

**JOHN A. DELANEY
ANNUAL REPORT:**

EXPANDED

JULY 2015



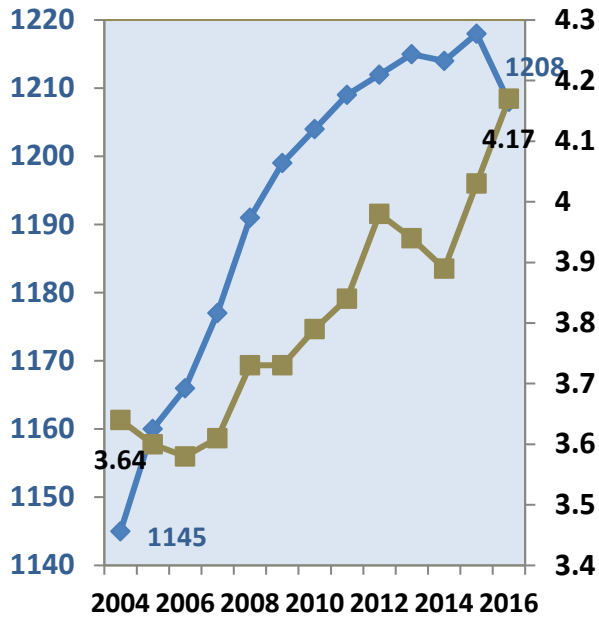
JUNE 2016

13 Years of Progress and Commitment to Core Values

Metric	Time Frame	Numbers achieved during President Delaney's tenure in office	% Change
Average high school GPA of incoming freshmen	2003 – 2016	3.64 to 4.17	15% improvement
Average SAT score for incoming freshmen	2003 – 2016	1145 to 1208	6% improvement
UNF student body diversity	2003 – 2016	18.2% to 30%	63% more diversity
Enrollment	2003 – 2016	14,064 to 15,985	up 14%
Students participating in Transformational Learning Opportunities	2013 – 2016	34% to 38%	12% increase
Doctoral degrees awarded	2003 – 2015	12 to 49	76% growth
Accredited programs	2003 – 2015	37 to 54	46% increase
The Endowment	2003 – 2016	\$43,778,717 to \$96,454,500	120% increase
Footprint of the campus	2003 – 2016	1,121 acres to 1,381 acres	23% growth
Amount of classroom, lab, office and other space	2003 – 2016	2.8 million gross sq. ft. to 4.6 million gross sq. ft.	66% growth
Number of students living on campus	2003 – 2016	2,138 to 3,725	74% increase
Fundraising (money raised)	2003 – 2016	\$9.1 million to \$22.6 million	148% increase
Number of national rankings UNF has received	2003 – 2016	1 to 11	110% more recognition
Avg. Undergraduate Class Size	2005-2015	35 students 32 students	Virtually the same

Student Profile

Average Fall SAT and GPA



A 4.15 weighted high school GPA marks a 15% increase in fall GPA over a 13 year period.

Nationally, the average unweight high school GPA is about 3.0 – *U.S. News and World Report*

A 1208 average math and verbal SAT score constitutes a 6% increase and compares to a 1006 national average – *U.S. News and World Report*

UNF is the third most competitive university among Florida public universities in 2015, at the same time UNF was also ranked as very competitive by the Jack Kent Cooke Foundation.

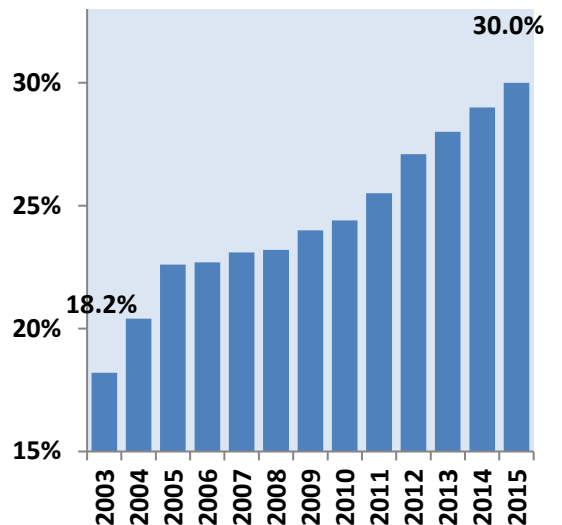
A 63% increase in ethnic/racial U.S. minority enrollment over 13 years,

An 89% second-year retention rate among fulltime Blacks, among Asians, 80.9% among Hispanics, 79.7% among Whites for fall 2015.

Six-year graduation rates for FULL-TIME Blacks- 56%, Asian/Pacific Islanders- 75%, Hispanics- 55.1%, Whites- 60.9%

Of the total master's degrees awarded in 2015, Blacks received 10.7%, Asian received 2.2%, Hispanics were awarded 6% and Whites accounted for 71.4%

Percentage of Ethnic/Racial Minorities Enrolled within UNF Student Body



Undergraduate Learning

New Initiatives

Restructured student orientation: Two new messages at the core of the two-day experience -- **The importance of degree completion and the path to degree competition**. During orientation students are also **introduced to career prospects** in their indented majors and are assessed for math and writing. Students engage **in math and writing diagnostic tests** and are given paths for improvement.

Advisors taking a more active role with incoming students: **In spring 2015, 270 students found themselves meeting the criteria for suspension. In 2016, the number was reduced to 177.**

In addition, **34 % more students were referred by faculty through UNF's Early Alert System**. Those students were **42 % less likely to receive a D or F in the course**, based on advisor and faculty interventions.

15 hour schedules – The new normal: Students are being encouraged to take 15 hours as opposed to 12. Students who do so **have higher retention rates: 88% to 92% among high profile students, 82% to 90% among lower-profile students.**

<i>Hours attempted 1st Term</i>	<i>Grouped by Entering SAT Scores</i>				
	<i>1300+</i>	<i>1250 – 1290</i>	<i>1200 – 1240</i>	<i>1150 – 1190</i>	<i>1100 – 1140</i>
<i>15 Hours</i>	92%	91%	86%	92%	90%
<i>12 Hours</i>	88%	85%	88%	84%	82%

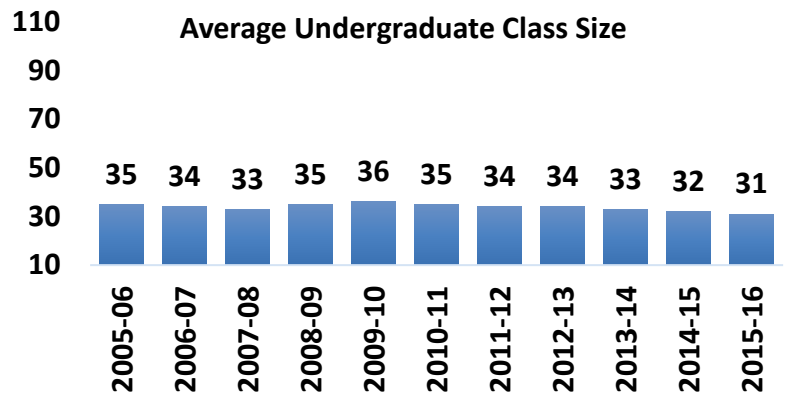
Supplemental instruction (SI) sections: Since implementing SI sections, students who participated in these sections have shown significant improved academic performance: **e.g. are 42% more likely to get A or B contrasted against a higher likelihood of students receiving a D or F, or withdrawing from the course**. We opened additional sections in 2015-2016 and are increasing the number of sections this year.

Using data analytics: Faculty members are now using data analytics to develop a web of plans for improved student performance. Examples include **setting minimum math requirements to enter fields like computing and engineering** and **admitting prospective nursing students earlier in their programs of study to increase retention rates**.

Continued Longstanding Commitments

Small Class Sizes Over the past 10 years we have kept our commitment to offering **small class sizes: 36-31**

We have also maintained low student-to-faculty ratios. **In 2003, it was 22 to 1, in 2015 it was 18 to 1** for undergraduate students.



Percentage of UNF Students Engaged in TLOs

Year	2013-14	2014-15	2015-16	Goal 2016-17
Percentage of students engaged in TLOs	34%	37%	38%	39%

Transformational Learning Opportunities (TLOs) are a hallmark of a UNF education: e.g., internships, practicum, field and co-op experiences; research experiences with faculty; study-abroad

experiences; service learning experiences; living-learning communities; and leadership experiences. Since 2004, each year we have expanded the number offered and the degree of student participation. The above table tracks the increased student participation for each of the following three years.

Last year (Open Doors 2015), **UNF was listed in two categories: #15- for short-term study abroad programs (UNF faculty-led courses) and #22 - “Leading Institutions by Institutional Type”** (Carnegie classification of Master’s Institutions)

Assessing UNF’s Academic Performance

Program Accreditations While universities are accredited by regional accrediting bodies such as the Southern Association of Colleges and Schools - Commission on Colleges, which accredits universities and colleges in Florida and other south eastern states, specific academic programs (e.g., accounting, engineering, and mathematics teacher education) may be eligible for accreditation by national association. There are also academic programs that do not have professional accrediting bodies (philosophy, religious studies).

UNF is eligible for 64 program accreditations. **As of this year, we have attained 54 of these program accreditations, 16 since my arrival in 2003. Of the remaining 10 program accreditations, we are completing the process to add 8 more accreditations by 2018.** Because of the newness of our MSW, we will need to work with the professional association to determine how soon we can be accredited. Public relations, Advertising and Applied Communications is also working toward obtaining national accreditation.

Assessing Student Learning As part of the national Voluntary System of Accountability, UNF engages in assessment of student learning. Most recently, we have used the ETS Proficiency Profile (ETS-PP), which measures college-level skills in reading, critical thinking, writing, and mathematics. Administered to incoming first-year students one year, and graduating seniors the following year, ETS-PP provides a measure of students' learning in college and allows for comparisons across institutions.

In the 2010-11 and 2012-13, and 2014-15 administrations, UNF's Learning Gains were well above expected or above expected for critical thinking, and writing.

Our students, both first year and senior, also scored higher than the national norms for peer institutions in our Carnegie Classification.

2015 Test-Taking Group	Nursing Examination Pass Rate
UNF graduates	94%
Florida graduates	72%
U.S. graduates	85%

Certification and Licensing Examinations

Professional examinations for licensing and certification provide another measure of learning outcomes. Most examining boards do not accurately report results back to colleges and universities. However, nursing is one of the exceptions and the table to the left shows our latest and typical results.

Graduating student surveys Below are single examples of typical statements UNF seniors make on an open-ended question graduation survey. The following statements serve as exemplars of the many comments pointing to students' reactions to the attributes on which we pride ourselves.

Student- Professors relationships

- *"Dr. ... was the best professor I had ever taken a class with. She made me love this campus and my community.*

Student research

- *"...love that UNF allows undergraduates to get involved in research. At bigger universities if undergraduates are involved at all, they are just data-collecting machines. UNF professors actually care about their undergraduates."*

Transformational Learning Opportunities

- *"... The learning experience was life transforming."*

Small class sizes

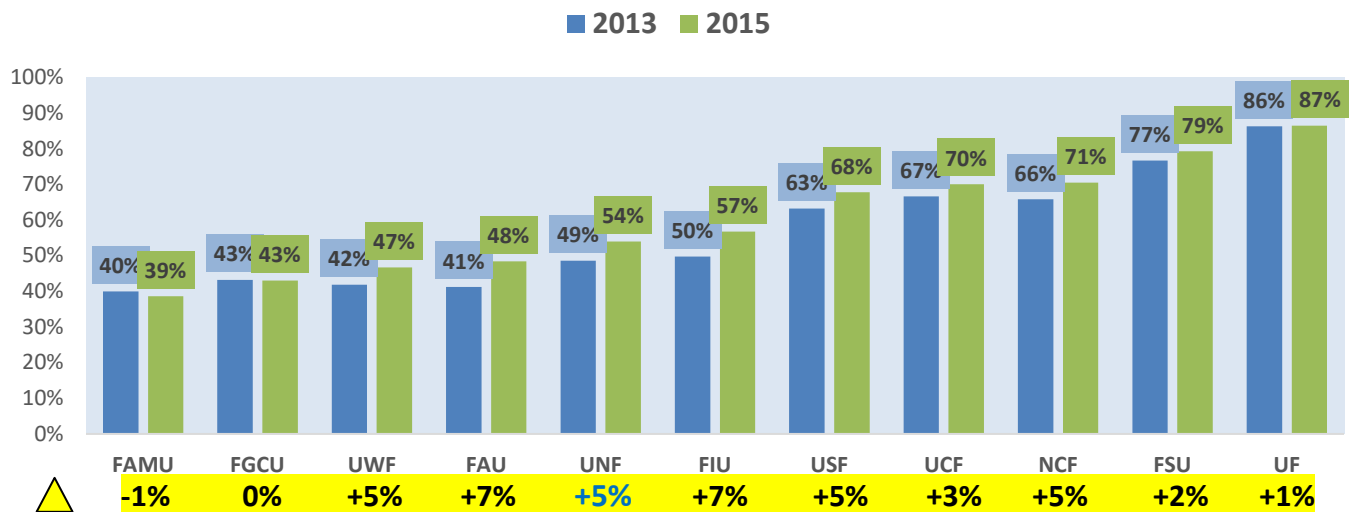
- *"...I am extremely grateful for the small class sizes that allowed me to forge intimate relationships with the faculty I could never have gotten at a large university."*

Preparing for the future

- *"I think I took full advantage of that opportunity, and it has done much to help me figure out exactly what it is that I want from my professional life."*

Six-Year Graduation Rates

SUS 6-Year Graduation Rates: 2013 and 2015
First and Most Recent Years



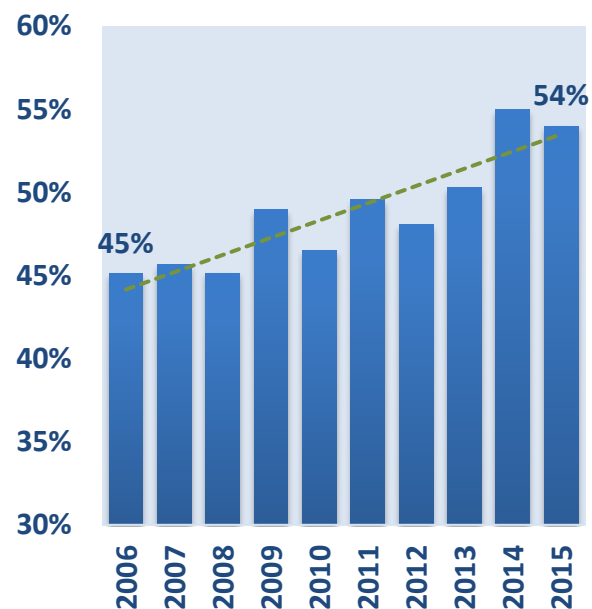
From the first year to the latest (third) year of performance-based funding, most schools have seen changes in their 6-year graduation rates. **The delta for changes in the SUS institution graduation rates are displayed in the yellow bar at the bottom of the chart.** Each of the schools have stayed in the same rank order position, with the exception of New College of Florida

According to the U.S. College Score Card, **UNF's graduation rate is 24% higher than the national average**

As shown in this graph, over the past 10 years, we have been following an upward trend line 6-year graduation rate.

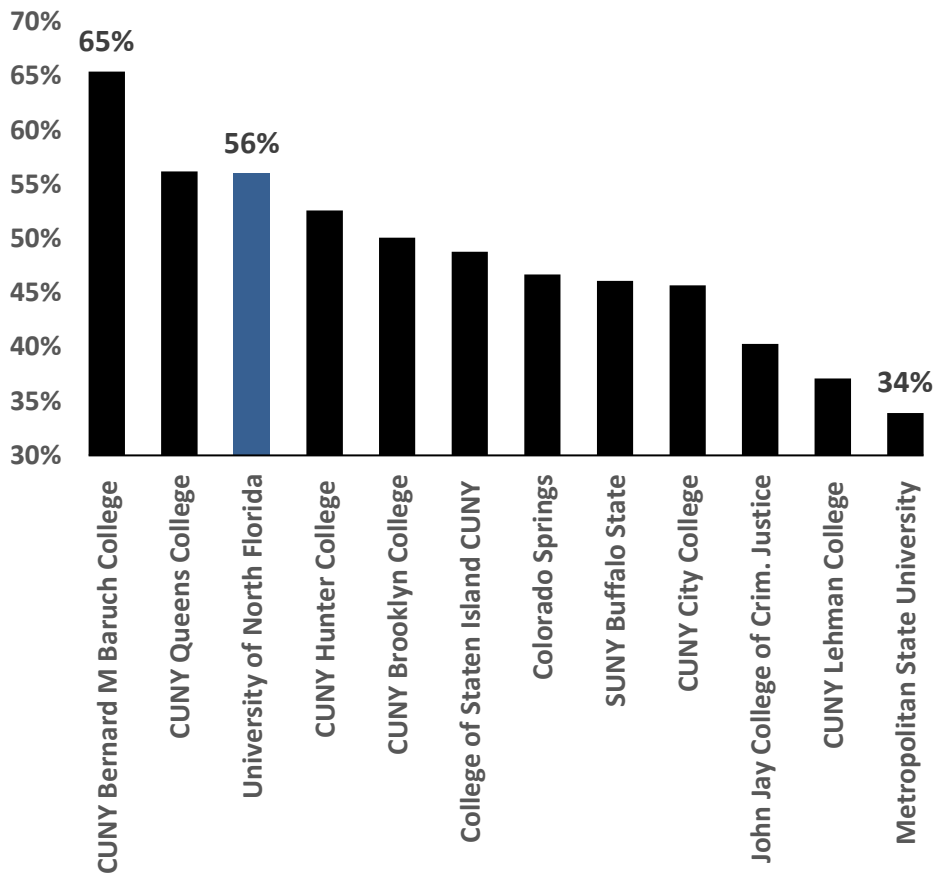
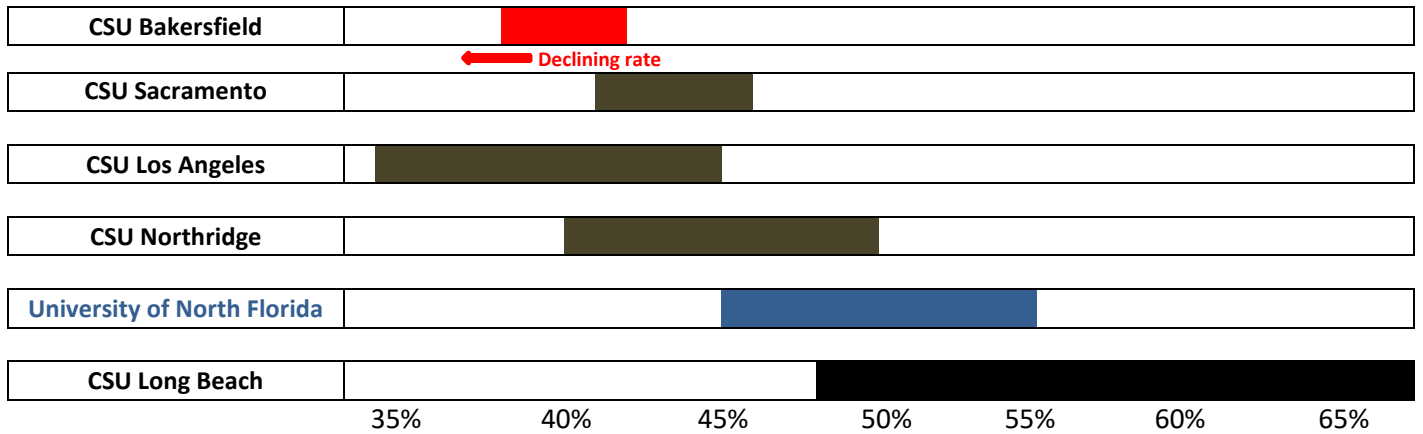
If we added in students who left UNF and completed their degree at another institution, **68.7% of our FTIC graduate in 6 years.**

UNF Six-Year Graduation Rates



How Do We Compare to National Peers

As some of the board members discussed at our latest retreat, California State Universities (CSU) placed a 10-year (2006 to 2015) focus on improving 6-year graduation rates. When we compare UNF to the five CSU institutions that fit our Carnegie Classification, we find **that UNF began and ended with higher 6-year rates than four of the institutions.** The only institution to show higher graduation rates was CSU Long Beach

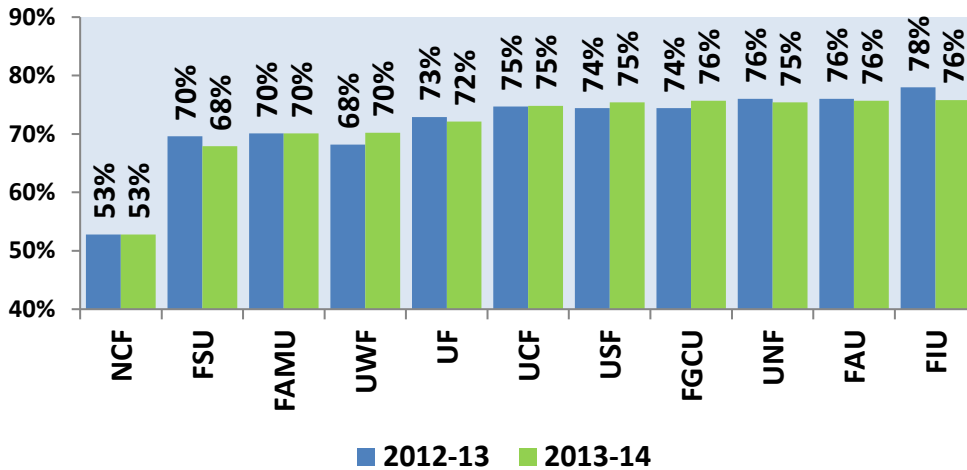


When using the most recently available 6-year graduation data (2014) for 11 of our other metropolitan peers based on Carnegie Classification, we find that **UNF was ranked 3rd.***

* The top chart (CSU growth rates) uses data from 2006 to 2015. For the other peers the data is from 2014 as posted on College Portraits.

Employment Metrics

Percent of First-Year Graduates Working

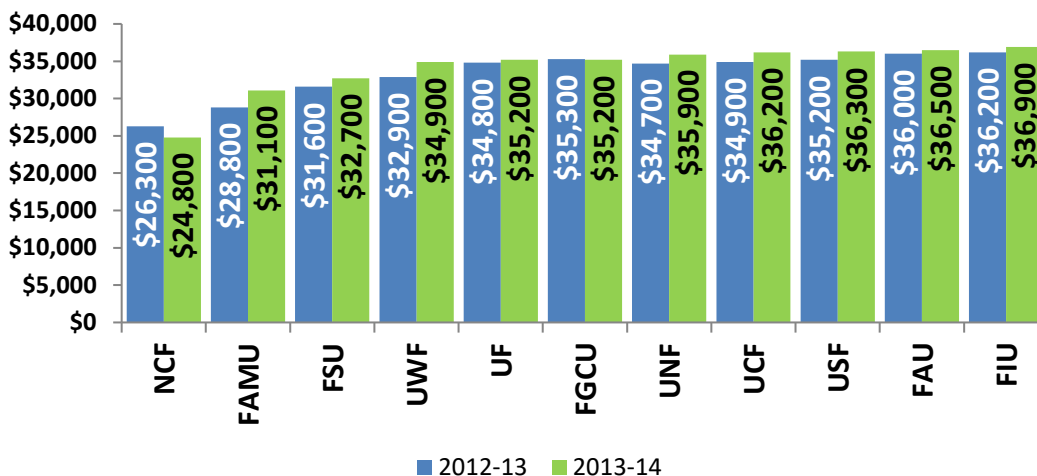


UNF has been among the top 3 to 4 schools in rates of employment among first-year graduates since the Board of Governors' metrics were put in place. In part, this is due to our internship programs and, in part, because of the number of students who graduate from UNF and find employment in Florida. We are preparing our students to meet regional needs.

The average salary of a UNF grad 10 years after graduation is 23% above the national average Data from U.S. College Scorecard.

When we look even more closely, we find some remarkable examples among pockets of our students. For example, according to PayScales, UNF was ranked at 39 out of 962 other schools for the best return on investment (ROI) for graduates with technology degrees. The ROI was 12.2%. Our newly graduated finance students had 100% employment rate, with an average starting salary of \$64,466.

Median Wages for First-Year Graduates in Florida

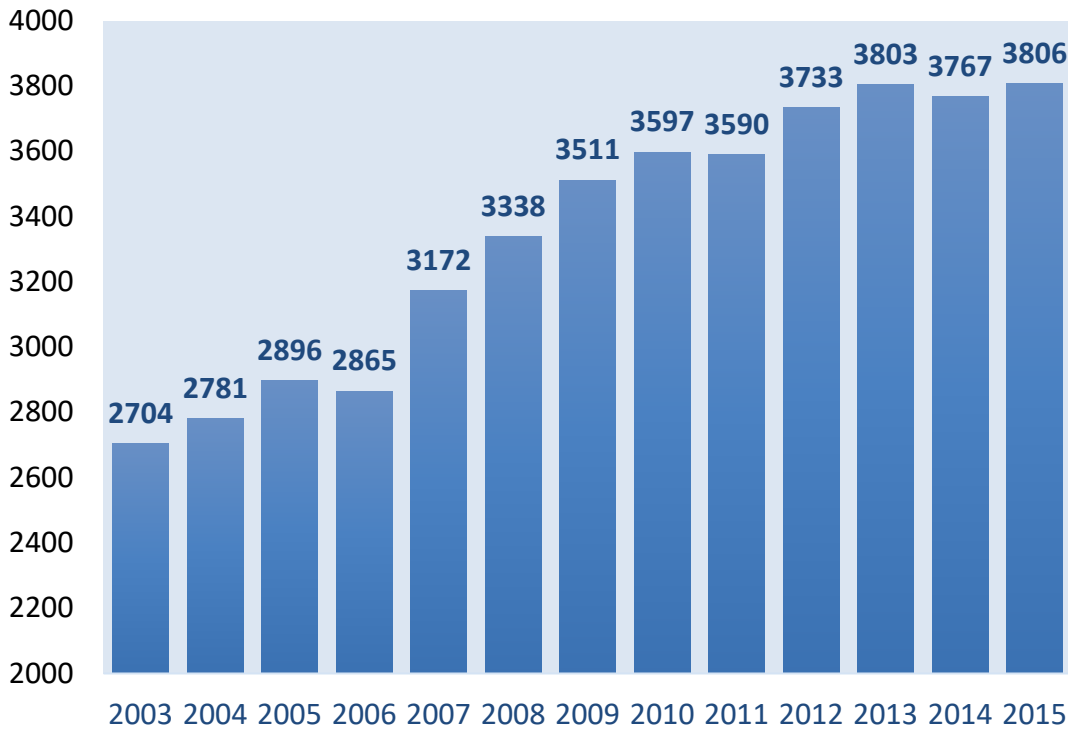


As the graph shows, UNF has been 5th from the top in wages for the past two years, as it was the year before. The schools above us are in areas where the cost of living is higher.

The increase between 2013 and 2014 is 3.5%, which exceeds the 3.1% increase in U.S. wages during the same period of time.

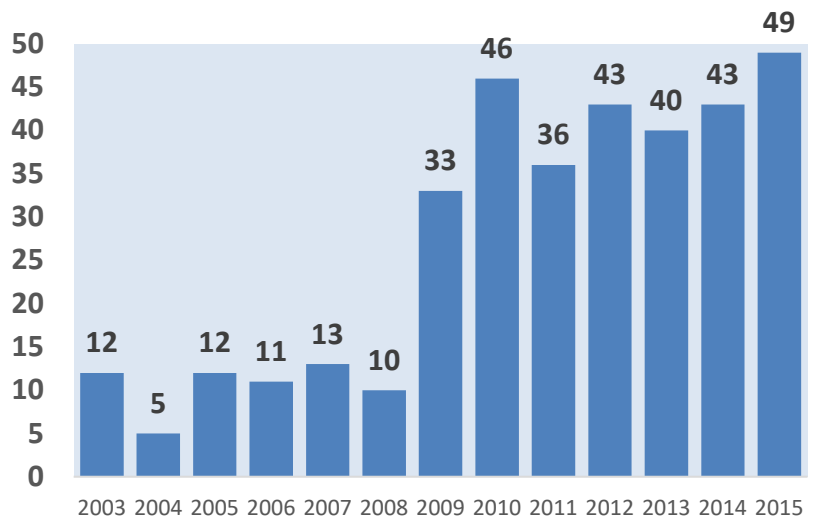
Number of Degrees Awarded

All Degrees Awarded



UNF has seen a steady increase in the number of degrees awarded annually, even when we were limiting enrollment. We anticipate larger increases in the future, as enrollment once again grows.

Doctoral Degrees Awarded



As we have added more professional, doctoral degrees our number of terminal degrees has increased. We anticipate that our newly approved degrees will contribute to this trend.

Facts about faculty

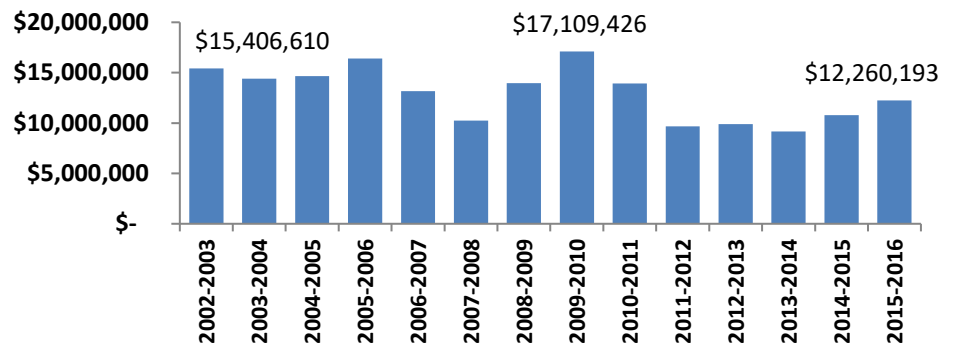
UNF faculty have strong academic backgrounds with **20% of the faculty holding their terminal degree were awarded it from one of the top 50 universities** in the United States using *U.S. News and World Report* rankings. Another **18 faculty members received their terminal degrees from international institutions.**

32 UNF faculty members were awarded funding from the Fulbright Awards Program.

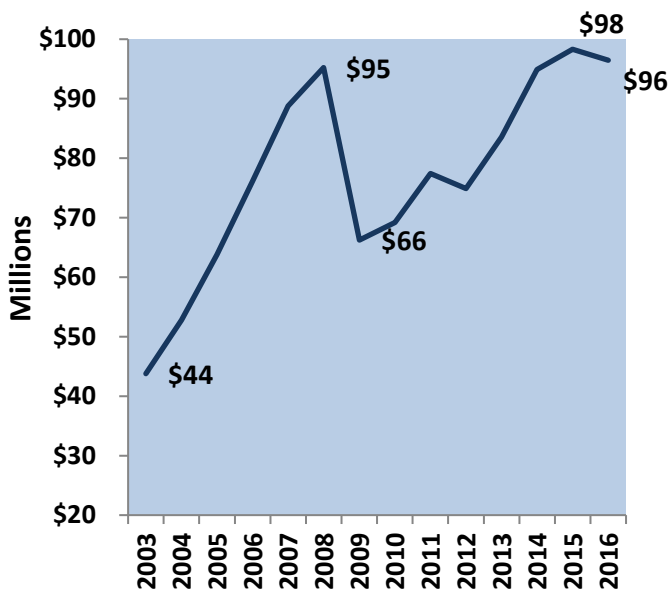
When we look at the question of teaching quality, we use multiple measures, including a standardized assessment instrument completed by students each term. **The average rating across the university for the quality of instruction has been 4.26 on a 5.0 scale** for the past 10 years.

Funded Research As an institution focused on a strong undergraduate education, funded research has not been a top priority at the University of North Florida. At the same time, we recognize that participating in such research helps keep our faculty and our students involved in the creation and application of new knowledge. We need to consider what our involvement should be moving forward.

Annual Funded Grant Awards



UNF Foundation Endowment



Fundraising

Over the past 13 years **we have been working to increase our endowment to over \$100 million.** In 2007 we thought we would finally reach our goal and then economy took a sharp turn in the wrong direction. However, beginning in 2009 we began to make the climb back up towards our goal, **a goal we expect to reach at some point this year.**

Campus Growth

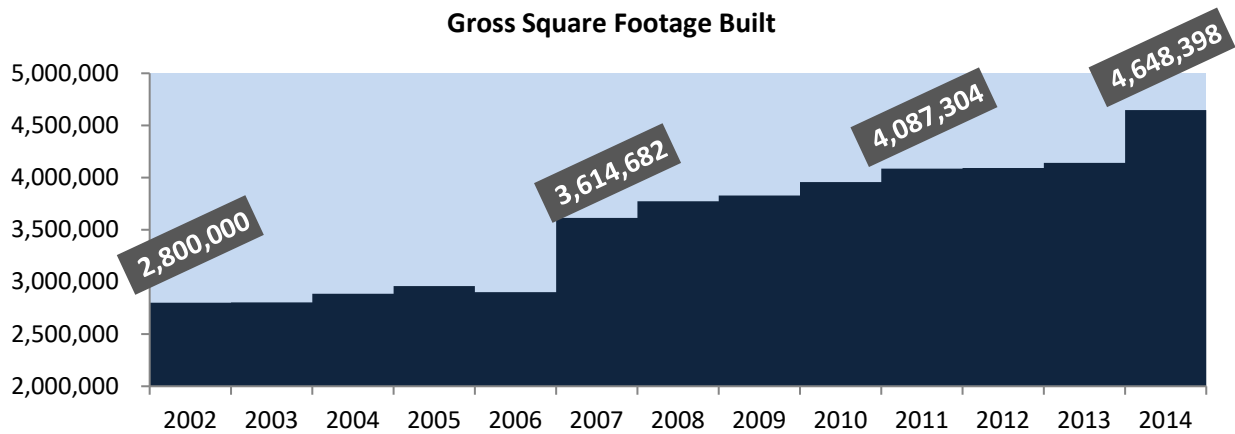
Residence Hall: Size and Occupancy

Fall Term	Number of beds	Number of Residents	Occupancy
2003	2,000	2,138	107%
2016	3,502	3,725	106%

Campus Acreage and Buildings

From 2003 to 2015 **built space increased by 66% - 2.8M GSF to 4.6M GSF**

From 2003 to 2015 **the campus acreage grew by 23% - 1,121 acers to 1,381 acers**



National Recognitions

Nationally, the University of North Florida is being recognized by some very elite organizations and is showing up on nearly every national college ranking. More and more, UNF is being seen among elite institutions as a high-caliber education destination and a great place to study, live and thrive.

2015 recognitions:

- Princeton Review Names [UNF's Coggin College 'Best Business' School](#)
- Kiplinger's Personal Finance Names [UNF 2016 Best College Value](#)
- UNF Rates [Above National Average on New College Scorecard](#)
- U.S. News & World Report [Names UNF 'Best Regional' University](#)
- College Factual Ranks [UNF Among 2016 'Best Colleges'](#)
- Princeton Review Names [UNF Best in the Southeast College](#)
- Best College Values Names UNF Fountains Most Luxurious
- UNF Listed in [National Rankings for Study Abroad Participation](#)
- Kiplinger's Personal Finance [Names UNF 2015 Best Value Public College](#)

2016 recognitions to date:

- [UNF recognized as 19th best public university in the southeast](#) by U.S. News and World Reports
- Princeton Review Names [Coggin College 'Best Business' School for a Decade](#)
- [UNF Ranks Top 10 Among 50 Most Affordable In-State Public Universities](#)
- University of North Florida Among ['26 Healthiest Colleges of 2016'](#)
- U.S. News & World Report Names [UNF 'Best Regional' University](#)

- College Factual Ranks **UNF Among 2017 'Best Colleges'**
- UNF School of **Nursing Among Top 50 Nursing Schools in the Southeast**
- UNF Receives **National 2016 Higher Education Excellence in Diversity Award**
- Princeton Review Names UNF **'Best in the Southeast' College**
- UNF Named **'Best Bang for the Buck' Among Southeast Colleges**
- PayScale Ranking Reveals **UNF Technology Students Get Bang for Their Buck**

John A. Delaney
Present/Past Boards and Affiliations

Present Boards

- Jax Chamber, Chair (2015)
- Jacksonville Civic Council, Board
- Episcopal High School Foundation Board
- Delta Upsilon Education Foundation
- North Florida School (Developmentally Disabled Students), Board
- Volunteers in Medicine, Board
- Fresh Ministries

Corporate Boards

- Main Street America (current, since 2005)
- Jacksonville Bank (until sale in 2016)
- Florida Rock (until sale in 2009)

Former Boards

- Heal Board (Heal Autism), Board
- YMCA, Board
- Tiger Academy, Board
- Nature Conservancy, Board, Florida Chapter
- Teach for America, Board
- Florida Council of 100
- Shands Healthcare, Board
- Hospice Northeast Florida, Board
- United Way, Board

Academic

- **Interim Chancellor, State University System (2008-2009)**
- **Florida Association of Colleges and Universities, Chair (2015) (current)**
- **Florida Campus Compact, Board (Current)**

Task Forces: Government or Local

- Florida Statewide Rail Commission (Governor Appointment)
- Florida Impact Fee Task Force, Chair (Governor Appointment)
- Florida Blue Ribbon Task Force on Higher Ed Reform, Chair (Governor Appointment)

Task Forces: Government or Local (continued)

- Governor Bush Second Term Transition Team (Chair, Environment)
- Civic Council: Port Task Force, Chair
- Civic Council: Pension Task Force
- Civic Council: Shands Task Force
- Mayor Curry Transition: Economic Development Committee, Chair
- Mayor Curry Transition: General Counsel Search, Chair