

**TO: Henry B. Thomas, D.P.A.
UFF Chief Negotiator**

**FROM: Leonard A. Carson
UA Chief Negotiator**

DATE: December 16, 2008

RE: Mutual Intent re Article 28 Salary Increases and Salary Payments

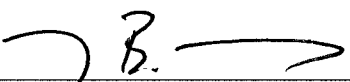
The purpose of this memo is to set forth our mutual understanding regarding our salary negotiations for the 2008-09 fiscal year.

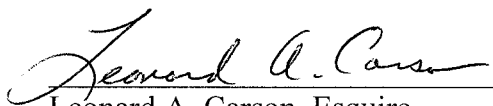
We are mutually committed to achieving a pay structure for UNF faculty which will both attract and retain an excellent faculty. We are aware of the level of faculty salaries at UNF compared to the other universities in the state university system. We recognize that the road to salary improvement must address across-the-board pay increases, merit pay, market equity/compression, and inversion.

Despite our mutual efforts, and the expressed intention and determination of President Delaney to address these issues, the current economic climate has severely limited our ability to effectively address the issue of faculty salaries in our negotiations. We have, therefore, agreed to take the following action.

1. We will conclude our contract negotiations on all other open items.
2. We will conclude a three (3) year agreement, with limited re-openers.
3. We will leave the issue of 2008-09 faculty salaries open while we continue to search for effective solutions. We will re-open faculty salaries for negotiations in the second and third year of the contract.

We have also agreed that it is important to retain the formula approach to faculty pay increases that we have successfully negotiated in previous contracts. We have, therefore, expressed our mutual intent to continue to negotiate using that formula approach, recognizing that the formula may require further fine-tuning through the process of our negotiations. Our signatures below are intended to express and confirm our mutual intent.


Henry B. Thomas, D.P.A.
UFF Chief Negotiator


Leonard A. Carson, Esquire
UA Chief Negotiator