# MINUTES

## Trustees Present

Kevin Hyde (Chair), Sharon Wamble-King (Vice Chair), Tom Bryan,

Jenna DuPilka, David Fenner, Wilfredo Gonzalez (via telephone), Paul McElroy, and Hans Tanzler

## Trustees Absent (excused)

Annie Egan, Adam Hollingsworth, Oscar Munoz

## Item 1 Call to Order

Chair Hyde recognized a quorum and called the Plenary Session to order.

## Item 2 Public Comments

Chair Hyde offered those in attendance an opportunity for public comments. There were no comments from the public.

## Item 3 Chair’s Report

Chair Hyde thanked Vice President Sharon Ashton for her years of service at UNF. Ms. Ashton is retiring April 2019. Chair Hyde announced Dr. Simon Rhodes as UNF’s new Provost.

## Item 4 Legislative Report

Vice President Duncan presented a summary of where we are in week two of the legislative session. House Higher Education Appropriations Committee has been very busy evaluating all existing partially-funded university PECO projects. Universities that have existing projects are presenting their justification for ongoing funding in 2019 budget. We are not presenting as UNF does not have any partially-funded PECO projects to defend.

We do have two new PECO projects filed by Sen. Aaron Bean in the Senate and Rep. Yarborough in the House. Both are renovations: the repair Roy Lassiter Hall and the joining of Coggin College of Business with the Honors College.

The House Higher Ed Appropriations Committee has not heard any new PECO requests. Senate has not released its PECO funding recommendations at this

time. Regarding PECO funding, the Board of Governors has stated a preference for renovations first ahead of any new buildings.

**Additional bills to watch**

HB3973 by Stevenson is a $350,000 appropriations request on behalf of both the JAX Chamber and UNF. This bill allows for the expansion of the Chamber’s JAX Bridges program to Clay and St. Johns County. This partnership will include paid internships at UNF’s Center for Entrepreneurship and Innovation.

HB839 by Rodriguez modifies state university performance funding metrics and revises requirements for the State University System institution direct-support organizations (DSO) to require that restrictions relating to funding transfers also applies to DSO not-for-profit subsidiaries and affiliates.

**Board of Trustees Engagement**

* Advocacy
  + Each trustee should indicate whether they are interested in participating in advocacy at the state level during this session and whether they have close relationships with key legislators.
  + Trustees may be called upon to contact key legislators as we move through the legislative budget process.
* Ongoing Engagement
  + After the legislative session has completed, we will be exploring a personalized approach to Trustee engagement which may include but not be limited to advocacy
  + Vice President Heather Duncan will continue working with Trustees to develop.

The Governor has asked the universities to look at possible partnerships in Israel. President Szymanski has been offered the opportunity to travel on the Governor’s Economic Mission to Israel in May. UNF identified two universities in Israel where there are strong synergies and opportunities in faculty/student exchange, research and distance learning. Enterprise Florida will be facilitating communication and meetings between UNF and either or both universities.

## Item 5 Trustee Training on Use of Funds

Vice President Shuman addressed the Board and provided a tutorial for Trustees that was developed by the Board of Governors staff and then modified to include UNF’s information. The presentation included information regarding delegations to the Board of Trustees, Board of Governor Regulations, Operating Budget and Fixed Capital Outlay Budget. She discussed the Powers and Duties emphasizing “the intent of this regulation is to delegate powers and duties to the university boards of trustees so that the university boards have all of the powers and duties necessary and appropriate for the direction, operation, management, and accountability of each state university.” Additionally, “each board of trustees shall be responsible for the financial management of its university.” Next, Vice President Shuman reviewed the state university operating budget regulations stating “that each university president shall prepare an operating budget for approval by the university board of trustees, in accordance with instructions, guideline, and standard formats provided by the Board of Governors.”

Next was a review of Florida statues 1011.45 (end of year balance of funds). It states that “unexpended amounts in any fund in a university current year operating budget shall be carried forward and included at the balance forward for that fund in the approved operating budget for the following year.” Furthermore, 1011.90(4) (State university funding) states “that expenditure analysis, operating budgets, and annual financial statements of each university must be prepared using the standard financial reporting procedures and formats prescribed by the Board of Governors. These formats shall be the same as used for the 2000-2001 fiscal year reports.” Additional appropriations 1011.91(1) states “except as otherwise provided in the General Appropriations

Act, all money that comes from federal grants, student fees, private sources, and from vending machine collection is discretionary; however, the budget must be approved and these funds may not be expended for construction, except as provided by S.1013.74. F.S.”

Vice President Shuman presented a chart on the total UNF 2018-19 operating budget. Then she discussed the proper uses of the various revenue sources/funds: Education and General (E&G), Contracts and Grants, Auxiliary Enterprises and Local Funds. She stated the applicable regulations and rules around each source of revenue.

Then, Vice President Shuman presented information on the Fixed Capital Outlay budget. PECO, CITF and Auxiliary Revenue were discussed in detail referencing the regulations and examples of appropriate projects. The presentation ended with a discussion on financing mechanisms: Debt financing and Public Private Partnerships.

## Item 6 President’s Report and Discussion Around Strategic Planning

President Szymanski reported to the trustees on progress since the January 2019 Board meeting. He spoke about building a team, including positions eliminated, positions filled and searches in progress. He noted three vice president positions were eliminated, a provost was named, and a search was in progress for a vice president of marketing and media relations.

President Szymanski spoke about building the spirit of “One Team.” He noted the university is gaining support from the Board of Governors, the Chancellor, and political leaders.

President Szymanski spoke about his Presidential JAM Sessions, an effort to be available and accessible to faculty and students. He noted these sessions, scheduled twice per term, were an opportunity to hear directly from all faculty, to discuss any issues they wished to discuss. Also, this was an opportunity to hear from students, twice per term, in small groups, to learn about key priorities for student services, to create a culture for student success.

President Szymanski spoke about three issues. Top on the list was to develop a culture of service excellence. He noted efforts were being made to create a disciplined approach, to include a “can do” culture. He listed excellence in student services as a key priority.

Second on the list was to develop a culture of student success. He gave an example of making course syllabi available, so students can make informed decisions when scheduling classes. Also, faculty are now issuing mid-term grades, to positively affect DFW rates through Supplemental Instruction and other means. President Szymanski listed teaching excellence as an imperative. He noted students will stay because of faculty’s commitment and enthusiasm. He spoke highly of UNF’s faculty.

Third on the list was the University’s strategic plan. President Szymanski stated the strategic plan was due to the Board of Governors in September, and he would present the plan at the October Board of Governors meeting. He shared the importance for the strategic plan to be inclusive and this would require input from faculty and students during the spring and summer terms.

President Szymanski spoke about preparing for the future. He said there is greater scrutiny in higher education which will prompt institutions to think about funding models, with consideration to state support, space utilization, accountability, processes, procedures, and responsibilities.

President Szymanski emphasized the need to change demographics and enrollment growth. He spoke about a national prediction for a significant decline in high school graduates. He stated UNF must prepare well in advance to compete for the future.

President Szymanski spoke about preparing for the future by changing the face of education. He noted immersion and engagement with students and business, cross-college collaboration, relevant pedagogies, making degree and course content relevant, a need for continued innovation, and positioning for change.

President Szymanski spoke about three new programs designed to prepare UNF for the future. The first program – the Community Alliance for Student Success (CASS) – a program partnering with the community to create a social support experience for under-represented students. This program is being built with community involvement and leadership and includes teams of prominent individuals. The second program – the UNF+ program – an undergraduate plus graduate degree in four years program, designed to reduce fees and the cost of education. The third program – the UNF Entrepreneurship and Innovation Center – which presents an opportunity for UNF to be at the forefront of the innovation corridor in Jacksonville.

President Szymanski provided trustees with three messages to walk away with. The first message – the Board of Governors wants the University of North Florida to be successful. The second message – UNF is Jacksonville’s university – the city hires UNF’s students, as interns and as full-time employees; the city partners with the University; and, the University has a responsibility to make Jacksonville great. The third message – it’s a new day at UNF; it’s about partnerships, student success, building bridges to the community, and achieving excellence together.

President Szymanski spoke about the University’s strategic mindset, including being ambitious in a positive way. The University owes it to ourselves, as an institution, and to the community, to make sure we are successful – to be difference makers. The University should strive for perfection, to be a 10 in the face of choice. UNF wants to be that university that is excellent in culture and attitude, to lead the way, respectfully and with integrity. President Szymanski noted our students have a choice and the University owes it to them to be leaders as opposed to followers, to be innovators, and to do what is right and what others are unable or unwilling to do.

President Szymanski talked about creating UNF’s next chapter. He stated the University would lay out a simple strategic plan, to include a mission, vision,

values, and strategy and tactics. And, the University would create a narrative and execute against a standard of student, faculty, and staff excellence.

According to contract requirements, President Szymanski provided a quarterly update on his presidential goals. He spoke about his first goal, specifically performance metrics. He started with Metric 3 – net tuition and fees. He noted the University will: request Board of Trustees’ approval for a decrease in graduate tuition; offer UNF+ scholarships for students to make up the difference between graduate and undergraduate tuition; increase Pell grant students; work with the College of Computing, Engineering and Construction to get degrees to 120 hours; examine student fees; make fund-raising a priority to increase scholarships; and, reduce and reallocate student fees.

President Szymanski spoke about Metric 4 – four-year graduation rates. He spoke about the addition of a student portal for centralized student data for advisors which provides retention risk scores. He noted there is an increase in Supplemental Instruction visits and an increase in the number of visits to tutoring sessions, and there is proactive advising toward 15 credit hours per term, and completion in four years. President Szymanski said the University is assessing majors with more than 120 credit hours. Also, the Provost is requiring a mandatory reporting of mid-term grades.

President Szymanski reported on Metric 5 – student retention. He noted the Stay Strong initiative, including a $600 book scholarship for returning students. Also, additional financial aid is allocated for students in need. Other retention initiatives include the Student 360 Portal to compute retention risk scores, and a new course registration priority for first-year students. He spoke about an initiative underway for a compelling second-year experience. President Szymanski stated there is a need for improvement in service levels across all student functions and a need to reduce DFW rates.

President Szymanski reported on Metric 7 – Pell grant students. He noted additional financial aid is being allocated to these students and the University is waving the application fees. Also, the University is deferring orientation fees and housing deposits until financial aid disbursements are made. And, Enrollment Services is visiting all Duval Title I schools. He included the development of the Community Alliance for Student Success (CASS) program

as an initiative to improve this metric, noting initial meetings with community leaders are underway.

President Szymanski reported on his second goal, institutional metrics. He spoke about a 3 percent increase in student headcount. He noted a 20 percent increase in Pell grant students, with the number of enrolled Pell-eligible students up

18.6 percent, and the number of Pell recipients, first-time-in-college only, up

13 percent. President Szymanski reported the University is tracking a 32 percent increase, year-to-date, on Pell-eligible confirmations. He also spoke about a

4 percent reduction in the cost of education with an expected improvement of 20 percent from the 2018 Performance-Based Funding round to the 2019

Performance-Based Funding round. President Szymanski said the University has achieved a fundraising goal of $15 million.

President Szymanski reported on his third goal, organizational metrics. He stated he has built a senior leadership team by eliminating three vice president positions; creating and filling an executive director of University relations position; creating and filling a vice president of strategic analytics position; filling an open vice president of Academic Affairs and provost position; and a search is underway for a newly expanded vice president of marketing and communications.

President Szymanski reported on his community engagement and the improved relationship with the Board of Governors. He mentioned he had a total of 989 meetings since the last Board of Trustees meeting. Of these, 357 were with community members, including key political leaders; 82 meetings were external and, of these, 37 were speaking engagements. President Szymanski mentioned he is working to schedule meetings with legislatures. He spoke about his outreach with the Board of Governors, noting he has completed meetings with Governors Link, Morton, Lautenback, and Kitson, and he has an upcoming meeting with Governor Jordan. President Szymanski reported the Board of Governors approved UNF’s $10.5 million Legislative Budget Request, a UNF first-ever. President Szymanski stated he has a positive relationship with the Chancellor. He also reported on his community engagement, noting he is a member of the Board for the Jacksonville Chamber of Commerce, the American Heart Association, and the Jacksonville Civic Council.

President Szymanski concluded his conversation on organizational metrics, stating the University will develop and present a substantively revised strategic plan to the Board of Trustees and the Board of Governors. He noted the University presented a revised strategic framework to the Board of Trustees October 2018 and submitted a revised strategic framework to the Board of Governors that was discussed at the January 2019 meeting. He noted his next steps to develop a strategic plan for submission to the Board of Governors in September, and presentation to the Board of Governors at the October 2019 meeting. He clarified that the development process for the strategic plan will include input from faculty and students during spring and summer 2019.

## Item 7 Strategic Analytics Update

Dr. Jay Coleman, vice president of Data Analytics, began by giving an overview of the impact of first-year DFW rates, and first-year grades in general, on the retention metric. He then discussed the various drivers of DFW, including factors associated with the course, the student, the student’s engagement activities, the student’s preparation before college, and the course instructor, and presented a demonstration of the size of the relationship between each of these factors and whether a student passes a course.

Vice President Coleman then reported findings from our latest advanced analytics models of DFW as they relate to and support various institutional initiatives, including requiring midterm grades, pushing 15-to-Finish, advancing Healthy Osprey, giving out more scholarships, and developing greater support for Pell students.

Vice President Coleman ended his presentation with a discussion of the relative strengths of the student’s high school GPA versus his or her SAT/ACT score as an indicator of how well a student will perform in college.

## Item 9 Consent Agenda

Chair Hyde presented the following items on the consent agenda for approval:

* Plenary Session Draft Minutes, January 17, 2019
* Items from Finance and Facilities Committee:
  + None
* Items from Audit and Compliance Committee:
  + None
* Items from the Academic and Student Affairs Committee:
  + Tenure Upon Appointment for Provost
  + Approval to change the name of the Department of Communication to the School of Communication
  + Approval of New Degree Program: Executive Master of Health Administration
* Items from Governance Committee:
  + None

Chair Hyde asked for a motion to approve the consent agenda. Trustee McElroy moved to approve the consent agenda, Trustee Burnett seconded the motion, and the motion carried unanimously.

## Item 10 Adjournment

Having no further business, Chair Hyde adjourned the meeting at 4:12 p.m.