# MINUTES

**Trustees Present:** Kevin Hyde (Chair), Sharon Wamble-King (Vice Chair),

Douglas Burnett, Tom Bryan, Jill Davis, Annie Egan, David Fenner, Wilfredo Gonzalez,

Adam Hollingsworth, Stephen Joost, Nik Patel, Ally Schneider

**Trustees Absent (Excused):** Paul McElroy

## Item 1 Call to Order

Chair Kevin Hyde called the meeting to order at 1:00 pm and confirmed that there was a quorum.

## Item 2 Public Comments

Vice President Stone confirmed that the Board had not received any requests for public comments. Before turning to the next item on the agenda, Chair Hyde stated that he wanted to commend President Szymanski on having done an outstanding job amidst the uncertainty of the COVID-19 pandemic. He thanked the President for his leadership, including the development of the Emergency Relief Fund for UNF students.

## Item 3 Update on UNF’s Response to the COVID-19 Pandemic and Planning

President Szymanski spoke of UNF’s continued team efforts focusing on maintaining continuity for students, the safety of the university community, and anticipating and preparing for the future. He reiterated that, because of the UNF community’s efforts, there were no positive, on-campus COVID-19 cases for students or faculty. He stressed that it is essential for the UNF community to remain safety vigilant and focused.

**Continuity & Safety**

President Szymanski spoke of the successes UNF has had in the areas of continuity and safety. He highlighted that in Spring 2020, UNF completed virtual graduations and took measures to minimize occupancy in student housing. He relayed that it had also

## Item 3 Update on UNF’s Response to the COVID-19 Pandemic and Planning (continued)

**Continuity & Safety (continued)**

established an Emergency Relief Fund for students and secured over $700K. The President added that the University had raised $133K in gifts to the emergency fund

and noted that 100% of the trustees, vice presidents, and deans had contributed to the Fund. President Szymanski also advised that the University had received 393 student applications, and that there are 107 pending applications for a total of $601K of requests. He also relayed that the University received $5.8M in CARE Act funds.

The President shared that the University will continue remote education for Summer 2020. He advised that summer enrollment is tracking positively at +12% and that summer and fall enrollment are tracking at +3% (+1.8% in 2019). The President relayed that essential workers are on campus and the planning process for returning staff, faculty and students to campus is underway:

* + The Board of Trustees will discuss and approve the reopening plan on 6/8/20.
	+ The University will submit the plan to the Chancellor 6/12/20.
	+ UNF will present the plan before the Board of Governors on 6/23/20.

With regard to the planning process for the 2020 Fall campus reopening, President Szymanski highlighted that UNF has a COVID Crisis Management Team that has been meeting each day since early March. He stressed that the University is taking multiple things into consideration (CDC guidelines, the BOG Blueprint, national trends, expert opinions, actions of other SUS institutions, incidences of medical breakouts, among other things) to determine what is right for UNF.

**Anticipating and Preparing**

In order to prepare for the future, President Szymanski stated that UNF is reflecting on its fiscal philosophy which will guide its actions during the pandemic.

## Item 3 Update on UNF’s Response to the COVID-19 Pandemic and Planning (continued)

**Revenues and Expenditures (continued)**

With regard to revenues and expenditures, President Szymanski advised that the University needs to think of liquidity – about cash and cash reserves. The President relayed that it is essential that the University ensures it has many reserves at hand. President Szymanski relayed that he has reduced his own budget by 65%. He stressed that the University is focusing on high impact expenditures, efficiencies, synergies, cost reductions and investments that are consistent with the University’s strategic plan. The President stated that UNF is also thinking about its investments and reinvestments. He relayed that the University is considering all expenditures from a Profit and Loss perspective. The President stated that the University is undertaking a bifurcated budgeting process and reviewing biannual allocations and biannual requests. President Szymanski also stressed that it is essential that University centers, institutes, and the direct support organizations be self-supporting/self-funding.

President Szymanski stated that UNF is a better and stronger organization, as a result of handling the COVID-19 crisis. He emphasized that the University is now more resilient, more efficient, more effective and has become more skilled in multiple areas.

Trustee Bryan stated that the fact that enrollment has increased is extremely positive and asked President Szymanski if he could comment on enrollment trends. The President stated that enrollments in Florida have increased as students are tending to stay closer to home now.

Trustee Hollingsworth commended President Szymanski and stated that he has set the standard, leading by example. Trustee Hollingsworth asked the President what he thinks poses as the biggest challenge, in the short term, for fiscal year 2020-2021. President Szymanski stated that foremost is trying to determine what the University’s major safety considerations are. He stressed that adhering to safety measures is a shared responsibility for the students, faculty and staff. The President also emphasized that the

## Item 3 Update on UNF’s Response to the COVID-19 Pandemic and Planning (continued)

**Revenues and Expenditures (continued)**

University is working to anticipate and prepare for what it should be doing with respect to maintaining the health of the University community.

Trustee Egan stated that the medical community has been discussing how instances of the coronavirus will present during flu season. Chair Hyde asked when flu season begins. Trustee Egan relayed that her office begins vaccinating in July. She advised that the University may want to begin purchasing flu vaccines now.

Trustee Patel asked about the plan to bring students back to campus. President Szymanski relayed that finalizing the plan is front and center for the University, and the Board will discuss it on Monday, June 8.

Trustee Gonzalez stated that the class of 2020 is experiencing exceptional circumstances. He asked Vice President Ann McCullen if there is a membership fee for the Alumni Association. Vice President McCullen confirmed that the University does not require a membership fee for alumni to join. She advised that while some institutions charge fees, all UNF alumni are considered part of the Osprey Alumni “family,” and the Alumni Association is all-inclusive.

With regard to the upcoming budget discussion that would occur later in the meeting, Chair Hyde reminded Board members of the training they had received on their fiduciary responsibilities, as outlined by Florida statutes. He stated that he has appreciated all of the work President Szymanski and Interim Vice President of Administration and Finance Scott Bennett and their teams have done in preparation for today’s budget discussion.

Chair Hyde emphasized that the Board is responsible for the financial health of the University. He further stated that with respect to the Emergency Relief Fund the President had referred to, the President had previously shared with Chair Hyde that

## Item 3 Update on UNF’s Response to the COVID-19 Pandemic and Planning (continued)

there was also 100% participation by the UNF police officers. Chair Hyde stated that the President and he were very appreciative of these contributions and those of everyone who contributed to the Fund. He added that there were many examples of individuals in the UNF community coming together to support its students through the Fund.

Chair Hyde stated that he would like to provide an update on an Emergency Board Meeting that had been previously called for 5/13/20 but that had been cancelled prior to the date. He reminded the Board that the Museum of Contemporary Art (MOCA) Jacksonville is a 501 (c)(3) corporation and a direct support organization for the university. He also reminded the Board that MOCA had been in the process of applying for a federal Payroll Protection Plan (PPP) loan. Chair Hyde relayed that he and Vice President Stone had spoken to the MOCA Executive Director and Board Chair to request that MOCA perform additional due diligence to confirm that it is eligible for the loan. Chair Hyde stated that, as the law is not explicit, MOCA had sought input from the Small Business Administration He relayed that he is comfortable with the steps MOCA has taken in their due diligence to ensure that they are eligible to apply for the loan.

Chair Hyde stated that the University had also done additional legal research and had confirmed that it is not necessary for the UNF Board of Trustees to approve the MOCA application for the loan (as MOCA is a DSO). Chair Hyde also shared that he had requested that MOCA fully detail all steps they had taken and all due diligence performed in association with the application for the loan. He confirmed that Caitlin Doherty, MOCA Director, had sent him a letter outlining those steps and that the steps were extensive. He relayed that he had also asked MOCA to ensure that their process confirms that the University, itself, would not be responsible for any repayment, if it were to be determined that the loan would not be forgiven and would have to be repaid. Chair Hyde added that he had received confirmation from MOCA that MOCA would not look to UNF as a source of repayment, if the funds would need to be repaid.

## Item 3 Update on UNF’s Response to the COVID-19 Pandemic and Planning (continued)

He relayed that MOCA had accepted the funds and stated that MOCA had received $234,600 - all of which will be used for payroll costs. Chair Hyde stated that it is his expectation that it will be treated as a grant, under the Payroll Protection Plan, and that it will not be required to be repaid. But, he emphasized, in the unlikely event that the funds would need to be repaid, UNF will not be responsible for repayment. Chair Hyde relayed that Vice President Stone had also been in touch with Ms. Vikki Shirley, General

Counsel, Florida Board of Governors, to apprise her of MOCA’s process and the legal research the University had done on the matter. Chair Hyde asked if there were any questions. There being none, he moved to the next item on the agenda.

## Item 4 Introduction of Ms. Karen Bowling, Vice President for Jobs

President Szymanski introduced Ms. Karen Bowling as UNF’s new Vice President of Jobs. He shared that the impetus for creating the position was the University’s desire to create additional opportunities for students. The President relayed that Ms. Bowling will help companies learn more about UNF and what its students have to offer, as well as help students make connections with companies. He advised that she will help build capacities at UNF for a robust internship program and relationships that will help UNF serve as a key catalyst in the Jacksonville area. The President emphasized that the position is important for reaching the goals within the University’s strategic plan. He stated that Ms. Bowling’s experience directing the UNF Center for Entrepreneurship and Innovation, as well as her extensive professional background and deep connections to the Jacksonville community, make her well qualified for the role. The President also stressed that, as a UNF alumna, Ms. Bowling will be able draw upon her own experience as a student, when thinking about the professional experiences that are critical for our students.

President Szymanski asked Ms. Bowling to say a few words. Ms. Bowling stated that she is excited to serve UNF in this way and that the position has been well received at

## Item 4 Introduction of Ms. Karen Bowling, Vice President for Jobs (continued)

the University and state level. She relayed that the other state universities have indicated that they are thinking about creating similar roles at their institutions.

Chair Hyde asked, in terms of metrics, if the President could verify that UNF leads the state in the average wages of its graduates. The President confirmed that UNF does lead in this area and is also first among SUS institutions in job placement. Both the Chair and President Szymanski noted that the Vice President of Jobs will help the University to continue to grow in these areas.

Trustee Bryan indicated that he is excited about the position. He relayed that he was equally excited when Eric Bruder, Vice President of Marketing and Communications was recruited and Jay Coleman was promoted to the Vice President of Data Analytics position. Trustee Bryan stated that these things have signaled that UNF is serious about its goals and about continuing to build its connections with the business community in Jacksonville and beyond. He stated that he thinks it is an excellent time for the position and that he believes Ms. Bowling will excel in the role. Trustee Bryan thanked President Szymanski for his leadership and for creating the role.

## Item 5 Board Approval of Faculty Tenure

Provost Rhodes addressed the Board and presented a list of faculty recommended for tenure. The Provost relayed that the process for recommending and approving faculty for tenure is established by Article 20 of the CBA. He further stated that, in accordance with that Article, the candidates had been reviewed and voted on by department faculty, department chairs, college deans, the University committee, the Provost, and the President. He added that the CBA states that tenure is awarded to a faculty member based on demonstration of excellence in teaching, excellence in scholarship, and continuing meaningful contributions in service. The Provost stated that Article 20 outlines that the Trustees shall make the final decision on tenure. He presented, on behalf of the President, the list of candidates to the Trustees. Chair Hyde added that there are 12 faculty members that are being recommended for tenure and that these

## Item 5 Board Approval of Faculty Tenure (continued)

individuals are being recommended with the full approval of the President. Chair Hyde asked for a Motion for tenure for the candidates. Trustee Gonzalez made a MOTION to APPROVE and Trustee Schneider SECONDED. The faculty members’ tenure was approved unanimously. Chair Hyde asked the Provost to please extend the Board’s congratulations to the faculty members.

## Item 6 Tenure upon Appointment for Dr. Richard Buttimer, Dean, Coggin College of Business

Provost Rhodes virtually introduced Dr. Richard Buttimer, incoming Dean of the Coggin College of Business (who will also hold the title Coggin Distinguished Professor of Excellence) and Dr. Shirley Wright (Dr. Buttimer’s spouse, who will become a faculty member in the Department of Languages, Literature and Culture, in the College of Arts and Sciences). Dr. Rhodes welcomed Dr. Buttimer and Dr. Wright to the UNF community and stated that he was proud to have them join the Osprey “family.”

The Provost gave a brief overview of the activities of the search committee for the dean position, which included the participation of consultants at WittKiefer, faculty, staff, and students, from the Coggin College of Business, members of the Jacksonville business community, a UNF dean, and other members of the UNF community. Provost Rhodes commended the committee for its work having identified a strong pool of candidates and conducted the search under difficult circumstances (related to the COVID-19 crisis). The Provost advised that the committee submitted its recommendation of Dr. Buttimer for the Coggin College of Business deanship to the President and Provost. Provost Rhodes stated that he is pleased to appoint Dr. Buttimer as the next Dean of the Coggin College of Business. He asked Dr. Buttimer to say a few words.

Dr. Buttimer addressed the Board and stated that he hopes to bring increased visibility to the College and University in Jacksonville and the northeast Florida region. He

## Item 6 Tenure upon Appointment for Dr. Richard Buttimer, Dean, Coggin College of Business (continued)

relayed that he is excited to be joining UNF. Dr. Wright echoed Dr. Buttimer’s enthusiasm.

Trustee Bryan asked if Dr. Buttimer could speak about something that he brought to his last assignment and would be able to bring to UNF. Dr. Buttimer shared that his professional background is in real estate finance and housing. He relayed that he had analyzed affordable housing in Charlotte, working with government organizations and obtaining funding for a data-driven analysis of the state of housing in Charlotte.

Dr. Buttimer stated that the study demonstrated there is not enough housing being built in Charlotte and that when more moderate to upper-income level housing is built, it increases lower-income housing. Dr. Buttimer shared that the study was able to show

he disproportionate impact a lack of moderate-level income housing can have. He added that he hopes to help increase UNF’s capacity for applied research and believes

that UNF’s Coggin College of Business, as an urban, research-oriented business college is poised for this.

Provost Rhodes thanked Dr. Buttimer and referred to his many professional achievements. He noted that, in accordance with the CBA, a poll was conducted in the home department (Accounting and Finance, within the Coggin College of Business) which resulted in a recommendation of approval for tenure of Dr. Buttimer.

## Item 7 Approval of Georgia Tuition Plan

Chair Hyde asked Interim Vice President Bennett to speak about the proposed Georgia Tuition Plan. Mr. Bennett stated that the University is excited about the Plan and the opportunity to attract additional Georgia students to northeast Florida. Interim Vice President Bennett relayed that the Plan will assist with fortifying the University’s enrollments and support northeast Florida’s economy. He stressed that metrics show that students who “graduate here, stay here and contribute to our local and state economy.” Mr. Bennett advised that the University believes it is one of its next steps as

## Item 7 Approval of Georgia Tuition Plan (continued)

it seeks to become one of the nation’s top 100 universities. He added that the Board of Governors will review the Plan for consideration in June or July, and the Plan would go into effect in Fall 2020. Mr. Bennett clarified that there is not an expectation that these rates will affect Fall 2020 enrollment in a large way, but that it should have a positive impact on subsequent enrollments.

Interim Vice President Bennett clarified that the Plan proposes that Georgia residents pay 125% of UNF’s existing rates for Florida residents. Mr. Bennett emphasized the rate would make UNF competitive with most of the Georgia higher education institutions (and, in fact, be lower than some of them). He advised that the University has done modeling in terms of the revenues the Plan would bring in. Mr. Bennett relayed that in Fall 2021, the University estimates it would bring in 25 additional Georgia students, 50 the following year, and 100 the following year, for a slow, conservative ramp up. He noted that for the first year, revenues would decrease, but the University knows through modeling that, within 3-4 years this would have significant impact on its revenues (bringing in an estimated $3M-$4M annually).

Vice President of Data Analytics Jay Coleman supported Interim Vice President Bennett’s synopsis, stating that if the new lower tuition rate is approved, UNF would lose approximately $400,00 in revenue during 2020-21, and would likely break even the following year. However, in subsequent years as multiple cohorts of new students are at the University simultaneously, the university stands to gain approximately $4.3M in additional revenue each year due to the influx of additional students from Georgia. He added that the additional tuition from Georgia residents would bring in an estimated additional $46M over the next 16 years.

Trustee Hollingsworth asked if Interim Vice President Bennett could confirm that HOPE scholarships cannot go to UNF. Mr. Bennett confirmed that HOPE scholarships

cannot be used by students in Florida. Dr. Coleman stressed that the proposed new tuition rate is approximately $35-$36 above the in-state tuition for Florida residents, as

## Item 7 Approval of Georgia Tuition Plan (continued)

compared to the current rate for out-of-state residents, which is $457 over the rate for Florida residents. President Szymanski agreed, stating that it is his understanding that dispersed funds for the HOPE scholarship have been declining. He asked Trustee Hollingsworth and Vice President Coleman to confirm if that is the case. Both Trustee Hollingsworth and Vice President Coleman confirmed funds for the Hope scholarship are declining.

Chair Hyde asked for a motion for approval. Trustee Burnett made a MOTION TO APPROVE the Georgia Tuition Plan and Trustee Patel SECONDED. The Georgia Tuition Plan was approved by the Board unanimously.

## Item 8 Report on Faculty Salary Analysis

Chair Hyde turned to Vice President Coleman to present his report on the faculty salary analysis. Dr. Coleman began by stating that the report had been prompted by several things, including comments from faculty at the March 12, 2020 Board of Trustees meeting and Trustee Egan’s questions at the time about the salaries of male and female faculty. Vice President Coleman began by examining the drivers of faculty salaries at UNF. He stressed that this analysis was within the University and did not involve comparisons with faculty salaries across the U.S. or the state.

Dr. Coleman began by reviewing average salary information for the 515 non-administrative, permanent, nine-month personnel holding faculty rank. He shared that the average nine-month average salary was $73,581 (with one summer course $82,779; and fringes $105,741). In regard to the fringed salary number, he noted that when doing budget planning across the university, it helps to think of every $100K of recurring dollars as roughly representing one faculty member. Dr. Coleman reviewed approximate average nine-month faculty salaries by rank and the number of individuals in those ranks at the University: Professor - $102,194 (n=100); Associate Professor - $78,036 (n= 168); Assistant Professor -$70,744 (n=111); Instructor $51,828 (n=108) and Lecturer - $39,701 (n=28). He stated that the lecturer salary represents a

## Item 8 Report on Faculty Salary Analysis (continued)

prorated nine-month salary and that a twelve-month salary for the position would be over $50,000. He added that when reviewing those prorated salaries to those of instructors, there is not a substantial difference.

Dr. Coleman then highlighted that rank appears to be a driver of faculty salary differences, and one that would be viewed as legitimate. He further highlighted the roughly 10% difference between the salaries of Assistant Professors and Associate Professors and indicated that one might expect to see at least a 12.5% salary difference between these positions given that 12.5% is the salary increase associated with promotion between Assistant and Associate. However, the difference is likely due to two factors:

1. as universities across the nation recruit new faculty members, with terminal degrees, they need to do so at current market rates
2. once a faculty member has been hired, salary increases are primarily tied to those associated with promotion, and those faculty members who stay in rank do not see significant salary increases. Dr. Coleman highlighted that this can result in the salaries of Assistant Professors starting to compress those of Assistant Professors and Professors.

Trustee Egan inquired about the range of faculty salaries. Vice President Coleman noted that he did not have the range numbers at hand, but that nine-month UNF faculty salaries range as high as roughly $187,000.

Trustee Gonzalez asked if the salary analysis represents the diversity of UNF faculty. Dr. Coleman relayed that the analysis presented today does not examine faculty salaries in terms of the diversity of faculty members, but a next step of the analysis could examine faculty salaries by ethnicity or race.

Dr. Coleman then noted that the analysis implies a relationship between salary and years a faculty member has been at the University, and that approximately 40% of the

## Item 8 Report on Faculty Salary Analysis (continued)

515 faculty members have been at UNF five years or less. Vice President Coleman then presented a strong relationship between salaries and the faculty member’s academic discipline, as proxied by academic departments, and noted that there can be rather significant salary differences even within specific departments. As an example, he stated that Accounting faculty salaries have seen very large increases within academia in the last several years, meaning that salaries within the Department of Accounting and Finance can have wide variation. Trustee Egan asked if that was true in all of academia, and Vice President Coleman confirmed that discipline is a strong driver of faculty salary across all of academia.

Dr. Coleman also reviewed faculty salary differences by gender. He noted that the UNF faculty is roughly 50% male and 50% female and that, if one looks at gender as the sole factor, the salaries of male faculty members are approximately $9K higher than those of female faculty members. Vice President Coleman stated that this difference in percentage terms is approximately 12%, whereas the difference in salary between male and female faculty members across the nation is about 19%.

Dr. Coleman then presented the results from a series of advanced analytics models, in which multiple drivers of salary were examined simultaneously:

* When gender is considered as the lone factor in a model, the salary gap between males and female faculty is about $9000, this difference is highly statistically significant, and the gender factor explains about 3% of the variation in salary.
* When faculty rank is added to the model as a second factor, the amount of variation explained rises to 50.2%, the gender pay gap drops to about $5900, and gender is still highly statistically significant.
* When years at UNF is added to the model as a third factor, the amount of variation explained rises slightly to 50.4%, the gender pay gap drops to about $5600, and gender is still highly statistically significant. The small increase in explained variation is because years at UNF is highly correlated with faculty

## Item 8 Report on Faculty Salary Analysis (continued)

rank, and therefore it adds little information to the model once faculty rank is considered.

* When the faculty member’s college (or sub-college in the case of COAS) is added to the model as a fourth factor, the amount of variation explained rises substantially to 78.6%, the gender pay gap drops to about $2500, and gender becomes moderately statistically significant.
* Finally, when the faculty member’s department is added to the model as a fifth factor, the amount of variation explained rises to 82.8%, the gender pay gap drops to approximately $839, but the pay gap between male and female faculty then becomes insignificantly different from zero.

Dr. Coleman further noted that if the faculty member’s department and rank were the only factors included in the model, they would explain 82.7% of the variation in salaries. He also added that, once we know all other factors, gender would only account for 0.02% of the variation in salaries.

Vice President Coleman thus concluded that gender is not a statistically significant driver of UNF faculty salaries.

Trustee Egan stated that from the analysis, one could conclude that certain UNF departments may not have enough women in senior positions. Vice President Coleman agreed that such a conclusion could be drawn from these results.

Dr. Coleman relayed that the analysis had not looked at annual evaluations, scholarship/research records, or sub-disciplines as factors which could provide additional information.

Vice President Coleman then reviewed results from similar advanced analytics models of the salaries of tenure-track assistant professors, tenured associate professors, and tenured full professors. These models also considered years in rank as a factor. These three models showed statistically insignificant effects of gender on salary. He also showed the results of a model covering all 633 faculty across the campus, including

## Item 8 Report on Faculty Salary Analysis (continued)

those in administrative roles. This model showed a roughly $1600 pay gap between males and female faculty, which could be concluded as being weakly statistically significant. However, he cautioned that examining this full group introduces many additional potential drivers of faculty differences that were not necessarily accounted for in the model.

Vice President Coleman emphasized that one of the very few ways that faculty members at UNF (and frequently across the whole of academia) receive significant salary increases is through promotion. He noted that this has been particularly exacerbated at UNF, as the university received no performance-based funding for three years, which followed prolonged adverse effects of the 2008 recession.

President Szymanski noted that, under the terms of the faculty collective bargaining agreement, there is limited discretion by the Administration to facilitate rewarding outstanding faculty members. Vice President Coleman added that there have not been many merit increases; raises have largely been very small and have been distributed generally across the board.

Dr. Coleman finished his presentation by stating that so far there is not sufficient evidence to conclude that there is a salary bias in terms of gender, but he noted that the dynamic that Trustee Egan emphasized – of too few women in senior faculty positions - could have an influence on faculty salary.

Trustee Bryan asked the President if he could clarify the statement he had made previously about the University’s bargaining agreement. President Szymanski stated that in UNF’s contract with the union, the way that the University can provide a salary increase to a current individual who is a faculty member and who is not otherwise being promoted is that the faculty member must receive a competing offer from another institution. He added that the University does not have the discretion to reward a faculty member who it deems has done an outstanding job (but is not currently being promoted.)

## Item 8 Report on Faculty Salary Analysis (continued)

Trustee Egan asked if salaries are the complete compensation package. President Szymanski confirmed that there are startup packages (that can include summer salary support for a limited time, equipment, labs, etc.). Trustee Egan asked Dr. Coleman if there has been a comparison of his data to data from the other SUS institutions. Dr. Coleman stated that “row-level” data is not available that allows an apples-to-apples comparison of faculty across the SUS at the level of detail used in today’s presentation. He added that when looking at aggregated data from the American Association of University Professors (a total of nearly 400K respondents), pay gap differences at UNF are approximately the same as they are at FSU and UF, and that, in fact, female full professors at UNF experience less of a pay gap than their counterparts at FSU and UF.

Trustee Gonzalez asked if this analysis included data associated with athletics. Dr. Coleman confirmed that the analysis did not include data associated with athletics and that it included only those individuals who hold a faculty rank.

President Szymanski stated that one final thing to note about faculty salaries is that when individuals get promoted at UNF, they receive a 12.5% salary increase. He highlighted that, for most institutions, including those that he has been associated with previously, the salary increase is typically approximately 10%. The President stated that UNF is fairly generous considering what the average increase is at other institutions. He added that one of the priorities of the University in terms of ensuring that faculty stay productive, active, and remain strong contributors to the UNF community is making sure that they do not become “terminal Associate Professors” (which can then affect faculty salaries). He stated that this is an issue across academia and that the University is thinking about what special programs it can create to ensure that faculty remain productive and stay on track for promotion. Provost Rhodes added that, with respect to Trustee Egan’s question, the University has also instituted a new leadership program for faculty and staff which emphasizes diversity (including gender), and that he hopes it will attract a more diverse group of individuals into leadership positions.

## Item 9 Budget Workshop – Discussion of Fiscal Year 2020 – 2021 – Proposed UNF Budget/Budget Scenarios

Chair Hyde asked Interim Vice President Bennett to start the budget workshop. Mr. Bennett began the discussion by referring to the current year, highlighting that it is a unique year (in terms of the COVID-19 pandemic). He emphasized that, in previous years, the administration would have come to the budget workshop with a fully fleshed out budget and with recommendations for the Board’s consideration. Interim Vice President Bennett relayed that, in this discussion, it is important to first review the fiscal impacts of COVID-19 in order to provide context. He referred to a fiscal impact estimate sheet that the Florida Board of Governors had asked each state university to prepare.

Interim Vice President Bennett noted that the University’s total state funding for FY 2020 was $120M. (He clarified that this amount is not the University’s complete budget, but rather that this amount represents general revenue and funds from the lottery.) Interim Vice President Bennett reviewed what new amounts would be if the State of Florida were to make a 10% ($12M), 15%($18M) or 20% ($24M) budget cut. Mr. Bennett advised that the University may not know what the amount will be until late summer. He reviewed approximate potential losses of revenue that would occur if enrollments declined by 5% or 10% for Summer 2020 and/or Fall/Spring 2021, as well as potential losses in (parking, health, athletic, activity and service and technology) fees. Vice President Bennett noted that UNF has been fortunate to not experience enrollment declines for Summer 2020 and stated that the University remains optimistic regarding Fall 2020/Spring 2021.

Mr. Bennett emphasized that the auxiliaries on campus were hit hard during the Spring 2020 semester and that the University refunded $2.9M (in housing costs) to approximately 3200 students. He stressed that, as the residence halls were closed for the summer, the University lost $2M in housing revenue for the summer, and the total loss for housing for Spring 2020 and Summer 2020 semesters was approximately $5M. He added that the University refunded $1.5M in meal plan costs to students for the Spring 2020 semester and lost $725,000 in food sales revenues for the Summer 2020 semester.

## Item 9 Budget Workshop – Discussion of Fiscal Year 2020 – 2021 – Proposed UNF Budget/Budget Scenarios (continued)

Interim Vice President Bennett advised that there were additional losses of $3M for Summer 2020 associated with other auxiliaries such as athletics, continuing education and the English language program. Mr. Bennett also reviewed additional costs that the University incurred due to COVID-19, including $1.1M in cleaning costs, IT costs, and costs to refund international travel. He shared that the University has estimated that it could have up to $1.9M in additional costs (through December 2020) for expanded Paid Sick & Family leave pay.

Interim Vice President Bennett next spoke of the 2020 - 2021 Summary Budget Reallocation, Reduction and Requests. He highlighted that the starting point for this presentation is the new $4.3M recurring funds the University received from the state this year. Mr. Bennett stated that the University has estimated that its carry forward will be $31.5M. Mr. Bennett advised that the University has been carefully examining its budget. He also relayed that the University is working to build up its recurring base and identify which funds it can move from recurring funds to non-recurring funds.

In terms of budget reductions, Interim Vice President Bennett stated that the University is asking each division to reduce their operating expenses by 5%. (He emphasized that this is not asking the divisions to reduce their total budget by 5%, but rather their operating expenses.) He advised that this will allow the University to put $2M into reserves. He highlighted that President Szymanski’s unit had made some additional cuts and reduced their budget by 65% for an additional $548,950 in savings. With these reductions, Interim Vice President Bennett relayed, the University’s recurring base available for allocation is $9M and its non-recurring base is $29M.

Mr. Bennett reviewed central, annual expenses (increasing health care, retirement, network, minor projects/maintenance, financial aid, and marketing costs, and those related to bargained raises, such as the recently approved UFF and PBA raises). He also reviewed the approved E& G funding requests. (Interim Vice President Bennett explained these are requests made to the University when it has funds and asks the

## Item 9 Budget Workshop – Discussion of Fiscal Year 2020 – 2021 – Proposed UNF Budget/Budget Scenarios (continued)

departments to forward requests for what they need.) Mr. Bennett advised that the University prioritizes the requests (which include those related to campus safety – and stated that the University is developing a separate budget related to safety). He relayed that some of these expenses are recurring and some non-recurring. Interim Vice President, then, reviewed costs related to the President’s units and Academic Affairs

Mr. Bennett echoed what the President had stated earlier in the meeting that “this is where we are - today” and reiterated that we don’t yet have a budget (and may not have information until August or September, in terms of what our funding is) from the State. Interim Vice President Bennett stated that, as there are so many unknowns right now, when shifting funds, the University has added a lot of reserves. He reviewed the reserves (which are statutorily required to be 7% of E&G), as well as the callback reserves and reserves the University has set aside in the case of an enrollment shortfall. Mr. Bennett relayed that the University has about $21M in reserves.

Trustee Burnett stated that, as he chairs another state committee, he believes cuts may be significantly more than 5%. He added that he agrees with what has been presented, but believes that the University should plan for a much larger cut. Interim Vice President Bennett stated that the University is still in the process of examining additional areas that it should address.

Mr. Bennett reviewed the 2020-2021 budget’s sources and uses which showed that the University’s total base E&G is $204M. He noted the $3M recurring and $3M non-recurring funds for MedNEX.

Trustee Hollingsworth asked for confirmation of the amount in the COVID-19 reserves. Interim Vice President Bennett confirmed that there are $1M in reserves for COVID-19. He followed up by asking for Mr. Bennett to confirm the size of the emergency reserve. Mr. Bennett relayed that there are $14M in emergency reserves. Trustee Hollingsworth stated that the challenge seems to be knowing when the University will receive the

## Item 9 Budget Workshop – Discussion of Fiscal Year 2020 – 2021 – Proposed UNF Budget/Budget Scenarios (continued)

guidance from the state as to what the general revenue is going to be. He asked Interim Vice President Bennett if the University’s plan was to delay spending as much as possible, while also holding as much as possible in reserves as it waits to learn what the general revenue will be. Mr. Bennett confirmed that is the University’s plan – that the University will hold back as much as it able to until it has a better sense of what will occur.

Chair Hyde asked if there are any existing statutory restrictions on the emergency reserves. Interim Vice President Bennett stated that the Administration would need to come back to the Board and to the Board of Governors with any requests to spend from those funds.

Mr. Bennett concluded his presentation by reviewing the current fiscal year, from a Profit/Loss perspective, as President Szymanski had requested. He noted that, from this perspective, it is easy to see the losses for the auxiliary and local funds. He emphasized that the crisis occurred in the spring and was primarily an auxiliary-driven crisis. He highlighted that the total loss in local and auxiliary funds is $7.6M (and stated that most of the University’s auxiliaries have reserves and fund balances, so that they were able to withstand this for the spring semester). Interim Vice President Bennett advised that the next areas the University needs to review are the DSOs.

Mr. Bennett also spoke of the federal CARE funding that the University received and stated that it received the first $5.8M dollars and was able to give that directly to UNF students. He advised that UNF will receive $5.8M dollars for operations.

Chair Hyde asked Interim Vice President Bennett where the University would turn first to realize more significant savings if things should be worse than currently anticipated.

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Mr. Bennett relayed that he and the Provost speak frequently. He advised that one of the first things would be to see if there are areas that are not core to the University’s mission. He also advised that the University would be able to shift some things to carryforward and to the auxiliaries, on a temporary basis. Chair Hyde asked in follow up, if the University would be looking at potential cuts more programmatically or across the Board. Interim Vice President Bennet advised that each division would indicate the areas in which it would want to make the cuts. He further stated that the approach would be more focused and strategic than across the board cuts. Interim Vice President Bennett concluded his presentation. Chair Hyde reminded the Board that the meeting was a workshop and that the Board would be meeting to make a decision on the budget in the future. He also reminded the Board that it would be meeting on June 8 to discuss the fall 2020 campus reopening plan.

## Item 10 Adjournment

Chair Hyde adjourned the meeting at 2:30 pm.