

**University of North Florida
Board of Trustees
June 26, 2008**

Minutes

Trustees in Attendance: Dr. Edythe Abdullah, Mr. John Barnes, Mr. Luther Coggin, Ms. Toni Crawford, Mr. Wilfredo Gonzalez, Mr. Hugh Greene, Ms. Wanyonyi Kendrick, Dr. William Klostermeyer, Ms. Joan Newton, Dr. Bruce Taylor

Trustees Absent: Ms. Ann Hicks, Ms. Joy Korman, Mr. Kevin Twomey

Pre-Agenda Item 1: President Delaney recognized Richard Gropper, UNF's Athletic Director, and asked him to speak about the Golf team's recent Atlantic Sun championship.

Dr. Gropper introduced Scott Schroeder, UNF's head golf coach, and noted that Coach Schroeder was a former UNF golfer before taking over the helm of the Osprey golf program in 2006. Dr. Gropper also congratulated Coach Schroeder for being named the A-Sun Coach of the Year and for becoming the first UNF head coach to earn that honor. Dr. Gropper asked Coach Schroeder to say a few words to the Board.

Coach Schroeder stated that he was taking steps to do even better next year. He mentioned that the golf team had an average GPA of 3.2 and acknowledged that these great student athletes were the type of students he wanted to continue to recruit.

President Delaney announced that Dr. Gropper had recently informed him of his decision to step down as UNF's Athletic Director. President Delaney stated that the University had persuaded Dr. Gropper to work with endowed scholarships for Athletics for the next few years. Upon stepping down as Athletic Director, President Delaney intends to honor Dr. Gropper with the title Athletic Director Emeritus.

Pre-Agenda Item 2: Presentation on Distance Learning. Chair Taylor asked Dr. David Jaffee, Assistant Vice President for Undergraduate Studies, to speak about this item.

Dr. Jaffee stated that, compared to the State University System, UNF's distance learning infrastructure was under-developed. He pointed out that there was a request before the Board of Trustees to levy a distance learning fee which had been approved by the Legislature.

Dr. Jaffee spoke about the various perceptions of distance learning and mentioned that it had not been an institutional priority for academic leadership. He noted that the common concerns were that distance learning was contrary to what the institution was trying to project, which was an intimate setting with attention to the student.

Dr. Jaffee presented the three forms of distance learning on UNF's campus as (1) Florida Engineering Education Delivery System (FEEDS); (2) on-line distance learning, primarily using Blackboard; and (3) a hybrid-form using some on-line courses and some face-to-face meetings with students. He provided statistics on enrollment for these programs for 2007-2008, mentioning that FEEDS offered 11 courses with 262 students; Blackboard offered 133 courses with 4,302 students; and there were 9 hybrid courses with 240 students. Dr. Jaffee noted that this accounted for 2.7 percent of the course selection for this academic year.

Dr. Jaffee stated that students were particularly interested in distance learning. He noted that the University had established a policy designed to move in this direction and to do it in a careful and judicious manner. He stated that the University would try for upper-division courses with the level of interaction maximized. He mentioned that the number of courses was expected to increase over time.

Provost Workman spoke to the quantity of work from faculty. He mentioned that there would be an enormous investment of time from the faculty and students.

President Delaney clarified that distance learning was not a less expensive method of teaching. He noted that this method required more effort from faculty but provided a more effective way to get students involved in classes.

Dr. Jaffee mentioned that many of UNF's students were non-traditional and found it difficult to put together a full class schedule. He noted that distance learning courses would make a difference between part-time and full-time students, and subsequent graduation rates.

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

Item 1: Call to Order. Chair Taylor called the meeting to order and welcomed everyone. A quorum of trustees was present.

Item 2: Chair's Report. Chair Taylor announced that UNF would host the Board of Governors' August meeting. He encouraged trustees to make time for that event.

Chair Taylor referenced an e-mail forwarded to all trustees regarding the presidential review process and stated that in past discussions, the Board had talked about modifying and simplifying the process. He asked the Board to consider a workshop in mid-September to discuss the President's report and provide feedback. Chair Taylor noted that he would collect comments and draft a presidential evaluation which would consider all areas used in the past.

Item 3: President's Report. President Delaney's report was reordered to last on the agenda.

Item 4: Open Comments. Chair Taylor addressed those in attendance and offered opportunity for open comments. Upon receiving none, he continued with the business at hand.

Item 5: Consent Agenda. Chair Taylor stated that the consent agenda contained minutes from the April 17, 2008 meeting. He asked for a MOTION to approve. The MOTION was offered and seconded.

Chair Taylor stated that the remaining items on the consent agenda had been vetted by staff and the appropriate committee, with all items receiving unanimous recommendations for approval to the full Board. He asked for a MOTION for approval. The MOTION was offered by Trustee Greene and seconded by Trustee Abdullah. The consent agenda was approved as submitted.

Item 6: UNF Budget. Chair Taylor asked Vice President Shuman to speak about this item.

Vice President Shuman discussed details of the proposed budget for 2008-2009, stating that it included a \$4.2 million net reduction. General revenue was reduced by a total of 10 percent.

She spoke about two committees that had been empanelled to create greater efficiency, (1) the controlled spending committee, which was created to review end-of-year spending; and (2) vacancy pool, which was created to review open positions.

Vice President Shuman discussed how the University would apportion the budget reduction and mentioned that all incremental monies received would be tied to the strategic plan, with 3 percent set aside for reserves.

Vice President Shuman clarified that the University had a total of \$4.2 million available for the budget reduction and the general revenue budget cut for 2008-2009 was \$4.6 million. Additional accommodations would be realized by freezing enrollment growth and increasing tuition by 6 percent. These two accommodations would yield about \$1.4 million. Annualizing some tuition increases and enrollment mixes added another \$1 million and recurring dollars had increased by \$1.7 million.

Vice President Shuman discussed lottery funding, stating that this was trending down across the State. As a result, the University had put the lottery allotment in reserves and not allocated it. She noted that no major academic programs had been impacted from the budget reduction and all divisions were able to make accommodations internally.

Vice President Shuman stated that this proposed budget included 4.6 percent that would be added to reserves and an additional \$2.7 million of recurring dollars would also be set aside. (The \$2.7 million of recurring included \$1.7 million of lottery funds which were considered variable.)

President Delaney stated that raises for employees was a major priority and that the administration would take stock of where the budget was heading and readdress this in October.

Vice President Shuman spoke about University initiatives that had been funded. She stated that Transformational Learning Opportunities remained the same and the Quality Enhancement

Plan received start-up dollars. A coordinator position was allocated for the Academic Roadmap initiative and allotments were made for the Jacksonville Commitment Plan and SWOOP scholarships. Financial aid dollars were enhanced and 30 percent of the tuition increase was returned to financial aid. Beautification and way-finding initiatives would be funded by carry forward dollars.

Vice President Shuman clarified that the University was asking the Board to approve the UNF Operating Budget for 2008-2009 which could be found under Attachment 6 (1 of 5). She also clarified that the University had reduced enrollment to maintain the student/faculty ratio and a commitment had been made to enroll only funded FTE.

Trustee Klostermeyer asked the record to reflect that faculty morale was very low and he was going to vote *no* on this budget, although he saw it as the best the University could do.

Chair Taylor commended the President, Vice President Shuman and the entire University family. He stated that everyone had made this budget work and it had not been easy.

Chair Taylor asked for a MOTION to approve the Operating Budget for 2008-2009. Trustee Newton offered a MOTION and it was seconded by Trustee Greene. The MOTION was carried with one dissention.

Item 7: Legislative Budget Request (LBR). Chair Taylor asked Provost Workman to speak about this item.

Provost Workman stated that this LBR, the Academic Roadmaps Initiative, was consistent with the BOG's mandate to provide students with access and increases to degree production.

Provost Workman talked about the BOG's indicated desire to make retention and graduation rates a part of the formula for funding. He stated that the Academic Roadmaps Initiative was an effort to advance these rates as aggressively as possible, and also to address the institution's commitment to students and the student-centered values.

Provost Workman stated that this initiative was designed to alert the University when a student diverged from his or her path of degree completion, and would enable the institution to counsel students away from certain areas of study where they might not succeed. He noted providing this service would require a combination of human resources and technology.

Provost Workman stated that, in an effort to affirm to the BOG that UNF was committed to this initiative, he proposed that the University make it an element within its compact with the BOG. He noted that this LBR was consistent with the University's mission.

Chair Taylor asked for a MOTION to approve the LBR. The MOTION was offered by Trustee Crawford and seconded by Trustee Newton. The MOTION passed as presented.

Item 8: Reports from the Finance and Audit Committee. Chair Taylor asked Trustee Kendrick to direct this discussion. Trustee Kendrick asked Vice President Shuman to present these reports.

Item 8A: Direct Support Organizations (DSO's) Budgets. Vice President Shuman stated that the Board was responsible for reviewing, on an annual basis, the DSO budgets. She noted that this item included budgets for UNF's Financing Corporation (UNFFC), the Training and Service Institute (TSI) and the UNF Foundation, Inc.

Vice President Shuman stated that these budgets were reviewed by the Finance and Audit Committee. Chair Taylor asked for questions and/or comments. There were none.

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

Item 8B: Quarterly Budget Report. Vice President Shuman stated that there were no anticipated issues at this time and all divisions were within budget. Chair Taylor asked for questions and/or comments and received none.

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

Item 8C: Treasurer's Report. Vice President Shuman discussed the status of investments and stated that this quarter had been very active. She spoke about the University's retraction from the State Board of Administration (SBA) and noted that, effective July 1st, the University would be contracting with two additional money managers, RBC Centura Bank and Public Financial Management (PFM).

Vice President Shuman stated that, as of April 3rd, the University still had investments with the SBA. She clarified that the investment had been \$8 million but was now at \$2.5 million, with interest being paid according to the contract.

Vice President Shuman stated that the FGIC bond and surety insurer had been downgraded to a "B" rating by S&P. The University was now required to respond with one of two choices - provide a letter of credit or put money aside. The University had placed \$10 million into a cash account, which was deemed a more efficient way to provide for the surety. She clarified that the "B" rating was for FGIC and not the bonds. She also clarified that the original rating was "AAA." Vice President Shuman noted that Item 5Biv on the consent agenda asked for approval for the UNFFC to increase the University's reserve funds \$10 million to provide for the surety.

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

Item 8D: Capital Projects Quarterly Report and Change Orders. Vice President Shuman stated that the University did receive \$24 million for PECO projects. She provided details on capital projects included in this report.

Vice President Shuman stated that this report included change orders for each building project and directed trustees to the meeting materials, noting that a report was provided.

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

Item 9: Reports on the Educational Policy Committee Meeting. Chair Taylor stated that there were no additional reports from the Educational Policy Committee beyond items on the consent agenda.

Item 3: President's Report. This item was reordered on the agenda.

President Delaney offered congratulations to Trustee and Mrs. Coggin for their award from Junior Achievement.

President Delaney spoke about the parallels between UNF and UNC-Willmington, stating that both institutions engaged in similar missions and both were seeking to sharpen their mission. He noted that these institutions would be further compared at the upcoming Board workshop.

President Delaney asked Provost Workman to elaborate on their visit to UNC-Willmington. Provost Workman mentioned that both institutions had similar aspirations and similar challenges. Both were comprehensive universities that maintained a delicate balance between a commitment to teaching and the necessity of research. Provost Workman described UNF as a public comprehensive university with integrity.

President Delaney stated that he would keep the Board apprised of discussions regarding the museum downtown. He noted that this was a good opportunity to review the campus gallery and assess future programming that might be available.

President Delaney offered appreciation to all staff for their contribution to the budget.

Item 10: Adjournment. Chair Taylor thanked the Board for a good meeting and mention that all meetings for August had been cancelled. He adjourned the meeting.