# MINUTES

**Members Present –** Doug Burnett, Jenna DuPilka, Annie Egan, Wilfredo Gonzalez, Kevin Hyde, Paul McElroy, Radha Pyati, and Sharon Wamble-King

**Members Absent (excused) -** Tom Bryan, Adam Hollingsworth, Stephen Joost, Oscar Munoz and Hans Tanzler

## Item 1 Call to Order

Chair Hyde recognized a quorum and called the meeting to order at 2:10 p.m. Chair Hyde stated that we have several essential items that we need to cover during this meeting. The first item to address is the approval of the President’s Annual Performance Evaluation and Consideration of Performance Compensation. Chair Hyde commented that he will be leaving early, but will call in for the remainder of the meeting. Vice Chair Sharon Wamble-King will lead the meeting upon his adjournment.

Approval of minutes from the February 16, 2018 meeting.

Trustee McElroy made a motion to approve the minutes. Trustee Wamble-King seconded. Approval was unanimous.

Approval of minutes from the March 6, 2018 meeting.

Trustee McElroy made a motion to approve the minutes. Trustee Wamble-King seconded. Approval was unanimous.

## Item 2 Public Comments

Chair Hyde offered those in attendance the opportunity for open comments. There were no comments from the public.

## Item 3 Annual Performance Evaluation and Consideration of Performance Compensation

Chair Hyde reminded the Board that this was President Delaney’s last Board meeting before leaving the presidency in three weeks. He noted that while President Delaney will be leaving the University shortly, it is the Board’s responsibility to evaluate the President’s performance

## Item 3 Annual Performance Evaluation and Consideration of Performance Compensation (continued)

for the 2017-2018 year and to make a determination concerning the award of performance compensation for the 2017-2018 year.  Chair Hyde reminded the Board that President Delaney’s

Annual Report for 2017-2018 had been provided to Board members for their review several weeks ago. The report included presidential goals set for 2017-2018 and progress made with respect to each goal.  A copy of President Delaney’s Annual Report is attached as [Exhibit 1](file:///%5C%5COAK%5CGlobal%5CBOT%5CAAA%20--%20Meeting%20Folders%5CBOARD%20OF%20TRUSTEES%20MEETINGS%5C2018%5C05.10.18%5CExhibit%201.pdf).

Chair Hyde then opened the floor for discussion of President Delaney’s annual performance, including progress made towards the achievement of each annual goals. Trustee DuPilka noted that she was very supportive of the specific annual goals reflected in the Annual Report and she was very impressed with the progress made with respect to these goals. She indicated that students care a great deal about these goals and in particular targets 3, 5, and 7 as reflected in the Annual Report. She believes President Delaney had done a great job on these targets. Overall, she believes that President Delaney has done an excellent job in securing our students’ future.

Trustee McElroy noted that President Delaney had an exceptional year. He did more than would be expected given that this was a transitional year and he noted that President Delaney didn’t miss a beat.  Additionally, achievement on performance targets met Board expectations. Trustee Wamble-King added that President Delaney not only met but exceeded the established goals. Trustee Wamble-King also noted that President Delaney played a key role in setting a foundation for the presidential search. He attended the first search committee meeting to provide his perspective on the role of the President and key leadership skills to be a successful president. The thoughts he shared were referred to throughout the search progress. Trustee Hyde agreed and noted that while President Delaney did this, he also respected the integrity of the process and never overstepped appropriate boundaries or interfered.

Trustee McElroy added that from a historical perspective, President Delaney was told by the Board to more fully embrace the performance metrics. He noted that the results of the last twelve months show that President Delaney did this. This includes making some mid-course/mid-year corrections to address the metrics. Trustee Egan noted that the achievement of goals is not a singular undertaking, it’s a team effort.  She commended the university’s leadership team for their good work. Trustee Burnett noted that Dr. Jay Coleman provided the Board with a detailed overview of the metrics at each board meeting keeping the Board well informed throughout the year. Chair Hyde added that the University’s performance on the metrics improved this year.

Chair Hyde noted that President Delaney has been extremely gracious and helpful during the transition and has made himself available to Chair Hyde and Dr. Szymanski at all times. Chair Hyde concluded by expressing the Board’s deep appreciation for President Delaney’s 15 years of leadership and expressing that it has been a pleasure to work with President Delaney.

## Item 3 Annual Performance Evaluation and Consideration of Performance Compensation (continued)

Chair Hyde made a Motion to approve the full performance pay of $25,000 for the President’s Annual Performance Compensation. Trustee Egan made a Motion to approve. Trustee Burnett seconded. Approval was unanimous.

## Item 4 University of North Florida 2018-2019 Budget

Vice President Shari Shuman presented the university’s 2018-2019 proposed budget for the Board’s review prior to the Board approving the Budget on June 14. The power presentation is on the Board website. This was a very good year, thanks to the activities of President Delaney and Vice President Owen in obtaining $4.1 million of new funding for Regional University Operating Enhancement. In addition, UNF received $1.2 million of new funding for World Class Faculty & Scholar Program and Professional & Graduate Degree Excellence Program. There is also $18.6 million of carry-forward funds included in the non-recurring budget.

This budget reflects no tuition increase for either undergraduate or graduate programs. In the fiscal year 2017-2018, UNF generated 14,383 FTE. This created additional revenue of approximately $2.5 million over our tuition budget. The tuition budget is set by the Legislature and we cannot appropriate more than the amount in the approved State budget. Based on projects, we anticipate being over about $2.0 million. We have asked the Board of Governors to update the tuition formulas to reflect our increased enrollment and our in-state/out-of-state mix.

This budget includes non-recurring reserves of $8.5 million or 5 percent of the total budget for the State Statutory Requirement.

This budget does not include any plant, operation or maintenance monies for the new building for the College of Engineering at Skinner-Jones Hall. The Legislature, for the past three years, has not funded any plant, operations and maintenance dollars to universities.

The budget includes an increase in the President’s reserves to allow President Szymanski flexibility in funding initiatives. He has an additional $300,000 in recurring and additional $135,000 for non-recurring. This budget does propose a salary increase for all employees.

Of the total Educational & General (E&G) budget, 76.2 percent of the budget is salaries and benefits, and 3.3 percent is utilities. This budget funds initiatives addressing UNF's Strategic Plan and the Board of Trustees areas of strategic focus that also responds to Board of Governors’ metrics.

Each division reviews its operations to determine expenses that could be reduced. We reallocate our base budget before requesting additional dollars. Some of the savings and reallocation are as follows: Even with the addition of 60,000 square feet of new space in Skinner-Jones Hall, due to energy conservation measures, current projections for E&G utilities are approximately

## Item 4 University of North Florida 2018-2019 Budget (continued)

$100,000 less than the fiscal year 2017. Over two years, expenditures have decreased by $300,000. Since our all-time high of $5.5 million between 2013 and 2014, expenditures are down

nearly $1 million. Our physical facilities have gone from reactive to proactive with this new system. Enrollment Services allocated positions from several different areas to create the Enrollment Services Planning Operations Department (ESPO), thus allowing ESPO to create an institution-wide Strategic Enrollment Management business model. The College of Education and Human Services reallocated four faculty positions from low-enrolled programs to higher-demand programs. As a result of joint solicitation with other SUS institutions, we moved three different systems from two separate vendors to one, saving approximately $115,000 in our future costs. Student Affairs reallocated $45,000 from a coordinator position in the Parent and Family program to address the needs of marketing services within the Division of Student Affairs.

With the additional monies for World Class Faculty & Scholar Program of $900,872, the Professional & Graduate Degree Excellence Program of $298,424, the Regional University Operating Enhancement of $2.7 million in recurring and $1.4 million for non-recurring, and the Jax Bridges Competitive Small Business (non-recurring) of $350,000, the new E&G budget for fiscal year 2018/2019 is $169 million.

We received $901,000 for the World Class Faculty & Scholar Program. This money is used to recruit and retain exemplary faculty and research scholars. We will be funding start-up equipment for faculty research, increase research integrity operations budget, and promotion/tenure and in-unit faculty raises. The State University Professional and Graduate Degree Excellence Program is to enhance the quality and excellence of professional and graduate schools. We received monies for our graduate business program. This money will be used for the Master of Science in Management program.

The following are major initiatives funded in this budget:

We will be adding some personnel to assist with compliance issues with accessibility on the website and learning management system. We need to add transcription and captioning services. In addition, we need to add more software systems that analyze our network traffic, and an additional security analyst due to new federal and international regulations.

We will continue to fund flagships, which are connected to the community. We will be adding an international learning enhancement program to internationalize the curriculum.

The Career Services Central Office is moving to be closer to Undergraduate Studies. The Intention is for the two departments to work closer together. We believe this will increase post-graduation employment and wages.

To increase research activities, start-up funds for new faculty, an additional faculty line for the advanced manufacturing program and graduate assistant stipends in areas of strategic emphasis are included in the budget.

## Item 4 University of North Florida 2018-2019 Budget (continued)

A CCEC instructor/advisor, CCEC construction management visitor, CCEC faculty line associated with AMMI/MSERF, CCB Master of Science in Management (2 faculty positions,) CCB Master of Science in Management (academic advisor), and graduate assistant stipends in areas of strategic emphasis are being funded with recurring dollars to help with increasing degrees in STEM and other high-need areas. With non-recurring monies, a BCH instructor for Public Health, BCH clinical instructor for Nutrition, BCH instructor for Nursing, COAS five Faculty Visitors for Biology, Physics and Chemistry, CCB Strategic Enrollment Initiatives for graduate programs, and CCB assistant professor in MIS are being added.

We continue to increase the budget and provide new funds to Student Success Programs. We funded, with recurring dollars, a new Student Academic Success Services Coordinator, a new Peer and Learner Assisted Success Programs Coordinator, increased Supplemental Instruction, Academic Coaching Tutoring Services, expanded First-Year Experience Course, a new CCEC Instructor/Advisor, added budget to the Math Center, continued Transformational Learning Opportunities (TLO), and additional Presidential Scholarships. Under non-recurring, we continued funding for Initiatives for Enrollment Growth in Recruitment and Retention, a new Honors Recruitment Plan, and Curriculum Revision and Enrollment Services Telephony Upgrades and Ticketing System for One Stop Services. Also, we are in the process of implementing a new portal system, which will allow students to be 100 percent mobile.

Vice President Shuman then went over a spreadsheet reflecting the changes to the budget and proposed changes to the Divisional budgets. A pie graph was presented of allocations by Division. Academic Affairs increased to 68.6 percent in 2018/2019 of the budget from 68.1 percent in 2017/2018. She also presented graphs that showed amounts received from general revenue, lottery and tuition over the years, both unadjusted and adjusted for inflation.

Vice President Shuman then presented the auxiliary funds.

All of these spreadsheets and graphs are on the Board website.

The final proposal will go to the Board of Trustees at the June meeting for approval.

## Item 5 2018 University of North Florida Accountability/Work Plan

Interim Provost Chally presented the 2018 Accountability Plan for approval to the Board of Trustees. The Accountability Plan is a Board of Governors required report. This year, the BOG has revised the format to merge the Accountability Report with the Workplan. The BOG requires the plan to be submitted by May 23, 2018 and have BOT approval. Previously, the Board requested an annual Accountability Report and an annual University Work Plan report, per Board of Governors regulations 1.001 and 2.002. The report data combines these two historical requests into one new request for an annual Accountability Plan that provides both actual historical data and prospective goals. The layout for the new Accountability Plan is largely based on the 2017 Work Plan format and is closely aligned with the Board’s 2025 System Strategic Plan. The Accountability Plan template is based on the current PBF and Preeminent

## Item 5 2018 University of North Florida Accountability/Work Plan (continued)

metrics and does not reflect the possible revisions being discussed by the 2018 Florida Legislature.

Prior to presenting the Plan to the BOT, Interim Provost Chally accepted the Vice Chancellor’s invitation to send Plans to the BOG staff to review. The current Plan submitted for BOT approval incorporates that BOG feedback.

Interim Provost Chally discussed the major foci of the Accountability Plan:

1. 3 Key Initiatives and Investments:
	1. Advance Student Success
	2. Produce more graduates in areas of strategic emphasis including STEM
	3. Serve as an economic driver and engaged community partner
2. Data on Performance Funding
3. Key Performance Indicators
4. New Programs for Consideration in 2018-2021

Most of the questions on the Plan were directed at the Student Success section. Questions included whether mandatory advising, one of UNF’s key initiative strategies is provided online or face-to-face. Both formats are acceptable.

What policies might interfere with a student’s ability to graduate? An example is a program’s prerequisite courses and when they are offered during a student’s studies.

Given all the initiatives listed under Student Success, would it be a better strategy to focus on a few rather than so many? Should we prioritize these initiatives? It would be more effective to sort our initiatives into categories since we have implemented most of these actions but many fall into a few major initiatives.

Discussion also focused on the need for students to take 15 credits/term to increase our 4-year graduation rates. It was noted that students could take credits in the summer making up for lesser loads in fall and spring. The data does indicate however that students taking 15 credits tend to do better than those who take 12.

Trustee Wamble-King made a motion to approve the 2018 Accountability Plan. Trustee McElroy seconded. Approval was unanimous.

The 2018 Accountability Plan was approved by the Board of Trustees and will be submitted to the BOG and presented at the June 2018 BOG meeting in Orlando.

## Item 6 Four-Year Graduation Rate Improvement Plan

Interim Provost Chally presented the strategies proposed to increase UNF’s 4-year graduation rates. The strategies were aligned to the Accountability Plan – Advance Student Success initiative.

As a supplement to the 2018 Accountability Plan, the Board of Governors has created a template for a Graduation Improvement Plan based on section 1001.706(5), Florida Statutes. This is an alternative to the block tuition proposal which did not get passed.

Each university shall submit, as a component of the university’s annual accountability plan, information on the effectiveness of its plan for improving 4-year graduation rates and the level of financial assistance provided to students pursuant to paragraph (h).

(h) By June 1, 2018, each university board of trustees shall submit a comprehensive proposal to improve undergraduate 4-year graduation rates to the Board of Governors for implementation beginning in the fall 2018 academic semester. The proposal must:

1. Identify academic, financial, policy, and curricular incentives and disincentives for timely graduation.

2. Outline the implementation of a proactive financial aid 208  program to enable full-time students with financial need to take at least 15 credit hours in the fall and spring semesters.

3. Include assurances that there will be no increased cost to students.

 Trustee Wamble-King made a motion to approve the 2018 Accountability Plan. Trustee McElroy seconded. Approval was unanimous.

## Item 7 Approval of John Delaney being awarded rank of Emeritus President of the UNF

Trustee Pyati, President of UNF Faculty, presented Resolution – Recommendation of the Conferral of “Emeritus” status on President Delaney.

Trustee Pyati made a motion to the Board that they confer upon John A. Delaney the rank of Emeritus President of the University of North Florida in recognition of his fifteen years of distinguished leadership. Trustee McElroy seconded. Approval was unanimous.

## Item 8 Adjournment

The meeting was adjourned at 4:00 p.m.