# - MINUTES-

**Trustees Present:** Kevin Hyde (Chair), Paul McElroy (Vice Chair), Jason Barrett, Tom Bryan,

Jill Davis, Annie Egan, John Gol, Stephen Joost, Alison Korman Shelton, Christopher Lazzara, Nik Patel, John White

**Trustees Absent** (Excused): Selma Besirevic

## Item 1 Call to Order

Chair Hyde called the meeting to order at 9:15 a.m.

## Item 2 Public Comment

Chair Hyde offered the opportunity for public comment. There were no requests for public comment.

## Item 3 Chair Hyde Remarks

Chair Hyde stated that the University is one of the universities within the State University System that does not currently have a stand-alone Strategic Planning Committee. He relayed that, at the beginning of the calendar year, a Strategic Planning Committee will be established, and he will appoint members. He stated that the establishment of the Committee will be beneficial as the University is in a transition and the Trustees have wanted to ensure they have additional dedicated time to focus on their strategic work.

Chair Hyde also referenced MEDNexus as one of the most important initiatives at the University. He stated that, in the context of the Board overseeing all of the University’s initiatives, he has received questions as to where within the Board the oversight of MEDNexus falls. Chair Hyde stated that he believes Board oversight of MEDNexus falls within the purview of the Governance Committee because of the way it is structured as an initiative. He also noted that he has spoken to former President Szymanski about coming to the Board meetings to provide the Trustees with regular updates.

## Item 4 Interim President Chally Remarks

Interim President Chally stated that one of the first things she has done since assuming the role as Interim President has been to conduct a listening tour and speak with different members of the University Trustees. She relayed that she wanted to share what she had learned from these listening sessions. She stated that the Trustees had highlighted that there were additional opportunities in building community partnerships, further engaging in with students and enhancing student life on campus, working to create a more diverse and inclusive University community, protecting the University from technological risks, building the Athletics program, and finding more points of connection between the Trustees and faculty.

Interim President Chally noted that Faculty raised the issues of the status of enrollment and its impact, faculty pay, adjunct faculty not receiving the recent bonus, the availability of COVID-19 booster shots for the community, clarification of the alignment of the University’s goals with MEDNexus’s goals, support and implementation of the Strategic Plan for Inclusive Excellence among other issues. She found that staff were focused on the College of Arts and Sciences Dean search, COVID-19 safety (and the availability of booster shots), expanding Counseling Center resources available to students, staff representation and involvement with the Presidential Search Committee, staffing shortages and the impact of increasing minimum wage, OPS employees not receiving recent bonus and overall compensation structure and an emphasis on working with students with disabilities.

President Chally stated that students expressed the following things as important to them: COVID-19 safety, the cost of attendance, student services – especially support for the Counseling Center, enhancing student life, quality of instruction and support from faculty, diversity and inclusion and Athletics (encouraging attendance).

President Chally also provided a COVID-19 update to the Trustees. She relayed that a vaccination clinic had been scheduled for 10/19/21 (with first and second Pfizer vaccine shots and booster shots available). She stated that 200-300 individuals have been tested weekly and that the vaccine incentive program has had 4,800 submissions to date with over 800 who have received a full series of the vaccine, since the program was announced. She stated that Student Health and Human Resources have continued to do contract tracing and that the University had continued to provide extensive COVID information to the University community. She noted the continual drop in COVID-19 cases since Fall 2021.

President Chally also spoke about the out-of-state waiver program for student from Georgia through which the University provides a tuition rate of 125% for out-of-state students for an established curriculum.

President Chally concluded her remarks by speaking of her recent presentation to the Senate Education Committee. She relayed that she had been able to provide background on the University and its accomplishments since 2015, including establishing itself as the #1 Jobs university in the State University System. She stated that she had also been able to highlight new programs that the University had developed recently to meet the workforce needs of the region, including programs in business analytics, business intelligence, materials science and engineering, biomedical sciences, advanced manufacturing, data science, curriculum and instruction, and construction management. Dr. Chally added that she had also been able to share the University’s five-year growth in areas of strategic emphasis: computing & engineering enrollment up 25%, B.S. in Behavioral Neuroscience majors, from 9 to 108, Masters in Health Administration majors up 52%, Doctor of Nursing Practice majors up 28%, M.S. in Biology majors 43%, B.S. in Building Construction majors up 56%, B.B.A. in Marketing majors up 53%, B.B.A. in Finance majors up 23%, B.A.E. in Special Education majors up 48%, B.S. in Health Science majors up 19%, B.S. in (research and experimental) Psychology up 55%.

President Chally stated that she had had the opportunity to highlight to the Committee the research UNF is doing, in collaboration with UCF (funded by NSF), on developing the multi-robot agricultural secure data collection system. She also spoke of the work UNF is doing (funded by NSA grants) on developing a cybersecurity curriculum in order to assist minority serving institutions and train military and first-responders transitioning to the cybersecurity worforce. Dr. Chally also mentioned the upcoming 10/18/21 Cybersecurity Symposium, and highlighted that UNF IT Services had received the FBI Director’s Community Leadership Award.

Dr. Chally relayed that she had been able to showcase how UNF has been solving problems through research. She spoke with the Committee about UNF’s work with Johnson & Johnson, whose global biomedical 3D printing headquarters is located on the UNF campus. She stated that she had been proud to relay that the University supports 3D printing research for all Johnson & Johnson entities and that the partnership has led to the creation of:

* Trumatch – the first commercial 3D printed bone graft cage
* Ventilator Splitters used in the first COVID wave crisis
	+ All splitters were printed on the UNF campus
	+ They were provided to hospitals at no cost
	+ Students have been engaged throughout the process
	+ Johnson & Johnson received the Global Supply Chain Award

She was also able to speak about other developments at UNF:

* a patent-pending surfactant-induced soil strengthening compound developed at UNF, which is an inexpensive, easily applied and environmentally safe method with potential applications from construction to dune stabilization. Another project she highlighted was a spinoff company which is commercializing UNF-patented technology that harnesses ocean energy to generate electricity for short-term use/military applications or during disasters
* two sets of chemicals which are showing considerable efficacy at inhibiting cancer cell growth while leaving healthy cells unharmed

Finally, President Chally shared that she was able to provide an update to the Committee about MEDNexus, which is training the next generation of leaders and addressing healthcare worker shortages and convening thought leaders around critical healthcare issues and research. She highlighted:

* the new, state-of the-art Nursing Simulation Center in Jacksonville, the development of a nursing faculty, scholarships that MEDNexus is providing to students
* the new teaching facility in Palm Coast for nursing students (with additional support from
* the creation of UNF MedNexus MedTech Innovation Lab

## Item 5 Approval of President’s Goals

Interim President Chally presented the following goals to the Trustees for their consideration:

### State University System Metrics

* Continue the successful strategies implemented from 2018-2021, with the principal goal of moving to or retaining a score for UNF of at least 70 in subsequent years of measurement and laying groundwork for further exceeding that threshold.
* Improve on the retention metric.
	+ Increase Fall 2021 first-time full-time (FTFT) cohort members retaining to Spring 2022 vs Fall 2020 cohort. In particular, increase Black and Hispanic FTFT retaining to Spring 2022 vs Fall 2020 cohort.
	+ Further improve the freshmen first year experience by developing faculty-led experiences about being an Osprey and expose freshmen to talented faculty and activities linked to their academic interests. Undergraduate studies will serve as a coordinating hub.
	+ Begin targeted efforts to increase Career Services through career readiness video, career planning and coaching outreach to first-year students.
	+ Continue to develop strategies to improve overall graduation rate.
	+ Implement focused strategies to reduce DFW rates
	+ Launch initiatives to improve faculty understanding of, response to, involvement in, and improvement in performance-based metrics by targeted communication and workshops.
	+ Increase percentage of Spring 2022 face-to-face course sections vs Fall 2021.

### MEDNexus

* Align resources and departments to support the successful achievement of the strategic objectives of UNF MEDNexus.
* This includes, but is not limited to, advocating for Legislative Budget Request in the Spring 2022 legislative session.

### Strategic Planning

* Reinforce commitment to approved strategic plan and accountability plan. Lead Board review of plan at Winter (early 2022) Board meeting.
* Identify new groups of peers and aspirant institutions aligned with pursuit of Top-100 public university ranking. Review best practices and programs from such institutions and determine what can be carried over and translated to UNF.

### Funding

* Increase fundraising 20% to $20 million for period of July 1, 2021 – June 30, 2022.
* Champion funding of UNF initiatives including the legislative budget request, performance-based funding, and other policy issues.
* Initiate strategies to grow enrollment to or above pre-COVID numbers.

### Overall Leadership

* Maintain the health and safety of the UNF community, especially concerning COVID-19.
* Assist with and facilitate the Presidential Search. Provide institutional knowledge to search committee and candidates as process continues.
* Integrate the new Vice President and Chief Information Officer by supporting the development of a strategic roadmap to align information technology with UNF’s Strategic Plan to put students first and completing an IT cybersecurity risk assessment to identify requirements for increased security posture and effective controls.
* Within context of recent resignation and reassignments, determine how to support and continue critical functions of both the Vice President of Diversity and Inclusion and Vice President of Jobs.

Chair Hyde asked if there were any comments or questions.Trustee Korman Shelton stated that she thought it was the perfect time to be thinking about strategy and that the University is fortunate to have her in the leadership role that she is.

Trustee Joost stated that MEDNexus is both a huge opportunity and a reputational risk and that it is important that the Board receives regular updates and that everyone supports its success. He also stated that he would like Mr. Nick Morrow, the Athletic Director, to present to the Board at a future meeting. Trustee Joost also brought up the issue of the coaches not having received the recent $1500 bonus. He stated that the coaches have done so much for the students during COVID – not only performing their daily jobs, but also going above and beyond by working to protect the safety of the athletes.

Trustee Patel stated that he also hopes to hear from the new CIO, Vice President Verkamp at a future meeting.

There being no further comments, Chair Hyde asked for a MOTION to APPROVE Interim President Chally’s goals. Trustee Joost mad a MOTION to APPROVE, and Trustee Patel SECONDED.

## Item 6 Update on Presidential Search

Chair Hyde asked Search Committee Chair (“Search Chair”) McElroy to provide an update on the presidential search process. Search Chair McElroy asked Vice President Stone to provide a high-level overview of the requirements for presidential searches as stated in Florida Board of Governors Regulation 1.002, which governs the presidential search and selection process.

Vice President Stone noted that the Trustees had been provided copies of the following materials: the Presidential Search Committee membership, which represents a broad range of the internal and external constituents; a copy of Florida Board of Governors Regulation 1.002, “Presidential Search and Selection;” a copy of the proposals submitted by executive search firm, WittKieffer, and executive compensation consultant, McKnight Associates, both of which are being brought to the Board today for consideration as consultants for the UNF Presidential Search.

Vice President Stone highlighted that Board of Governors Regulation 1.002 provides a detailed framework for the work of the Presidential Search Committee and the Board of Trustees throughout the presidential search process. She noted that the University had established a search webpage, which includes among other things, meeting notices for all Presidential Search Committee meetings, the search timeline, and the on-line survey designed to solicit input from internal constituents and external stakeholders. Vice President Stone relayed that the search will be conducted in full compliance with Board of Governors Regulations and in a manner that is open and transparent, and that includes input from a broad range of constituents. She stated that the Board will have conversations with the UNF search consultants throughout the process. She noted that after the Presidential Search Committee vets the candidate pool and conducts preliminary interviews, they will recommend more than two highly qualified candidates to the Board for final interviews. She reiterated that the selection of the president-elect rests with the Board. Following selection, the final step will be confirmation by the Board of Governors.

Search Chair McElroy walked the Board through the timeline for the presidential search. He thanked Trustees Barrett, Besirevic, Davis, and White for their service on the Committee and stated that the Committee had begun its work on September 23, 2021. Search Chair McElroy relayed that subcommittees appointed by Chair Hyde had reviewed proposals from executive compensation firms and had reviewed proposals and interviewed consultants from executive search firms and were bringing forth their recommendations to the Board at today’s meeting. He noted that a broad and diverse group of firms had been evaluated.

Search Chair McElroy stated that the Presidential Search Committee had met for its first formal meeting October 6, 2021. He relayed that the Presidential Search Input Survey had also been launched during the week of October 11 and that there had been over 1,000 respondents (with a good distribution of faculty, staff, students, and alumni). He noted that the Presidential Search Committee would hold a meeting on October 21, 2021 to meet with the executive search firm and the executive compensation firm which the Board selects. He stated that all are invited to the meeting.

Search Chair McElroy also relayed that listening sessions with the faculty, staff and students are being organized beginning on November 8, 2021. He stated that the Presidential Search Committee will work on the draft of the position description/announcement for the role of President, the marketing plan and refining the timeline and will add details about the work the Committee will be doing in the coming months. Search Chair McElroy also noted that there is a Board of Trustees meeting scheduled for November 18, 2021 and that the Committee and consultants will receive additional feedback from the Trustees on that date and incorporate the feedback into the position description/announcement, marketing plan and search timeline. He stated that, by mid-December, the Presidential Search Committee will meet and work toward a final recommended position description/announcement, marketing plan and compensation range to submit to the Board for its consideration for approval in December 2021. Search Chair McElroy noted that the executive search firm consultants will use this information to launch the marketing campaign. He stated that the Committee is working to finalize the application and other related deadlines in the early part of 2022, but that the Presidential Search Committee will be working with the consultants to confirm target dates at its next meeting.

Search Chair McElroy relayed that the search committee will likely conduct the first screenings of applicants in March and cull the list down to three or more unranked candidates. He stated that it is the search committee’s expectation that the executive search firm will be delivering a diverse pool of candidates for the Committee’s and ultimately Board’s consideration. As a final step in the process, the Board of Trustees will meet with each one of the finalist candidates on campus, and the candidates will also have the opportunity to meet with faculty, students, staff, administrators, community members and others during their visits. Chair McElroy noted that the Board of Trustees will make a selection, and the selection will be forwarded to the Board of Governors for confirmation.

Vice President Stone added that the Board will also be informed of all Presidential Search Committee meeting dates and activities so that they can attend any meetings they would like, as their schedules will allow. She stated that the meeting on October 21, 2021 will provide the Board with a good opportunity to hear from the compensation consultant and the executive search firm on the process and timeline for the search. She encouraged the Board to attend or listen to the upcoming virtual meeting and relayed that the full Board and public are always welcome to attend/listen to the (in-person and virtual) Presidential Search Committee meetings. Vice President Stone also relayed that the Board of Trustees will need to meet during November and December on the actionable items (position description/announcement, marketing plan and compensation range) that Chair McElroy had described earlier.

## Item 7 Recommendation from the Executive Compensation Consultant Subcommittee for an Executive Compensation Consultant

Chair Hyde stated that, per the Board of Governors regulation, the University is required to engage an executive compensation firm as part of the presidential search process. Search Chair McElroy thanked Chair Hyde, Trustee Joost and Vice President Bennet for their work on the subcommittee. Search Chair McElroy stated that the University had issued a request for quotes from five firms and received responses from two firms. He stated that the Executive Compensation Consultant Subcommittee had met on October 5, 2021 to review the proposals and had determined that McKnight and Associates could best serve the University in this search. Search Chair McElroy noted that McKnight’s proposal demonstrated the depth of their experience nationally and in the areas of executive compensation and human resources. Search Chair McElroy relayed the subcommittee had also reviewed McKnight’s proposed workplan and stated that the plan indicated it would focus on relevant data in the state of Florida as well as national trends in the marketplace. Trustee Joost added that McKnight and Associates’ presentation demonstrated an understanding of the recent gains that UNF has made in national rankings and that its peer group is changing. He also stated that McKnight had offered a small discount for its services. Search Chair McElroy stated that, for these reasons, the subcommittee was recommending McKnight and Associates to the Board as the firm to perform the executive compensation study for the presidential search. Chair Hyde asked if there were any questions. There being none, he asked for a MOTION to APPROVE. Trustee Joost made a MOTION to APPROVE, and Trustee Egan SECONDED. The Board unanimously approved McKnight and Associates as the executive compensation firm to conduct the compensation study.

## Item 8 Recommendation from the Executive Search Firm Subcommittee for an Executive Search Firm

Chair Hyde relayed that the subcommittee had met twice to review proposals from prospective executive search firms. He asked Search Chair McElroy to provide the subcommittee’s recommendation to the Board. Search Chair McElroy thanked Chair Hyde, Trustee Patel, Provost Patterson, Assistant Vice President and Controller Stevenson, and Assistant Vice President Guth for their work on the subcommittee. He relayed that the University had reached out to 23 executive search firms and received nine proposals. He stated that they had interviewed four semi-finalists. Search Chair McElroy stated that the subcommittee was bringing forth the recommendation of WittKieffer for several reasons. He stated that the firm has a national reputation with a 50-year history that focuses predominantly on organizations of higher education and similar organizations. He noted that WittKieffer had previously conducted 100 presidential searches in both public and private higher education institutions and that the average tenure of university presidents they have placed is nine years, with three-to-five-year retention rates of 97%.

Search Chair McElroy stated that WiffKieffer’s proposal also demonstrated a good grasp of the challenges facing higher education and the skills that would be needed in the next president for the University. He added that WittKieffer has also worked with a number of UNF’s SUS peers and has experience with search processes under Sunshine Law. Search Chair McElroy indicated the subcommittee felt confident in the team WittKieffer had proposed, which included Ms. Lucy Leske (team lead), Mr. John Thornborough, Ms. Charlene Aguilar, and Ms. Jessica Herrington. Search Chair McElroy added that a focus on diversity and inclusion is also important to WittKieffer and that the firm had reshaped its own organization to be one of the leaders in this area in its industry. Trustee Patel stated that another reason the subcommittee is making the recommendation of WittKieffer is that the firm demonstrated an understanding that UNF’s peer group is changing. Chair Hyde added that New College, which worked with WittKieffer in its recent presidential search has highly recommended WittKieffer and Ms. Leske.

Trustee White asked if WittKieffer had conducted the search for the UNF Provost in 2018. Vice President Stone confirmed that UNF had worked with WittKieffer for that search. She added that WittKieffer had also conducted the recent search for the Dean of the Coggin College of Business and is currently working on the search for the Dean of the College of Arts and Sciences.

There being no additional questions, Chair Hyde asked for a MOTION to APPROVE the selection of WittKieffer as the executive search firm to conduct the presidential search. Trustee White made a MOTION to APPROVE, and Trustee Davis SECONDED. The Board unanimously approved the subcommittee’s recommendation of WittKieffer.

**Item 9** **Update on Institutional Marketing**

Vice President Bruder addressed the Board and provided an update on the University’s marketing organization, strategy and execution. He referenced Nathan Grawe’s book, *Demographics and the Demand for Higher Education*, which addresses the trend of declining numbers of high-school age students and the upcoming projected ‘cliff’, in 2026, in the college-aged population. He emphasized that Florida has been somewhat buffered with regard to this trend, for now, with its recent population growth of 15% and even more growth during the COVID-19 pandemic. Vice President Bruder stated that this rise in Florida’s population presents opportunities and challenges in terms of enrollment. He added that there are many opportunities for growth in enrollment within Duval County, surrounding counties, Northeast Florida, more broadly in the state and beyond the state of Florida.

Vice President Bruder stressed the need for the University to strengthen its regional and national brand position. He relayed that the UNF Marketing team had been focused on building awareness, perception and consideration levels of the University for potential students. He stated that there is still a somewhat limited awareness of the University (“less than 50%) within the state of Florida. He stated that within Duval County, UNF experiences only an 84-85% awareness level. Vice President Bruder cited the *Student* *Insights* reports, which he referenced the UNF Enrollment Services team uses. He stated that, “perception-wise, the University is slightly over 50% in terms of favorability within the state, and in terms of consideration 38% within the state (and less than 70% within Jacksonville).” Vice President Bruder stated that the University’s rise in national rankings will resonate with local and non-local prospective students and that the University can leverage it to drive awareness, perception and overall consideration of the University in support of enrollment growth.

Vice President Bruder spoke of an increasingly competitive higher education environment and stated that marketing will be critical to driving strong future enrollment and alumni and donor engagement. He stated that the University is a fairly new university (in terms of being a four-year institution). He stated that because of this, the University needs to build awareness of its presence and take on a more aggressive “challenger brand” mentality. Vice President Bruder relayed that, since the beginning of FY2020, UNF Marketing has been building capabilities, organizational structure and the resources required to “win in the marketplace.” He also stated the UNF has been in the process of developing and deploying a compelling, differentiated and enduring brand strategy for the University. Vice President Bruder referenced the University’s “Uniquely UNF” campaign, which he stated that UNF Marketing has been deploying across multiple media, including digital/mobile platforms, radio, print and outdoor advertising.

Vice President Bruder stated that since FY2020, the Marketing division has combined the central marketing and enrollment marketing team into one team and has leveraged the first dedicated, centralized marketing budget the University has had. (He noted that the current marketing budget allows for $710,000 in media spending and stated that he is appreciative of the leadership of the Board and the current and previous University President in this area. Vice President Bruder showed some data from marketing research, with minimum and maximum budget threshold recommendations for “challenger brands” (as percentages of operating budgets). He stated that UNF is a challenger brand and stated that a budget of $1M (which he noted would be an increase of $290K to the current budget) would be in alignment with these recommendations and would assist with the enrollment targets for the University.

Vice President Bruder stated that the University had created an agency structure around marketing strategy and its creative products and had strengthened and fully resourced its first social media team, including expanding the web team to include staffing focused on a paid digital presence for UNF. Vice President Bruder reviewed the structure of the current Marketing team.

Vice President Bruder spoke about the brand architecture/brand positioning the University has been building which addresses:

* the University’s core target audiences
* insights individuals have, when they make decisions as to where they or their children will study
* the brand itself (which includes its brand assets, brand personality and brand values, and which he noted were consistent with those expressed in the University’s strategic plan)
* frame of reference as a nationally ranked university
* key benefits UNF offers to its students (including the opportunity to study at a nationally ranked university and the university ranked #1 in Florida for job opportunities for its gradates; personalized attention for student and small classes; a beautiful campus)
* reasons that potential students will believe the University will offer what they seek
* brand promises

Vice President Bruder relayed that the Marketing division is continuing to build its marketing plan. He noted that the University has increased its digital advertising, has deployed multiple, updated landing pages with engaging content and used submission forms linked to a campus CRM admission funnel. He provided video, audio and print examples of the advertising UNF has been running and provided some background information on costs associated with these advertisements. He highlighted that the Marketing team has been working to ensure and upgrade the quality and consistency of messaging across the University and that the University is working to build its brand book.

At the conclusion of the presentation, Chair Hyde asked if there were any comments or questions. Trustee Egan stated that it was a great presentation, and it would be good to see messaging about the splitters (medical device) that the President had referenced in her presentation and the 3D printing activities on campus. Trustee Egan also relayed that other universities have sometimes used contests for students to narrate their universities’ ads. She relayed this has seemed to generate additional interest and engagement within the student population (and with parents/families) as to the universities’ messaging.

She suggested the University might try this. She also relayed that she had received feedback from members of the community that the campus seems to lack a physical, iconic space at which people can gather and/or which signifies one has arrived on campus. She stated that having such a space, would not only be beneficial to building community on campus, but would also likely be helpful with the University’s marketing efforts. Trustee Korman Shelton congratulated Vice President Bruder and the Marketing team on all that it had accomplished. She relayed that she thought the University could be stronger in its messaging of what distinguishes it – what its niche(s) are. She relayed MEDNexus would likely be a central part of this and noted that the University has also grown in its enrollment in African American students. She stated she thought this would be compelling to potential students. Trustee Korman Shelton mentioned she thought there were additional platforms the University could advertise on and that she also thought it would be good for the University to do some additional thinking on what it wants to highlight as making UNF unique. Trustee White stated the University has grown a great deal in its marketing capacities and developed stronger messaging. He also stated that the messaging from the Colleges (not just the University as a whole) is important, as transfer students, who are considering enrolling at the University are not just thinking of the University as a whole, but what the programs (within the Colleges) will offer them. Trustee Joost stated that his business, as it was growing, leveraged (through contests and promotions) the social media presence of its customer base, which gave it more exposure than the business would have otherwise had through only its own resources. He stated that he thinks there may be some additional opportunities, in this area, for the University’s marketing efforts.

## Item 10 Update from the Office of Faculty Excellence

Provost Patterson introducedDr. Gordon F.M. Rakita, Professor of Anthropology and AssociateVice President of Faculty Excellence and Academic Engagement. She stated that she was pleased that the Board would have an opportunity to have an update from the Office of Faculty Excellence and specifically to receive an update from Dr. Rakita, who she highlighted had earned the distinction of Distinguished Professor for his long record of high-quality teaching, research and service. Provost Patterson reminded the Board that Professor Rakita oversees the Office of Undergraduate Research and stated that he would speak about *PANDION: the Osprey Journal of Research and Ideas* (the online and print journal of faculty-mentored and faculty-endorsed research), that the Office produces.

Associate Vice President Rakita provided an overview of the UNF Faculty Excellence and Academic Engagement team, which is comprised of the Center for Community-Based Learning, the Office of Undergraduate Research (OUR), and the Office of Faculty Excellence (OFE). He stated that the goal of the team is to provide support for innovative academic excellence in every faculty member and student. Associate Vice President Rakita stated that while other universities have Offices of Undergraduate Research and Community-Based Teaching and Learning Centers, UNF’s model is unique in that the three offices work together collaboratively under one umbrella. He emphasized the offices provide support to faculty’s full range of portfolios, including scholarship and research. The OFE supports faculty throughout their careers.

Associate Vice President Rakita gave an overview of the three offices:

* the Center for Community-Based Learning (CCBL) (which since 2010 has held the Carnegie Community Engaged Institution endorsement). Dr. Rakita highlighted that CCBL’s role is to facilitate community engagement practices in the University’s teaching and in research, scholarship, and creative activities. He noted that CCBL provides programming and opportunities for both faculty and students. Dr. Rakita referenced the Center’s Community Scholars (year-long) program for faculty who wish to enhance their knowledge of and expertise in community-based teaching and learning and help them to further incorporate these elements into the curriculum and other learning opportunities for students. He also spoke of the Community Engagement Research Faculty Fellowships, which support faculty who conduct research which measures the impact of community-based transformational learning and research on students, faculty and the University’s community partners. Associate Vice President Rakita also spoke about the *Osprey Community Ambassadors*, who are students that design and facilitate high-impact service opportunities in Jacksonville for their fellow students.
* The Office of Undergraduate Research (OUR) provides support to faculty and students involved in research. The OUR provides research, travel and special grants for faculty. Associate Vice President Rakita noted that, even during the pandemic, the OUR has awarded grants to 92 undergraduates. He highlighted that OUR hosts the annual Showcase of Osprey Advancements in Research and Scholarship (SOARS) event. Associate Vice President Rakita noted that OUR publishes *PANDION: the Osprey Journal of Research and Ideas* and that each of the Trustees had received a copy of PANDION. Associate Vice President Rakita reminded the Board that UNF is a member of the Florida Undergraduate Research Association (FURA). He relayed that Ms. Kaitlyn Minnicks, Coordinator in the Office of Undergraduate Research, had recently been appointed to the FURA Board of Directors. He added that OUR organizes UNF’s participation in FURA’s annual *Posters at the Capitol* event in Tallahassee.
* Associate Vice President Rakita shared that the mission of the Office of Faculty Excellence is to support faculty in teaching research and service. It offers workshops, forums and other professional opportunities for faculty throughout the year. He noted that the OFE has over 30 of these events scheduled for the Fall 2021 semester (and that these events focus on preparing for promotion and tenure, learning assessments, innovative teaching practices, leadership and other topics). Associate Vice President Rakita spoke of the role the OFE plays in coordinating new faculty orientations and its Faculty Excellence Peer Mentoring Program, which is an opportunity for UNF faculty to participate in project-based reciprocal mentoring relationships. He relayed that 30 faculty, from each of the colleges and the Library are participating in the peer-mentoring program. For those faculty approaching the promotion and tenure application process, Associate Vice President Rakita shared that he and Marianne Jaffee, Executive Assistant to the Provost and Director of Planning offer training and support with the online system for dossiers. Dr. Rakita added that the OFE also conducts peer-observations of teaching and one-on-one consultations. He also stated that the OFE is working with the Provost’s Office to offer monthly professional development workshops for department chairs.

Associate Vice President Rakita stated that the offices offer these services, as they know supporting faculty excellence also supports student success. He emphasized that student who work with a faculty member on research form stronger relationships with the University and make connections to real-world problems in their coursework. Dr. Rakita also highlighted the positive outcomes for student involved in undergraduate research and how these activities positively affect retention and progression toward degrees.

Trustee White relayed that he had participated in multiple offerings of the OFE’s over the years and that faculty find its services invaluable.

Trustee Patel asked if there is a way to show the impact that the OFE has on student retention. Associate Vice President Rakita stated that the OFE is sending surveys to the faculty who participate in OFE events to garner their feedback. He stated that he is committed to developing metrics to demonstrate the impact of the OFE’s programs.

Vice President Coleman stated that he personally knows families who credit Associate Vice President Rakita’s dedication and approach to supporting faculty and student excellence with the professional success their family members/alumni have achieved.

## Item 11 *Research Bites* – Faculty Presentation on Research

Provost Patterson introduced Dr. Jason Haraldsen, an Associate Professor, in the Department of Physics. She relayed that not only has Dr. Haraldsen been an extremely dedicated member of the faculty and assumed many leadership roles in the Faculty Association, but he has also been a staunch mentor to both faculty and students. Provost Patterson referenced Dr. Haraldsen’s background as a theoretical physicist focused on condensed matter physics, material theory and nanotechnology. She stated that he is also “one of the University’s celebrated undergraduate research faculty mentors.” Provost Patterson also introduced Ms. Alexandria Alcantara, who had recently graduated from UNF with a Bachelor of Science degree in Physics, is part of the inaugural cohort of the UNF Master of Science in Materials Science and Engineering program and has collaborated with Dr. Haraldsen on research at both the undergraduate and graduate level.

Dr. Haraldsen thanked the Board and Provost Patterson for the opportunity to speak with Board. He stated that the UNF Department of Physics has a strong focus on getting students involved in research so that they understand not only the program’s content, but also its applications. He added that all UNF undergraduate physics majors are required to do a research project. He stressed that, as with the whole of the University, the department’s focus is to provide opportunities and support to students. Dr. Haraldsen noted that both the Department of Physics and the Office of Undergraduate Research provide grants to students.

Associate Professor Haraldsen spoke about his research, “Materials Theory: Unlocking the Electronic and Magnetic Properties of Materials.” He stated that one of the practical reasons for this research is understanding the ‘energy landscape’ that interconnects and supports smart technology. Dr. Haraldsen noted that energy use related to the use of technology has grown exponentially in the last 20 years and stated that this has driven a need for identifying technologies and materials that are more energy efficient. Associate Professor Haraldsen shared that his research focuses on “how electrons govern materials” and that this area of research can help “provide direction to experimentalists with finding new materials that can help improve technology.”

Dr. Haraldsen shared that students have been an integral part of this research and have worked on modeling systems and examining how electrons move through the systems. He added that an important focus of the research has also been in determining whether there are opportunities to work with industry and develop new devices from their findings. Associate Professor Haraldsen stated that, in the past six years, he has worked with student research teams that have involved approximately six to nine students per year. He relayed that, during that time, the research team(s) have published approximately 18 academic papers. He highlighted that 14 of the papers had included student co-authors and 13 had had a student as the primary author. Dr. Haraldsen stated that these opportunities for UNF students have been critical for those students pursuing advance degrees.

Dr. Haraldsen concluded his presentation by speaking about the Department of Physics collaborations with: the Los Alamos National Laboratory, the National Magnetic Field Laboratory (Tallahassee), the University of Tennessee (Knoxville), the Paul Scherrer Institute (Switzerland), and the University of Connecticut. He noted that the department’s partnership with the Los Alamos National Laboratory has provided funding for not only his research, but also more broadly for the undergraduate education program. He relayed that the Laboratory’s support has enhanced the University’s ability to provide research opportunities (including summer opportunities and the ability to participate in conferences). Dr. Haraldsen shared that most recently UNF students have begun to participate in research internships with Los Alamos and noted that Ms. Alcantara had served as an intern with the Laboratory. He stated that Los Alamos had recently extended her internship for a year. Dr. Haraldsen stated that many of the Department of Physics’ collaborations have also helped it organize conferences. He noted that, with their support, UNF has been able to host an international conference on quantum materials, *Quantum Matter and* *Beyond*, in Jacksonville Beach for the last four years.

Associate Professor Haraldsen emphasized how important these opportunities for students have been. He stated that students he has worked with have gone on to pursue graduate degrees at the University of Tennessee, the University of Connecticut, the University of Colorado and the Florida Institute of Technology. He also stressed how pleased the University had been to start its Master of Science in Materials Science and Engineering program and that he had asked Ms. Alcantara to join him to speak with the Board about her experiences as a UNF undergraduate and graduate student.

Ms. Alcantara stated that all UNF physics undergraduate students are heavily encouraged to participate in research activities, and that early in her undergraduate studies, she had chosen Dr. Haraldsen as her mentor. She relayed that after her freshman year, she had been offered a summer research position on a project with Dr. Haraldsen, funded by the Los Alamos Research Laboratory, which led to opportunities to present her research at SOARS, the Conference for Undergraduate Women in Physics (a regional conference) and the American Physical Society (an international conference). In the summer after her sophomore year, she conducted her own research, presented it at SOARS, a conference in New Mexico, and the international quantum physics conference which Dr. Haraldsen organizes annually. Ms. Alcantara shared that during her junior year, she had worked with Dr. Karen Cousens (then, the Director of the Office of Undergraduate Research) and applied for a grant to fund continued research with Dr. Haraldsen. From the research funded by the grant, Ms. Alcantara relayed that she produced a research poster (for SOARS), a talk (at the American Physical Society meeting) and a paper for publication. Ms. Alcantara shared that she had also received the Undergraduate Researcher of the Year award from SOARS and the UNF Physics Department’s Outstanding Undergraduate Research Award. She stated that, as she completed her undergraduate studies, she applied for the UNFMaster of Science in Materials Science and Engineering program and had been awarded a fellowship for her research experience in materials science. She added that the summer after graduation, she was offered an internship with the Los Alamos Research Laboratory. Ms. Alcantara stated that because of her studies and experience with research as a UNF undergraduate, she had been able to acclimate quickly to her responsibilities as an intern, and Los Alamos extended her internship for a year. She relayed that, through her internship, she is studying a material that can be used in two energy-efficient ways. Associate Professor Haraldsen concluded the presentation by stating that innovation requires opportunity and support and that the UNF Department of Physics and the greater UNF community is dedicated to making these kinds of opportunities available to students.

Trustee Patel asked – as Dr. Haraldsen’s research focuses on modeling systems, whether or not he has enough user power to run all of his computations.

Dr. Haraldsen stated that as a computational and theoretical scientist, more computer power is always needed. He added that when he came to UNF, the package that he received allowed him to purchase a server and that he is able to do most of the calculations he needs to do on his server. He added that, for instances in which his team does not have the technological capacity to do the calculations, it works with their research collaborators.

Trustee Joost asked if there are cloud computing services that could be of assistance. Dr. Haraldsen stated that there is some potential for this in the future, but currently there are software issues. Trustee Joost also asked a question about ownership of the research findings for UNF research, in those instances where a UNF researcher might need to work with a partner to use the partner’s larger server for computations. Dr. Haraldsen stated that there are user agreements that govern those relationships and that the Office of Research and Sponsored Programs does have import/export guidelines.

Trustee Joost relayed that this is an area that the University should look into, in terms of protecting the findings of UNF researchers. Vice Chair McElroy agreed and added that the discussion had raised some topics that he has been thinking about in terms of IT. He stated that many of the Board’s IT-related discussions IT focus on building capacity, product and service delivery, process improvements and security of the University’s internal communications. Vice Chair McElroy stated that this discussion highlights IT issues that are critical to the University’s success in its creation of knowledge and transferring knowledge to students. He stated that it is critical for the University to make sure that it has the capabilities and focus of its IT resources in support of the knowledge creation aspect of the university equally to the other process improvements and service delivery items. He stated that it is important that the Board continues discussing these areas as it moves next year into continued strategy discussions.

## Item 12 Ratification of American Federation of State, County and Municipal Employees (AFSCME) Collective Bargaining Agreement

## Item 13  Ratification of Coastal Florida Police Benevolent Association (PBA) Collective Bargaining Agreement

                        Outside counsel and chief negotiator, Michael Mattimore, of Allen, Norton and Blue, joined the meeting and presented modifications to Article 7 – Wages of the American Federation of State, County and Municipal Employees (AFSCME) Collective Bargaining Agreement. He reminded the Board that in September 2021, the Office of the President had announced that there were funds available to provide a one-time, non-recurring $1500 payment of wages to its workforce. Mr. Mattimore stated that, with that direction, the University’s bargaining team had met separately with representatives of the American Federation of State, County and Municipal Employees and the Police Benevolent Association. He stated that he was pleased to bring to the Board’s attention that both unions had agreed to the $1500 payment and had closed out their wage reopening discussions for FY2021-2022 to include the payment. Mr. Mattimore stated that those agreements had been ratified by their respective unions and were being presented to the Board for their consideration and ratification.

Chair Hyde asked if there were any questions regarding the agreement with AFSCME. There being none, he asked for a MOTION to APPROVE. Trustee Joost made aMOTION to APPROVE and, Trustee Davis SECONDED.  The Board unanimously approved the modification to Article 7 of the AFSCME Collective Bargaining Agreement.

Chair Hyde asked if there were any questions regarding the agreement with PBA. There being none, he asked for a MOTION to APPROVE. Trustee Egan made aMOTION to APPROVE and, Trustee Joost SECONDED.  The Board unanimously approved the modification to Article 7 of the AFSCME Collective Bargaining Agreement.

## Item 14 Faculty Association Update

Trustee White provided the Faculty Association update. He stressed that Faculty continue to believe that social justice initiatives are an integral part of the University’s mission and believe it is now more important than ever to be on the forefront of tackling social justice issues. He stated that faculty applauded the decision to continue the line for the Vice President of Diversity and Inclusion position and that they think it sends the right message to the University community. Trustee White stated that the University needs to continue to work toward a more diverse and inclusive University community: diversifying the student body and faculty and retaining these students and faculty, increasing Board of Trustees diversity, engaging with a diverse group of businesses and nonprofits, and promoting awareness throughout curricula and programs. He stated that the Vice President of Diversity and Inclusion will play an integral part in supporting diversity in these areas.

Trustee White stated that UNF Faculty strongly believe that the next UNF President should be a visionary with a strong focus on academic freedom. He also relayed that the Faculty have concerns with higher education being characterized “as a business,” with students referred to as “customers.”

Dr. White shared that the Faculty believe that a university president should be prepared to fight to maintain tenure at state universities and that Faculty have been concerned about a growing effort to weaken and eliminate tenure at state universities. He added that the Faculty believe that the next UNF President should work toward progress on the metrics, but that he or she should also provide input about the metrics. (Dr. White stated that the Faculty have a concern that the metrics can have potential unequal impacts on the different universities within the State University System.)

Trustee White relayed that the Faculty are interested in more opportunities to interact and collaborate with the Board of Trustees. He stated that they would welcome opportunities to get to know the Trustees better and have the Trustees better get to know the Faculty (-for example lunches or dinners with Trustees and Faculty members, Trustees occasionally visiting Faculty Association meetings, informal Faculty meetings with the Trustees, having Trustees join the “Coffee with the President” meetings, and having Trustees appear as guests in classes).

## Item 15 A Deep(er) Dive into the *US News* Rankings

Building on a presentation that he had given to the Board in March 2021, Vice President Coleman provided a more detailed look at what drives the *US News* college rankings, UNF’s overall ranking, its ranking on each component, and where the University’s primary challenges and needs lie in achieving the University’s strategic goal of reaching the ranking of a Top 100 public university. He referenced UNF’s rankings:

* last year - #272 among all public and private colleges and #136 among all public colleges (four spots higher than the previous year)
* this year - #263 among all public and private colleges (nine spots higher than last year, representing the 23rd best increase among public universities) and #132 among all public colleges (four spots higher than last year; eight spots higher within the last two years).

Vice President Coleman reviewed the factors that U.S. News and World Reports to rank universities:

* Outcomes (40% of the rankings)
	+ graduation and retention rates
	+ social mobility
	+ graduate indebtedness
	+ graduation rate vs. US News predicted graduation rate
* Resources and Inputs (40% of the rankings)
* financial resources (average spending) per student
* faculty resources for the academic year
* living alumni of bachelor’s programs giving rate (rolling 2-year)
* student selectivity for Fall entering class (including summer enrollees)
* Perception (a peer, academic reputation survey that is completed by university presidents, provosts and deans; 20% of the rankings)

Vice President Coleman reviewed UNF’s rankings on these weighted factors. He noted that more financial and human resources are directly correlated with higher rankings, and that several factors (diversity, employability, needed degrees, size/growth, four-year graduation rates, particular measurements of a university’s graduate school, and operational efficiency) are not factored into the U.S. News and World Reports’ overall ranking for a university. He also noted that UNF is already in the top 100 among all nationally ranked institutions (public and private) with regard to social mobility and graduate indebtedness, but is in the bottom 9% (358th out of the 391 institutions) in terms of financial resources. The university also has the least amount of funding per student among the eight SUS institutions that are included in the U.S. News national rankings. He went on to show that even despite the level of funding, the University is already among the top 100 public institutions in all four of the U.S. News outcome categories.

Vice President Coleman also illustrated how the University is strongly outperforming its resource and input levels, i.e., how much higher its outcome rankings are versus its resource and input rankings. This gap, which he referred to as operational efficiency, ranked in the top 7 among all public institutions in the U.S. News top 140.

Dr. Coleman identified five schools that are similar to UNF that are already in the Top 100, and compared UNF’s ranking in each category to the average rankings of those schools. UNF compared extremely favorably on social mobility, graduate indebtedness, and operational efficiency, but lagged substantially on financial and other resources/inputs. He illustrated how much better UNF’s ranking would be if the university had similar levels of funding to those schools, as well as a few select others.

Dr. Coleman then examined the model that U.S. News employs to identify each school’s predicted graduation rate and illustrated that an alternate model would be considerably more accurate. The alternate model predicted that UNF is expected to have a 56% graduation rate, whereas the U.S. News model expects a 61% rate. The alternate model indicated that UNF’s actual rate of 61% is thus outperforming expectations by five percentage points, as opposed to being exactly as expected per the U.S. News model. Because the gap between the actual and expected rate represent 8% of the U.S. News ranking, this implies that UNF is not being appropriate rewarded by the U.S. News predictive model.

As a final analysis, Dr. Coleman illustrated that the U.S. News reputational ranking from academics can be largely predicted by a model that uses other readily available data. That model indicates that 7 of the 8 SUS schools are being underrated by academics, with USF and UNF being the most underrated schools in the system.

Dr. Coleman concluded by emphasizing that UNF currently performs strongly in all outcome metrics and is one of the most efficiently run schools in the U.S., but must receive greater funding levels to be a top 100 public university.

## Item 16 Committee Reports

### *Academic and Student Affairs Committee*

Trustee Egan, Chair of the Academic and Student Affairs Committee provided a report of the Committee’s recent October 11, 2021 meeting. She stated that:

* The Committee had voted to approve the consent agenda which included draft minutes from its June 10, 2021 meeting.
* The Committee had reviewed and unanimously approved the proposed amendments to the following regulations, which she relayed were on the consent agenda for the October 14, 2021 meeting:

### Student Conduct Code (Regulation 5.0010R)

Trustee Egan advised that Rachel Winter, Student Conduct Officer, had presented the proposed amendments to the regulation. Ms. Winter explained that a change in legislation during the 2021 Florida legislative session (Florida House of Representatives Bill 233 on Post-Secondary Education) had required changes to the Student Code of Conduct for new due process requirements and the recording of lectures.

Ms. Winter highlighted, as outlined in the proposed amendments, how the University is implementing the legislative changes with respect to (1) increased role of advisors; (2) due process and notice requirements; and (3) the right to record class lectures in certain circumstances.

### Sexual Misconduct and Title IX Sexual Harassment (1.0050R)

Trustee Egan relayed that Mr. Justin Sorrell, Senior Associate General Counsel, had presented the proposed amended regulation which:

* updates the definitions of sexual harassment and coercion in line with Supreme Court precedent and lessons learned from recent Student Conduct cases;
* revises the advisor and timeline process to comply with House Bill 233; *and*
* eliminates the prohibition on use of prior statements of a party or witness, consistent with a recent federal court opinion and change in stance of the U.S. Department of Education.

### Non-Discrimination, Equal Opportunity and Inclusion (1.0040R)

Mr. Sorrell had presented the proposed amendments to the regulation, which include clarifications to the definitions of harassment and protected activity, as well as a re-write of the definition of retaliation consistent with federal law.

### Overview of *Degree Works*

Trustee Egan stated that Provost Karen Patterson had introduced Rachel Broderick, Director of Academic Support Services in Undergraduate Studies, who described and demonstrated a new degree auditing software called *Degree Works*.

*Degree Works* is a tool that will be utilized by academic advisors and students which will clearly identify the courses and requirements needed – and in what order – before the student can graduate.

Not only will the new audit tool display all academic information relative to the student’s current major, but it will also allow the student to create “What If” scenarios to see how courses completed would fulfill the requirements of different majors and minors.

*Degree Works* will go live in May 2022 and, to make it seamless for current students, it will include academic history back to 2016.

This item was an update and informational presentation and not an approval item.

### *Audit and Compliance Committee*

Trustee McElroy, Chair of the Audit and Compliance Committee provided a report of the Committee’s recent October 8, 2021 meeting. He stated that:

* The Committee had approved the consent agenda with minutes from the June 14, 2021 Audit and Compliance Committee meeting minutes.
* The Committee had reviewed and approved the Performance-based funding Data Integrity Audit.
* The Committee had reviewed and approved the proposed amended regulation on the employment of relatives

Trustee McElroy noted that those items were on the consent agenda for the October 14, 2021 Board of Trustees meeting.

He further relayed that;

* The Committee had reviewed the audit results for the DSOs.
* Vice President Bennett had updated the Committee on the Board of Governor’s requests for a review of the financial controls for the DSOs
* Chief Audit Executive Hann had provided the Office of Internal Audit (OIA) Quarterly update and had presented the OIA Quarterly Report
* Associate Vice President Campbell had given the quarterly update about the Compliance Program and had presented the Compliance Program’s Quarterly Report
* Ms. Hann and Dr. Joann Campbell had presented the Compliance Ethics and Risk Oversight Committee’s Annual Report

### *Finance and Facilities Committee*

Trustee Joost, Chair of the Finance and Facilities Committee provided a report of the Committee’s recent October 8, 2021 meeting. He stated that:

* The Committee had voted to approve the consent agenda which included draft minutes from its June 14, 2021 meeting.
* The Committee had reviewed and approved the proposed new Trespass regulation, which codified the University’s current practices
* The Committee reviewed the Athletics loan, which will be used to build a hospitality lounge in the Arena.

He relayed that these items had all been unanimously approved by the Committee and were on the consent agenda for the October 14, 2021 meeting.

 Trustee Joost also relayed that the Committee had reviewed the report on the institution’s financial ratios and the Treasurer’s Report.

### *Governance Committee*

Chair Hyde, Chair of the Governance Committee, provided a report of the Committee’s recent October 8, 2021 meeting. He stated that:

* The Committee had approved the consent agenda, with minutes from its prior meeting on June 10, 2021
* The Committee had considered and approved some minor revisions to the MOCA Articles of Incorporation
* The Committee approved the recommendation to delay the comprehensive Board evaluation until the Next President is had been onboarded

He stated that each of these items were on the consent agenda for the October 14, 2021 Board of Trustees meeting.

Chair Hyde also noted that the Board will review, at an upcoming meeting, the results of the surveys they took in June 2021.

## Item 17 Consent Agenda

Chair Hyde directed the Trustees attention the consent agenda and asked if there were any questions or comments about any items on the consent agenda. There being none, he asked for a MOTION to APPROVE. Trustee Patel made a MOTION to APPROVE, and Trustee Egan SECONDED. The Board unanimously approved the consent agenda.

## Item 18 Adjournment

 Chair Hyde adjourned the meeting at 3:30 p.m.