# MINUTES

**Trustees Present:** Kevin Hyde (Chair), Mike Binder, John Gol, Steve Moore, Nik Patel, John Grosso, Allison Korman Shelton, Chris Lazzara, Jill Davis

**Trustees Virtual:** Paul McElroy (Vice Chair) and Jason Barrett

**Trustees Absent:** Annie Egan (excused)

## Item 1 Call to Order

Chair Hyde recognized a quorum and called the meeting to order at 8:32 a.m.

## Item 2 Public Comment

Chair Hyde offered the opportunity for public comment. Dr. Tobias Huning, UFF-UNF President and Associate Professor of Management, Coggin College of Business; Dr. Rachel Frieder, President-Elect, Southern Management Association and Associate Professor of Management, Coggin College of Business; Mark Halley, Associate Professor and ASL/English Interpreting, College of Education and Human Services; Dr. Jennifer L. Lieberman, Professor of American Literature and Culture and Director of the Office of Interdisciplinary Programs; and Paul A. Fadil, Professor of Management, Coggin College of Business. Copies of their public comments are attached to these minutes as appendices.

Chair Hyde thanked everyone for speaking, as well as those who are in the attendance to support the speakers. and stated that the Board of Trustees is obligated to consider all views and to follow the law.

## Item 3 Student Presentation

Cassie Muse, a senior finance major with minors in Political Science and Marketing, presented her UNF journey. She shared UNF was her first choice of university. While at UNF, Cassie has been extremely involved in Greek Life, where she currently serves as the President of the Panhellenic Council, is a student in the Honors College, has been recognized on the Dean’s list over 3 times, and is currently interning with the F.B.I. as part of her Department of Justice Internship.

## Item 5 Post-Tenure Review

Ms. Robyn Blank, Associate Vice President and Chief Compliance and Ethics Officer, presented UNF’s proposed new policy on post-tenure review (PTR), required by the BOG Regulation 10.003. She provided a refresher on the legislation and highlighted that UNF has had PTR for a long time, however, the additions are the five-year cycle, the use of the phrase “comprehensive post tenure review,” and the details indicated in the BOG regulation. This regulation was adopted in March 2023, which requires all institutions to adopt policies in furtherance of PTR. An amendment clarifying that adverse decisions on promotion, tenure, and discipline may not be appealed past the level of the University president, and are not subject to arbitration, was heard at the BOG meeting earlier this month, and it is expected to pass.

UNF created, vetted, and negotiated the policy over the past seven months, including these steps:

* **February-March 2023**—Reviewed BOG Regulation drafts, provided feedback to BOG, began drafting process.
  + Drafting team—Office of the Provost, Academic Affairs, Deans’ Representative, General Counsel, Compliance
* **April 2023—**Shared draft with department chairs and Faculty Association leadership and solicited feedback.
* **Early May 2023—**Shared revised draft with Faculty Association and UFF and solicited feedback.
* **Mid-May 2023—**Draft policy reviewed by CEROC, which includes faculty membership.
* **Mid-May 2023—**Policy reviewed by Executive Cabinet (first reading)
* **Late May 2023—**Policy reviewed by Executive Cabinet (second reading)
* **June 2023—**Policy reviewed by Academic & Student Affairs and Audit & Compliance Committees in anticipation of presentation at June or July BOT meeting.
* **June-September—**Impact Bargaining with UFF (14 sessions)
* **October 16, 2023—** BOG requires submission of policies from universities.

The BOG regulation is highly prescriptive; thus, universities have minimal discretion to shape PTR. However, with the limited ability to craft policy specifics, UNF’s guiding principles were emphasized about ensuring fairness, giving notice, and an opportunity to be heard, and consideration of existing obligations under other policies and regulations and our collective bargaining agreement.

Ms. Blank shared the eligibility PTR Requirements set by the BOG with the timeline of the reviews in the first five years. All tenured faculty are eligible for PTR except for those in administration positions, for example, a dean or director. The faculty in administrative roles will receive annual evaluations in accordance with university policy and similar criteria in PTR provided by the BOG. There is a procedure if a faculty member who would be selected for PTR has extenuating or unforeseen circumstances. UNF Policy provides for process and consideration of requests for exceptions.

In the first year, the first group for PTR is all faculty in their 5th year following last promotion or last PTR. The second group will be 20% of tenured faculty whose last promotion was more than five years ago and who have not received PTR. The BOG does not require institutions to select this group in a particular way, so UNF will be utilizing a randomized selection process. This process will be conducted in a transparent manner that may be attended by the UFF President, the President of the Faculty Association, among others. The process repeats itself for Years 2 through 5.

Ms. Blank stated the process of PTR begins with the creation of the dossier, and the idea of the dossier is to present a holistic view of the faculty member. She provided PTR requirements for the dossier, in which, the faculty member may submit a variety of documents that highlight accomplishments and demonstrate their performance relative to assigned duties. The Chair receives the dossier and reviews the faculty member's personnel file and other records relative to conduct and performance. The Chair then adds additional relevant records and includes a letter summarizing their review. That letter must include both the Chair's assessment of the faculty members achievement, and any persistent and substantiated concerns about professional conduct, academic responsibilities, and performance. Prior to submission to the Dean, the Chair will provide a copy of the letter to the faculty member and give the faculty member an opportunity to provide a response. According to UNF policy, if the faculty member provides a response, it travels with the letter to the next step of the process. Next, the Dean reviews the entire dossier that now includes the Chair’s additions and the letter and the faculty response, if there is one. At this stage, the faculty member receives one of these four ratings in a letter that is prepared by the Dean. Again, the faculty member has an opportunity to review the letter prior to the Dean's forwarding of the dossier to the Provost and may provide a response.

BOG regulation allows for the use of a committee at the Provost’s discretion, and UNF has chosen to formalize the committee as a step in the process prior to receipt of the dossier by the Provost. The committee is modeled after the University Promotion and Tenure committee described by the CBA, which consists of 11 tenured faculty members at the associate professor or professor rank, who do not have line authority over promotion or tenure decisions and are not personally related to the candidates.

The Provost is tasked with reviewing the full dossier and the feedback from the committee, awarding a final rating to the faculty member, and notifying the faculty member, the Chair, and the Dean of the outcome. Ms. Blank noted, depending on the final rating from the Provost, additional steps may be required.

* Final rating of **exceeds or meets expectations** from the Provost results in appropriate recognition and/or compensation
* Final rating of **does not meet expectations** from the Provost results in a performance improvement plan (PIP) *\*UNF Policy provides for the PIP to be proposed by the Dean to the Provost, after consultation with the faculty member and Chair*
  + Failure to meet PIP requirements results in a notice of termination (PIP cannot exceed 12 months)
* Final rating of **unsatisfactory** from the Provost results in a notice of termination *\*Notice of termination follows the process described in the Collective Bargaining Agreement*

Ms. Blank describes the review process for the final PTR decisions and the audit requirements.

**Review of Decisions** - Appeal provisions outlined in the UFF-UNF Collective Bargaining Agreement apply, Arbitration is not available (statutory), and BOG Regulation revision clarifies that PTR decisions may not be appealed beyond the President or designee.

**Monitoring and Reporting -** Annual reporting to the University President and BOT by the Provost. Audit requirements in 2024 and every three years thereafter

* UNF Office of Internal Audit will begin first audit in January 2024
* Audit report to the BOT by July of each year
* May not appear on consent agenda
* Adopted report provided to the BOG

Ms. Blank informed the Board about the declaration of impasse regarding the policy and recognized that the administration was requesting approval despite not reaching agreement with the UFF. At the last of the 14 total bargaining sessions, UNF Administration accepted all changes in the UFF's policy proposal, but added back in the following underlined portions of evaluation criteria, which define and contextualize each performance:

* **Exceeds expectations:** a clear and significant level of accomplishment beyond the average performance of faculty across the faculty member’s discipline and unit.
* **Meets expectations:** expected level of accomplishment compared to faculty across the faculty member’s discipline and unit.
* **Does not meet expectations:** performance falls below the normal range of annual variation in performance compared to faculty across the faculty member’s discipline and unit but is capable of improvement.
* **Unsatisfactory:** failure to meet expectations that reflect disregard or failure to follow previous advice or other efforts to provide correction or assistance, or performance involves incompetence or misconduct as defined in applicable university regulations and policies.

The underlined language is from the BOG regulation, however UFF rejected the addition and did not offer a counter.

Ms. Blank indicated the next steps and deadlines, as approval of the policy is being requested today. Per the BOG, each institution must present a completed, approved policy by October 16, 2023. Next month, the selection of the first set of faculty members for PTR will begin, to ensure preparedness for the first audit in January 2024. She noted discussions with UFF will continue and the January 2024 internal audit will be presented for Board approval in June 2024. Ms. Blank offered the opportunity for questions and noted outside counsel and Chief Negotiator, Mr. Mike Mattimore and Senior Associate, General Counsel, Mr. Justin Sorrell are present to discuss the bargaining process.

There being none, Chair Hyde stated there is a timeline requirement to submit this policy to the BOG, thus making it an action to handle today. Chair Hyde entertained a MOTION to APPROVE the Post-Tenure Review Policy. Trustee Lazzara made a MOTION to APPROVE, and Trustee McElroy SECONDED. Chair Hyde opened the discussion to the Board.

Trustee Binder noted he is saddened by the fact that the UFF and UNF Administration were unable to come to an agreement of how to implement this policy. Trustee Binder agreed that there is an inevitability, however the discussion does not have to end today. He recognizes the need of Board approval, however, indicates that an emergency meeting can be called, like in the past, if need be. Additionally, he states that Ms. Blank provided an accurate timeline, however early feedback from faculty was ignored in the policy and put in the procedures. Trustee Binder notes that this is a shared governance institution, and the role of faculty is vital in its success. He indicated that he is hopeful for this to be presented again at the bargaining table to come to an agreement. Trustee Lazzara asked if there is a possibility to meet the deadline and reconsider this policy for the betterment of our relationship with faculty, and if Trustee Binder has a recommendation. Trustee Binder recognized the time crunch, however noted there is at least another week for discussion. Chair Hyde addressed Mr. Mike Mattimore to provide procedural timeline requirements. Mr. Mattimore stated there will be a continued dialogue with the UFF to take care of business mutually and going forward there will be more meetings. He indicated that it would be difficult to not pass this policy, because this policy goes to straight the BOG, but procedure aspect of this policy will continue to be the subject of discussions. President Limayem thanked the UFF team and the colleagues who spoke and recognized the understanding of their concerns. The President emphasized the Post-Tenure Review policy being presented today, is the same that was agreed upon, except for adding definitions that are straight from the BOG. He noted that UNF is committed to continuing their negotiation and bargaining with the UFF, so that an agreement can be reached. President Limayem noted that we need to ensure that the faculty members selected to go through PTR this fall have enough time to complete their dossiers, and therefore it is important that we have a policy in place sooner rather than later. Chair Hyde asked to clarify that the difference is whether to add the definitional language from the BOG regulation to the four rating criteria; exceeds expectation, meets expectation, does not meet expectation, or unsatisfactory. Mr. Mattimore confirmed. Chair Hyde asked to clarify that the Board is being asked to approve the policy, noting there is one difference, and then there will be further discussion and bargaining on the actual procedures. Mr. Mattimore confirmed. Trustee Patel asked if it was correct that the definitional language was inserted and the UFF rejected and did not offer a counter. Mr. Mattimore stated that was correct. Trustee Davis asked if the Board would vote on the procedural part of PTR. Mr. Mattimore stated no, the only obligation under BOG regulation is for the Board to enact and submit a policy. Chair Hyde clarified there would be a continued discussion as to reaching the procedure and Mr. Mattimore stated that is the intent. Trustee Korman Shelton asked to clarify that if the Board does not complete this by October 16, 2023, then the Board will be in violation, and the BOG penalties could be harmful to everyone. Chair Hyde confirmed the Board is required to submit a policy to the BOG before it’s consent for the October 16 meeting. He noted that there is a tight timeline, and as mentioned by Trustee Binder there is still time in between the October 16 deadline. Chair Hyde acknowledged the Board is subject to BOG regulations and it is statutory. Chair Hyde asked if there were any other questions or discussion, there being none, the motion was approved by a 11 to 1 vote, with Trustee Binder voting “no.”

Chair Hyde encouraged the team to continue to work on implementation to find a procedure that works best for the University. He thanked the faculty members for their thoughtful consideration and comments.

## Item 6 2023 Florida Equity Report

Ms. Robyn Blank, Associate Vice President and Chief Compliance and Ethics Officer, presented UNF’s Florida Equity Report as required by section 1000.05, F.S. and BOG Regulation 2.003, reflecting goals and progress for the June 1, 2021 through June 30, 2022 reporting period. The BOG’s requirements include reporting in categories related to academic services, programs & students, athletics, and employment.

**Academic Services, Programs & Students**

UNF continued its expansion of outreach to local students and increased staffing at the welcome center, which are the students who provide tours of campus and do outreach to the community. Campus tour invitations were extended to all 51 middle schools in Duval County. At the high school level, 46 individual fairs, programs, and other events. Regarding student success, the percentage of master’s degree conferred to underrepresented minorities increased by 2% and the percentage of doctoral degrees conferred to underrepresented minorities increased by 4%, while the percentage of bachelor’s degrees conferred to underrepresented minorities stayed the same. Ms. Blank relayed one out of every four students entering through the Florida college system Associate of Arts Transfer program is an underrepresented minority.

**Athletics**

There is a strong showing of equity, as UNF continues to record there more female student-athletes than male student-athletes, and that is reflective of the student population, which includes more women than men. Ms. Blank reported the completion of the anticipated swimming complex.

**Employment**

UNF hired and retained its first Vice President and Chief Diversity Office, moving that from an interim to a permanent position, which led to an increase in non-White faculty by 2% compared to the previous year.

Ms. Blank noted that there is still more work to be done and this will be an ongoing process, despite the possibility of the BOG requirement for the Equity Report being eliminated. She advised the Board the goals will continue to be worked toward for academic services and enrollment. Ms. Blank mentioned Dr. Glen Besterfield, Dean of Enrollment, will address the Board later today on strategies to attract out-of-state, international students, and high preforming high school students in the surrounding area. She highlighted the athletics department will continue its efforts to hire full-time separate head coaches for men’s and women’s tennis and increase the number of scholarships for all athletes consistent with the second year of its strategic plan.

Chair Hyde offered the opportunity for questions and reminded the Board the full report is available for review in their materials. There being none, Chair Hyde asked for a MOTION to APPROVE the 2023 Florida Equity Report. Trustee Binder made a MOTION to APPROVE, and Trustee Grosso SECONDED. The Board unanimously approved the 2023 Florida Equity Report.

## Item 7 Ratification of Collective Bargaining Agreement with Police Benevolent Association (PBA)

The bargaining teams for the University of North Florida’s administration and the Coastal Florida Police Benevolent Association, Inc. (“PBA”) had previously reached agreement on a three-year extension of the Collective Bargaining Agreement (“CBA”).  The CBA sets wages for the next three years and clarifies certain provisions of the CBA. A summary of the changes, along with clean and redline copies of the CBA, were provided to the Trustees. PBA members had already ratified the agreement. Outside counsel and Chief Negotiator Mike Mattimore addressed the Board and discussed the modifications submitted for the Board’s review and consideration, specifically Article 10 – Wages, Article 11 – Work Period/Overtime, Article 26 – Promotions & Reassignment, and Article 31 – Duration.

Chair Hyde asked for a MOTION to APPROVE the Ratification of CBA Agreement with PBA. Trustee Patel made a MOTION to APPROVE, and Trustee Lazzara SECONDED. Chair Hyde opened the discussion. Trustee Binder commented favorably on the increase. The Board unanimously approved the Ratification of Collective Bargaining Agreement with Police Benevolent Association.

## Item 8 Ratification of Collective Bargaining Agreement with AFSCME

The bargaining teams for the University of North Florida’s administration and the American Federation of State, County, and Municipal Employees (“AFSCME”) had previously reached agreement on revisions to the Collective Bargaining Agreement.  The CBA provides for wage increases, adjusts for changes in law, and clarifies other miscellaneous provisions. A summary of the changes, along with clean and redline copies of the CBA, were provided to the Trustees. AFSCME members had already ratified the agreement.  Outside counsel and Chief Negotiator Mike Mattimore addressed the Board and discussed the revisions submitted for the Board’s review and consideration, specifically Article 2 – Definitions, Article 5 – AFSCME Activities, Article 6 – AFSCME Deductions, Article 7 – Wages, Article 19 – Method of Filling Vacancies, Article 24 – Grievance Procedures, and Appendix A.

Chair Hyde asked for a MOTION to APPROVE the Ratification of CBA Agreement with AFSCME. Trustee Davis made a MOTION to APPROVE, and Trustee Patel SECONDED. Chair Hyde opened the discussion or questions. There being none, the Board unanimously approved the Ratification of Collective Bargaining Agreement with AFSCME.

## Item 9 Dr. Paul Eason, VP of Strategy and Innovation

Dr. Paul Eason is the new Vice President of Strategy and Innovation, and he presented the Strategic Plan implementation process. He noted the function of this VP position is the President’s commitment to adhere to the strategic plan. He shared his journey at UNF of what led him to this position and thanked the executive cabinet for their continued support of welcoming him to the team. Dr. Eason highlighted the goal is to implement and operationalize this plan and noted the culture within the faculty and staff at UNF needs to change by improving optimism and engagement. He will ensure collaboration between the faculty, administration, and staff by facilitating the plan to help units across campus concentrate on the areas of focus.

President Limayem acknowledged how fortunate UNF is to have VP Eason in this role and the importance to have collaboration of different units. Chair Hyde asked if there were questions or comments and noted this the 2023 through 2028 strategic plan, so it will be around for some time.

## Item 10 MedNexus Update

Dr. Eason presented an update on MedNexus and defined it as a hub for problem solving and innovation connecting the healthcare and biomedical community to UNF. Dr. Eason highlighted it is a *hub* because it needs to remain flexible in its ability to serve this purpose, while it always an understood point of contact. MedNexus positions UNF as a resource by producing exceptional graduates who have worked on real-world projects and researched in state-of-the-art laboratories under faculty with the resources to meet the challenges this industry brings. The new tagline for MedNexus is *Educate, Collaborate, and Innovate,* and Dr. Eason highlighted how these values align with the strategic plan.

*Educate –* Prepare healthcare professionals, engineers, and scientists for challenging worthwhile careers.

* Elevates positive awareness of UNF in the region attracting higher profile applications (1.A.1)
* Improves retention by providing scholarships and aspirational pathways to graduation and employment (1.B.2)
* Increase High Impact Practices curricular offerings across multiple disciplines (1.C.1)
* Ensures UNF is meeting workforce demand in critical focus areas though engaging, hands-on education (1.D.1)

*Collaborate –* Advance knowledge through the mutually beneficial exchange of ideas with community partners in healthcare and biomedical industry.

* Support faculty engagement and student participation in applied research (2.A.1, 2.B.1, 2.C.2\*)
* Increase research funding in areas of strategic focus (2.A.1, 2.B.1, 2.C.2\*)
* Strengthen community partnerships through active mutually beneficial collaborations (3.A.1, 3.C.1, 4.C.1)

*Innovate –* Solve fundamental problems and develop transformational technology through design, research and development to improve health and change lives.

* Support faculty engagement and student participation in applied research (2.A.1, 2.B.1, 2.C.2\*)
* Increase research funding in areas of focus (2.A.1, 2.B.1, 2.C.2\*)
* Increase HIP curricular offerings across multiple disciplines (1.C.1)

**Key Performance Indicators**

Dr. Eason noted the importance to measure quantifiable metrics of the short-term and long-term successes.

* + - Number UNF graduates employed in the healthcare/biomedical workforce
    - High Impact Practices (HIP’s) in upper division courses across numerous disciplines
    - Demonstrable value in effort and problem solving for community healthcare partners
    - Increased number of partnerships with healthcare providers and biomedical companies
    - Increased research funding, publications, and patents across UNF disciplines

**Accomplishments**

Dr. Eason shared the MedNexus accomplishments to date within the three values. He noted all commitments made in the LBR are being met.

*Educate –*

* Developed Palm Coast Nursing hub
* Awarded student scholarships
* Expanded Nursing faculty by five lines
* Grew Nursing program by 21 annual admits
* Developed online MSN program

*Collaborate –*

* Built advanced clinical practice facility with a skills lab, eight simulation labs, and six instructional classrooms and counseling labs
* Established foundational partnerships with local healthcare companies to establish needs and future projects (HCA, J&J)

*Innovate –*

* Created MALDI mass spectrometry lab for molecular research based on existing partnership with Shimadzu
* Acquired 3D printers and other fabrication capabilities to enhance UNF fab lab capabilities

**Main Campus**

Campus is a makerspace and UNF currently designs, fabricates and protypes solutions for industry-based capstone design. Since 2010, students have been providing innovative design solutions to Mayo Clinic, Johnson & Johnson, Smart Pharmacy, Medtronic, Arthrex, and more. MedNexus will expand the HIP experiences in design, fabrication, and innovation by offering curricular experiences across all possible disciplines. Design begins as creative expression of form and function, evolves through realization of the physically possible, and becomes relevant through commerce and distribution.

**Deerwood Facility**

MedNexus will expand UNF’s HIP experiences in design, fabrication, and innovation by offering curricular experiences across all possible disciplines. Design begins as creative expression of form and function, evolves through realization of the physically possible, and becomes relevant through commerce and distribution.

**Palm Coast Facility**

Currently serves as an educational facility for a cohort of BSN students. The goal is to expand the opportunities for healthcare education in the local region by identifying those areas where UNF offerings don’t overlap and compete with Daytona State College and Jacksonville University. MedNexus will perform a community workforce needs assessment with the local healthcare providers to identify target programs. Degree programs, continuing education, certification, and credentialing all on the table. Outreach to local schools – Osprey Nursing Ambassadors.

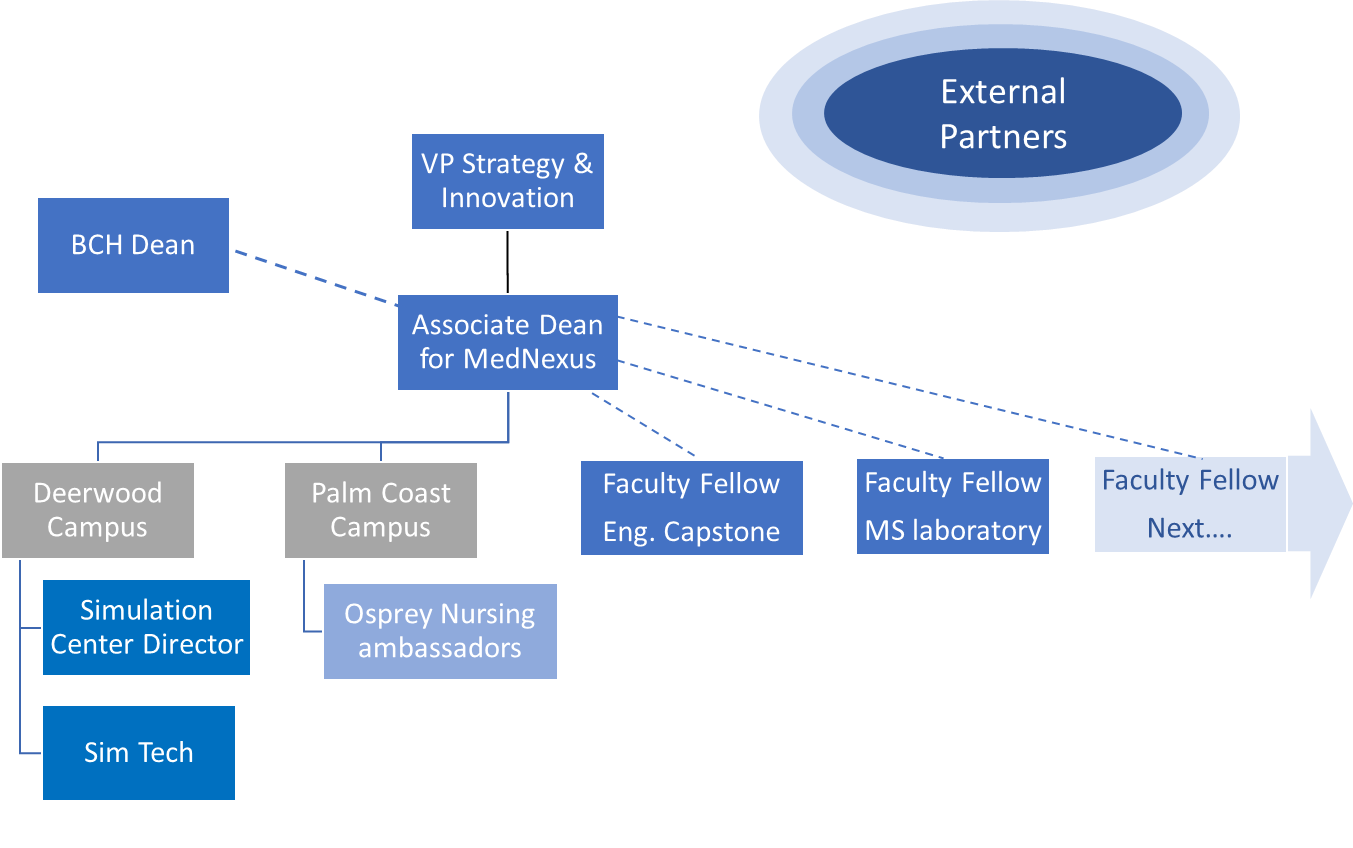
**Supporting Projects & Programs**

Dr. Eason shared how MedNexus will support the variety of projects and programs. He also noted there will be new funding mechanisms as needed.

* *Faculty Fellows*: MedNexus will provide faculty members with additional paid assignments or stipends to serve as project managers and liaisons on different initiatives.
* *Micro Grants:* MedNexus will support pre-proposal funding to assist faculty in gathering necessary preliminary data to support more successful funded research proposals.
* *Course Support:* MedNexus will provide funds for the development of new courses to meet determined industry needs.

Dr. Eason provided an example of how a MedNexus initiative will work, as UNF students can meet with a clinic innovation group to discuss needs and developing issues.

* **Mayo Clinic has an unmet need**: The circulatory system of a Mayo Clinic simulation mannequin does not behave in the same “pulsing” manner as that of the human body.
* **MedNexus provides the solution**: The need statement is assessed a design solution that can be accomplished through existing undergrad design courses. The Faculty Fellow overseeing capstone projects assigns an engineering senior design team and works with CCB and COAS to identify additional “consulting” needs from business and design. Students from across disciplines work to, prototype, test and produce a solution to Mayo Clinic in a user-friendly form and an accompanying business scale up plan.

**Organizational Chart**

Chair Hyde thanked Dr. Eason for his presentation and asked the Board if there were any questions or comments. Trustee Korman Shelton asked what the definition of success in the future for MedNexus would be and how to measure the success in the next five to ten years. Dr. Eason emphasized it is a healthcare and biomedical community because there are local hospitals, healthcare providers, biomedical product production, etc. These companies develop hiring programs to be committed to hiring five to ten students per year, and once the reputations have strengthened with those partners, there will be a metric. Additionally, Dr. Eason mentioned there will be an increase in grant output and research funding in healthcare and biomedical and faculty will have the opportunity to acquire micro grants to collect data to create compelling fundable research proposals. President Limayem agreed with Dr. Eason and added that the success of MedNexus will be determined by being the destination of choice for the biomedical and healthcare industry. Trustee Patel clarified that there will be consistent updates from MedNexus over the next couple of years and Dr. Eason agreed. Trustee Patel also noted it will be important to get tangible metrics along the way to evaluate if we are reaching the target or not. President Limayem shared that Trustee McElroy suggested to run ideas by executives in these industries, and in doing so there was a great response with beneficial feedback. Additionally, Trustee Gol formulated a project based on reviewing the details, as he recognized there are processes in his own organization that need to be streamlined. This opens the opportunity for MedNexus faculty and students to work with Trustee Gol’s organization. Trustee Binder observed the role of industry partners is vital, according to the organizational chart, thus he asked who will hold the responsibility to liaison with the healthcare industry. Dr. Eason indicated the purpose of selecting a Brooks faculty member to be the associate Dean of MedNexus is to make the point of contact someone who has a reputation for being collaborative, yet also has the credibility in the healthcare sector. As a team, the two will be well poised to address the biomedical sector and healthcare. Trustee Moore asked what is currently occurring at the Palm Coast facility and how success will be defined in the next three to five years. Dr. Eason stated there is a cohort of nursing students using the skills lab and simulation units, making it an active facility. He emphasized the long-term goal is to find other programs, such as high school outreach, recruitment, continuing education, and other remote classroom activities to better utilize the space. President Limayem noted that the increase of programs that are needed in that region, will assist in the success. Chair Hyde asked the Board if they have a better understanding of MedNexus and recognize this is the direction UNF is going for investment. Trustee Patel agreed with Chair Hyde and noted that it will help him specifically to see those specific metrics. Trustee Korman Shelton emphasized the funding in the legislature in the State will make UNF stand out and be different. Chair Hyde thanked Dr. Eason for the discussion.

## Item 11 Annual Presidential Evaluation

Chair Hyde led a discussion on the President’s annual performance for the 2022-2023 contract year. President Limayem chose to excuse himself from this segment of the meeting at the beginning of this discussion.

Chair Hyde noted the evaluation of the President is one of the most important responsibilities of the Board. The evaluation process began with President Limayem’s submittal of his self-evaluation, which was sent to the Board on September 1, 2023. As Chair, he then prepared an initial draft performance evaluation which was shared with the trustees on September 13, 2023. He reminded the Board that per Board of Governors regulation, the Chair is required to discuss the president’s performance with the Chair of the Board of Governors. As reflected in the draft evaluation, Chair Hyde shared that Chair Lamb is pleased with the President's performance to date and is excited about the direction of the University. He is also looking forward to future developments under President Limayem’s leadership. Chair Lamb posed two questions regarding President Limayem’s performance and the University. The first question was on the status of the strategic plan. Chair Hyde indicated that the new strategic plan is completed and discussed the President’s initiatives in the strategic plan. The second question was where UNF was trying to distinguish itself as a university. Chair Hyde provided MedNexus and its continuing evolution as an example.

Chair Hyde then invited discussion and feedback from the trustees on President Limayem’s performance for 2022-23.

Trustee Patel commented that a key factor in the success of a university is funding. He stated that the President not only met but exceeded the funding goal. He recognized the higher state funding received this fiscal year under his leadership.

Trustee Lazzara expressed strong support for the President and believes his accomplishments demonstrate that he is the best President in the SUS.

Trustee Binder agreed that UNF is lucky to have President Limayem, as he has done a remarkable job for faculty and staff, as well as his team’s success in Tallahassee. He commended the President for his leadership team selections. He noted that currently, the morale of faculty and staff is a pressure point due to external pressures, however, the President is managing it as best he can.

Trustee Davis, who served on the Presidential Search Committee, shared that one of the committee's goals was to identify a president who could effectively engage with the community. She believes President Limayem has demonstrated his exceptional interpersonal skills in various interactions she has observed, both in social and professional settings. President Limayem has established connections with business leaders who had not previously been engaged with UNF. Trustee Davis concluded that the President is not only a wonderful and pleasant person but is also a positive representative of the University. This quality contributes greatly to attracting potential employment opportunities and other funding sources.

Trustee Grosso noted that during his time as a UNF student, he has experienced three different presidents, and comparably, President Limayem has done an excellent job so far. He appreciated the President for his commitment to student success, enhancing the university's visibility and reputation, and recognizing the value of a student's degree. He noted that the President provides students a space to be heard. During his meetings with the President, each conversation results in an actionable goal of how all students can be better represented. Trustee Grosso appreciates the President’s willingness to meet with specific student groups and genuinely listen to learn how to enhance their experience.

Trustee McElroy noted the President has shown his leadership qualities, as he lives every day to serve, to provide service to others, and to make others successful, which was a main factor when he was hired. The President is extraordinarily thoughtful and collaborative in his approach to tough decisions that he has made in the past year. He commended the President for building capacity and a sense of community. UNF is now a foundational block for building the community of Jacksonville and the surrounding areas of Northeast Florida. The President demonstrates a passion for people’s success in every interaction. He lives and breathes student, faculty, staff, and community success. He has demonstrated a vision by incorporating his knowledge of the State University System, emerging trends in higher education, and past successes to formulate a bright future with opportunities for UNF and the strategic plan. The President has been mindful and integrated into the leadership role by celebrating the past successes of UNF and recognizing there is room for improvement. Trustee McElroy noted the record funding and support from the State for the direction of the University. He has enjoyed seeing the President evolve into the leader for the short period of time he has been on board.

Trustee Barrett expressed his agreement with the feedback shared by members of the Board. He noted that while serving on the Presidential Search Committee, several things about President Limayem resonated with him. The President wanted to build the community, and he has done so in a non-transactional way. He also appreciates that the President continues to address UNF’s identity crisis with the deeper ties that he is building throughout the region.

Chair Hyde stated that he has witnessed the President emerge as a leader through his personal style within the group of other Presidents and the Board of Governors. He noted President Limayem has created an example for other universities to turn to for what they could be doing within the system in just a one-year period. Chair Hyde has had other Board Chairs kiddingly say that they are going to steal him from UNF one day, which is one of the greatest compliments, as we are perceived as having a leader whom others want. He indicated the President is a pleasure to work with and has had a positive community reaction. The community not only likes Moez but also has made UNF a part of the conversation.

Chair Hyde asked the trustees if there were any items in the draft performance evaluation they would like to substantively change. With no substantive changes, the draft performance evaluation will be revised to incorporate trustee feedback. A final evaluation will be prepared which will be jointly reviewed by Chair Hyde and President Limayem. No further action was required.

## Item 12 Consideration of Incentive Compensation

Chair Hyde reminded the Board that as part of the President’s overall compensation package, the President is eligible for an annual award of incentive compensation not to exceed $100,000.00. The award of incentive compensation, including the amount, is solely at the discretion of the Board. Chair Hyde also noted that contractually, the President's base salary can be adjusted annually. However, President Limayem has requested that no adjustments be made to his base salary.

Chair Hyde invited discussion and entertained a motion. Trustee Patel made a MOTION to award the full amount of incentive compensation allowable under the terms of President Limayem’s contract, which is $100,000.00. Trustee McElroy SECONDED the motion. The Board unanimously APPROVED the motion.

Trustee Lazzara acknowledged the significance of President Limayem's decision to not seek an adjustment to his base salary given the current climate with faculty. Chair Hyde relayed that in his conversation with the President, the President did not feel it was appropriate to seek a salary adjustment precisely because of the ongoing discussion with the faculty. Chair Hyde reminded the Board that the university has worked hard with our legislators during the past session to obtain additional state funding to help address this issue. The University is currently conducting a compensation study and the results will be shared with the board when completed.

President Limayem rejoined the meeting after the Board discussion. Chair Hyde relayed the positive trustee feedback and congratulated President Limayem on a successful first year. He informed President Limayem that the Board had unanimously voted to award the full amount of incentive compensation. Additionally, Chair Hyde shared that the Board commented on and discussed the President’s decision to not seek a salary adjustment, keeping with the President’s thoughts that he was working with faculty and staff to determine raises and that it was very much appreciated.

## Item 13 25,000 in 2028: Presentation by Dean Besterfield

Dr. Glen Besterfield, Dean of Enrollment, provided a high-level strategy to achieve 25,000 students by 2028. His presentation addressed the 2023 Fall enrollment and identified current trends. Additionally, he addressed the strategy to align all aspects of the University’s commitment necessary to achieve the targets. The ten categories of alignment are as follows:

**Strategy and Innovation**

Dr. Besterfield shared the importance about willingness to change while remaining student-centered to follow the strategic plan. UNF cannot compromise ranking (top 100 Public) and metrics (KPI’s & PBF) with growth, so the focus will be shifted to growing the transfer students and graduate students, rather than the freshman class. Dr. Besterfield noted that we must strategically align the degree inventory and the length to propose a new degree takes about two years to get through the BOG. UNF is continuing to gain partnerships within the community, such as Amazon career choice, to better the students’ future. The reevaluation of all operation processes, policies and regulations will maintain relevancy to the strategic plan, as well as generate more net tuition per headcount.

**Technology**

There are new software for student success to boost the retention efforts at the University: *Course Dog* is a new scheduling system and course inventory system, *Slate* for admissions and continuing students, and *Scholarship Universe* for financial aid leveraging. There needs to be continual enhancement to technology for functional units, faculty, and students to enhance operational efficiencies and student success. Dr. Besterfield noted the use of Artificial Intelligence (AI) in his department allows for UNF to be innovative and there are more opportunities in the future. For example, in the past transcripts were hand-keyed in, however now AI can read the transcripts and generate a GPA.

**Leveraging Financial Aid**

Dr. Besterfield indicated that UNF can reinvest some of that tuition revenue into financial aid, which has already been done in his budget this year, as more money was given due to the LBR. However, as UNF grows net tuition we must reinvest and more foundation funds are needed, especially the funds that are dedicated toward need-based students and the freshman class, so that we can leverage our financial Aid funds to bring in a better freshman class that can be retained with an APR and graduate at a faster rate. Dr. Besterfield is focused on targeting Florida Medallion Students, Florida Bright Futures and Collegiate AA degrees to maintain strategic positioning of FTIC merit-based scholarships. UNF will fully utilize National Tuition Waiver and consolidate need-based E&G & FA.

**Marketing & Communications**

UNF must improve regional awareness and brand, as well as drive national and international awareness. Dr. Besterfield noted the importance of perception and awareness and that the U.S. News and World Report peer assessment score must be impacted to improve the perception of UNF. He stated the President is a great marketer of the campus and the Board can easily be a part of that by sharing each thing that is posted. With a greater awareness and perception, it is easier to get students to yield to apply to the University.

**Graduate Students**

Dr. Besterfield shared that he meets with Dr. Michele Moore, Dean of Graduate School, twice a week to work on graduate enrollment. He shared there is an upcoming Encoura Eduventures study, which will assist in looking at the local market for the current degrees offered and the potential degrees for the future. The success of increasing enrollment for international students was successful with the receival of 60 applicants for Spring 2024. Additionally, Spring 2024 international applications were up 47.5% and admitted international master’s degree students were up 227%, all net tuition. Out-of-state students are being targeted with “unique” programs.

**Transfer Students**

This Fall 2023 was the first increase in students in a decade, and now Spring 2024 applications are up 42.8% and admitted 194.1%. There is a transfer funnel that leads students back to UNF, if communication is continued and maintained with all students: admitted, deferred, denied, or those that just went with another SUS.

**Freshman Class (FTIC)**

Dr. Besterfield noted this will be a challenge because the incoming freshman class has decreased by 300 students. However, he wants to stabilize the number of incoming freshman students and even decrease it if needed, to drive graduation rates up The Osprey First Summer Pathway program will be enhanced to shape the 2024 and 2025 class to improve profile and retention rates. Then, once the FTIC class is in better shape with regards to academic profile and retention, the shift can be focused to growth of the freshman class with a goal of approximately 3,500 students in 2026 and beyond.

**Non-Degree Enrollment**

Dr. Besterfield shared the importance of undergraduate certificates and increased dual enrollment through private high schools and homeschool students with an added benefit of matriculation to UNF as an FTIC. Additionally, UNF offers undergraduate and graduate workforce certificates or badges, such as advanced manufacturing, health care & health sciences, transportation & logistics, coastal and environment, financial services, data science, cybersecurity, AI, and IT, which feeds into the funnel. There is opportunity for up skilling new career opportunities with the BizTech Academy $10M Legislative Budget Request.

**Retention and Persistence**

Dr. Besterfield emphasized thefocus on retention and APR and reported that a 10% increase in retention with 300 more students to sophomore to junior to senior and with a 4.5-year time to degree, this is over 1000 students towards a goal of 25,000 students. He recognized persistence can be a double-edged sword, as quicker time to degree leads to earlier graduation. Student experience must be improved to reduce transfer-outs, as well as the continued enhancement of the Osprey First Summer Pathway program.

**Infrastructure & Human Resources**

*Infrastructure* – For housing, there will be 500 Honors beds in Fall 2025 and an additional 750 beds are needed by Fall 2026 or 2027. Additionally, optimizing classroom utilization is important.

*Human Resources* – The focus is faculty to be strategic in growth areas. Staffing in areas that have heavy student-facing contact is critical such as advisors, admissions and one-stop, and student affairs.

**The Numbers**

+1600 – Graduate Students (TTD ≈1.5 years)

* + Growth from 2400 to 4000 mainly at Masters non-thesis

+2500 – Transfer Students (TTD ≈ 2.5 years)

* + +200 each year – 200, 400, 600, 800, 1000

+2100 – FTICs (TTD ≈ 4.5 years)

* + Increase from 2800 to 3500 in 2026 and beyond

+1000 – Non-Degree

* + Dual Enrollment, Transient, UG and GR Certificates

+1400 – Retention & Persistence for FTIC class (TTD ≈4.5 years)

* + Increase retention from 80% to 90%

**+8500 students – Total**

**Strategic Enrollment Management (SEM) Model**

* Semester/Term based model
* Inputs (increases) at all student types
  + Graduate, Transfer, FTIC, Transient, Non-Degree, and Returners
* Inputs by student source origin
  + Resident, Out-of-State, International
* Scholarships and discount rates
* Retention and Persistence for FTICs
* Outputs (stop-outs, graduation)
* Net tuition per type and origin

Dr. Besterfield concluded his presentation and Chair Hyde offered the opportunity for questions. Trustee Korman Shelton thanked Dr. Besterfield and indicated she was excited by his presentation. Trustee Korman Shelton asked about building awareness of UNF to private schools. Dr. Besterfield indicated it is possible by developing relationships with various private schools with dual enrollment. Dr. Besterfield also commented on outreach out-of-state and internationally. He noted his first focus will be on the tri-state area and Illinois. Dr. Besterfield noted his method of increasing enrollment is to promote is outcomes of the degree, starting salaries, job placement, and the employment market in the Jacksonville area. Trustee Patel asked what the percentage makeup of graduate will be once 25,000 students is achieved. Dr. Besterfield stated his target goal for graduate students is 4,000 out of 25,000. Trustee Moore shared he is excited about the SEM model, so there is something to track UNF’s progress. Trustee Binder suggested to focus on the bridge program and potentially implement more, however there are not enough of programs in comparison to honors programs. Dr. Besterfield agreed and noted student-facing resources will be emphasized proportionally through the growth. He shared that if UNF can utilize technology better during the growth to 25,000 students, more staff will not be needed. Trustee Davis asked about the effect on housing. Dr. Besterfield stated there is a plan for an increase in 500 beds for honors students, which will relieve the current housing and open more beds for students. Chair Hyde thanked Dr. Besterfield for his informative presentation.

## Item 14 Committee Reports

**Academic and Student Affairs Committee**

Chair Hyde provided a report to the Board on Chair Egan’s behalf. The committee met virtually on September 11, 2023.

**Audit and Compliance Committee**

Chair McElroy provided a report to the Board. The committee met on virtually September 11, 2023.

**Finance and Facilities Committee**

Chair Gol provided a report to the Board. The committee met virtually on September 11, 2023.

Chair Hyde noted the Governance Committee did not meet this cycle but will meet prior to the next Board meeting.

## Item 15 Consent Agenda

**From the Academic and Student Affairs Committee**

* Draft June 1, 2023 Academic and Student Affairs Committee
* Self-supporting and Market Tuition Rate College-Credit Programs Annual Report, 2021-22 & 2022-23
* Proposed Amended Regulation - 2.0382R Admissions Transfer Students

Textbook and Instructional Materials Affordability Report

**From the Audit and Compliance Committee**

* Draft June 12 Audit and Compliance Committee Meeting Minutes
* Performance Based funding Data Integrity Audit – Scope Discussion

**From the Finance and Facilities Committee**

* Draft June 1, 2023, Finance and Facilities Committee Meeting Minutes
* Proposed Amended Regulation - 13.0010R Procurement Program
* Proposed Amended Regulation - 7.0100R Temporary Signage
* Fiscal Year 2023-2024 Carryforward and Fixed Capital Outlay Budget
* Fiscal Year 2022-2023 Accounts Receivable and Write-Offs Reports

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

## Item 4 Chair’s Remarks

Chair Hyde noted he skipped over the Chair’s remarks earlier, to ensure all important business was taken care of. He reported at the last BOG meeting, the new dorm was approved through the division of bond finance. Chair Hyde thanked VP Scott Bennett and his team, as well as the Trustees involved in the discussions for this success. He reminded the Board about the upcoming Trustee Summit on November 8th at UCF, and that he and President Limayem will be hosting a dinner the night before.

Chair Hyde shared the reasoning that President Limayem could not be present at the meeting today is due to the passing of his father a week ago, and he is currently travelling back to Jacksonville. He reflected about President Limayem’s mother passing away around the time he was selected as president. His former colleagues at USF have suggested an endowed scholarship on behalf of his parents, and Chair Hyde indicated UNF would like to do the same. He noted that he will work with VP Teresa Nichols to send out communication if the Board would like to participate in honoring President Limayem’s parents, who were both educators.

Chair Hyde concluded his remarks with a recent opportunity to participate in funding regarding less advantaged students who face homelessness among other things. He thanked the Board members for the leadership that was shown in that area.

## Item 16 Adjournment

Chair Hyde asked if there were any further items to discuss or for the good of the order. There being none, he adjourned the meeting at 1:03 pm.

## Appendix I

Public Comment– Dr. Tobias Huning

Board of Trustees Meeting

September 18, 2023

My Name is Dr. Tobias Huning. I speak to you today in my role as President of the United Faculty of Florida at UNF. I am also an Associate Professor of Management who studies HR and Leadership. I am not even the “typical” Union member. I am a

* Freedom loving,
* Beer drinking,
* Gun owning,
* 1st Generation Immigrant;

Father of 3, husband to 1 wife ;) who believes that the next generation should have it better than we did. And I’ve had it pretty awesome so far.

**Firstly,** I want to express my appreciation for the work that the BOT does by providing oversight and guidance when we need it. I also appreciate everyone who is speaking or attending. Your support matters. Today’s speech is not an exercise in witch hunting and finger pointing. We speak the truth even if it is unpleasant.

**Now let’s talk about Post Tenure Review.** The PTR policy as it proposed here is the most hostile and vile attack on faculty many of us have seen in our entire academic careers. In fact, when reading and hearing the justification for what and how PTR is supposed to be implemented my thoughts go back to why we have Tenure in the first place. To protect us in our work from the attacks of bureaucrats! As seekers and guardians of truth, we must have the protections that are in place to do our jobs in the best interest of our students. On top of that, Tenure is earned; not given. It is earned with years of study to attain the most difficult terminal degrees, countless days/nights/weeks in labs and offices with little to no support, conferences, publications and tenure applications. Faculty sacrificed private sector level earnings. We sacrificed family and related events by spending time away from our families; that is if we have the fortune to have a family while our work takes us away from that life goal. We sacrificed high-paying jobs for our commitment to the academy because there was light at the end of that tunnel; there was this milestone, the ultimate summit for a young professor called ‘tenure.’ We did our part. We kept our word. Now it is time to keep yours. It is a matter of

* Integrity, we do the right thing at the right time.
* Respect, We treat everyone with kindness, we are informed by the perspectives of others, and we draw strength from our differences.
* Accountability. We are responsible for how the outcomes of our actions affect others and our environment
  + UNF’s core values. I’ll come back to this later

PTR sends a signal so loud and so clear that it can not be missed. An extensive Survey (>4000) was done in Florida, Georgia, North Carolina, and Texas.

642 Respondents in Florida:

* 300 indicated they would seek employment in another state within the next year.
* 545 said they would recommend a Graduate Student or Colleague to seek employment elsewhere.
* 233 indicated to leave academie due to tenure, contract, and academic freedom issues.
* 612 said the political climate in Florida was either bad or very bad.

Better yet: over 1500 people have signed a petition to stop this since Sept. 9th.

**How is this Policy Damaging to UNF Faculty and Students?**

This policy will accelerate the ongoing Exodus from UNF due to the hostility of the work environment. We are already being evaluated a lot. By every student in every class, by chairs, by reviewers, and by editors. We have earned tenure and been promoted to Associate via an extensive evaluation by our department, by our chairperson, by our dean, the university committee, the provost, and the president. And the BOT approves/or denies as well. The same thing happens again when applying for promotion to full professor. NOW, after so many evaluations we should somehow no longer be worthy? That is unacceptable. There will be large scale wrongful terminations, discrimination based on Age and likely race and gender too. Class Action is just waiting around the corner.

The way the policy is proposed allows for 2 things:

1. The comparison of faculty against one another
2. Retroactivity.

Faculty peer comparisons are as bad and harmful as one can imagine. 97.3% of faculty believe that those undergoing PTR should be evaluated according to guidelines and not compared to their peers, 88% of faculty believe those undergoing PTR who have met or exceeded expectations should keep their jobs. Please allow me a brief refresher on statistics before making the problem obvious. In a normally distributed sample/population, the mean/median/mode should be in the same pleas; the midpoint! That means that half/50% of all examined tenured professors WILL have a rating that does not meet expectations or worse. Is that desired? Well, it is the outcome! That is why the term “purge” floats around the campus community. While this may not be the **intent**, and I sure hope that it is not, it **WILL** be the **impact**. This practice has failed in the private sector since the 80’s and now **we are** trying it. What an idea! There is a price to be paid; the price is too high. It is not even legally defensible because you will be unable to show the validity of the measure enacted due to there being no reliability with the PTR Reviews as well as no reliability between the yearly reviews. How do you compare me to an Endowed Chair with a different teaching load and resources? We respectfully disagree with President Limayem on the issue of changeability of the language with respect to peer evaluations.

Moreover, PTR treats faculty worse than a low life criminal. Even criminals enjoy some protections from the legal principle of non-retroactivity. Additionally, there is no double jeopardy. Yet, we are set to have our existing record to be examined under **different** evaluation criteria…for a **second** time! Where is the humility, humanity and integrity in that? To quote Randy Jackson: “That’s a NO from me Dawg!”.

As for retroactivity, we insist that no policy be imposed on our faculty where a higher ranking administrator can simply overturn an official mutually agreed upon and recognized record of successful performance on a whim. We respect the ability to evaluate at the recognized levels but we are also aware of the problems that arise when such evaluations are not grounded in valid and reliable criteria and do not follow legally accepted processes. There is also risk for internal problems as a Dean could strongarm a chair, a provost could strongarm a dean, a president could strongarm a provost, a BOT/BOG could….you get the idea. Again, this is another reason why we **must** protect Tenure! The only reasons for undoing annual evaluation work outside of PTR. I want to see you guys **TRY** to explain this junk to a judge!

In consideration of existing data and information, we are sure that not only will you lose faculty because they’ll resign to escape this place, but you also won’t be able to hire good people to come and work in such an environment, for depressed salaries. Florida became one of the best places in the Union for higher education without this harmful policy

I am going to run out of time and want to leave you all with a reminder of UNF’s core values; values that we share widely and hold so deeply:

* Integrity, we do the right thing at the right time.
* Respect, We treat everyone with kindness, we are informed by the perspectives of others, and we draw strength from our differences.
* Accountability. We are responsible for how the outcomes of our actions affect others and our environment

Is this our idea of integrity? I grew up in a time when you gave your promise and you kept it. Handshakes were contracts not to be changed. You do what you said you’d to and do. Period. We’ve been told that we are like family here at UNF. We need to do better then. Integrity means to tell others when they are WRONG! Just ask my wife, she’ll tell ya. Integrity does not mean blindly doing as you are told. Growing up in Germany we were told more often than I care to remember that the folks who “just followed orders” did not end up on the right side of history. I DO NOT say this lightly. My grandfather was one of them. It cost him his life. His body is presumed not properly buried somewhere between Belgrade and Stalingrad. Let this serve us as a reminder to what is right when things are tough. It is always the right time to do the right thing.

Is this our idea of respect? Is this kindness? Do we value the contributions that have earned faculty their status?

Lastly, I want to leave you with a little story. A real story of my friend, a soldier in Desert Storm; presumably the last US on Iranian soil…He lamented about the good ole days as he likes to do. The good ole days where a high percentage of American CEOs and C-Suite Executives had military experience.. How is this important you might ask. He reminded himself of a key lesson when leading soldiers..people. The most important thing he remembers is **so** very simple yet too easily forgotten. “TAKE CARE OF YOUR MEN!”. Do we do that? How? Do our values support that?

Well, there ya have it!

## Appendix II

Public Comment– Dr. Rachel Frieder

Board of Trustees Meeting

September 18, 2023

Dear Trustees,

My name is Rachel Frieder, and I am tenured Associate Professor of Management in the Coggin College of Business. I am sorry I cannot be here in person today, but I appreciate these remarks being shared on my behalf.

My remarks today deal with the three areas in which I am a subject matter expert.

I have my PhD in Organizational Behavior and Human Resource Management. So first and foremost, my discipline is devoted to understanding, explaining, and ultimately improving individuals’ attitudes and behaviors at work. I urge you to consider the downstream implications of your proposed post tenure review policies carefully. This institution wants to both increase our research classification AND grow our student population to a whopping 25,000 students over the next 5 years. You will need faculty to do so. This policy does very little to encourage any sort of retention of existing faculty and will continue to harm our efforts to recruit new faculty. Accordingly, none of the strategic goals will be possible without the support and buy-in of existing faculty. Thus, this pushback from UFF on the faculty’s behalf should not be considered lightly. Decisions made today will impact the attitudes – job satisfaction, organizational commitment -- and behaviors – student engagement, job performance – of our faculty for years to come.

Second, I am a Human Resource Management practitioner. I teach this stuff. The foundation of ANY effective performance appraisal system is that the criteria being assessed are clearly defined, directly tied to the job, and objectively evaluated. In practice, what does this mean? It means my performance should be objectively evaluated as compared to MY job. Your performance should be objectively evaluated as compared to YOUR job. The evaluations should be free of bias or subjectivity. Other people’s performance should never enter into these evaluative decisions.

I repeat: Effective performance evaluation systems are NOT comparative. Countless corporations have foregone comparative evaluation systems, because these systems are inherently flawed. When organizations use comparative performance appraisal systems like the one the BOT is proposing, individuals in high performing departments are punished and those in low performing departments are unfairly advantaged. In other words, comparative evaluation systems break all three tenets of effective performance appraisal systems.

The BOT is proposing comparative performance appraisal language. Accordingly, when I go up for post tenure review, the BOT thinks my performance should be assessed relative to “the average performance of faculty across the faculty member's discipline and unit.”

Let me illustrate why this is so dangerous. This is a real example. My department colleague who was hired at the same time as me has 44 peer-reviewed publications during the previous evaluation cycle. I have 2 peer-reviewed A\* publications during the previous evaluation cycle. Both of us are exceptional performers and would receive tenure at much more research-oriented institutions. The fact that we are able to do this sort of high-impact research here at UNF while balancing 3-3 teaching loads is a feat in itself.

Nonetheless, fast forward to my post tenure review. As the BOT is trying to suggest, my performance should be compared to “the average performance of faculty across the faculty member's discipline and unit”. Comparatively, how do my 2 A\* publications stack up next to this individual’s 44 publications? As you can see, comparative systems punish our department for having high performers. Is that in MY control? No. So why should this impact MY post tenure review evaluation? It should NOT. Would this comparative system lead to camaraderie among departmental colleagues or cutthroat competition? No need to guess here; research shows time and again it has led to the latter. Comparative processes pit colleagues against one another. Is that really the system you want to institute?

Now consider a fictitious department where no one is publishing much of anything. The average performance in that unit would be much lower—perhaps on average ONE C level publication every 2-3 years. In such a department, a rockstar performer would be someone who publishes maybe 1 A\* paper in this same evaluative period. Thus, in this lower performing department, all I need to do is publish ONE A\* article to be considered, COMPARED TO MY COLLEAGUES, a rockstar. On the other hand, in my current department, I can publish 2 A\* publications and be comparatively a dud.

I cannot emphasize this enough: Post tenure review CANNOT be a comparative process. Effective performance appraisal systems CANNOT be comparative. My performance should be evaluated as compared to MY job description. Nothing else.

Finally, in addition to being an organizational scientist and human resource practitioner, I am a statistician. By definition, we cannot all be above average. Are some tenured faculty here at UNF failing to meet expectations? I’m sure. Have half of the tenured faculty here failed to meet expectations? How could this be possible given our progress over the last few decades as an institution?!

Therefore, if this PTR decision really isn’t a “purge” as President Limayem so staunchly claims, then I urge you to push back against the BOG to ensure that the definitions for the 4-point evaluation criteria do NOT include any comparative language that requires faculty be evaluated against the average performance of faculty in their department/unit.

You have the power to revise the BOG language so it doesn’t conflict with our CBA. More importantly, you have the power to show faculty that you have passed Organizational Behavior 101. Human Resources 101. Statistics 101. Performance Appraisal 101.

Thank you for your time. I yield any remaining time back to the Union to use at their discretion.

## Appendix III

Public Comment– Mark Halley

Board of Trustees Meeting

September 18, 2023

Chair Hyde and Members of the Board of Trustees,

Good morning! Or perhaps it would be more accurate to say: I hope you will help make it a good morning for our community.

My name is Dr. Mark Halley, and I am the Vice President of the University of North Florida Chapter of the United Faculty of Florida. I am also a tenured Associate Professor of American Sign Language/English Interpreting in the College of Education and Human Services. These titles are probably the most important descriptors of my professional life, which is why it is so important to me that I share my comments with you today on Agenda Item #5, the Post-Tenure Review policy. Just three months ago, you unanimously voted to award me tenure, and I deeply appreciate your vote of confidence in my work. It is perhaps fitting then that I am asking you today to reaffirm your vote in June by voting NO on Post-Tenure Review today. Allow me to explain.

When you awarded me tenure this summer, what you said was simple but profound: you recognized not only my work, but you trusted the words of my students, colleagues, and superiors at UNF, external experts in my discipline, and others who told you that I was worthy. You affirmed that through my work over the past several years, I had proven myself. You said that I had demonstrated excellence in teaching, research, and service and was therefore entitled to some measure of job security. But let me be clear: voting to approve the Post-Tenure Review policy before you today will effectively gut tenure and reverse the promise that has been made to all tenured faculty at UNF. I won’t even pretend to suggest that I think Post-Tenure Review is necessary or acceptable in the first place. But that’s not what is on the table today. What is on the table today is a specific Post-Tenure Review policy: a policy that is hostile to faculty, dangerous to academic freedom, and harmful to our community.

As you are no doubt aware, UFF-UNF has been negotiating Post-Tenure Review with your team for the past several months. We are close to agreement on nearly everything in both the policy and a set of procedures. While we are ideologically opposed to Post-Tenure Review in the first place, we thought we owed it to our faculty to negotiate the best possible deal, and we owed it to you to work with you in good faith. I am so proud of the UFF-UNF collective bargaining team who has led that effort. To Dr. Angela Mann and the entire team: thank you. Despite our best efforts, we were unfortunately unable to reach an agreement on both the policy and procedures, and it has always been our position that an agreement would need to be reached on both concurrently. Sadly, we are here today because of just one sticking point in our negotiations over the procedures. It has always been UFF-UNF’s position that high-performing faculty at UNF should not be at risk of losing their jobs. No faculty member who has consistently been evaluated as meeting, exceeding, or far exceeding expectations in their annual evaluations should face the fear of losing their job after five years because it is somehow decided that those annual evaluations did not count. Unfortunately, we were unable to secure this assurance from your team, which is why we are here today, and you are voting on a policy that also has language requiring peer comparisons. This is language we were able to operationalize in the procedures to the mutual satisfaction of both parties, so it is especially discouraging to see this major step backward.

I’d like to make an appeal to you today to understand what we are asking for. It’s really not that difficult. At the end of the day, we are asking for just two things. First, do not compare us to our peers. Second, do not allow us to be fired after telling us we are doing our jobs well. I am a proud product of the working class, so let me use some working-class examples. My grandfather, a proud member of the United Auto Workers union, worked in a General Motors factory for 30 years. Let’s suppose on a Monday he was told by his foreman that he had met expectations and had installed enough dashboards for the day. On Tuesday, he exceeded expectations. On Wednesday: far exceeded. Thursday: exceeded. Friday: far exceeded. By any stretch of the imagination, he had a great week. Could we then imagine any situation in which on Friday evening, as he left the plant, he would be told by his foreman that he had failed to meet expectations for the week and would be at risk of termination the following Monday if he did not show improvement? Any reasonable person would consider this ludicrous. Let’s try another example. My father is a delivery driver for Federal Express. Let’s imagine at the end of one Tuesday, he has delivered each of the 120 packages in his truck. As he heads home to have dinner with my mother, his manager congratulates him on doing everything that he had to do that day. But the next morning when he pulls into the station, his manager points out a problem: his coworker delivered all 130 of her packages. My father is therefore below average in comparison to his peers and receives a termination notice for subpar performance. If we all immediately recognize this as unfair for a FedEx driver, why is it okay for a professor?

It has been 137 days since I watched our graduates walk across the stage at UNF’s Spring 2023 commencement ceremony. No student who met each of the University’s graduation requirements and programmatic milestones was turned away at the door because they suddenly did not meet some new and unmeasurable expectation. No student who had earned a 3.2 GPA had their diploma ripped out of their hands because the class average was a 3.3. Let’s not treat UNF faculty any differently.

As a final point: I’d also like to draw your attention to Agenda Items 11 and 12, in which you will discuss President Limayem’s evaluation and eligibility for additional compensation. According to the agenda, his evaluation includes “progress on the President’s goals for the year,” and consideration of incentive compensation is based upon “the President’s achievement of mutually agreed upon performance measures and goals.” This is a fantastic evaluation method. You are evaluating President Limayem according to set goals and standards, not according to how he does compared to presidents at other Florida universities. Why not do the same for faculty?

I understand that you feel legally required to approve a Post-Tenure Review policy. But it does not have to be this policy. I hope you will make it a good morning and vote NO on this Post-Tenure Review policy. In its current form, this policy is bad for our faculty. In its current form, this policy will hinder student success. In its current form, this policy simply isn’t right for UNF.

Thank you for your time.

## Appendix IV

Public Comment– Dr. Jennifer L. Lieberman

Board of Trustees Meeting

September 18, 2023

I'll begin with a question:

**If members of this Board were to be evaluated based on "average" performance, how would you determine that average?**

The near-impossibility of fairly answering this question is only one of the reasons why our union is asking you to vote NO on, or otherwise amend, the language presented before you today.

My colleagues have detailed some of the harm of the Post-Tenure Review policy you will vote on today. The threat of this policy, even before it was finalized or implemented, has chased away more faculty last year than in the previous five years, combined. Staff and faculty vacancies are rocking us in ways that negatively impact our ability to meet our most important mission: serving our students. When faculty leave, students are left without recommendation letter-writers, they're left without mentors; in some cases, they're left without courses they need for their career objectives or majors.

I recognize that post-tenure review is now law and we cannot avoid it entirely, but we can rise to the moment and reduce harm.

In an all-faculty email, our president stated that:

"The Florida Board of Governors issued Regulation 10.003 requiring certain minimum standards and implementation steps for each university. Post-tenure review is not a concept that was initiated by UNF; it is a legal obligation with which we must comply.

While this statement may be true, I think the statute offers more room for interpretation than the president's letter indicates.

The same statute, section 03.a.1, states that the requirements for PTR are as follows: Faculty shall be reviewed based on: "The level of accomplishment and productivity relative to the faculty member’s assigned duties in research, teaching, and service [...] The university shall specify the guiding documents. Such documents shall include quantifiable university, college, and department criteria for tenure, promotion, and merit as appropriate."

**Note that "averages" that compare faculty to each other are not mentioned here. That language is only listed under the section detailing what a dean's letter "shall" include. This statute also doesn't indicate how to measure these averages, nor does it indicate that these must be the only elements of a dean's letter.**

I believe the language of the law itself suggests that we have the flexibility to remove this language and accept our union's proposal, rather than the document set before you today.

What happens if you vote NO? Then faculty will continue to be evaluated by the rigorous standards that already have us performing higher than peer-aspirant institutions, as both our union and our vice provost have recently shown.

At this moment, faculty are evaluated by departmental guidelines. These are not legacy documents; they have been updated recently and approved by department faculty, chairs, provosts, and, I think, members of this very Board. Given this fact, I ask:

**Couldn't it be the case that departmental guidelines were already constructed based on such standards about performance within any given discipline?**

Departmental guidelines, by their nature, define what is considered excellent or sufficient for the faculty's discipline. They meet the official requirements of this statute already. As I suggested at the beginning of my statement, it is nearly impossible to average faculty performance. It's also an exercise in futility, because our productivity is not a zero-sum game: when I publish a piece, it doesn't affect my colleague's research in any way. If you vote YES on this policy, however, the vague language could be a source of cascading harm in FOUR ways that I think my union has demonstrated.

1. A toxic work environment antagonistic to the mission of a public university.
2. More brain drain--more faculty leaving.
3. Less truly groundbreaking work. Rather than spend the time to complete more difficult, longitudinal studies, faculty would be incentivized to churn out small, less-impactful pieces as quickly as possible. (To the detriment of their research, their ability to participate in service, and even, perhaps, their teaching.)
4. The financial and emotional costs of the inevitable grievances and lawsuits.

Talking points about Post-Tenure Review get it wrong: tenure at UNF never was a job for life. There already are policies for removing a tenured faculty member when needed. These policies are rooted in faculty governance and oversight rather than partisanship. Tenure is valued in academia because it protects faculty from political retaliation; how does the policy proposal on the table guarantee the same protection?

## Appendix V

Public Comment– Paul A. Fadil

Board of Trustees Meeting

September 18, 2023

So, I'd like to start this with a disclaimer, because my predecessors here spoke eloquently on the actual policy that's in question here. I just want to put a face to this policy.

My name is Paul Fadil. I am a full professor who had a 10-year career at another university, before I came here. Before I came here, I was a full professor at that previous University and Assistant Vice President of Research. I came here to be an assistant professor and start all over again. I came here because I wanted to be in a place that valued teaching and research. I wanted to be a part of a family, and I wanted to be a part of the Jacksonville community, and I was lucky enough to come here. By the way, it also cost me $20,000, as I took a $20,000 pay cut to come here to UNF. Way more than you want to know, but I want to tell you how much I want it to be here.

I looked at, shared governance and everything, and valued everything this university stood for. I love the fact that, according to Tallahassee, it was in our doctrine: 75, 20, 5; 75 % teaching, 20% research, 5% service in how you are to go ahead and split up your time.

Since I've been here, it's been 20 years now, teaching, research, and service were evaluated every year. That's 60 data points. I have a meets expectation in one and exceeds expectation in one, both of which still upset me to this day, and far exceeds expectations in 58.

Now you're telling me it doesn't matter.

Okay, maybe the policies and these things that you all helped us pass, might be inflated. But I've also won the teaching award twice at the University, as well as the research award, the service award, and the international leadership award.

And now you're telling me it doesn't matter.

Think about that for a second.

I've taken countless students abroad and I'm just as proud as the students who have succeeded, as I am my A star A plus articles. I have 4, but I also have a student who is done graduate work at Harvard, one who has worked at the UN, one who has run for public office, and another who decided to become Union President. So, to that end, I know I'm dating myself, but I want to put a face to this.

I'm 56 years old. I have 2 daughters, one in high school, one in middle school - I started late.

At the end of the day here, I can't touch my retirement if I don't make it out of this. That means I have to pick up my family and move.

Now, who are you putting out there to go ahead and become employed? A full professor with a pretty good record - but for anybody who is in Academia, we know, why take a chance at a 56-year-old to be your newest assistant when we got a bunch of 32- and 33-year-olds coming out of school.

You are putting the least employable of us out on the streets.

I came here to be part of a UNF family. The value of a family is how it treats its most vulnerable members. The value of a society is how it treats its most vulnerable citizens. Through no fault of our own, we are at the most least employable point of our career. Think about that, and ask yourself, what family treats its most vulnerable members this way.

Thank you so much for your time.