

**University of North Florida
Board of Trustees
Workshop**

**February 8, 2007
Minutes**

Trustees in Attendance: Dr. Edythe Abdullah, Mr. Luther Coggin, Mrs. Toni Crawford, Mrs. Ann Hicks, Mrs. Wanyonyi Kendrick, Dr. William Klostermeyer, Dr. Bruce Taylor, Mrs. Carol Thompson, Mr. Kevin Twomey

Trustees Absent: Mr. Justin Damiano, Mr. Wilfredo Gonzalez, Mrs. Joan Newton

Item 1: Call to Order. Chair Taylor called the meeting to order.

Item 2: Approval of the Minutes (November 27, 2006). Chair Taylor asked for a motion to approve the minutes. The motion was offered by Trustee Twomey and seconded by Trustee Thompson. The minutes were approved unanimously.

Item 3: Chair's Report. Chair Taylor stated that plans were moving forward with the peer review process. President Delaney and Chair Taylor spoke about the consultant service, stating that they had been in contact with the Association of Governing Boards (AGB) and names of consultants had been provided, with one particular candidate having experience in Florida.

Chair Taylor referenced a publication made available to all trustees at the January 26th Board meeting, stating that it had been 10 years since the AGB had published on the topic of integral leadership, specifically addressing the Board of Trustees and the President. He stated that, according to this publication, UNF was performing quite well.

Item 4: President's Report. President Delaney provided a brief overview of the workshop agenda. He spoke about enhancing the quality and diversity of the student body and the student profile.

President Delaney stated that the university was working with three other universities to develop a program that would offer lower income graduates from Duval County, the resources they need to attend college.

Item 5: Capital Campaign. President Delaney stated that Ms. Jennifer McDonough would be providing an overview of the proposed capital campaign and implementation process. He asked Vice President Allaire to introduce Ms. McDonough.

Vice President Allaire stated that Ms. McDonough was a consultant who was working with UNF to perform an internal audit to determine if the university was ready for a new capital campaign and to help with the implementation process. He stated that the feasibility study was complete and her recommendations were now being implemented.

Ms. McDonough offered appreciation for the opportunity to address the Board. She acknowledged the efforts of President Delaney, Vice President Allaire and Associate Vice President Grabowski and stated that it had been a privilege to interview several of the trustees.

Ms. McDonough stated that she had delivered her feasibility report to the university in June 2006 so she would now speak about things that had happened in the ensuing months. Ms. McDonough referenced a summary, included in the meeting materials, stating that she would base her presentation on that material.

Ms. McDonough stated that she began her feasibility study by looking at the university's infrastructure to determine its degree of readiness. She then met with the internal leadership to glean a sense of the internal community and subsequently, interviewed about 45 people external to the university. She stated that from this information, she developed a report which was presented to the UNF Foundation Board.

Ms. McDonough stated that the feasibility report showed high levels of confidence in the City of Jacksonville about UNF's trajectory. She reiterated that Jacksonville had a sophisticated donor community which had great confidence in UNF's leadership.

Ms. McDonough concluded her presentation, stating that UNF was in a great position to have a successful campaign. She offered the opportunity for questions and comments.

Chair Taylor asked if there was any way to summarize or characterize the tangible benefits returned back to the university at relative stages of an endowment. Ms. McDonough stated that this would depend on the university's aspirations for the endowment.

President Delaney spoke about the tangible benefits, stating that the university was defining a list which included need-based/merit scholarships, faculty recruitment, professorships, research equipment, labs, physical structure, etc., and Provost Workman was simultaneously working with college deans for their list of priorities.

Trustee Thompson spoke about formulating a list, stating that this might be important for potential donors. Ms. McDonough stated that this was an important step in philanthropy and would help donors define where they might want to support the university.

Chair Taylor concluded this item, stating that the Board was appreciative for Ms. McDonough's presentation and asked to remain informed about the capital campaign.

Item 6: Update of President's Goals. Chair Taylor commended President Delaney, Provost Workman and Vice President Serwatka for their efforts on the President's goals. He stated that this document was effectively organized and included a strategic framework.

Trustee Thompson stated that she liked the new format, especially the identification and emphasis of the flagship programs.

Provost Workman stated that the flagship selection committee was given the assignment to precisely define the criteria for a flagship program. He stated that all involved were mindful of the fact that the results must be measured and the university was engaged in that process.

Chair Taylor spoke about the university's vision for the number of flagship programs. President Delaney stated that long-term plans were to add 8 to 10 additional programs, with one new program being added this academic year.

Trustee Crawford spoke about President Delaney's community connection – did he plan to become more involved in this very important issue. President Delaney stated that Assistant Vice President Sharon Ashton was charged with marketing the university and was working hard to improve community awareness of UNF.

Chair Taylor asked the Board to review the President's goals and provide feedback. He stated he was delighted with the current document, which was something to move forward with.

Item 7: Discussion on Scholarships for Merit and Need-Based Students. President Delaney stated that a number of institutions had considered eliminating merit scholarships because there was a considerable amount of money spent recruiting these students – common opinion was that these scholars were rarely need-based.

President Delaney stated that he felt UNF would benefit from recruiting merit and need-based students. He stated that the university's academic reputation was based on GPA and SAT scores, both of which were used nationally as markers.

President Delaney stated that he would like to speak about a new scholarship proposal which would offer academically eligible students with a household income below a certain level, free college tuition, fees, housing and a meal plan. Trustee Klostermeyer suggested that the program use Federal Student Aid (FAFSA) in combination with other identifiers for these potential students.

Discussions continued about participation of other area colleges and universities. President Delaney stated that if students were not academically eligible to enroll in UNF, they could attend area colleges or universities and then transfer to UNF for their third or fourth year. He stated that this concept would be a powerful statement about collaboration among educational institutions.

Associate Vice President Deb Kaye stated that this concept would provide access to students who may not have had this opportunity before. She stated that this concept would enhance the diversity of UNF's student population. Associate Vice President Kaye also discussed the Presidential Scholarship program, stating that this program was a remarkably successful recruitment and retention channel, especially with higher profile students.

Additional discussion ensued regarding the Hicks scholarship program (Gray Scholars) and how many of these students lived on campus. Questions were asked about requiring students to live on campus who would be recipients of the new scholarship program. It was determined

that this would not be a requirement because these students might have difficulty leaving home due to other responsibilities; i.e., sibling child care responsibilities, household income responsibilities, etc.

President Delaney stated that UNF staff had researched best practices, regarding signature scholarship programs, at other universities and all involved believed UNF could take these ideas and create a unique and successful program that could target a diverse population of students.

Trustee Twomey asked for clarification regarding admission standards – would these students meet competitive entry requirements required by all other students? President Delaney stated that standards would be tougher for the upcoming fall semester and currently, a number of these potential students might not meet these standards. He elaborated on the program, stating that there were two main portions – early intervention tutors and including ensuring entry eligibility, and a college advisor program, ensuring retention.

Trustee Abdullah stated that she was excited to hear about this program but suggested that potential students be identified at the high school freshmen level, to intervene in potential deterrents such as peer pressure.

Trustee Crawford stated that potential students should be identified in middle school where they might receive intense counseling, supporting college/university opportunities. She stated that a huge number of potential students would be lost during the middle school years – these students should be given an awareness of the availability of a college education. Trustee Crawford stated that early intervention at the middle school level might be a segue to a greater number of academically eligible students at the high school level, as well as make a difference in juvenile delinquency rates.

Trustee Coggin expressed concern regarding involvement in the primary educational environment – did UNF have enough trained staff to support this responsibility. Trustee Crawford stated that there was currently a silo mentality regarding education, which needed to be changed. She stated that this change would require a buy-in from other entities.

President Delaney stated that Mr. Nat Glover was engaged in recruiting area high school students who wouldn't ordinarily pursue a college education and his efforts would identify students eligible for this new program.

Trustee Twomey stated that this program didn't appear to require a large amount of money and it was exciting to target students who wouldn't qualify for Florida Bright Futures. He cautioned about making an unlimited commitment and encouraged the university to make this concept a pilot program. President Delaney stated that there were plans to guard against writing a blank check; e.g., offering this program to the first 100 eligible students, etc.

Trustee Thompson asked if there was a provision for scholarship recipients to give back to the community. Trustee Kendrick stated that there was a wealth of positive results through

volunteerism. Associate Vice President Kaye stated that some students might be eligible for the Inroads program.

President Delaney stated that plans were to phase in surrounding counties as the program developed but the appeal for beginning with Duval County was the ability to capture a more diverse student population.

President Delaney spoke about student loans and work-study, stating that the more variables that were added, the harder it would be to capture this student population. He stated that this program might also be a vehicle for the City of Jacksonville's Blue Print for Prosperity program.

Trustee Abdullah suggested that the program be used to work with minority males.

Associate Vice President Kaye stated that placing qualified counselors in each high school would be significant to the success of the program. She provided statistics, stating that the current ratio was 1 counselor to 600 students.

Associate Vice President Kaye spoke about the costs of the program, stating that taking into consideration the FAFSA, conversion and yield rates (number of students admitted to number of students enrolled), etc., the approximate cost per student would be \$5,000 or an approximate total cost of \$1.5 million.

Trustee Kendrick asked if the design of this program included plans to monitor retention, GPA and graduation rates. Associate Vice President Kaye stated that the model would include support services once the students were at UNF.

President Delaney stated that this new program would probably include student admissions fall 2008. There was no further discussion on this item.

Item 9: UNF's projected Student Profile. Vice President Serwatka stated that in the President's last end-of-the-year report, he presented an ideal student profile – this item would address that profile.

Vice President Serwatka stated that after reviewing the previous year's enrollment goals, he was presenting what the university might aspire to in 2009. He stated that these aspirations were based on hard data and stretch goals.

Vice President Serwatka stated that enrollment projections for fall 2009 were $\pm 17,000$. He referenced the meeting materials, stating that the university would like to grow the graduate program from 11.5 percent to 13 percent (of the total student population).

Chair Taylor asked if these plans included existing programs only. Vice President Serwatka stated that these rates included existing programs and the two new doctoral programs, the Doctorate of Nursing Practice Program and the Doctorate of Physical Therapy Program, as well as additional graduate programs.

Chair Taylor discussed what UNF should strive for regarding the graduate program. Provost Workman stated that it might take a while to develop additional graduate programs. He stated that funding was an issue, as well as the Board of Governor's interpretation of the Pappas Report. Provost Workman stated that he did not feel UNF's current graduate program was sufficient to serve the community.

President Delaney stated that for a metro or urban university, programs needed at the graduate level would be nursing, engineering, etc. He stated that a healthy rate for UNF's graduate program should be about 13 percent for 2009.

Vice President Serwatka spoke about the student profile, stating that the university had set a goal of 1200 as the average SAT score for entering freshmen in fall 2009. He stated that there were plans to increase the percentage of students living on campus.

Vice President Serwatka stated that the university believed there were benefits from having a greater representation of out-of-state and international students among the student body. He stated that international students added to the diversity within the student body and to the enrichment of the learning environment – these students also added to the economic growth of the region.

Chair Taylor stated that one way to bring additional funding to the graduate program would be to add funds for graduate assistants. Vice President Serwatka stated that the previous year's budget allocated dollars for graduate assistants. Chair Taylor stated that additional resources toward this goal would also be an effective recruiting tool for students who would pursue a graduate education.

Vice President Serwatka addressed diversity in the student profile. Referencing the meeting materials, he stated that data was collected to reflect diversity by levels (upper, lower and graduate). He spoke about filters used in calculating this data. These filters included high school graduation rates within counties, estimates on readiness rates and SAT scores.

Trustee Kendrick stated that UNF's ideal goal should be to match the diversity statistics of the community. She contended that filters were conjecture and may not represent reality.

President Delaney stated that the university would love to have better statistical representation than the community regarding the minority student population. He stated that there would be ongoing efforts to recruit minority students and continued efforts to retain UNF's current minority students.

Trustee Thompson stated that UNF's benchmark should not be in recruiting minority students but graduation rates for enrolled minority students.

Chair Taylor stated that based on readiness at entry level, UNF was capturing a certain segment of minority students who were not fully ready to attend college. He stated that the

university should continue working on that differential and carry these students through to the upper divisions and/or the graduate level.

Trustee Thompson asked that administration provide diversity statistics for all institutions of higher learning. Vice President Serwatka stated that he would provide data from all SUS institutions and community colleges.

Chair Taylor acknowledged Vice President Serwatka's efforts on gathering and sorting the statistical data provided. He stated that this information would be a valuable tool in tracking UNF's minority enrollments.

Item 10: Adjournment. Chair Taylor adjourned the meeting.