# MINUTES

**Trustees Present:** Kevin Hyde (Chair)**,** Jason Barrett**,** Mike Binder**,** Jill Davis, Annie Egan, John Gol, John Grosso, Chris Lazzara, Paul McElroy, Allison Korman Shelton, Steve Moore

**Trustees Absent:** Nik Patel (excused)

**Special Attendance:** Dr. Carol Cartwright, Senior Consultant and Senior Fellow of AGB Consulting

**Item 1 Call to Order**

Chair Hyde called the meeting to order at 8:45 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 Chair’s Remarks**

Chair Hyde welcomed Johnny Grosso to the Board as the Student Body President.

**Item 4 Travis Pinckney, UNF Graduate and Founder of the College and Career Dreams Program**

Chair Hyde introduced Mr. Travis Pinckney, Founder of the College and Career Dreams Program. Mr. Pinckney shared his family’s story and his path to UNF, which after a long road, began with a full-ride scholarship. Mr. Pinckney earned a bachelor’s degree in Elementary Education and a Master’s Degree in School Counseling from UNF. Mr. Pinckney and his wife Geraldine founded the College and Career Dreams Program with a vision to see low-income Jacksonville youth break the generational cycle of poverty, as they had done.

The program follows the 100 bottom quartile and academic bubble students from 9th grade to college with key areas of focus in:

* Graduation Readiness
* Scholarship Readiness
* College Readiness
* Career Readiness

With the help of generous donations, the College and Career Dreams Program’s first cohort class achieved a 100% graduation rate, and 93% college acceptance rate, and a 90% college acceptance rate for the second cohort. Due to the program’s success, Jacksonville principals reached out regarding intervention programming for upperclassmen graduation. The goal of the intervention program is that students graduate on time and become gainfully employed.

Mr. Pinckney shared his vision for College and Career Dreams to have a 4 -year cohort of at least 100 students in each of the 7 high schools in Northwest Jacksonville and to become a success pipeline for corporations in Jacksonville to hire diverse young leaders.

## Item 5 President’s Remarks/Update

President Limayem reported on the following items:

**Inauguration**

* Incredible opportunity to celebrate with the Osprey community with more than 1,000 in attendance at the Investiture ceremony and campus celebration.
* (10) $2,500 scholarships were given to students by Florida Blue.

**UNF Day to Tallahassee**

* Alumni and other UNF supporters traveled to Tallahassee for one last push for the LBR.
* The legislative session is drawing to an end and thanked Trustees for their continued support.

**Fundraising**

* Giving Day was a huge success, with more than $1 million from a record 3,400 donors and the commitment to exceed the $25 million goal.

**Strategic Plan**

* Very pleased with the extent of involvement of the various stakeholders participating in the strategic plan.
* Great team to support the stretch goals.
* Four strategic areas of focus are emerging:
  + Student success from enrollment to employment
  + Research and Innovation
  + Community Partnerships
  + Faculty and Staff Success

**MedNexus**

* Change in leadership.
* Reimagining a great Med Nexus without compromising the integrity of the LBR tied to MedNexus.

**Studies Underway**

In addition to the insights learned from the strategic plan renewal process, other important studies are being conducted to learn about UNF’s impact and to drive future decisions to strengthen the university:

* Economic Impact Study led by Economic professor Albert Loh showed that in the 2021-2022 academic year, UNF’s economic impact on the state was more than $1.3 billion. The entire study will be published at a later date.
* The University has partnered with SimpsonScarborough, a higher education marketing firm, to conduct brand perception research for UNF and develop insights to finalize the universities brand strategy and guide marketing efforts to grow its reputation and public perception.
* A consulting firm has been hired to complete a comprehensive evaluation of UNF’s existing compensation plan and structure and make recommendations for all faculty and staff. Recommendations will consider appropriate market comparisons and equity and include new proposed pay scales, classifications, and implementation plans.

**New Leadership**

* With the help of Provost Patterson, restructuring has occurred in the student success division.
* Dr. Michelle Moore will begin her new role as the Dean of the Graduate School on May 15, 2023. Dr. Moore was the 2022 Distinguished Professor and Chair of the Department of Public Health.
* Dr. Glen Besterfield joined UNF as the Dean of Enrollment Management on March 7, 2023. He most recently served as the Dean for the Office of Admissions and Associate Vice President for Student Success at the University of South Florida, where he provided strategic leadership in overseeing undergraduate, graduate and international admissions.

Dr. Glen Besterfield briefly overviewed his vision for enrollment at UNF.

**Mental Health**

Research conducted by Dr. Misha Bogomaz, Director of the UNF Counseling Center, shows the following:

* The demand for individual counseling continues to rise:
  + reduced stigma leads more students to seek counseling help
  + from studies conducted on 374 campuses during the 2020-2021 academic year, more than 60% of students met the criteria for at least one mental health problem. This is a 50% increase from 2013.

Also noted:

* The Counseling Center took several steps to address the increasing demand, including:
* Hiring additional staff and improving retention.
* Expanding group counseling.
* Increasing the doctoral and master’s training cohort.
* Making changes to service delivery such as revising session limits.
* The number of students on the waitlist for regular individual counseling was reduced from 189 (Spring 2022) to 107 (Spring 2023).
* In-person, walk-in counseling is available from 10:00 am – 5:00 pm, Monday – Friday, with no appointment needed.
* Crisis or urgent telephone counseling, provided by a contracted vendor is available 24 hours a day, 7 days a week, including holidays and during other university closures.

There are a number of ways to continue meeting the demand:

* Managing expectations: The Counseling Center offers short-term counseling and not therapy for ongoing long-term mental health concerns.
* Increase reliance on group counseling, which consistently shows to be as effective or more effective than individual counseling.
* Continue to innovate service delivery processes and procedures.
* Hire additional staff or offer competitive salaries, which would also enable the expansion of doctoral and master’s trainees.

**Item 6 Proposed Lab Fee Increase**

Vice President Bennett presented the proposed increase to lab fees. UNF is seeking approval to increase consumable lab fees, effective Fall 2023, for a select few courses for which the cost of materials has increased beyond the cost of the fee currently charged to purchase those materials. It was noted that course fees have not been raised in 8 years. Given current market conditions, it was determined that some course fees within the College of Arts and Sciences and the Brooks College of Health require increases to provide quality, innovative, hands-on experiences to the students. 11 courses with lab fees were deemed most critical. The proposed increase ranges from $10-$30 increase per course with the exception of Clinical and Applied Movement Sciences and Physical Therapy, with proposed increases between $20-$195, primarily due to the increased cost of cadavers necessary for these courses. No new fees are included in the proposal; instead, they are all existing fees. Vice President Bennett noted that all students have been notified of the increases, and there have been no questions, comments, or concerns.

Trustee McElroy asked if other SUS universities are raising their lab fees. Vice President Bennett responded that most universities are in the same boat and raising their fees as well. The BOG is allowing fees to be increased in the areas of consumables and housing.

In accordance with BOG regulation 7.001 Tuition and Associated Fees, this item was brought to the full board and must be approved by 9 affirmative votes. Notice of this proposal, as required by the regulation, was provided on March 20, 2023.

Chair Hyde asked for a MOTION to approve the proposed lab fee increases. Trustee Lazzara made a MOTION to APPROVE and Trustee Egan SECONDED. The Board unanimously approved the proposed lab fee increase.

**Item 7 Accountability Plan including Review and Endorsement of the Board of Governors Statement of Free Expression**

**7A. Review and Endorsement of the Board of Governors Statement of Free Expression**

The Board of Governors recommends that each university's Accountability Plan and Strategic Plan include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community.

The Board of Governors Civil Discourse Final Report, adopted in January 2022, recommends that “each university's Accountability Plan … include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community.”

Additionally, the Final Report recommends that the leadership that the university board of trustees annually review and endorse the Board's Statement of Free Expression and commit to the principles of civil discourse.

Abby Willcox, Associate Vice President of Institutional Research & Performance, noted that UNF has included the following statement on page 5 of the 2023 Accountability Plan:

“UNF is fully committed to the principles of open-minded and tolerant civil discourse throughout its campus community and endorses the Florida Board of Governors’ Statement of Free Expression.”

With extensive conversation regarding the statement of free expression at previous meetings, Chair Hyde asked for a MOTION to approve the endorsement of the Board of Governors’ Statement of Free Expression. Trustee McElroy made a MOTION to APPROVE and Trustee Lazzara SECONDED. The Board unanimously approved the endorsement of the Board of Governors’ Statement of Free Expression.

**7B. Accountability Plan**

As a part of the Board of Governors’ planning and accountability framework for the State University System (SUS), institutions are required to complete an Annual Accountability Plan that provides an institutional overview as measured by specific performance metrics within the context of BOG System Strategic Plan, and regional and statewide needs.

President Limayem and Abby Willcox, Associate Vice President of Institutional Research & Performance, presented the University of North Florida’s 2023 Accountability Plan for the Board’s consideration and approval.

Dr. Willcox presented the 2023 changes to the Performance Based Funding Metrics. These changes include:

* PBF Metric 1: Percent of Bachelor’s Graduates Enrolled or Employed ($40,000+)
  + The salary threshold was increased from $30,000 to $40,000, and subsequently, the excellence points benchmarks were updated
* PBF Metric 9a: BOG Choice: FCS AA Transfer Three-Year Graduation Rate
  + Metric changed from a 2-year graduation rate for full-time students to a 3-year rate for full-time and part-time students

UNF has achieved full excellence points on 4 metrics and met or exceeded prior year performance on 8 metrics. UNF has met or exceeded its 2023 goals on 7 metrics and increased our future goals on 5 metrics over the next 5 years.

Dr. Willcox presented a Performance Based Funding Metrics Overview with prior year (2022), current year (2023), change between 2022 and 2023, anticipated points, next year’s goals (2024), and benchmark for full excellence points. UNF is anticipating 77 total excellence points for 2023, up 7 points from 2022. Two metrics had changes approved at the November BOG meeting, so UNF can anticipate the normalization of scores which could increase our total points.

Opportunities for Improvement include PBF Metric 5: Academic Progress Rate (Second Fall retention rate with at least a 2.0 GPA for full-time FTIC students). Dr. Willcox presented UNF’s 10-year performance trend in this metric and a comparison of the other SUS universities during the 2020-2021 academic year. UNF is committed to improving its retention and academic progress rate. This is the only metric UNF proposes to lower its goal, and only for 2 years.

Dr. Willcox presented examples of UNF’s commitment to improving the Academic Progress Rate (APR). The examples include:

* Reorganizing student support units
* Expanding UNF’s first-year experience initiative: Osprey Connections in Fall 2023
* Introducing Osprey First summer success pathways program in Summer 2023
* Pre-assignment of peer coaches
* New SMART center for mathematics and statistics
* New dashboards to allow for easier tracking of student performance and engagement
* New student advisory council

**UNF’s Points of Pride (Metrics)**

1. PBF Metric 2: median wages of bachelor’s graduates employed full time

* Since 2012-2013, the median wage has increased by more than $10,000
* Rank very well in the SUS system

1. PBF Metric 6: percentage of bachelor’s degrees awarded within programs of strategic emphasis

* Strategic emphasis includes STEM, health, education, and gap analysis in areas such as accounting.
* UNF’s 10-year trend shows an improvement from 44.6% to 68.0%
* UNF is listening to the business community and shaping its curriculum and programs to answer the call for more talent in strategic areas
* UNF is trending to hit 70% with Spring 2023 commencement

**UNF’s Points of Pride (Key Performance Indicators)**

1. KPI 3: time to degree for FTICs in 120-hour program

* The 10-year trend shows an improvement from nearly 4.9 years to complete a program to 4.1
* UNF is on trend with the SUS at 4.1

1. KPI 12: percent of bachelor’s degrees in STEM and Health

* The 10-year trend shows an increase from 26% to 48%
* On track to hit 50% for the next academic year

**Enrollment Planning**

UNF looked at its goals and decided as a university to update three, including freshman retention rate, six-year FTIC graduation rates, and percentage of undergraduate classes with fewer than 20 students.

It was noted that the enrollment planning goals differ in the accountability and strategic plans. Enrollment planning in the accountability plan is slightly lower, yet more audacious in the strategic plan. The numbers in the accountability plan reflect the minimum UNF is committing to with no additional resources.

**UNF’s Point of Pride (Enrollment Planning)**

Percent of Baccalaureate seeking Florida resident graduates earning 15+ credits (Fall term)

* The 9-year trend shows an improvement from 12% to 29%
* UNF is on the higher end of the SUS (18%)
* Considering focusing more on students taking 30 credit hours across the academic year as opposed to 15 in Fall and Spring to allow more flexibility with students who need more of a transition into college as well as students who are bringing in a high number of accelerated mechanism credits

It was stated that students who need extra help will benefit from utilizing the UNF Pathway to Success program. Several scenarios were given of the types of students starting in the summer, and it was recommended to consider all of these when planning the Pathway to Success program requirement.

Six new programs for consideration for the 2023-2024 academic year were also presented. These programs include bachelors, masters, and doctoral programs.

The accountability plan will be presented to the BOG at the June meeting.

Chair Hyde asked for a MOTION to approve the 2023 accountability plan. Trustee Binder made a MOTION to APPROVE and Trustee McElroy SECONDED. The Board unanimously approved the 2023 Accountability Plan.

**Item 8 Strategic Plan Update**

President Limayem and co-chair of the Strategic Planning Task Force, Dr. Chitra Balasubramanian, provided an update on the substantive work completed to date on the strategic plan.

Dr. Balasubramanian began by reminding the Board that the goal of the strategic plan renewal was to utilize a collaborative approach for a data-driven plan. Information for the renewal has been gathered from existing strategic plans and institutional effectiveness and research reports, Qualtrics surveys, town hall meetings, and focus group discussions with internal and external stakeholders.

**Update on Progress:**

* Identified themes for the mission statement
* Developed a draft for the vision statement
* Identified overall institutional aspirations
* Discussed strategic priorities
  + Identified goals
  + Identified priority initiatives for each goal
  + Identified Measurement Metrics

Dr. Balasubramanian identified the themes that have come from information gathering that will aid in developing UNF’s mission statement, which is currently under development. A draft version of the vision statement was also presented to the Board. The word investment is included in the draft, but some members felt the need to clarify the term.

The following institutional aspirations were noted:

* UNF will become a Top 100 Public University in US News & World Report by 2028
  + UNF is already striving to improve in areas such as retention, resources for faculty, cost of education for four students, and reputation, which are all criteria for the US News & World Report
  + US News & World Report is a major criterion for the BOG as they evaluate universities
* UNF will obtain the necessary resources to support strategic growth to 25,000 students by 2028

**Emerging Strategic Priorities**

1. Student success from enrollment to employment
   * Achieve intentional high-quality, diverse strategic enrollment
   * Ignite Osprey pride, prioritize engagement, and student well-being
   * Escalate academic excellence and inspire personal integrity
   * Accelerate employment opportunities by enhancing career development skills
2. Research and Innovation
   * Expand relevant, impactful research, scholarship, and creative activity to position UNF for R1 status
   * Increase research doctoral programs to serve the strategic growth of the region
   * Become a key contributor to the entrepreneurial and innovation environment
3. Community Partnerships
   * Strengthen existing and build new community partnerships in a manner to boost economic development
     + Create an Office of Economic Development
   * Attract the community onto the campus for mutually beneficial enrichment
   * Institutionalize community engagement
4. Faculty and Staff Success
   * Enhance recruitment and retention of talented faculty and staff
   * Create professional development pathways for faculty and staff for life-long learning and to advance career goals
   * Foster health and well-being of faculty and staff
   * Diversify and grow public and private revenues to support strategic growth

Finally, Dr. Balasubramanian reviewed the strategic plan renewal future steps, which include:

* + Identify areas of strategic focus
  + Review renewal draft based on feedback from BOT and other stakeholders
  + Finalize renewed plan for BOT approval in June 2023

It was noted by the BOT that alumna may not have been captured in the renewed strategic plan. Dr. Balasubramanian clarified that alumni engagement (via donor engagement, alumni giving, and alumni participation) were captured within the ‘community partnerships’ priority.

**Item 9 MOCA and Student Presentation**

Chair Hyde introduced Ms. Caitlin Doherty, executive director of MOCA along with Ann Joseph, MOCA Board Chair, Wende Wilson, MOCA Secretary, and Joel Pangborn, MOCA Treasurer. Ms. Doherty provided an update on MOCA Jacksonville including its upcoming 100-year anniversary in 2024. Ms. Doherty spoke about MOCA’s beginnings and then later becoming a cultural institute of UNF in 2009, bringing the ongoing themes of art, culture, and education full circle. MOCA’s impact report was distributed to the Board and reflects the work that has been done over the past 18 months within MOCA. Ms. Doherty noted that MOCA offers campus-based classes, job opportunities, internships, federal work-study positions, research fellowships, and more. MOCA looks to UNF students, faculty, and alumni to enhance their public offerings and by working together, ensure that UNF has made a mark on the world that will last generations.

Ms. Doherty introduced Dr. Scott Brown, associate professor of medieval art history and Vice Chair of the MOCA Board. During research in one of Dr. Brown’s courses, it was uncovered that four visionary women in the Women’s Club of Jacksonville had the enterprising idea of founding the city’s first permanent arts and cultural institution, The Jacksonville Fine Arts Society. Looking back to Florida Times-Union articles from 1924, it was discovered that MOCA is the second oldest museum for modern and contemporary art in the country, second only to the Phillips Collection. The exhibition in its entirety, from 1924, is in the lengthy process of being reconstructed and will hopefully be on display by 2025. As the 100th anniversary of MOCA approaches and UNF reflects on its 50th anniversary, Dr. Brown stated that one can think about the future and how our past points towards a future that we want to live.

Dr. Brown introduced Gabe Melson, a UNF Art History student graduating in Spring 2023 with a degree in Art History. Gabe briefly overviewed their experience as a MOCA Ambassador, beginning in 2019, and highlighted the skills they have gained. In the Spring of 2022, Gabe was offered the role of curatorial intern where they worked alongside internationally recognized contemporary artists and learned from museum professionals across the country. In Fall 2022, Gabe was accepted as a Norman Fisher Research Fellow where they became an undergraduate research assistant within MOCA’s curatorial department. The research conducted by the cohorts of fellows will be part of an exhibition in Fall 2024. Post-graduation, Gabe looks forward to continuing their work in curation and intends to pursue graduate-level studies in museology in art history. Gabe serves as an example of the partnership between MOCA and UNF which is a vital pathway for student success with the arts.

**\*\*BREAK/WORKING LUNCH \*\***

**Item 10 Legislative Update**

Heather Duncan, Vice President of Government and Community Relations, provided a legislative update via Zoom. Vice President Duncan began by thanking the President and the Trustees for their support of UNF’s Legislative Budget Request as well as policy bills that have gone in front of the legislature.

Several policy bills are still working their way through legislation and are still pending; however, all bills are out of committee. General Counsel and Government Relations will work closely after the bills have passed. More information will be relayed to the Board at a later date.

Vice President Duncan reviewed the budget process for the Board. To date, the budget is with the appropriations chairman in the House and Senate. A final budget is possible by Monday, May 1, 2023. Once a final budget is reached, it must be laid on the table for 72 hours and then a final vote from the legislature. The governor has until June 30, 2023 to sign.

**Item** **11 Workshop with Dr. Cartwright**

Dr. Carol Cartwright, Senior Consultant and Senior Fellow of AGB Consulting conducted the second of two in-person workshops. During the session, she shared two main items: 1) the findings from her one-on-one trustee interviews and 2) proposed recommendations for a new board action plan. Dr. Cartwright reminded the board that the purpose of this engagement was to review the previous action plan, build on the progress made, and propose a new action plan for the next several years that would enhance best practices in higher education governance.

Dr. Cartwright compiled a set of perspectives gathered from the trustee interviews, which were based on the same prompts for each topic.

Prompts for discussions about board effectiveness:

**Board Roles and Responsibilities**

*Ensuring an appropriate mission and strategic priorities*

* Trustees expressed concern about not having a clear understanding of the institution's identity and would like a clear roadmap for clarity and direction. This concern is being addressed with a new strategic plan, including a new mission statement, which should provide a better understanding of our priorities.
* There is a strong sense among trustees that it is crucial to identify points of differentiation and want to be actively involved in these discussions.
* Dr. Cartwright highlighted the importance of building a sense of vision and aspirations by identifying these unique features and having a concise elevator speech with 4-5 key points that everyone can continuously use to build impact and reputation.

*Ensuring fiscal integrity and financial sustainability*

* There was consensus in confidence in the CFO and the committee's ability to review financial information in detail. The board understands its role and is providing significant oversight. There's a sense that there is a lot of financial competence on the board.
* There was a shared pride in the university's efficiency in using available resources. The issue is around long-term sustainability, a concern for many institutions in the country, with a decline in state resources.
* Dr. Cartwright suggested having thoughtful conversations about potential new revenue streams and whether the growth plan aligns with a business model that is manageable going forward.

*Overseeing educational quality and student learning; responsible for quality assurance for all programs*

* Dr. Cartwright noted that there is an opportunity to do some more Board education quality assurance for programs.
* Dr. Cartwright proposed having a thorough conversation about measuring academic quality in the broader context of higher education. A few of her suggestions were reviewing metrics, understanding how faculty work, and conducting program reviews.
* With a clear understanding of how metrics work, the board can identify the measurements that need to be tracked regularly and ensure that appropriate measures are in place to assess program quality. This will allow the board to make well-informed decisions based on the available information.
* Trustee Barrett asked “how do we know how to ask the right questions”. Dr. Cartwright suggested looking at leading indicators for strategic purposes.

**Board Culture**

*What are the typical patterns of interactions between the president and the board; between the board chair and board members; and between and among board members? Is there respect for different opinions? How are tensions managed?*

Dr. Cartwright shared that the trustee interviews indicated a strong consensus that the board is operating in a collegial manner. The president is highly regarded for being open, transparent, and fostering a candid environment. The board is also passionate about the institution's success and appreciates the administration's suggestions for discussion topics. There is mutual respect between the board and the president, contributing to a positive working relationship.

Several trustees indicated a little pushback would be a good thing and would lead to important and robust debate. When presented in a respectable and civil manner, the outcome will provide different perspectives and tend to reach better conclusions.

The trustees expressed their concern about the public aspect of board meetings potentially inhibiting a robust discussion. Dr. Cartwright acknowledged the challenge. She suggested that by practicing and educating the audience about the importance of pushback, it can be seen as a constructive contribution to the culture of the institution. Additionally, discussions focused on exploring ideas for the future, where immediate action is not required, can be more comfortable in a public setting.

Trustee Lazzara stated that pushing back effectively requires openness, trust and communication. However, in a public forum, it can be challenging because communication can be misconstrued. Vice President Stone suggested the approach that trustees may want to consider is to get to the agenda items early and address their questions and concerns beforehand by communicating with individual staff members. Staff would appreciate having the questions ahead of time to provide answers or solutions to allay concerns in advance.

President Limayem stated that communication has been effective, and the trustees have been effective sounding boards for advice and great insights. He expressed his appreciation for the constructive pushback from the trustees and acknowledged that their feedback has been valuable. He further mentioned that their one-on-one meetings have led to some adjustments, which have been beneficial to the University.

**Board Work and Engagement**

*What are the 2-3 specific strengths of the board?*

*What are 2-3 areas where the board needs to improve?*

*How are board members engaged between meetings?*

*Do board members understand their roles? Is orientation effective?*

*How would you characterize the board’s understanding of the boundaries between board-level work and the work of the administration?*

*Where does the most meaningful work of the board occur? In committees? In the full board?*

The trustee interviews revealed consensus around the strengths listed below:

* A sense that trustees really care about the institution
* Genuine passion for the University and Jacksonville. Trustees consider the University's success as critical to the success of the city.
* The diversity of thought and perspectives from Board members and their willingness to share their expertise.
* Leadership in the Board Chair and President
* Having a faculty member and a student member on the Board

According to Dr. Cartwright, there was variability among board members regarding their willingness to navigate and deal with significant challenges. Some members were enthusiastic about digging deep and addressing challenges, while others were more comfortable dealing with items at a functional level.

Areas of focus for improvement:

Dr. Cartwright noted that there was not much consensus in this area. She shared some of her findings.

* Ensure a good strategic plan
* Need more Board members who are a major influencers and difference makers
* Understand the impact of legislation
* Engagement in fundraising
* Gender, racial and ethnic diversity on the board
* More trustee engagement, especially between meetings
* Better understanding of the State University System
* Better understand the life of an undergraduate
* Strong thought leaders
* Leveraging local connections

Dr. Cartwright indicated the potpourri of ideas was helpful and worth further discussion.

When board members were asked “*Where does the most meaningful work of the board occur*?”, the majority stated in committees. As part of the action plan, Dr. Cartwright emphasized the need to coordinate engagement efforts through the President's office or a designated representative. This will avoid duplicating efforts, minimize the potential for mixed messaging, and improve UNF's overall image.

Discussion about the Sunshine Law and Trustee Engagement ensued. Chair Hyde noted that engagement between trustees is limited because those interactions would need to be noticed meetings. However, university-wide events offer opportunities for trustees to collectively see what's happening at the institution. Trustee Patel acknowledged that the administration is doing a good job of notifying trustees about events.

**Risk**

*How is the board engaged in assessing risk?*

*Is it a comprehensive approach?*

*What is your assessment of the most significant risks facing the university at this time?*

There is a sense that there is not much discussion on risk and its mitigators. While there have been bits and pieces of discussion on risk, there has not been a full-scale comprehensive enterprise risk assessment, sometimes referred to it as a vulnerability analysis.

Trustees had different views on risk. Some trustees saw risk as the need to be prepared to take action in the event of a negative situation, while others saw risk as being too cautious to make significant strides. When asked about the biggest threat facing the university, the trustees were unable to provide a clear answer.

Dr. Cartwright stated that a comprehensive risk review should include these four types of risk typically thought about in a higher education environment.

* Financial - The trustees are confident and have a high comfort level.
* Strategic - Are you taking advantage of key strategic opportunities
* Operational - Are you focused on good execution
* Reputational risk - Can happen on a state or institutional level; How you prepare yourself to deal with it.

**Communication:**

*Does the board receive appropriate communication from the administration to keep them informed about university events and news?*

*What is the quality of the information for decision-making received from the administration?*

The trustees expressed that communication is in good shape as they feel they receive quality information from the administration and have good access to it.

Although Board members were not clear about University’s goals and priorities, there was a lot of agreement about what was seen as successes. The hiring of the new President, getting the research designation, moving up in the Us. News rankings and UNF’s nursing program were identified as successes.

**In Summary:**

*What are the top 2-3 success stories about UNF from the past few years?*

*What are the top priorities for the board to address?*

Regarding top priorities for the board to address, Dr. Cartwright referenced the areas of focus for improvement addressed earlier in the presentation. Dr. Cartwright stated trustees’ top priorities are listed below:

* formalizing a strategic plan
* more stable funding
* support for the President in building relationships
* more success stories from alumni to glean out what should be focused on and capitalize on that
* be more intentional about agenda items

**Recommendations for the Board Action Plan**

1. ***Develop an annual work plan for the board and the board committees based on the elements of the new strategic plan.***

*What are the implications for the work of the board?*

*How will the committee work be organized to support the new plan?*

*Build a dashboard based on metrics in the plan.*

* + - Build a year-long agenda for board and committee meetings. Be deliberate about the topics for discussion. Select 2 or 3 topics that are highly critical to the success of the strategic plan and dig deeper as a board.
    - Suggested topics of discussion to support UNF as they execute the strategic plan
      * Discussions around what we need to learn more about that is in this plan when these items begin to come to fruition, we can judge their appropriateness, their quality, etc.
      * The notion of UNF being a resource for the local economy; where community and businesses can come to you for information; being the “go-to” place
      * Enrollment – understand the enrollment cycle, What does our demographic really look like? What is this new generation of students really interested in? How are they thinking about making college decisions, etc.?
    - Same for committees but go deeper

1. **Build a dashboard to track progress on quantitative and qualitative issues.** 
   * + This should be reviewed on a regular basis.

* Trustee McElroy recognized the broadness of the data (average of averages) and asked about how best to disaggregate data for a deeper review.

1. **Build a matrix showing desired characteristics and experiences of board members.**

* Chair Hyde noted this tool can aid in gathering from the best of our community and have a broad representation which can help us function better as a board.
* A discussion on areas of influence and specific matrix items ensued.

1. **Develop engagement plans for each trustee based on their descriptions in the matrix and the goals of the university.**

*What expertise does each trustee bring to the board work?*

*How should each trustee be involved? Who manages this work?*

* The President and board member develop a plan for how each trustee can assist in meeting the goals of the institution coming out of the strategic plan
* Have a conversation about the areas where trustees want to be involved and where they have the necessary skills to be involved.

1. **Re-think board meeting agendas.**

Board members want to have a dialogue about important issues facing the institution. Consider organizing a series of plenary sessions for board meetings that give board members opportunities to be thought partners with the president and administration in exploring how to address these issues.

1. **Revise the approach to committee meetings:**

* Currently, committee meetings are very efficient in addressing the business items to come before a committee, but they do not allow for open discussion of items that should be of interest to committee members.
* Board work should be grounded in the work of its committees.
* Committees should . . .
  + - * have charters defining their purpose
      * align work with institutional vision and strategy
    - develop annual goals and work plans aligned with the institution’s strategic plan
      * focus on monitoring the institution’s strategic progress
  + have agendas developed by the chair and staff
  + include constituents whose voices have a legitimate bearing on the topics being discussed
  + engage in dialogue that demands facts and explores critical issues
  + learn to ask questions while honoring governance prerogatives
  + present conclusions that summarize relevant data and findings, including diverse perspectives, when presenting recommendations to board

Dr. Cartwright concluded her presentation. Chair Hyde thanked Dr. Cartwright for her good work.

**Item 12 Committee Reports**

*Academic and Student Affairs Committee*

The committee met on April 23, 2023. Chair Egan provided a report to the Board.

The Academic and Student Affairs Committee met virtually on Monday, April 24th. The meeting was called the meeting to order at noon. There was no request for public comment. The consent agenda, consisting of the draft minutes from the November 7, 2022 meeting and the annual review of the Academic and Student Affairs Committee Charter, was accepted by the committee, moved, seconded, and unanimously approved.

Robyn Blank, Chief Compliance and Ethics Officer, presented amendments to the following:

Proposed Amended Policy to UNF Policy 2.0800P

Based on amendments to BOG Regulation 8.003, the Policy change included updating requirements for posting the selection of textbooks and instructional materials and providing minimum uniformity requirements for all syllabi and changes to syllabi. Revisions also provided for “instructor of record” language instead of “faculty member” and updated names of University departments and offices.

Proposed Amended Regulation to 2.0520R Textbook Adoption Requirements.

Changes to this regulation are also based on amendments to BOG Regulation 8.003 and include:

* updated requirements for posting the selection of textbooks and instructional materials
* the establishment of deadlines for each term, and
* updated requirements for reporting to the Chancellor.
* Changes to the BOG Regulation require that universities maintain a searchable database of textbooks and instructional materials.
* Adopting the revisions to Policy 2.0800P and Regulation 2.0520R will put UNF in compliance with the BOG requirements.

Proposed Amended Regulation to 6.0170R Camps, Programs, and Other Activities.

The amendments include adding definitions for programs involving minors, identifying events that are not subject to the regulation, and clarifying the timeframe for submitting requests to host a field trip, single-day event, or third-party event.

The Academic and Student Affairs Committee moved, seconded, and unanimously approved both proposed amended regulations.

Dean Chip Klostermeyer presented Tenure upon hire recommendations for Dr. Dan Koo and Dr. Glen Besterfield.

Dr. Koo has accepted the position of Chair of the Construction Management Department and will begin July 1. He has impeccable credentials, and faculty members of the College of Computing, Engineering, and Construction are eager to welcome him to their team.

Dr. Besterfield started as Dean of Enrollment Management on March 7th. He will be tenured in the Department of Mechanical Engineering in the College of Computing, Engineering, and Construction. He has already hit the ground running in the short time he has been at UNF.

The committee moved, seconded, and unanimously approved the Faculty Tenure of Dr. Koo and Dr. Besterfield.

Dean Jennifer Kane presented Restructuring Academic Units in the College of Education and Human Services. COEHS is in the process of restructuring three departments by combining them into two. A task force submitted a report to the Dean with several restructuring configurations. Dean Kane, the Provost, and the President made their selection, and it is highly supported by the COEHS faculty and staff as indicated by a college-wide vote – there were 62 votes, with 50 voting in favor, 7 voting against, and 5 abstentions. The restructuring changes will allow the college to operate more efficiently and address low enrollment in various programs. Under this structure, no new resources were needed, leading to a saving of resources. The anticipated completion timeline is no later than the end of the Spring 2023 academic semester.

Per the UNF Constitution, Article 5, Section 5, the restructuring of academic units must be approved by the BOT. All required parties have vetted and approved this restructuring, and was moved, seconded, and unanimously approved by the committee.

Dr. John Kantner presented Proposed Academic Program- M.S. in Health Informatics. The Master of Science in Health Informatics degree program is specifically designed to prepare graduates for board certification in Clinical Informatics, Information Management, Nursing Informatics, or Data Analytics. A health informatics degree represents the intersection of healthcare, technology, and information management as a collaborative effort between the Brooks College of Health, the College of Computing, Engineering, and Construction, and the Coggin College of Business. This program will fill a significant gap in the healthcare workforce by equipping individuals with enhanced decision-making abilities in public health and healthcare systems. Furthermore, this program will be a Board of Governors’ program of strategic emphasis under the Critical Workforce Health Category. The committee moved, seconded, and unanimously approved the new academic program.

Dr. Kanter also presented Proposed New Academic Program- Bachelor of Integrative General Studies. The overall purpose of the Bachelor of Integrative General Studies degree program will be to provide students with an individualized and multidisciplinary curriculum that have the potential to prepare them for a broad range of careers and/or graduate school.

The BGS degree is designed as a flexible degree program for students who desire an alternate degree program more broadly defined than traditional majors in various disciplines. It provides an alternative pathway to degree completion for those who cannot complete their major requirements and are searching for a new major but want to earn more credit hours and maintain their progress toward a degree in doing so. Not only will the BGS degree provide an efficient pathway for current UNF students, but it also has the potential to attract area residents wishing to complete a degree they may have started but have yet to finish or those who need a degree for career advancement within their fields. The committee moved, seconded, and unanimously approved this new academic program.

Lastly, Dean Richard Buttimer of the Coggin College of Business presented Closure of the Fidelity Educational Site for informational purposes. Dean Buttimer reported that the pandemic prevented in-person classes from being held at the Fidelity educational site with all coursework transitioning to remote instruction. After the pandemic, employees of Fidelity continued taking courses online or attended classes on the main campus due to the proximity to UNF. After discussing the possibility of reestablishing face-to-face instruction at Fidelity, it was decided that there is no longer a need for courses to be offered at Fidelity. The educational site will close in UNF’s system effective Fall 2023.

Business concluded, and the meeting was adjourned at 12:33 p.m.

**Item 13 Consent Agenda**

Draft February 27, 2023 Board of Trustees Quarterly Meeting Minutes

***From the* *Academic and Student Affairs Committee***

Draft November 7, 2022 Academic and Student Affairs Committee Meeting Minutes

Annual Review of Academic and Student Affairs Committee Charter

Proposed Amended Regulation – 2.0520R Textbook Adoption Requirements

Proposed Amended Regulation – 6.0170R Camps, Programs and Other Activities

Faculty Tenure Recommendation for Dr. Dan Koo

Faculty Tenure Recommendation for Dr. Glen Besterfield

Restructuring of Academic Units in the College of Education and Human Services

New Degree Proposal: Master of Science in Health Analytics

New Degree Proposal: Bachelor of Integrative General Studies

***From Governance Committee***

Approval of New Board Members for the Museum of Contemporary Art (MOCA) Jacksonville, a Direct Support Organization

* Laura M. Schepis
* Kip Strasma

Chair Hyde asked if there were any questions about any items on the consent agenda or if any of the trustees wanted to pull any items for discussion. There being no questions, Trustee Binder made a MOTION to APPROVE the consent agenda, and Trustee Lazzara SECONDED. The Board unanimously approved the consent agenda.

**Item 14 Adjournment**

The meeting was adjourned at 2:02 p.m.