. In that role, she is responsible for the school's administrative operations, financial services, human resources administration, facilities management, and information technology and business activities. She develops and presents the annual operating budget proposal and directs all financial operations for the financial activities of the school. Previously, she served as the Director of Financial Operations relative to Emory's Enrollment Management Division and was responsible for planning, administering, and monitoring the financial and operational policies and procedures of the division. From 2014-2018, she served as a Senior Associate Director of Compliance and Financial Operations for the university's Office of Financial Aid was the administrative and financial manager of \$240M in student support programs, and was actively involved in establishing funding initiatives to support strategic enrollment goals. Prior to that, she was the Associate Director for Financial Operations in the Office of Financial Aid from 2010 to 2014, and a Senior Analyst in that office from 2006 to 2010. She holds a Ph.D. in Educational Leadership from Mercer University and a Bachelor of Science in Finance from Tuskegee University.

The final applicant is Senator Ray Rodrigues. Senator Rodrigues has served in the state legislature since 2012, first as a representative in the House from 2012 to 2020,

after which he was elected to the Senate in 2020. As a state legislator, Senator Rodrigues has been instrumental in enacting legislation that has been transformational for the State University System. During his service on the Higher Education and Workforce Subcommittee in the House, legislation creating the performance-based funding and preeminent university funding models was enacted. He worked on improvements to the performance-based funding model to promote on-time graduation, including associate degree transfers and transitioned the model to one focused on continuous improvement. He carried and passed bills that expanded the Bright Futures scholars awards, established the State University Professional and Graduate Degree Excellence Program, the World Class Faculty and Scholar Program, and the creation of Universities of Distinction, to name but a few.

With sixteen years of higher education administration experience at FGCU, he has witnessed the transformation that occurred as a result of this, and other, SUS-related legislation in promoting student success and faculty excellence. He is currently the Director of Interagency Partnerships at FGCU and is responsible for developing proactive partnerships with public agencies in Southwest Florida and collaborating with other campus leaders to implement Pillar Five of the university's Strategic Plan focused on Community Engagement. Previously he served as the university's Director of Community Relations where he cultivated partnerships with community organizations that served to support FGCU's strategic plan and mission. For eleven years, he was the Business Manager for the College of Arts and Sciences and provided fiscal and contract management, and administrative support to the Dean. Prior to his employment at FGCU, he worked in the private sector for General Electric, Vastera, and Bill Smith, Inc. in various capacities including compliance and financial operations. Senator Rodrigues holds a Master's Degree in Public Administration from FGCU and a Bachelor of Arts from Berry College.

Chair Lamb called on Mr. Silagy for his thoughts. Mr. Silagy was pleased to note the Committee received a wide variety of candidates, both domestic and international. In reviewing the applicants, he saw a great divergence of capabilities and experience and noted that future candidates will have large shoes to fill after Chancellor Criser's service, which included guiding the System to No. 1 ranking in the nation in higher education for more than half a decade. Mr. Silagy said the leadership Chancellor Criser provided has been critical to the success of the System. He recounted adversities the System faced in the past decade, including COVID-19, which was an unprecedented challenge. He emphasized the importance of the decision, anticipating future challenges, and the difficulty inherent in remaining No. 1. He said there is no substitute for passion, intellect, and having a deep understanding of the System, how the universities work, how they interface with the state, the Board of Governors, and the Legislature, and having an appreciation for faculty and students. He explained he viewed each applicant through these lenses. Mr. Silagy remarked the candidate should have an appreciation and deep understanding of the legislative process and regulatory framework that govern Florida, along with an understanding of the private sector. He

said many graduates of the System are striving to get degrees to enter the workforce and make a living. Having someone in this position who understands the nexus between the private and public sectors is greatly important. Mr. Silagy identified Dr. Lori Cromwell and Senator Ray Rodrigues as the two candidates that met his expectations based on their experience and knowledge. Chair Lamb thanked Mr. Silagy for his perspective.

Chair Lamb called on Ms. Frost for her thoughts. Ms. Frost said she agreed with Mr. Silagy. She was on the committee when Chancellor Criser was selected. Ms. Frost thanked Ms. Shirley for conducting a great background check and adding dimension to the candidates. Ms. Frost said that receiving international, national, and local candidates reflects there is a focus on Florida's State University System and many people want to be a part of it. She agreed that each candidate brings something to the table. Ms. Frost said Dr. Cromwell and Senator Rodrigues are the two candidates she would like to bring forward for an interview. Chair Lamb thanked Ms. Frost for her continued service in this process.

Chair Lamb called on Mr. Cerio. Mr. Cerio agreed with Mr. Silagy's remarks on the importance of this decision and the lenses they should be using as they review the candidates' credentials. Mr. Cerio said the two strongest candidates were Senator Rodrigues and Dr. Cromwell. Senator Rodrigues has experience working in the System and has knowledge about the governance structure and challenges in Florida. Mr. Cerio said he also liked Dr. Cromwell for her operational experience, experience with enrollment issues, and financial experience at the university level.

Chair Lamb next called on Mr. Lydecker. Mr. Lydecker echoed Mr. Cerio's comments and agreed with the tone of the comments that have been made. He stated that Dr. Brown, Dr. Cromwell, and Senator Rodrigues were well above the field of other applicants who submitted their resumes for this position. Mr. Lydecker said Chancellor Criser has done a remarkable job leading the System as evidenced by the No. 1 ranking and guiding the System through the pandemic. Mr. Lydecker said that Dr. Brown's leadership and background in higher education and STEM programs were important to him. For Dr. Cromwell, he felt that having a financial background was an important skill set to have. Mr. Lydecker then noted Senator Rodrigues' sixteen years of service at Florida Gulf Coast University. He stated it is important to work closely with the Legislature and he felt that Senator Rodrigues' experience would be helpful. In addition, Senator Rodrigues' background made him think of potential collaborations and partnerships within the System, which could help them maintain the No.1 ranking. Mr. Lydecker agreed with interviewing Dr. Cromwell and Senator Rodrigues.

Chair Lamb noted the Committee was triangulating tightly around the two candidates. He said obtaining the resumes in real-time was helpful to the Committee in their deliberations. Chair Lamb remarked that the important elements have all been agreed upon: experience, competency, engagement, and connectivity to the System. It's also imperative to consider the relationship between the Legislature, the System, and the universities. In addition, engagement with the Board and knowing how it operates

weighed heavily during his evaluation. The other criteria included operational and business leadership. He said the Board of Governors needs a CEO and that the Committee needs to be disciplined around backgrounds and resumes in tandem with leadership experiences. Chair Lamb stated the candidate should have a strong understanding of the state of Florida, the State University System, regulatory requirements, and factors that allow the System to compete nationally, along with possessing budget and financial acumen. He recommended the Committee move forward with interviewing Dr. Cromwell and Senator Rodrigues on August 26. Chair Lamb said that the Committee can then reevaluate whether it would like to meet with other candidates to make sure that the proper person is selected for this position. He said if there is no consensus on who should be brought forward to the full board, the Committee will continue to interview applicants who have already submitted applications.

Mr. Lydecker moved to advance Dr. Lori Cromwell and Senator Ray Rodrigues for interviews on August 26, 2022. Ms. Frost seconded the motion and the members concurred unanimously.

Mr. Lydecker said he appreciated Chair Lamb's view that if after the interviews, the Committee is not satisfied, the process will be reopened. Mr. Silagy concurred. He appreciated Chair Lamb's sentiment of revisiting the applicants if need be. He said that getting to the top is hard, and staying at the top is even harder. Chair Lamb said he is excited about the two candidates and is looking forward to the conversations the following week.

6. Concluding Remarks and Adjournment

Chair Lamb asked Ms. Shirley to contact the applicants and inform them of the interview times on August 26th. Ms. Shirley said she would contact the applicants immediately.

Having no further business, the meeting was adjourned at 11:34 a.m. on August 17, 2022.

Brian Lamb, Chair

Vikki Shirley,
Corporate Secretary