University of North Florida

Board of Trustees Meeting

March 25, 2019 – 9:30 a.m.

President’s Conference Room

**MINUTES**

**Trustees Present**

 Annie Egan (via telephone), Stephen Joost (via telephone) and Wilfredo Gonzalez

## Item 1 Call to Order

President Szymanski called the meeting to order. He indicated the purpose of today’s

meeting was to provide an overview of the March 14, 2019 Board of Trustees meeting for

Trustees who were unable to attend the meeting or who attended by phone.

## Item 2 Public Comments

President Szymanski offered those in attendance an opportunity for public comments. There were no comments from the public.

## Item 3 Overview of agenda items presented at the March 14, 2019, Board of Trustees Meeting

President Szymanski asked Karen Bowling, Director of the Center for Entrepreneurship, to provide an overview of the new Center for Entrepreneurship. Ms. Bowling shared the following information:

The Center for Entrepreneurship and Innovation is a facility for “aspiring” entrepreneurs from both the Community and the University to have office space and access to UNF Interns, advisors, and mentors to vet and pursue their business idea at no charge to them. Approximately 10 people will be selected by the Center’s Advisory Board through an application and pitch process and provided space in the Center for up to a year, beginning with the fall term. Policies and procedures for the Center’s operation are currently being developed. Trustee Joost suggested that we consider a buyout option in the agreement, which Ms. Bowling stated was something they would be discussing along with the ethical guidelines for the Center.

Trustee Gonzalez had several suggestions, including reaching out to the Fire Departments since many first responders have their own businesses that the Center may wish to target. Ms. Bowling will be following up with Trustee Gonzalez directly concerning his suggestions.

Vice President Shari Shuman presented an overview of the Finance and Facilities Committee Meeting. This included updates on current negotiations for a five-year lease extension for the ADT building and the Campus Development Agreement Road Construction Mitigation. Vice President Shuman then presented on Different Enrollment Growth Scenarios and the Financial Impact to the University. She shared four spreadsheets reflecting different growth scenarios and noted that these were provided at the Board meeting. Trustee Egan asked if the Board of Governors is asking us for these projections. Vice President Shuman stated this was not a mandate from the Board of Governors. Instead, the schedules were presented to begin a discussion on how much the University should grow in the future. This discussion will be important as we begin the master plan process and has implications for the University’s mission.

Finally, Vice President Shuman provided an overview of activities related to training of the university in the event of an active shooter. She also presented an overview of the operational review of the incident of February 11, 2019, at the arena garage. The review was conducted by Mr. Robert Greenlaw, an emergency management consultant, currently contracted by UNF. Mr. Greenlaw’s professional background and experience has been shared with the full board.

Vice President Shuman noted that there were several positive aspects of the event, including the extremely quick response by officers who were on the scene within one minute and eighteen seconds, and that incident command was instituted immediately. Additionally, this was an opportunity for learning that thankfully did not involve an actual threat.

Vice President Shuman reported that several opportunities for improvement were identified in the report. These included that the Communication Center is under-staffed and has a very high staff turnover. The software used as configured by UNF was not suitable for the distribution of email. There were no pertinent stored messages to go out to campus. Vice President Shuman also reviewed Mr. Greenlaw’s recommendations, including:

* Increase communications center staffing to a two-person minimum and reduce turnover rate through salary increases.
* Replace the current software in the UPD Communications Center with a system designed for rapid and error-free public safety alerts
* Create messages in the warning system to cover high profile and critical incidents. The same warning system should be remotely accessible for follow up message by public information officers
* Provide the Communication Center with guide cards, both physical and electronic, to quickly access procedures
* Require Active Shooter Training for all employees, including faculty
* Monitor implementation of the recommendations and take advantage of the lessons learned in this incident to develop systems and procedures to mitigate similar issues.

Vice President Shuman reported that she had conducted a Trustee Training on Use of Funds at the Board meeting. This training, which is focused on financial fiduciary responsibilities for Trustees based on the Florida Statutes and Board of Governors regulations, is extremely important. Vice President Shuman will follow up with Trustee Egan and Trustee Joost to set up a time to complete the training.

Provost Pam Chally then provided an overview of highlights from the Academic and Student Affairs Committee. She reported that the Board had unanimously approved tenure upon appointment for UNF’s next Provost, Dr. Simon Rhodes. She also reported on the Board’s approval of a name change of the Department of Communication to the School of Communication. Finally, she reported on the Board’s approval of a new degree program, Executive Master of Health Administration.

Dr. Dan Moon, Interim Associate Provost, provided a brief overview of the Quality Enhancement Plan (QEP) which is a component of the SACSCOC accreditation process. UNF’s QEP, Writing Around the Curriculum, is a five-year initiative focused on improving student writing skills. He noted that this is a holistic approach to writing and will support all majors.

Dr. John Kantner, Associate Vice President for Research and Dean of the Graduate School, provided an overview of a new initiative UNF + Pathway Pledge for Exceptional Students designed to incentivize UNF undergraduates to matriculate to graduate programs. The goal is to have UNF undergraduates move through their program faster and complete a master’s degree in 4 years. He stated that with the new incentives of lowering the cost through the Pathway Pledge-73 UNF undergraduate students have signed up.

President David Szymanski provided an overview of his President’s report that was presented at the March 14th meeting. Specifically, he reported 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 presidential positions have been eliminated, a provost has been named and a search is in progress for a vice president of marketing and media relations. He also 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 hosting 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 and to discuss issues they wish to discuss. There was also an opportunity to hear from students twice per term, in small groups, to learn about key priorities for student services, and to create a culture for student success.

President Szymanski spoke about the development of a culture of service excellence. He noted that excellence in student services is a key priority. He also discussed the importance of creating a culture of student success. Examples include the creation of a course syllabus bank so that students can make informed decisions on class scheduling and workload. He also noted that faculty are now issuing mid-term grades, and positively affecting the DFW rate through Supplemental Instruction. He also listed teaching excellence as an imperative. The President further informed Trustees that a new strategic plan is due to the Board of Governors in September, and he will present the plan at the October Board of Governors meeting. He shared the importance for the strategic plan to be inclusive, and this will 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. President Szymanski 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 talked 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 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.

The meeting concluded with a presentation by Dr. Jay Coleman, Vice President of Data Analytics, on strategic analytics. Dr. Coleman provided an overview of the impact of first-year DFW rates and first-year grades on the retention metric. He 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. He showed the relationship between each of these factors to a student’s achievement of a passing grade in a course. Dr. Coleman reported findings from our latest advanced analytics models of DFT as they related to and support various institutional initiatives, including requiring mid-term grades, pushing 15 to Finish, advancing Healthy Osprey, giving out more scholarships, and developing greater support for Pell Students. He also discussed the relative strengths of a student’s high school GPA versus his or her SAT/ACT score as an indicator of how well a student will perform in college. Discussion took place on first-year retention rates and DFW rates and how it affects the metrics. Dr. Coleman stated that we currently have some methodology in place such as mid- term grades and early alert system to help the student succeed.