# **MINUTES**

**Trustees Present:** Kevin Hyde (Chair), Paul McElroy (Vice Chair), Jason Barrett, Selma Besirevic, Tom Bryan, Jill Davis, John Gol, Ali Korman Shelton, Nik Patel, John White

**Trustees Absent** (Excused): Annie Egan, Chris Lazzara

## Item 1 Call to Order

Chair Hyde called the meeting to order at 10:00 a.m.

## Item 2 Public Comment

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

## Item 3 Ratification of Memorandum of Understanding between UFF-UNF and

**UNF-BOT**

Outside labor counsel, Mr. Mike Mattimore presented a Memorandum of Understanding (MOU) between UFF-UNF and the UNF-BOT relating to the impact of COVID on certain aspects of faculty work and evaluation. The MOU, agreed to on January 21, 2022 by the Administration and the UFF, was ratified by the in-unit faculty on February 23, 2022 by a vote of 164 to 3.

Mr. Mattimore stated that the MOU was limited in comparison to similar MOUs between UFF and UNF and that it “picked up some of the aspects of the MOUs considered and ratified in the past.” He noted that it continued the insertion of the statement that student evaluations of faculty may have been impacted by COVID. He added that the MOU continued the practice that faculty have ownership of a course if a course has been converted from an in-person to a remote course, due to COVID. Mr. Mattimore stated the MOU allows for attendance at an online conference (approved by the supervisor), which would be regarded as attendance at an in-person conference.

Mr. Mattimore also noted that since 1/21/22, UNF has turned its attention full time to the negotiations on the bargaining agreement and have been able to make some progress there. Chair Hyde asked if the MOU applied to the previous semester and the current semester. Mr. Mattimore confirmed that it did. Chair Hyde asked if there were additional questions.

Vice Chair McElroy stated that, as he reviewed the MOU, he did not note any substantive changes to processes or historical arrangements. He asked if Mr. Mattimore might make a statement with regard to any related costs or opportunity costs with the practices as described in the MOU. Mr. Mattimore confirmed that the contents of the MOU represented a continuation of existing practices. He stated that it recognized applicability to the previous and current semesters. He noted that online attendance at conferences, would likely represent a cost savings, as it would eliminate travel costs.

There being no additional questions, Chair Hyde asked for a MOTION for RATIFICATION of the MOU. Vice Chair McElroy made a MOTION to RATIFY the MOU. Trustee White SECONDED. The Board unanimously ratified the MOU.

## Item 4 Tenure Upon Appointment – Dr. Michelle Edmonds

Provost Patterson introduced Dr. Curt Lox, Dean of the Brooks College of Health, and asked Dean Lox to present this agenda item.

Dean Lox thanked the Board for the opportunity to present Dr. Edmonds’ candidacy for tenure upon her appointment as the University’s incoming Director of Nursing. Dean Lox stated that he was excited to present her candidacy for tenure upon appointment in this critical position for the School of Nursing, Brooks College of Health, and the University. Dean Lox highlighted that, prior to joining UNF, Dr. Edmonds spent 18 years in multiple roles at Jacksonville University, that she holds UNF degrees, and she is well respected by UNF Faculty and within the community.

Dr. Lox stated Dr. Edmonds’ scholarship is outstanding and that “she is a strong researcher, who holds a PhD,” which he emphasized was a research degree (as opposed to a clinical degree).” Dr. Lox concluded that none of the leadership within the College and the faculty at UNF expressed any concerns about her scholarship.

Chair Hyde asked if there were any questions. There being none, he asked for a MOTION to APPROVE. Trustee White made a MOTION to APPROVE, and Trustee Patel SECONDED. The Board unanimously approved Dr. Edmonds’ tenure upon appointment.

## Item 5 Presidential Search Update

WittKieffer Senior Partner Ms. Lucy Leske joined the meeting. She and Search Committee Chair McElroy provided an update on the presidential search including recruitment, timeline, and process. Prior to their update, Chair Hyde noted that on March 15, 2022, Governor DeSantis had signed SB 520 into law. Chair Hyde stated that the law had an immediate effect, which would affect UNF’s (and other SUS universities’) presidential searches. He stated that the primary import of the law was two-fold:

1. Applicants’ submissions for the presidential search would not become public record unless an individual becomes a finalist in the search.
2. After the Board considers the recommendation of finalists and approves the finalists, there is a required 21-day period before the finalists’ interviews with the Board can take place.

Search Chair McElroy stated that, in light of the pending legislation, which had now become law, the Presidential Search Committee had made adjustments to the search schedule so that on March 28, 2022, the Search Committee would identify the applicants that the Committee would like to interview. He noted that the March 28, 2022 in-person meeting would be scheduled for four hours, and that the Committee would discuss the process for the first hour. Search Chair McElroy relayed that the remaining three would take place in a confidential setting to adhere to the new law. He noted that during that time, the Committee would discuss candidates’ submissions and generate a list of candidates for interviews. Search Chair McElroy stated that the in-person interviews would be scheduled on April 11 and April 12.

Search Chair McElroy stated that the interviews may take place off campus to help protect, per the new state law, the confidentiality of the candidates’ personal information. He added that, by the end of the day on April 12, the Committee would work to identify “more than two candidates” that it would like to present to the Board for its consideration to serve as the next UNF President. Search Chair McElroy noted that an additional hour would be added to the previously scheduled April 13 Board Committee meeting, so that the Search Committee could present its list of recommended candidates. He stated that the work of the Presidential Search Committee will conclude on April 13.

Search Chair McElroy referenced the 21-day “open” period between the date on which the Board approves the recommended list of candidates to be interviewed and the interview dates. He noted that the Board’s in-person interviews with candidates will take place from May 4 to May 7. Search Chair McElroy stated that the Board would convene late in the day on May 7 or shortly thereafter to deliberate and choose the next UNF President. He relayed that Chair Hyde would then begin negotiations with that individual and the University would present its selection to the Board of Governors at its June 2022 meeting.

Vice President Stone emphasized that while the Board cannot conduct its interviews for 21 days, one of the purposes for the 21-day period is to allow the University community to get to know the candidates, and that it does not preclude some exposure of the community to the candidates prior to the interviews. She stated that one of the things the University needs to consider is that it might be possible to do some forums and sessions with the University community and the candidates. Search Chair agreed, stating it may be appropriate to do virtual forums.

Ms. Leske relayed that the WittKieffer team has been following up with the over 100 nominations they have received for potential candidates and the more than 150 individuals who have expressed an interest in the role. She noted that many individuals have been attracted by the University’s R2 status. Ms. Leske remarked that, with the new law in effect, WittKieffer expects to see an influx of additional applications over the next several days.

## Item 6 Presidential Update and Discussion on Enrollment Growth

Chair Hyde noted that President Chally had led a discussion on growth, at the Board’s January quarterly meeting. President Chally congratulated Chair Hyde, Trustee Gol, and Trustee Korman Shelton on their recent confirmations by the Florida Senate and thanked all of the trustees for their service.

President Chally spoke to the Board about a potential use of land that was recently acquired by the UNF Foundation. She stated that the University had been approached by several individuals about the land and that the University has had some discussion with the River City Science Academy, which is interested in leasing it to build a charter school.

Vice Chair McElroy asked for clarification of the location of the land. President Chally stated the land is in the area near Hicks Hall. President Chally relayed that there are a few reasons the University is interested in the project:

1. It would align with the University’s mission of education.
2. It could serve as an appropriate type of ‘pipeline’ for students interested in attending UNF.
3. It would provide a strong K-12 link to the College of Education.

President Chally advised on potential opportunities it could provide for clinical teaching, research and collaboration with the College of Education. She noted the University’s goal would be to establish clinical professorships and residential clinical faculty at the River City Science Academy (RCSA) which would enhance the education of UNF College of Education students. She noted that the Academy has a good record of retaining its students.

President Chally stated that the University typically recruits from approximately over 1,000 high schools. She provided a brief overview of charter schools in the state of Florida. She relayed that there are over 336,000 students in Florida who attend the over 670 charter schools. She noted that the RCSA is ranked within the top 100 of those schools.

President Chally noted that 15% of Duval County Public School students attend charter schools. She stated that RCSA was a prominent local charter school, with a high school, a middle school of approximately 1,000 students, and an elementary school of approximately 570 students.

President Chally also highlighted that RCSA was the first A-rated charter school in Duval County. She stated that math, robotics, and coastal biology are among the academic strengths represented by the Academy. President Chally noted RCSA has several partnerships and that the high school has a 99% graduation rate.

President Chally relayed RCSA would like to open a school on the leased land by August 2023. She stated that they would like to open a high school in 2024 or 2025. President Chally stated that RCSA had requested a 55-year ground lease. She noted that their aim was to build a school complex on the ground they leased, and therefore they wanted a long lease. President Chally stated that RCSA has requested a decision from the University by May 2022. They would like to fund the project in October 2022. She relayed that RCSA would aim to open in August 2023 and would like to open a high school in 2024 or 2025. She stated they anticipate there would be over 1,000 students in the high school.

President Chally relayed that members of RCSA had met with the UNF Foundation Board at its most recent quarterly meeting. She stated that the UNF Foundation Board would need to make a determination about the request, but she and the senior leadership wanted to apprise the Board of Trustees of the request.

Trustee Korman Shelton asked how much acreage had been gifted to the UNF Foundation and how much RCSA had requested to use. Vice President Bennett relayed that the total donation had been approximately 190 acres and RCSA was requesting to lease approximately 20 acres. She asked if there would be clauses in the contract that would allow the University to terminate the arrangement if it needed to. Trustee Bennett relayed that discussions were not in that stage at the time, but he anticipated there would be. She asked if there would be a financial gain for the University from the lease. Vice President Bennett stated that University was waiting on the terms, but he would expect there would be.

Chair Hyde asked, given that the land belongs to the UNF Foundation, what input the Board of Trustees would have about the land. Vice President Stone relayed that, as the governing body of the University, the Board of Trustees would have input into the decision, in terms of whether it aligns with the University’s long-term goals and plans. She highlighted that the Administration thought it was important to bring to the Board of Trustees as, if the University moved forward with it, the arrangement would be part of the campus’ larger operational relationships. She relayed that the fact that it is a UNF Foundation sublease is independent of the importance of Board’s feedback about the potential decision.

Chair Hyde asked if the President anticipated development of the idea between the date of the March 16, 2022 Board of Trustees meeting and May 2022. He also asked if the Board of Trustees would have the opportunity to have a presentation by RCSA and on the more fully developed business terms prior to the decision being made. President Chally and Vice President Stone confirmed that would be the case.

Chair Hyde stated to his fellow trustees that the discussion was informational at the Board of Trustees meeting, but prior to a decision being made, the Board of Trustees would have the opportunity to discuss it again, as it is a significant component of the mission of the University.

Trustee Besirevic stated that she had attended a charter school and had found it beneficial but asked how the request aligns with the University’s priorities for use of the land. Vice President Bennett stated that future use of the land has always been a part of the campus master plan and that the University has had always had public private partnerships referenced on specific parcels of the land. He emphasized that a public private partnership is also in alignment with the University’s plan for the land. Vice President Bennett stated that many organizations had come forward wanting to lease the land, but the request from RCSA had a direct tie to a UNF college and its mission. He stated that “Lab Schools” are a known entity within universities. He stated that the reason the Administration brought the item to the Board for a discussion is that it represents a unique opportunity and the College of Education is interested in a relationship with a K-12 school on campus.

Trustee White stated that he thought the arrangement, if it moves forward, would be greatly beneficial to the University and the College of Education. He stated that charter schools give interns the opportunity to practice approaches to teaching that research has shown are effective. He agreed that a type of lab school that Vice President Bennett mentioned would be advantageous for the University, and that he liked the idea as it represented an opportunity to use the land for a public good. He stated that his only concern was ensuring that the University would have ample branding opportunities through the arrangement.

Trustee Korman Shelton stated that while she has none, there are differing opinions about charter schools, in general. Chair Hyde reminded the group that charter schools are public schools and stated, assuming the University moves forward even conceptually, it needs to reach out to Dr. Diana Greene, Superintendent of the Duval County Public Schools (DCPS) to make sure that DCPS is aware of and involved in the effort. President Chally relayed that Provost Patterson and she would meet with Dean Yendol-Hoppey and Dr. Greene the following week. President Chally noted that this charter school had been approved by DCPS.

Vice Chair McElroy stated that he would be interested in learning more about the charter school from a governance standpoint (for profit vs. non-profit, the mission, the composition of the board). He stated that there would be pros and cons of associated branding opportunities for the University.

Chair Hyde stated that his sense from the trustees was that there is an interest in additional information. He also encouraged the trustees individually to reach out to the Administration with any questions and/or ideas they may have so that the Board can work toward consensus prior to the final decision being made.

President Chally relayed that, if UNF were to move forward with the partnership, the University would work with the Academy to ensure that a diverse group of students is admitted to the Academy.

President Chally referenced the Board’s discussion which had taken place at the January quarterly meeting, during which the trustees shared their visions for where they would like the University to be in 50 years.

She noted the trustees emphasized that the University would:

* + - * have experienced and prepared for significant growth
      * have continued to meet the needs of the city’s, state, and region’s employers for talented and skilled employees
      * have ensured that the University was utilizing and exploring opportunities with technology in appropriate ways.
      * would continue to be the center of intellectual capital for the city.

She noted that Trustee Lazzara had envisioned UNF would be in the top 5 Florida public universities as well as in the top 100 national universities. She stated one of the ways to accomplish this is to grow, as that would assist the University with bringing in additional resources.

President Chally reviewed data on fall term degree-seeking headcounts from 2016 to 2021 and goals for future fall terms (2022 - 2025) as stated in the University’s 2021 Accountability Plan. She noted that in it, projected growth for degree-seeking headcounts was approximately 500 students each fall term in those years. President Chally stated that this had been the approximate growth for UNF from 2016 - 2019 (until the COVID-19 pandemic emerged in 2020). She noted that if the University were to grow as projected, it would have approximately 18,400 fall term degree-seeking students by 2025.

President Chally stated that she, Provost Patterson, Vice President Bennett and Vice President Coleman had recently met with the Deans and spoken with them about strategies the University might use to propel its growth. The consensus was:

* the University needs to invest more in its marketing efforts
* growing the University’s online offerings is critical
  + The University might offer an online general studies degree with concentrations in business, health, information science and technical communications.
* New programs in financial technology, environmental science and genetic counseling may be necessary to produce the graduates the area needs.

President Chally noted that growth in some of the University’s current programs is likely warranted. She stated that it would be good for the University to grow its graduate enrollment, in general, as well as its graduate programs in:

* Materials Sciences
* Healthcare Informatics
* Nursing
* Marketing

President Chally asked the trustees for their thoughts. Trustee McElroy stated that he would like to see the projected growth the University thinks is warranted within the specific colleges. President Chally agreed that it would be helpful to plan growth in academic areas that the region and city indicate are needed, and that it would be helpful to determine how the colleges would need to grow in order to respond to those needs. Vice President Coleman relayed that growth in graduate studies, in addition to creating more opportunities for students, represents a revenue stream (that complements the funding the University receives from the legislature). He stated that enrolling students in programs that currently have open seats would be a relatively easy way to encourage growth without using a lot of additional resources. He noted that in the last pre-COVID year (2019 - 2020) the University had approximately 13,000 empty seats in undergraduate courses in its general purpose classrooms.

Vice President Coleman stated it was important to do two things:

* determine if the University can recruit for programs where it has empty seats but existing resources.
* determine if marginal revenue will cover marginal costs for these other programs, even if they are areas in which the city has a need.

Provost Patterson stated that the University is working to grow strategically as growing academic programs also means that student services to support the programs will need to be expanded.

## Item 7 Overview of Center for Entrepreneurship and Innovation Partnership

and Follow Up Discussion of MedNexus

Ms. Karen Bowling, Director, UNF MedNexus Global and Academic

Partnerships presented an overview of the Center for Entrepreneurship and Innovation partnership with MedNexus. She gave a brief overview of the activities at the March 5, 2022 Board of Trustees MedNexus Workshop. Ms. Bowling spoke about MedNexus’ Goal #3 of augmenting, facilitating, and advancing an integrated MedTech focus at UNF through MedNexus. She spoke of MedNexus’ plans to build and operate a world-class Medical Innovation, Training and Simulation Center/Corridor focused on MedTech at its Deerwood facility. The space would be equipped with the tools (a makerspace), training, and support that industry and healthcare innovators need to solve the problems facing healthcare today.

Ms. Bowling stated that the Medical Innovation Corridor would serve as the medical hub where the University could bring together stakeholders from the following areas to solve medical problems:

1. Government/Associations
2. UNF Students, Faculty, Career Services
3. Mentors and Advisors (such as SCORE and the Small Business Development Center)
4. Industry partners
5. Healthcare innovators
6. Investors/Advisory Council

Ms. Bowling noted that revenue and investments continue to grow in the MedTech field and that there are a large number of MedTech companies in Jacksonville which offer UNF an opportunity to emerge as a leader in health technology innovation.

Ms. Bowling relayed that UNF MedNexus plans to take the five classrooms (approximately 6,000 sq ft) in its Deerwood facility and use that space to develop the Innovation Corridor at MedNexus. Ms. Bowling relayed this could include tools, machines, and materials (3D Printing, Laser Cutters, open-access computers with design software, a wet lab, virtual reality stations and collaboration areas). The area would feature technical support and provide a space for technical competitions and other programming.

Ms. Bowling spoke of the UNF Center for Entrepreneurship and Innovation. She mentioned that many of the applications to the Center for Entrepreneurship centered around MedTech and that the Center for Innovation and the Center’s second cohort was developed around that area. She stated that, with very little marking the Center, had 8 MedTech companies in its cohort. Of those, there were several that did not have the equipment they needed to grow. The University had not able to find equipment they needed that was open to the public. MedNexus hopes to address this problem.

Ms. Bowling spoke of the UNF MedNexus Innovation Challenge (for which MedNexus partnered with the City of Palm Coast, Flagler County High Schools and Advent Health). Six high-school teams were chosen to compete and the first, second and third-place student winners were awarded scholarships. (A total of $14,500 in scholarships were awarded). The challenge themes for the competition were advancing telehealth, improving mental health services for young adults, and enhancing soft skills in healthcare.

Ms. Bowling highlighted the locations of the 25 MedTech Incubators and Accelerators in the U.S. and noted that there is not one in the southeast region of the U.S. She stated that those which do exist have a specific focus. She stated that UNF has to do some additional thinking to determine what its focus is (e-medicine, 3D printing, etc.)

Ms. Bowling spoke of local MedTech companies and stated that MedNexus plans to bring them together. She relayed that it also plans to meet with focus groups of internal stakeholders.

Ms. Bowling stated that MedNexus is frequently contacted to partner with organizations. She stated that it needs to develop criteria for the types of projects it can take on and the types of projects it has the resources for – which could include bringing in think tanks, hosting innovation challenges and participating in pilot projects.

Ms. Bowling stated that next steps would include:

* receiving feedback and support from the Board and leadership team
* meeting with focus groups
* identifying the focus of the innovation center
* continuing to research, draft and design the space
* meeting with potential partners
* think about an Advisory Council, and
* developing a sustainable financial model.

Trustee McElroy stated that he was interested in how MedNexus will factor in students in terms of its measuring its success and of developing a financially sustainable model. Dr. Szymanski stated that MedNexus has been speaking to the Dean of the UNF Honors College, who had relayed that multiple students are interested in entrepreneurship, but have no outlet in terms of makerspace or the ability to prototype. Dr. Szymanski stated that there is the opportunity for students to get immersed with MedNexus. He stated that one thing that attracts students to UNF is the opportunity to do research and this will give faculty and students an additional forum in which to do research.

Trustee McElroy noted that today’s discussion was focused on financial technology and medical technology and stated that he believes there is room for growth in both areas at UNF.

Trustee Patel stated that he would like to get a list of the top five priorities of problems MedNexus wants to help solve. Ms. Bowling stated that she thinks continued discussions with potential partners will help MedNexus develop this list.

Trustee Korman Shelton stated she thinks its is important for MedNexus to become the experts in one area, which would help attract industry leaders. Trustee Korman Shelton asked Chair Hyde what he envisions next steps would be. Chair Hyde stated that the Board should continue to see a narrowing of focus. He also stated that, as the Board finalizes its plans for a Strategic Planning Committee, MedNexus would be part of that purview, for continued discussion on the initiative.

Chair Hyde echoed Trustee Patel’s and Trustee Korman Shelton’s statements about narrowing and defining MedNexus’ focus.

Ms. Bowling had referenced MIT’s makerspace (MIT MakerWorkshop). Chair Hyde noted it was interesting to see how that program defines its focus and devoted resources to it. He noted that the program also references that it is the students leading the focus.

Dr. Szymanski stated that MedNexus exists to help academics. He stated that one of the things MedNexus has been able to do for Dr. Paul Eason, (Associate Dean, College of Computing, Engineering and Construction and Director of MSERF) for example, is to make the equipment available to him in order to help the students and faculty. Dr. Szymanski stated that MedNexus wants to make sure it is doing things that are impactful and that contribute to the institution. He noted that MedNexus is also working to promote student training, student immersion experiences and faculty research. Dr. Szymanski stated that through MedNexus’ partnerships, MedNexus wants to make sure it is making well informed decisions.

Ms. Bowling asked for feedback on what MedNexus had presented to the Board. Chair Hyde stated that what made an impression on him at the March 5, 2022 Board workshop on MedNexus was the interest by the Board on getting to the central point of MedNexus’s focus. He stated that he realizes the work they are doing will help this process.

Vice Chair McElroy stated that there is a lot of potential, and that he understands that MedNexus is working on the process. He stated that he would like to see more information about the impact on students and students’ involvement. Ms. Bowling stated that this was also important to MedNexus and one of the things she would like to see is local MedTech companies guaranteeing students a paid internship.

Chair Hyde thanked Dr. Szymanski and Ms. Bowling for their time.

## Item 8 Adjournment

There being no additional business, Chair Hyde concluded the meeting at 12:00 p.m.