

**University of North Florida
Board of Trustees
April 26, 2007**

Minutes

Trustees in Attendance: Dr. Edythe Abdullah, Mrs. Toni Crawford, Mr. Justin Damiano, Mr. Wilfredo Gonzalez, Mrs. Wanyonyi Kendrick, Dr. Chip Klostermeyer, Dr. Bruce Taylor, Mrs. Carol Thompson, Mr. Kevin Twomey

Trustees Absent: Mr. Luther Coggin, Mrs. Ann Hicks, Mrs. Joan Newton

Item 1: Call to Order. Chair Taylor called the meeting to order and asked President Delaney to speak about Item 1A.

Item 1A: University of Belize. President Delaney introduced three guests from the University of Belize, stating that UNF's relationship with the University of Belize had been a wonderful marriage for a number of years, resulting in about 800 UNF alums living in Belize. He offered appreciation for the University of Belize administrators for the visit.

Item 1B: Continuing Education and the Coggin College of Business (CCB). Chair Taylor said the Board planned to make it customary for faculty and staff to speak about activities ongoing within the University. He introduced Dr. Robert Wood, Dean, Continuing Education, and asked him to speak about Continuing Education's recent successes.

Dr. Wood offered appreciation for this opportunity. He stated that he felt it was critical for the University to have input and impact on the local economy and the residents of the community; therefore, it was the mission of the Division of Continuing Education to take the University into the local community to help serve training needs.

Dr. Wood spoke about programs within the Division of Continuing Education, including the Center for Economic and Workforce Development, the Center for Professional Development, and the Center for Leadership. He also spoke about Continuing Education's newest program, the Center for Lifelong Learning, which targeted active adults over the age of 50. He provided statistics for this program, stating that there were currently 30 courses taught per semester to about 350 participants. Plans were to grow this program to over 800 participants within the next three years.

Dr. Wood spoke about the Osher Foundation Grant, stating that the Lifelong Learning program received this grant within the first three months - faster than any other university. Original funding was \$100,000 with \$1-2 million possible within the next three years.

He added that the Center for Economic and Workforce Development would be the State's resource for Workforce Centers and community colleges.

Dr. Wood stated that UNF had partnered with the Chamber of Commerce to create world-class creative customer care programs for use at the Chamber. This program would also be used as a flagship customer service program to be used within the community.

Item 2: Chair's Report. After Dean Woods' presentations, Chair Taylor stated that the Board would like to honor one of its outgoing trustees who had served with great distinction, Mr. Justin Damiano. He spoke about Trustee Damiano, stating that he was a perfect example of what a Student Government president should be, as well as a student representative on the Board of Trustees. Trustee Damiano had served with respect and commitment to the mission of the Board and the University.

Trustee Damiano stated that he was fortunate to get to know all of the trustees. He offered appreciation to Chair Taylor for being a mentor and an amazing man of honor, courage and commitment.

Chair Taylor spoke about Dr. Terry MacTaggart's visit. He stated that Dr. MacTaggart was the outside consultant hired by the University. He stated that Dr. McTaggart met with various UNF constituencies and the visit was very successful. Dr. MacTaggart left with departing words, stating that UNF was holding something very special and was a good institution poised for greatness, should the University choose to pursue it.

Chair Taylor stated that Dr. MacTaggart's visit was enlightening and the results of his research were insightful. Dr. MacTaggart laid out a program for the University to engage in this year, consisting of three components:

- a retreat with senior staff and the President,
- a workshop with the Board, and
- a series of discussions lead by the Provost, President and faculty and students.

This series of discussions should accomplish five things:

- a clear sense of the University's destination as an academic enterprise,
- a consensus on what the institution should be,
- what about the University's development should be punctuated,
- linkages that should be created between the institution and the capital campaign, and
- the mission and vision statement should be revised.

Chair Taylor thanked the Board for supporting this initiative, stating that is was important to incorporate the review process into the function of the Board. He stated that the Board hoped to initiate the program laid out by Dr. MacTaggart.

Item 3: President's Report. President Delaney offered appreciation to Trustee Damiano, stating that he had done so many unique things for UNF, all with amazing energy.

President Delaney referenced Dr. MacTaggart's report, stating that the great thing about UNF was that there wasn't anything broken and no impending disasters. He spoke about the Board vacancy, stating that the selection now rested with the BOG and the Chancellor. A decision would most likely not be made until the legislative session ended.

President Delaney informed the Board about the Student Government elections.

President Delaney updated the Board on the legislative session, stating that there was much good news for UNF. He spoke about the following items:

- The governance bill had passed the House of Representatives and the Senate.
- Tuition would be increasing by 5 percent with a possible Governor veto.
- The BOG supported an academic enhancement fee, as a pilot project at the University of Florida, Florida State University and the University of South Florida. This fee would be 40 percent of tuition at the University of Florida and Florida State University and 30 percent of tuition at the University of South Florida. President Delaney stated that students at these institutions were paying a premium for research, with the other eight universities facing severe budget issues. The academic enhancement fee would not support enrollment growth and would not be covered by Florida Bright Futures.
- PECO allocations for UNF were good and this had been a wonderful year for capital dollars.
- UNF's Coastal Biology Program received \$250,000 from the House of Representatives and the Senate.
- The First Generation Scholarship Fund did not fare well.

Trustee Abdullah asked if the legislative session's decision on First Generation Scholarship Fund would affect Sheriff Nat Glover's initiative. President Delaney stated that this initiative was funded internally and any funds received beyond that would be bonus money. He stated that the Mayor had committed to funding this initiative at a high level but the decisions from the legislative session might impact that decision.

President Delaney brought the Board up-to-date on the AOL building (UNF Hall), stating that the transition was in progress and trailers would be removed by July 1st.

Item 4: Open Comments. There were no open comments.

Item 5: Consent Agenda. Chair Taylor stated that Item 5Bi, Bachelor of Science in Sign Language, would be pulled from the consent agenda for further discussion. All items on the consent agenda other than 5Bi, passed unanimously.

Item 5Bi: Bachelor of Science in Sign Language. Trustee Abdullah stated that she would like to engage in a small discussion regarding the Bachelor of Science in Sign Language. She stated that FCCJ had worked in collaboration with UNF to develop a degree program in sign language, with the completed degree from FCCJ being transferable to UNF. She stated that the program description did not mention this collaborative effort.

Provost Workman stated that the University would add a statement to the program description to include this collaborative effort – the agreement would be honored. Chair Taylor echoed Provost Workman's comments, stating that the University would make the revisions and acknowledge all of Dr. Abdullah's points.

Trustee Abdullah stated that this acknowledgment was acceptable and the agenda item could be returned to the table for approval.

Chair Taylor asked for approval of the Bachelor of Science in Sign Language. A motion was offered, seconded and approved unanimously.

Item 6: Approval of Bonding for the Student Union Building. Chair Taylor asked Committee Chair Twomey to speak about this item.

Committee Chair Twomey stated that this item was approved by UNF's Financing Corporation. There was also a motion for approval from the Finance and Audit Committee to the Board of Trustees at their April 23rd meeting. The resolution was to borrow 40 percent of the funds needed to finance the Student Union building.

Chair Taylor asked for question or comments, and upon receiving none, he asked for a second to the motion approved by the Finance and Audit Committee. A second was offered and the motion was approved unanimously.

Item 7: Approval of Bonding for Student Housing. Chair Taylor asked Vice President Shuman to speak about this item. Vice President Shuman stated that, at this time, this item was up for discussion only.

Vice President Shuman took a moment to speak about rating agencies, stating that last week two rating agencies visited UNF, Moody's and Standards & Poor's. Both agencies were impressed with UNF, stating that ratings on bonds would be very favorable.

Vice President Shuman spoke about debt guidelines, approved at a previous Board meeting, stating that the BOG considered these to be more than guidelines when approving debt. The Student Union building had delivered exactly what the BOG wanted, including a level revenue source and a 1.20 x coverage to cover debt service payments. She stated that the Student Union building should be received positively by the BOG at their June meeting.

Vice President Shuman spoke about bonding for student housing, stating that this proposal did not meet as many of the criteria as the Student Union proposal but various alternatives would be presented to BOG staff. She stated that it was the University's goal to get the student housing proposal passed by the BOG at their June meeting. A complete proposal would be presented to the Finance and Audit Committee at their May meeting.

Vice President Shuman said that the student housing proposal was in accordance with the University's master plan. The project would cost \$86 million which included \$9 million for infrastructure, including the construction of a road, parking improvements, extension of water and wastewater lines, and the construction of raised boardwalks across wetland areas. She stated that the project would include approximately 366,000 square feet, containing about 1,000 beds.

Vice President Shuman spoke about the University's current housing status, stating that current housing was built for 2,000 students, but now had 2,450 students in residence. There were about 1,200 students in triple occupancy and 200 more on a waiting list. There was no concern that the additional 1,000 units would not be occupied.

Vice President Shuman discussed housing rates, stating that the current rate for The Villages was \$2,450 – a 4 percent inflation for the next few years would raise this rate to \$2,600. The new facilities would rent for \$2,700 (a pro forma was provided in the meeting materials).

Vice President Shuman stated that the University was working diligently to get the best deal but the debt guidelines did not allow for flexibility. The BOG did understand the University's position and they were working with UNF to come up with an acceptable strategy.

Trustee Abdullah offered appreciation to Vice President Shuman for her clear and concise presentation, stating that every opportunity had been made to apprise trustees of the student housing proposal.

This item was for information only. No motion was required.

Item 8: Reports from the Educational Policy Committee. Chair Taylor asked Committee Chair Crawford to speak about this item.

Item 8A: Update on UNF's Flagship Programs. Committee Chair Crawford asked Provost Workman to speak about this item.

Provost Workman referenced Dr. MacTaggart's observations about UNF, stating that the University had an opportunity to pursue greatness and the flagship programs headed the University in that direction. Four programs were identified and there was evidence that the funding was providing a means to move the programs from good to great.

Provost Workman stated that the Community-Based Nursing Program demonstrated a commitment to the University's mission. The program also had an impact on the outcome of the quest to establish a Doctor of Nursing Practice. He commented about a certificate of commendation received by the students in the Community Nursing Program, stating that this was further evidence of the benefits of flagship funding.

Provost Workman stated that subsequent to the Community-Based Nursing Program, three additional programs were chosen. The Transportation and Logistic Program was highly regarded nationally, ranking as the 13th strongest program in the nation in that field. Flagship funding would facilitate real advancement in that area.

Provost Workman stated that the International Business Program was gaining traction as a result of additional funding. Part of the flagship funding would be utilized to expand foreign languages – this would be for the betterment of the whole University.

Provost Workman spoke about the fourth program, the Coastal Biology Program, stating that there was evidence that funding was critical in recruiting and hiring a new director, Dr. Courtney Hackney, to the University. He asked Chair Taylor to speak about Dr. Hackney. Chair Taylor stated that he and Dr. Hackney served on national advisory boards to the Army Corp of Engineers and that Dr. Hackney was a distinguished coastal biologist with experience as an advisor to the Army program. Chair Taylor stated that Dr. Hackney had proven experience in

mentoring junior faculty and was eager to collaborate with the faculty at UNF. Provost Workman stated that none of this could have happened without flagship funding.

Provost Workman stated that the University had received three proposals for the current year and opted not to fund any of these. The University planned to reconsider selection criteria. With the President's approval, the University would move to a different system in identifying programs - a rolling admissions timeline.

Provost Workman provided a summary, stating that the Flagship Program was gaining traction and continuing with the purpose the President envisioned. The University hoped to establish somewhere around 8 to 10 programs.

Trustee Kendrick asked for clarification regarding the amount of time required from faculty to ensure a sound program - was that time classified as research and did the University fund this? Provost Workman stated that faculty were rewarded for pursuing excellence. There was no question that preparing a flagship proposal was a product of commitment and devotion. The payoff for this effort would be that their program would receive flagship status and subsequently, the resources to use in strategic ways - their own interests being a significant motivation.

Trustee Kendrick asked for clarification regarding an established flagship program - would the extra work be accounted for? Provost Workman stated that the University would be reviewing programs on a regular basis to make sure they met benchmarks and administrative costs - teaching and research time would also be evaluated.

Provost Workman asked Dr. Li Loriz, Chair of the Nursing Department, to speak about established flagship programs. Dr. Loriz stated that each program included funding to cover administrative costs, teaching and research time. She stated that partnerships were established with the community as a result of flagship status and these partnerships contributed to the program as well. She stated that faculty proposals for research were also being funded as a result of the flagship status.

Provost Workman stated that another impact of the Flagship Program was that faculty would have more time to develop grant programs which would include more opportunity for students.

Chair Taylor stated that he would like to commend the University for not creating a new program just for the sake of creating one - flagship status should be meaningful. He commended all on establishing a rigorous symmetric system of evaluation, stating that the five-year limit (*reference meeting materials*) placed on programs gave the University the opportunity to evaluate each program to see if it warranted being continued.

Trustee Abdullah commended the University on resisting the urge to do too many things too fast and not doing any of them very well. The approach with the Flagship Program was very laudable, deep and excellent. Provost Workman stated that the efforts to refine the criteria would further that end.

This item was for information only. No further action was required.

Item 9: Reports from the Finance and Audit Committee. Chair Taylor asked Committee Chair Twomey to speak about this item.

Item 9A: Theft Report. Committee Chair Taylor asked Vice President Shuman to speak about items 9A,B,C,D,E and 9F.

Vice President Shuman stated that there had been technology equipment missing from classrooms. Insurance had been collected in the amount of \$11,000 to cover some of this stolen equipment. Security devices were installed and an arrest had been made. There were no further incidents.

This item was for information only. No further action was required.

Item 9B: Preliminary Federal Awards Audit. Vice President Shuman stated that all comments and questions were related to the implementation of the new student system. All comments and questions had been corrected and students were assessed appropriately.

Vice President Shuman referenced the Florida Bright Futures Audit, stating that this audit had not been included on the agenda because the University had not received any comments or questions regarding this audit.

This item was for information only. No further action was required.

Item 9C: Intercollegiate Athletic Program Audit. Vice President Shuman stated that this audit was as of June 30, 2006 and all comments had been reviewed previously by the Finance and Audit Committee. Appropriate adjustments had been made and were one-time in nature.

This item was for information only. No further action was required.

Item 9D: Capital Projects Quarterly Report. Vice President Shuman stated that this report provided a summary of where the University was in regards to major campus projects. She provided a brief video presentation, showing what the new student housing project would look like. She stated that the change orders were included in the meeting materials.

This item was for information only. No further action was required.

Item 9E: Quarterly Budget Report. Vice President Shuman stated that this report was as of the end of February 2007, with 63 percent of the budget being spent. This was compared to 67 percent for the same time last year. She stated that there were no financial issues for this year or last year. There were no State call-backs and no auxiliary issues. She spoke about a new report included in the meeting materials which included transfers from reserves.

Chair Taylor stated that, at some point, he would like to know what dollars were in the budget for graduate students and how many graduate students the University had. Vice President Shuman stated that some of this information would be provided at the upcoming budget

hearings; however, the University had provided \$100,000 for graduate marketing to increase enrollment.

This item was for information only. No further action was required.

Item 9F: Treasurer's Report. Vice President Shuman stated that the University had used three different investment vehicles but it was too early to see which vehicle would be the best in the long run.

This item was for information only. No further action was required.

Item 10: President's Summary. President Delaney stated that he had covered everything at the beginning of the meeting and thanked the trustees for their critical thinking and time given to these Board meetings.

Item 11: Adjournment. Chair Taylor asked if there were any further comments. Trustee Gonzalez asked for an update on University security - in light of the Virginia Tech event. President Delaney stated that the University was in the process of reviewing security and mental health resources. He stated that a status report would be prepared regarding mental health resources and security.

Trustees asked for an update on the sanctuary. President Delaney stated that the architect had been selected and the University was now shopping for donors.

The meeting was adjourned.