# MINUTES

**Trustee Attendees:** Chair Hyde, Vice Chair Wamble-King, Trustee Bryan, Trustee Davis, Trustee Egan, Trustee Gonzalez, Trustee Joost, Trustee McElroy, Trustee Patel, Trustee Schneider, Trustee White

**Trustee Absences (Excused):** Trustee Burnett, Trustee Hollingsworth

## Item 1 – Call to Order

Chair Hyde called the meeting to order at 8:33 am.

## Item 2 - Public Comment

There were no requests for public comment.

## Item 3 – Discussion on Presidential Goals for FY 2020-2021

Chair Hyde took a moment to state that typically, the President and the Board would have a discussion about the annual Presidential goals in September, but with changing conditions due to the pandemic, the Board scheduled the discussion for the October 15, 2020 Board of Trustees meeting. Chair Hyde noted that he had had multiple conversations with the President about the President’s annual goals and highlighted that the largest goals this year have been to respond to the COVID-19 pandemic, open the campus safely which the President and his team had done in the fall, and continue campus operations safely. Chair Hyde furthered that he and President Szymanski had been meeting virtually each week with the Chancellor, the Chair of the Board of Governors, and the Chairs and Presidents of the other SUS universities to work through the myriad issues related to COVID-19. He asked that the President speak to the Board about his goals in the context of this period of great fluidity and uncertainty.

President Szymanski began the discussion on the annual presidential goals focused on the areas of navigating COVID-19; Diversity & Inclusion; the cost of education; fundraising; faculty, student and staff events, MedNexus, and SUS metrics. He reiterated Chair Hyde’s remarks that navigating COVID-19 has been and will continue to be the largest priority for the University, this year, and stated that staff had worked diligently to re-open campus safely. The President relayed that the University will continue its vigilance and focused efforts, in the spirit of shared responsibility, to promote a safe living, working, and teaching environment for faculty, students, and staff, as UNF continues to adapt its Blueprint to the COVID-19 pandemic.

The President highlighted that UNF currently has the most diverse student body it has had in its history. He noted that the University will continue to focus on recruiting underrepresented and first-generation freshman to UNF. President Szymanski shared that the University will also continue to grow student involvement and community participation in the CASS (Community Alliance for Student Success) program. He added that UNF will promote anti-racism and improve inclusion at UNF, in partnership with the Chief Diversity Officer, members of the Commission on Diversity and Inclusion (CODI), the Office of Compliance and others.

President Szymanski stated that additional priorities for 2020-2021will be a continued emphasis on lowering the average cost of undergraduate education at the University as well as on fundraising. To support the latter, the University will continue its efforts on stewardship and meeting new prospects in partnership with UNF Foundation leadership. Undergraduate scholarships will remain a UNF fundraising priority.

The President relayed that organizing faculty, student and staff events will remain a priority. The Administration will partner with faculty, students, staff and Academic Affairs to continue to create new and enhanced meeting opportunities that include coffee with the president; town hall meetings; zoom sessions; virtual and in-person class visits; student, faculty, and staff-led events; as well as special events on campus hosted by the president (e.g., Thanksgiving dinner for food- and housing-insecure students).

President Szymanski stated that there will also be an emphasis on creating the UNF Medical Nexus. The initial focus will be on securing specialized equipment; developing educational facilities (e.g., simulation labs); launching educational programs; and creating partnerships with the City of Palm Coast, Florida health care providers, Florida colleges, and others.

The President also confirmed that there will be a continued focus on improved performance across the SUS Metrics, but especially the four metrics of emphasis on the UNF Strategic Plan: student accessibility, retention, graduation rates, and the cost of education.

Trustee Bryan thanked President Szymanski for his presentation. He noted several instances during which he has been out in the community while wearing UNF-related apparel and noted that he has spontaneously run into several UNF students and former students who have repeatedly shared their positive UNF experiences with him. He thanked the President for all he is doing for the University.

## Item 4 - Update on COVID and Spring Semester

The President stated that the UNF community has had a shared responsibility to keep the community safe and the students, faculty and staff have done a phenomenal job with regard to their vigilance. He relayed that this vigilance has proven invaluable; there has been no evidence of transmission within the classroom – not between students who are in the classroom or between faculty and students.

President Szymanski provided the Trustees with an overview of the COVID-19 Team, with Bob Greenlaw, COVID Emergency Manager overseeing the University’s efforts in this area and the following staff overseeing the following teams:

Dan Moon, Associate Provost – Academic Program Delivery Working Group

Scott Bennett, Vice President of Administration and Faculty – Healthy Campus and Environment Working Group

Eric Bruder, Vice President of Marketing and Communications – Healthy Community Environment Working Group

Curt Lox, Dean, College of Heath – Testing, Contact Tracing & Surveillance Working Group

President Szymanski relayed that the University had spiked twice. It went from a total of 11 student to 22 students (this past week) total who tested positive for COVID-19. The University did contact tracing and continues to educate the University community on safe practices. The President gave the Board an overview of the number of tests, the results and the responses from August 20, 2020 to the present. He spoke of the strategic challenges as the University continues to move forward and deliver academic excellence (online vs. in-person course delivery, utilizing master teachers, developing course mastery, focusing on student and faculty wellbeing and reimagining the future of learning) while working to support an engaging campus experience (the uncertainty of knowing how long the University will be operating in a COVID environment, Human Resources needs and concerns, supporting social and athletic activities in the COVID environment and working to reimagine the campus of the future). (The President emphasized that all of these things will be taking place in the context of: CDC guidelines; existing facilities; technology; safety concerns; financial resources; staffing; state, regional, and local considerations; SUS and legislative priorities; and medical breakthroughs; etc.)

Trustee Schneider relayed that she had received a COVID test at one of the University’s testing sites and relayed that she had had a very positive experience. She reiterated previous statements that the University has done a phenomenal job of managing COVID. Trustee McElroy congratulated President Szymanski on the COVID strategy and operating response. He stated that he was really please to see the shift in focus to not on the challenges of the COVID environment but also the opportunities. He stated that these strategies will allow the University to take advantage of new opportunities in the changing landscape. Trustee White stated that he had heard a rumor that there may be a bit of pressure for faculty, within the system, to return to the classroom and to a modality of 80% in-person instruction by spring. President Szymanski and Trustee Schneider relayed that they do not know of any such plans at this time and that all institutions within the system are continuing to evaluate and grapple with questions of how to provide students with the best academic and campus experience while following CDC guidelines.

## Item 9 – Ratification of Memoranda of Understanding between UFF-UNF and UNF BOT

Chair Hyde next turned to item 9 on the agenda ***Ratification of Memoranda of Understanding between UFF-UNF and UNF BOT*** and stated that outside counsel Mr. Mike Mattimore had joined the meeting. He invited Mr. Mattimore to speak about the MOUs.

Mr. Mattimore thanked the Chair and Board of Trustees for the opportunity to speak with them. He stated that since the outset of the pandemic, the University has had ongoing meetings with representatives of the United Faculty of Florida about how the pandemic has impacted the operation of faculty delivery of academic education. Mr. Mattimore relayed that UNF and the UFF-UNF have reached three separate Memoranda of Understanding. He stated that the:

**April 10, 2020 MOU** allowed faculty to “move the tenure clock” and made ISQs and evaluations optional for that year due to the transition of all courses to remote teaching. The MOU also addresses ownership of course content for classes that have transitioned from face-to-face teaching to remote delivery of the course.

**June 29, 2020 MOU** related to the *UNF Blueprint for Returning to Campus, Fall 2020* safely. The MOU addressed the commitment to the adherence to CDC guidelines related to COVID-19 and recognized the method of recording safety concerns. Mr. Mattimore stated that the MOU had a formal methodology for receiving and addressing concerns about safety.

**September 3, 2020 MOU** contained a provision spring summer transfer your course to another faculty member. Mr. Moore relayed that it also defined the deadline (moving it from September 30, 2020 to December 15, 2020) by which faculty can file the form for the one-year tenure clock extension.

Mr. Moore advised that the MOUs are revenue neutral and that other SUS institutions have similar agreements. He also confirmed that all three agreements had been ratified by the United Faculty of Florida and were being presented to the Board of Trustees for ratification.

Mr. Mattimore clarified questions about intellectual property consistent with the collective bargaining agreement.

Chair Hyde asked if there were additional questions. There being no further questions, Chair Hyde asked for a MOTION to ratify all three memoranda. Trustee White made MOTION to RATIFY, and Trustee Schneider SECONDED. The memoranda were unanimously approved.

## Item 5 Introduction of Interim Provost, Dr. Karen B. Patterson

The President introduced Dr. Karen B. Patterson, the new Interim Provost. Chair Hyde and the President expressed how much they had enjoyed working with Dr. Rhodes and stated that they would like to thank him for his service to UNF as Provost. They also expressed that they were very pleased that Dr. Patterson accepted the appointment as Interim Provost. President Szymanski stated that Interim Provost Patterson has had a wide array of experiences and developed a depth of knowledge about UNF through the multiple roles she has served in at the University of North Florida. Chair Hyde and President Szymanski stated that they look forward to working with her. Interim Vice Provost thanked the Chair and the President and expressed that she looks forward to working with the Board.

## Item 6 - Strategic Analytics Update

Vice President Coleman began his update by sharing that one of the things that happened in the most recent legislative session was the passage of legislation that requires the Board of Governors, as part of its system Legislative Budget Request, to track the number of faculty per administrator at each of the state universities. Administrators are those at the Assistant Director level or above and without faculty rank. The analysis includes only state-funded employees, and part-time faculty are included in the number of faculty. The law stipulates reporting a five-year trend going forward, but this year, they are using one year of data (pre-COVID, from Spring 2020). UNF has 976 faculty members and 169 administrators, with a faculty-per-administrator ratio of 5.8. That rate was tied for the second largest number of faculty per administrator in the system.

Vice Chair Wamble-King asked how many full-time faculty UNF has. Vice President Coleman confirmed that the University has 633 full-time faculty.

Vice President Coleman then presented a plot of the results for all institutions except for UNF, and illustrated that a best-fit curve to the data explains 98% of the variation of the number of administrators based on the number of faculty. You can also see economies of scale develop as the number of faculty increases at other institutions. Vice President Coleman stated that if one uses the same curve to predict the number of administrators at UNF, the University – with its 976 faculty – would be expected to have 250 more administrators in order to match the system average for our size. However, UNF has only 169 administrators. Thus, the University is 81 administrators “short,” which is more two standard deviations away from 250. He added that this is evidence that UNF’s administrative structure is extremely lean, and runs leaner on average than the large majority of our sister institutions. He noted that UNF’s administration would have to increase by almost 50% to reach the State University System average for an institution our size.

Vice President Coleman clarified that no one is espousing that the University go out and hire 81 more administrators to cover the current gap. However, given discussions about Legislative Budget Requests at the most recent Board of Governors meeting, the analysis provides strong evidence that the additional staff members in the University’s MedNexus Legislative Budget Request are essential for the University to achieve the goals of the LBR.

As part of a new practice at the University’s Board meetings to share three key takeaways with the Board that can help them answer questions they get in the community about the University, Vice President Coleman highlighted UNF’s fast growth in three areas:

1. Graduation rates: the University has achieved 70% growthin the last 5 years.
2. Freshman classes: the University has achieved 73% growthin the last 5 years.
3. Traditionally underrepresented freshmen: the University has experienced 163%growth in last 5 years (with 247% growth among Black/African-American freshmen).

## Item 7- Student Government Update

Trustee Schneider provided updates on Student Government initiatives and began by relaying that, at the beginning of the current administration, the current Student Government allocated $250K for the Student Emergency Relief Fund in order to support students. *Lend-a-Wing is* moving from Hicks Hall to the Student Union in order to be more accessible to students, and the new location is scheduled to open close to the Thanksgiving holiday.

Trustee Schneider relayed that the Student Government had secured funding for their initiative that will provide all on-campus students with 25 free pages of printing in the University Library. She stated that the students appreciate this program for its convenience and support for their success.

Trustee Schneider introduced Student Government Vice President Kayla Dougherty who has been working on a campus safety initiative for students through which students traveling to their dorm room or car late at night can request a student to escort them. Trustee Schneider relayed that Vice President Dougherty has also created a COVID-19 Student Focus Group, which meets every other week to discuss students’ COVID-related experiences.

Trustee Schneider also provided an update on the upcoming Student Government elections, noting that this year’s election cycle is particularly robust - with 33 candidates for 20 seats. She relayed that the Student Government had also been intentional about hiring an Elections Commissioner who among other things has had a focus on diversity. Trustee Schneider spoke of additional Student Government efforts in the areas of Diversity and Inclusion. She relayed that the Student Government has been meeting with Black-led student groups and ideas for several initiatives have come from those meetings:

Ensuring that the University has scholarships for underrepresented groups

Establishing additional student- and community-led safety programs

Ensuring that the Student Government is as welcoming and transparent as possible.

Trustee Schneider concluded by highlighting another recent initiative which supports these goals – giving the presidents of the Student Alliance for Inclusion and Diversity groups permanent, non-voting seats in in the Student Senate. (She noted that this initiative is subject to approval later this year.)

Trustee Bryan asked Trustee Schneider if the increased number of candidates for the upcoming election was due to increased student engagement or the Elections Commissioner’s work on campus reaching out to other campus groups. Trustee Schneider stated that she believes it is due to several factors: students’ desire to have additional opportunities to engage during the pandemic and increased competition and opportunities as new political parties form in the Student Government.

## Item 8 - Faculty Association Update

Trustee White began his update with a quick overview of the organizational structure of the Faculty Association and its Executive Committee. He also expressed that the Faculty Association was pleased to hear of Interim Provost Patterson’s appointment, stating that Interim Provost Patterson is a long-time advocate for faculty and will bring insights from the many academic and administrative roles she has served in throughout her career at UNF. He thanked her for taking the role on after Provost Rhodes’ departure. Trustee White also thanked Vice President Coleman for his leadership during his time as Acting Provost prior to Dr. Patterson’s appointment.

Trustee White spoke of the Faculty Association’s vision for UNF – that faculty believe that preparing UNF graduates for their careers is essential, but that faculty also want to ensure that students’ education also grounds them in social justice and a commitment to anti-racism. Trustee White emphasized that these aspects of their education will make UNF graduates even stronger leaders.

Trustee White reviewed some of the initiatives in these areas that have already taken place at the University:

Anti-racism and social justice book groups (faculty groups and faculty/student groups)

Committee on Diversity and Inclusion (CODI) Initiatives

The Justice Sessions

Difficult Conversations Forum

General Education Council (revising “diversity” component to focus on social justice issues)

English Department Writing Curricula

Hiring of a Vice President for Diversity and Inclusion

Trustee White emphasized that in order to be leaders, individuals need to act in ways that are socially just. He spoke of faculty’s belief that graduates of programs with an emphasis on social justice perform better on the job and better attract employers during their job search process. Trustee White referenced a report by Deloitte which states that “diversity needs to be brought to the forefront of (an organization’s) value proposition and ingrained in (its) cultural DNA, so that it becomes a branded component of how (the organization does) business.” He emphasized that universities that emphasize social justice issues in their education offerings enhance their brand and become more attractive to not only students (positively affecting retention) but also to employers and partners. Trustee White cited the work of the Center for American Progress

and the Kellogg Foundation to highlight the cost to employers for workers who leave employers due to discrimination as well as the positive gains the U.S. GDP would experience if incomes of minorities were made equitable to those of whites. He also stressed that

Global/multicultural fluency is regularly listed in the National Association of Colleges and Employers’ (NACE) list of the top eight competencies employers desire in college graduates. Trustee White relayed that a focus on social justice would help the University with student enrollment, engagement and retention.

Trustee White relayed that the University’s commitment to social justice would also help increase faculty diversity, which would in turn help UNF to continue to diversity its student body. Trustee White stated that faculty believe building on the University’s status of being the #1 jobs university in the State University System - to create not only professional leaders but professional leaders who are civically-minded - would make UNF truly unique.

Trustee White stated that UNF faculty envision UNF being a leader in equality, equity, and social justice. He emphasized that the University already does much in these areas and that faculty believe that the University can expand in this area. He relayed that the University’s teaching for social justice would complement the University’s status as the “Jobs University.” Trustee White stated the following could be helpful:

Highlighting UNF’s focus on diversity, equity, and social justice in marketing and advertising

Celebrating UNF for the achievements it has had in these areas already and build upon that foundation

Encouraging faculty and departments to infuse social justice and anti-racist pedagogies into curricula

Recognizing and respecting anti-racism and social justice work as an important part of faculty members’ jobs.

Trustee Schneider relayed that students are supportive of having their academic programs emphasize themes of social justice and incorporating these themes into the curriculum. She stated that she agreed doing so would be attractive to prospective students.

Trustee Bryan stated that he thinks its is important to have balance in all discussions on social justice. Trustee White agreed and stated that faculty would need training in best ways to foster these discussions so that they are experienced as inclusive by all participants.

Vice Chair Wamble-King stated that she applauds the faculty’s efforts in these areas and that she appreciated Trustee White’s presentation. She stated that she further applauds discussions about balanced pedagogy. Vice Chair Wamble-King stressed that if UNF is to be successful as an institution for which social justice matters, it needs to ensure that our community knows that we are known for social justice. Vice Chair Wamble-King noted that President Szymanski has spoken about being a convener of contemporary pedagogy and that the nation is at a pivotal time with regard to these issues. She relayed the University needs both scholarship and practitioner insight. Vice Chair Wamble-King agreed with Trustee White that the University being known for a commitment to social justice would have positive effects on enrollment. She noted that for the first time, the nation is seeing students of color apply to HBCUs in record numbers because of those institutions’ focus on social justice. Vice Chair Wamble-King stated that if the University is known for its focus on social justice, it can attract students from all over the region. Chair Hyde thanked Trustee White for his presentation.

## Item 10 - University of North Florida 2020-2030 Campus Master Plan Public Hearing and Adoption

Chair Hyde turned to the item on the 2020-2030 Campus Master Plan. He reminded the Board that the University updates its Campus Master Plan every five years. He stated that the University was in the process of finalizing the Plan for submission to the Board of Governors and was now bringing it back to the Board for adoption. Chair Hyde first offered an opportunity for public comment. There being no requests for public comment, Chair Hyde invited Interim Vice President Bennett and Associate Vice President Hale to present the Plan.

Interim Vice President Bennett thanked Chair Hyde for the opportunity to present the finalized Plan to the Board and turned it over to Associate Vice President Hale. Associate Vice President Hale began by introducing Mr. Paul Stewart, UNF Director of Campus Planning, Design & Construction and thanked him for his work on the Plan. Associate Vice President Hale relayed that also joining the meeting were Mr. Kevin Petersen, Ms. Amelle Schultz and Mr. David Shively from Ayers Saint Gross Architects and Bhide & Hall Architects. The architects were present to help with answering any questions the Board might have.

Associate Vice President Hale reminded the Board that the process had started in September 2019 through a series of workshops, listening sessions with constituent groups, the statutorily required public meetings, and the draft plan presentation to the Trustees at their March 12, 2020 Board meeting. Associate Vice President Hale advised that following the March 12, 2020 Board meeting, the Plan was distributed for the 90-day agency review to the COJ Planning and Transportation Departments, the Florida Department for Environmental Protection, the Florida Department of State, the St. Johns River Water Management District, NE Florida Regional Planning Council, the Florida Department of Economic Opportunity, the Florida Department of Education and JEA. Associate Vice President Hale advised that only a few minor comments were received, notably: the COJ asked for coordination on expansion of bicycle networks, the Department of State asked the University to put a note in the Plan that it would evaluate campus buildings as they turned 50 years old, and the Department of Education asked that we coordinate with the local district when implementing any policies or procedures that have impacts to them He highlighted that a slide had also been added to the Plan to recognize comments regarding the expansion of the Sawmill Slough Preserve that were made at the March 12, 2020 draft presentation to the Board.

Associate Vice President Hale stated that there had been no substantive changes to the Plan that the Board had reviewed in March. He outlined that next steps after the Board’s adoption of the Plan would be to include providing notice to all individuals who had submitted comments about the Plan, and if no additional comments are received within 30 days, the process will be complete. Associate Vice President Hale advised that one of the goals of the plan was to make it actionable, and to that end the University had set aside $1M in carryforward dollars to start working on some of the Plan recommendations - such as enhancing the lakes on campus, improving the walkway from The Crossings to the core of campus along Alumni Drive to make it safer for pedestrian and bike traffic and improving the walkway from Parking Lot 14 to the campus core to replicate the walk from the Fountains to UNF Drive.

Trustee Joost asked for clarification of the location for the planned village near Kernan Drive. Associate Vice President Hale advised that there is will be an “activity center” for the southwest corner of Holzendorf Drive and Kernan Drive to attract people to that quadrant of the University. Trustee Joost also stated that he thinks it is important that the Plan includes an upgrade the Golf Complex at the Hayt Learning Center . He noted the UNF golf teams’ consistently strong performance, including its national ranking. He also referenced the TPC’s home in Jacksonville and the revenue the city attracts from golf. Associate Vice President Hale confirmed that the consultants had included a note in the Plan recognizing need for making improvements to the facility.

There being no additional questions, Chair Hyde asked for a MOTION to ADOPT the 2020-2030 UNF Campus Master Plan. Trustee Joost made a MOTION to ADOPT. Trustee Patel SECONDED. The Board voted to unanimously adopt the Campus Master Plan.

## Item 11 - Committee Reports

**Finance and Facilities Committee**

Trustee Joost stated that Finance and Facilities Committee had met on October 12, 2020. He relayed that Mr. Chris Wrenn, Senior Associate General Counsel, apprised the Board of the Guana Tolomato Matanzas National Estuarine Research Reserve (GTM-NERR) Sublease project. Trustee Joost stated that it is a great opportunity for the University. He relayed that the site has a small teaching facility and parking and that the University has some shared common area maintenance costs. He added that using additional area of the site will allow the University to

continue with important research related to global warming and issues related to water (including rising sea levels). Trustee Joost highlighted that use of this expanded area of the site will only enhance the University’s leadership in coastal research.

Trustee Joost stated that another important feature of this agreement is that UNF would have the opportunity to build our own learning center on the property which would accommodate our research needs. Trustee Joost advised that the state agreed to a 40-year lease.

Trustee Joost also relayed that the Committee also reviewed the University’s Accounts Receivable Write-off Report.

Trustee Joost stated that it has been a pleasure to work with Interim Vice President Bennett and get to know him over these last several months. He stated that Interim Vice President Bennett is thorough and he has enjoyed working with him.

**Academic and Student Affairs Committee**

Vice Chair Egan stated that the Academic and Student Affairs Committee met on October 12, 2020. She relayed that Interim Provost Dr. Karen B. Patterson had introduced herself and provided an update on recent activities in Academic and Student Affairs.

Key Points that Interim Provost Patterson highlighted were:

**Office of Faculty Enhancement (OFE)**

New faculty are offered consistent support through a yearlong series of events including orientation, luncheons with the provost, virtual group check-ins, Q&A sessions, and discussion mixers.

**Academic and Student Affairs Committee**

In response to COVID-19, the OFE created the Virtual Faculty Lounge. This online clearinghouse is a collaborative effort which offers discussions on pertinent topics such as the path to promotion and tenure; faculty and student mental health; best practices for effective

remote teaching; teaching with empathy; mentoring; writing; and aspects of community-based learning.

The OFE is supports faculty scholarship through virtual events such as research “speed-dating” – which was very successful.

The OFE continues to provide faculty consultations, classroom observations, and formative feedback through zoom.

**Office of Undergraduate Research (OUR)**

The annual UNF in-person student research poster conference – SOARS (Showcase of Osprey Advancements in Research and Scholarship) was successfully transitioned to a robust online platform. The SOARS 2020 Virtual Conference was highly successful. In fact, due to its searchable online presence, *First Coast News* wrote about UNF Undergraduate Researcher of the Year Caroline Howard regarding historical redlining in Jacksonville. To date, student research posters, now archived digitally in the UNF library, have been downloaded across the globe nearly 2,300 times. The SOARS 2020 Virtual Conference will be presented as an example at the Florida Statewide Symposium on Best Practices in Undergraduate Research next week.

Just prior to the pandemic, five undergraduate students presented their **research posters** to legislators and visitors to the Capitol Complex.

Volume 1 of the new UNF student research journal, ***PANDION: The Osprey Journal of Research & Ideas***, was unveiled online in on July 31, 2020, and the print version was mailed to each Trustee last week. The articles in *PANDION* represent examples of outstanding faculty-mentored and faculty-nominated student scholarship.

**Academic and Student Affairs Committee**

Vice Chair Egan relayed that Dr. John Kantner, Associate Vice President for Research and Dean, Graduate School, presented about the University’s proposed sublease from the State of a parcel

of land in the Guana Tolomoto Matanzas National Estuarine Research Reverse (GTM-NERR), focusing on current research and education at this location as well as future academic/research opportunities.

Key Points that Associate Vice President Kantner highlighted were:

The Guana Tolomoto Matanzas National Estuarine Research Reserve — more often known as “Guana Park,” “GTM,” or “the NERR” — is part of a nation-wide system of research/education facilities supported through agreements between the federal National Oceanic and Atmospheric Administration (NOAA) and the states.

UNF has benefitted tremendously by having a NERR so close to campus. Faculty and students, undergraduate and graduate, are engaged in research and education there almost every day, including through grants/contracts supported by a variety of federal and state agencies (e.g., National Science Foundation, Department of Energy, Florida Fish and Wildlife Commission).

The NERR also benefits from having UNF so close. Currently, most of the research and education staff based there are actually UNF employees funded through an annual NOAA grant passed on to UNF. Our faculty and students collaborate closely with them to help the NERR fulfill its research agenda.

While UNF has informal access to the current NERR facility, the space is limited — two classrooms, a small auditorium, and a lab — and we share it with NERR staff, their public programming, as well as researchers from other universities.

The proposed no-cost sublease allows, but does not mandate, a future coastal/marine research facility that will expand the infrastructure at the NERR, allow more faculty and students to work out there, and help to further brand UNF as a leader in the coastal sciences.

**Academic and Student Affairs Committee**

Finally, Vice Chair Egan noted that Dr. Joann Campbell, Associate Vice President and Compliance Officer and Dr. Andrea Adams-Manning, Dean of Students provided an update on the Informed Osprey program, an online training/awareness program for UNF students.

Key points that Associate Vice President Campbell and Dean Adams-Manning highlighted were:

On-line training modules addressing Title IX, Violence Against Women’s Act, Clery Act, Drug Free Schools and Communities Act, diversity and inclusion, as well as mental health and hazing.

Modules to be rolled out to the spring 2021 new student cohort in the next few weeks, with a comprehensive communications campaign, and an easy to navigate the webpage:

Sexual Assault Prevention and Alcohol and Other Drugs, 3 courses – to be completed before orientation

Diversity and Inclusion, 3 courses – to be completed prior to first day of class

Hazing Prevention 101 and Mental Health, 2 courses – to be completed the first week of class

Registration hold issue – at the request of former Provost Rhodes, the University deferred placing a registration hold on the spring 2021 cohort for failing to complete the training. The University will monitor data on completions and determine whether a no registration holds approach continues to be one it can support. An update on the program, including data on completions will be presented to the Committee at its January meeting

**Audit and Compliance Committee**

Vice Chair Davis noted that the Committee met on October 13, 2020. She asked Chief Audit Executive Julia Hann if she could provide a summary of the activities of the Committee meeting.

Mr. Hann thanked Vice Chair Davis and noted that the Consent agenda that included the June 16, 2020 and Sept. 10, 2020 Committee meeting minutes, as well as the Office of Internal Auditing (OIA) Annual Report had been approved. She relayed that the DSO Financial

Statement Audits and 990s were presented to the Committee.  Ms. Hann stated that Partner Ken Kenkurdziel at James Moore & Co was introduced to the Committee and that there was one prior period adjustment on MOCAs financial statements. Ms. Hann added that the OIA had provided a quarterly update which included a brief overview of first quarter’s projects. The Committee approved to add the DAVID audit to the audit work plan. Ms. Hann added that the Compliance Officer provided an update, which included FY 20 Compliance updates on Clery Reporting and Alcohol and Other Drugs Biennial review, State Authorization for Distance Learning, and ORSP BOG Certification. Interim Vice President Bennett presented the State Auditor General Operational Audit. Ms. Hann noted that she and Associate Vice President Campbell provided an Enterprise Risk Management update for the Committee. Finally, Ms. Hann noted that Mr. Jeff Durfee, Director of Networking Systems & Security, provided a security update to the Committee.

Trustee Joost congratulated Chief Audit Executive Hann on the success of several of the University’s recent audits. He stated that, as the University continues to grow and gets closer to its goal of 20K students, he hopes that she will express needs her office may have for any additional staffing, as the work that the Office of Internal Auditing does is critical to the University.

**Governance Committee**

Vice Chair Wamble-King noted that the Governance Committee met on Tuesday, October 13th and asked Vice President Stone if she could provide a summary of the activities of the Committee meeting.

Vice President Stone relayed that the committee unanimously approved the appointment of Lauren Baker to the MOCA Board and this is now on the consent agenda for the full Board’s

approval.   The Committee believes Ms. Baker will be an outstanding addition to the MOCA Board and the Committee is delighted to bring her to the full board for approval.

The committee also discussed several items within the Board Action Plan for Continuous Improvement which was adopted by the Board in January 2019.  Vice President Stone noted that, as the Board members would recall, the purpose of the plan is to meet standards established by UNF’s accrediting body for effective board governance.

Vice President Stone emphasized that one of the items in the action plan is the creation of a document that defines the Board’s roles and responsibilities. She noted that the Committee had begun its discussion of a draft document which addresses both the roles and responsibilities of the Board as a whole as well as the roles and responsibilities of individual trustees. Vice President Stone relayed that, based on Committee feedback, the draft document will be expanded to include the Board’s relationship with internal constituents and external stakeholders. The document will be brought back to the committee in January with a goal of bringing it to the full board soon after.

The majority of the Committee’s time was spent reviewing responses to Board surveys administered in July. These surveys are intended to provide feedback for consideration by the Governance Committee, the Board and the senior staff. Vice President Stone noted that this year, the University asked the Trustees to complete a Board meeting survey, a Zoom meeting survey and Board Assessment Survey.

**Governance Committee (continued)**

Vice President Stone noted that the Committee had expressed that it is important to share a summary of the results with the full Board.

**BOARD MEETING EVALUATION**

Vice President Stone noted that the Committee believed the results are very positive.

The Committee noted that the survey responses that the June meeting tilted towards operational issues is to be expected since the Board discussions were largely focused on continuity of campus operations in light of the COVID-19 pandemic.

**ZOOM MEETING EVALUATION**

The Zoom Meeting Evaluation feedback reflected that Trustees were satisfied or very satisfied with the University’s use of zoom, but there was a preference expressed for in-person meetings, when it is safe to do so.

There were suggestions that perhaps the University could retain the use of zoom for shorter meetings, such as committee and subcommittee meetings or briefings.

**BOARD ASSESSMENT**

Vice President Stone relayed that one of the key components of the surveying of the Board is to gauge Board members’ sense of their service as a board member. She noted that these survey results are helpful to the Board and to the senior team because they can be a part of the foundation for future board discussions concerning continuous improvement.

Vice President Stone stated that the University received excellent suggestions on how to enhance interaction between the Trustees and students, faculty and administration. She noted that, while the University is not able to host dinners during COVID, the Committee did discuss ideas that would allow for greater interaction.

**Governance Committee**

Vice President Stone relayed that the Committee thought the Trustees’ suggested topics for future presentation were excellent.  The Committee discussed that while all of the topics could be discussed during formal board meetings, at least some of these topics could be scheduled outside of a formal Board meeting. Vice President Stone stated that the Committee discussed ways to increase Trustees’ knowledge on important topics identified by Board members. Vice President Stone noted that President Szymanski has already initiated the “3 takeaways” for each board meeting and the Committee had also discussed the potential of utilizing a virtual platform to help fill the knowledge gap in key areas. Some ideas included setting up a virtual coffee or lunch that might allow Trustees to learn more about key areas of the university, such as the academic deans, faculty, students, athletics, admissions and enrollment services. Vice President Stone relayed that Trustees White and Schneider both offered to assist with facilitating sessions that might address faculty research, students/student engagement, etc. for the Board. Vice President Stone thanked the Board members for completing their surveys.

**MISSION REVIEW**

Finally, Vice President Stone noted that the committee discussed the process for a potential minor tweak to the mission statement wording as discussed at the Board’s September 10, 2020 meeting and noted that this could be accomplished by including any updated language with the University’s Accountability plan that is approved in the Spring and submitted to the Board of Governors at that time.

## Item 12 - Consent Agenda

Chair Hyde asked if there were any questions about any of the items on the Consent Agenda. There being none, Chair Hyde asked for a MOTION to APPROVE**.**

Trustee Egan made a MOTIION to APPROVE, and Trustee Joost SECONDED. The consent agenda was approved unanimously.

### Governance Committee (continued)

Chair Hyde offered a few concluding remarks before adjourning. He referenced the ribbon-cutting event that was held at Palm Coast recently for MEDNex and stated that Senator Travis Hutson, Representative Paul Renner, nearly the entire Palm Coast City Council, the Superintendent of Schools and others were attendance. He also noted that President Szymanski has signed an MOU with the President of Daytona State College.

Chair Hyde recommended the Board read the article, “Freshman Enrollment Drops Significantly at U.S. Universities and Community Colleges” that had appeared in *The New York*

*Times* this morning which references many themes that the Board has been talking about for the last year.

## Item 13 - Concluding Remarks by Chair Hyde

Chair Hyde commented on the good work that is being done with regard to the University’s administrative ratio and the President and staff’s careful attention to making sure that UNF is keeping a good ratio.

## Item 14 - Adjournment

Chair Hyde adjourned the meeting at 11:47 a.m.