# MINUTES

## Trustees Present:

Kevin Hyde (Chair), John Aloskza, Tom Bryan, Douglas Burnett, Jill Davis, Annie Egan, David Fenner, Wilfredo Gonzalez, Stephen Joost, Paul McElroy, Nik Patel.

## Trustees Absent (Excused):

Adam Hollingsworth, Sharon Wamble-King

## Item 1 Call to Order

Chair Hyde called the meeting to order at 8:07 a.m. and introduced Ms. Karen Bowling, Director of the UNF Center for Entrepreneurship and Innovation and Dr. Dawn Russell, Director of the Transportation and Logistics Flagship Program and Director of Graduate Programs, Marketing and Logistics, Coggin College of Business.

Ms. Bowling offered all attendees a tour of the Center, when their schedules will allow. The Center opened in February 2019, and applications for the program were available in June 2019. The Center received 135 applications for the Fall 2019 term.

Ms. Bowling spoke of the Center’s first cohort of 15 companies, created 8 months ago. The Center has also established an Advisory Council; each Council member has committed $10K per year, with a two-year commitment. All of those funds are given to the entrepreneurs. Ms. Bowling relayed that the Center also hosts 8 interns, who rotate with each company, learning about entrepreneurship. (She spoke of the valuable experience the students are receiving; two interns have already received job offers.) Ms. Bowling stated that the Center’s second quarter goals involve finalizing plans for the second cohort. She added that the Center is working to bring in 30 companies.

Dr. Russell continued, describing UNF’s course offerings at the Center, highlighting that the spring 2020 semester is the fourth semester that courses in the M.S. in Management and M.B.A. programs have been available in the downtown location. Eleven courses have been taught at the Center, with a total of 58 students in the program. The Department of Education audit (of many universities nationally) had restricted courses in Fall 2019 and Spring 2020. It was completed in

## Item 1 Call to Order (continued)

January 2020. The Program Participation Agreement was updated. As soon as UNF exceeds the 50% threshold at the UNF downtown and Fidelity locations, it will schedule on-site visits for these sites. Chair Hyde asked if most of the enrolled students worked downtown. Dr. Russell confirmed that matriculated students work close to the Center. She stated that there are approximately 50K individuals working downtown. Academic programs at the Center are working to establish a greater presence downtown and respond to market demand.

## Item 2 Public Comment

Chair Hydeoffered those in attendancethe opportunity for public comment.

Chair Hyde called upon Dr. Rebecca Marcon, Professor, Department of Psychology, College of Arts and Sciences, who had requested an opportunity to speak. Dr. Marcon expressed that she appreciates the work of the Board and wished to address the UFF-UNF Faculty Association Survey. She described the UNF Faculty as dedicated to the students and community and experiencing a great deal of personal fulfillment in their roles, but also experiencing challenges with UNF Faculty salaries consistently at or near the bottom of the SUS system. She stated that President Szymanski did not create the problem – that UNF has a history of flat salaries. She also stated that salary compression has resulted in female full professors earning on average what male associate professors earn at UNF. She expressed that these factors make it difficult to recruit new faculty talent at UNF.

Next, Chair Hyde called upon Dr. Michael Binder, Associate Professor, Department of Political Science, College of Arts and Sciences, who had requested an opportunity to speak. Dr. Binder spoke about the UFF-UNF Faculty Association survey and UNF Faculty salary levels affecte the University’s ability to recruit faculty with H-1B visas. He noted that the prevailing wage for H-1B visa-holders is set nationally. He stated that limits on UNF Faculty salaries make it difficult to recruit these individuals and establish a diverse faculty. Dr. Binder also stated that faculty in his department have received pay increases of two thousand dollars in the previous nine years.

Chair Hyde called upon Dr. Erin Bennett, Associate Professor of Piano and Pedagogy, College of Arts and Sciences, who had requested to speak. Dr. Bennett spoke of many things she enjoyed about teaching at UNF. She noted that she had been appreciative to have received the

## Item 2 Public Comment (continued)

Outstanding Undergraduate Teaching Award previously (2012). She expressed multiple positive things about teaching at UNF but stated that she is “part of the 74.8% of UNF Faculty that are not satisfied with salaries.” Dr. Bennett requested that the Board review faculty salaries and compression.

Chair Hyde then called upon Dr. Stephynie Perkins, Associate Professor of Public Relations, College of Arts and Sciences, who had requested to speak. Dr. Perkins spoke about the UFF-UNF Faculty Survey. She noted that during the 2008 recession, things were difficult, but the faculty was united with the rest of the university community and “pitched in,” with fewer resources. But, she stated, that as the economy recovered salaries of administration increased by 25%, whereas those of faculty increased by 15%. She stated that deans have seen a salary increase of 53%. Dr. Perkins asked that the Board “look at equity.”

Next, Chair Hyde called upon Ms. Kally Malcolm, Associate Professor of Photography, College of Arts and Sciences and UFF-UNF President, who had requested to speak. Ms. Malcolm referred to the UFF-UNF Faculty Survey. She relayed that she experiences satisfaction in her role at UNF - teaching, conducting research and enhancing students’ learning, but she has found the levels of UNF Faculty salaries challenging. She stressed that faculty wages are tied to student success. Ms. Malcolm stated that, in 2017, the UNF Board of Trustees were committed to raising faculty wages to be near the median of SUS Faculty salaries. Ms. Malcom requested that the Board review a proposal for something other than a “a 3% non-retroactive raise.”

## Item 3 Consent Agenda

Chair Hyde asked if there were any questions with regard to the consent agenda. There being none, Trustee Eagan made a MOTION to APPROVE, and Trustee McElroy SECONDED.

Chair Hyde then called upon Trustee Aloszka who introduced Ms. Kathryn (Ally) Schneider, incoming UNF Student Body President. Ms. Schneider will assume her role in April 2020 and relayed that she looks forward to working with the Board.

## Item 4 Update on the Coronavirus 2019 (COVID-19)

Provost Rhodes and Interim Vice President of Administration and Finance Scott Bennett provided an update about COVID-19/Coronavirus and measures UNF has been taking to

## Item 4 Update on the Coronavirus 2019 (COVID-19) (continued)

ensure the continuity of academics and university operations. Dr. Rhodes and Interim Vice President Bennett stressed that this has been a rapidly evolving issue, changing even as the Board was meeting. Mr. Bennett relayed that the University has assembled its crisis management team, and the team has met frequently. He added that the team has been working with Assistant Vice President for Digital Learning and Innovation Deb Miller in the UNF Center for Instruction and Research Technology (CIRT) to make arrangements for all classes to go online if it was determined that was necessary. Mr. Bennett noted that the University was ready when the Board of Governors made its call (to move to online instruction, for two weeks following Spring Break) yesterday. Provost Rhodes shared that UNF had also already been in frequent, individual contact with UNF’s 54 study abroad students and that UNF had advised them to return. Dr. Rhodes relayed that UNF has worked to make plans for them to be able to continue their academics and has offered support, including financial support for their return.

Interim Vice President Bennett advised that the University had also already cancelled all international travel and put restrictions on domestic travel. With regards to Athletics, Mr. Bennet shared that the University has a list of every athlete and has been looking at previously scheduled athletic events, on a case-by-case basis, in order to determine whether the athletes would be permitted to travel to the events and participate.

Dr. Rhodes relayed that UNF’s College of Education also has students in Duval and adjacent counties teaching as interns and that the University is reviewing these placements on a case-by-case basis. The University is working with the school districts and the students, but he stressed that with regard to all of the factors he and Interim Vice President Bennett were speaking about, dynamics were changing rapidly.

The Provost took a moment to state that, having been recently fairly new to the University, he noted when he arrived that the core structure at UNF for managing emerging situations was extremely well established. He stated that he believes this has helped the University to quickly develop contingency plans with regard to COVID-19 coronavirus.

President Szymanski agreed with Dr. Rhodes, relaying that the UNF Crisis Management Team has been very proactive with regard to working to anticipate the specific needs of this emerging

## Item 4 Update on the Coronavirus 2019 (COVID-19) (continued)

situation. The President relayed that the University has been able to quickly take a systematic approach, going through section by section, with department heads, thinking about classes and the elements needed to continue a high standard of course delivery, without interruption, for students. President Szymanski noted that UNF has had the ability to quickly go to online classes, in this situation, because the University has quickly anticipated potential needs and had already started to make plans to address these needs. He emphasized that UNF is simultaneously thinking about student wellbeing. President Szymanski stated that students will be asked to stay at home, when they return from Spring Break, but campus will be open because the University has some students who do not have a permanent home (in the U.S.). to return to. He added that student food and housing services will be open.

President Szymanski noted that UNF is working on emergency funding for students who may not have access to the funds they need because their situations have changed amidst the developing COVID-19/coronavirus situation. He also relayed that with regard to Athletics, the SUS Presidents have a Friday call with the Commissioner to discuss what may need to be done about Spring sports. He stated that the University is working to anticipate students’ needs in all of these areas.

Trustee Bryan asked if there were any precedence for the University in terms of planning. Interim Vice Present Bennett stated that although the University and SUS have previously needed to make and enact contingency plans for hurricanes, there has not previously been anything of this magnitude.

Trustee McElroy asked if the plans to move to online instruction assume that each student has access to the internet at his or her home. Interim Vice President Bennet relayed that the University’s plans do not include the assumption that each student has access to the internet at home. He stated that the University has been working to identify potential challenges and mitigate these (i.e. checking that students have home access to the internet, testing the bandwidth of the University to be able to deliver the larger number of online classes, ensuring all faculty have the necessary training for online course delivery). The Provost added that the University is also working to address the needs of students who do not have permanent off-

## Item 4 Update on the Coronavirus 2019 (COVID-19) (continued)

campus homes. Interim Vice President Bennet shared that housing has been a systemwide concern.

Trustee Aloszka asked if the Interfaith Center, Student Union and other non-essential units would remain open. Mr. Bennet confirmed that they would. Trustee Aloszka asked if it is possible to do part-time paid leave for all OPS student workers. (He stated that additional loss of wages for students who need to self-quarantine for two weeks after Spring Break - after not earning wages from their campus jobs during Spring Break - will likely be very difficult for many students.) Vice President Bennett relayed that the students who will be working on campus, during Spring Break, in the UNF units that are remaining open will still be able to work, but added that he has been speaking with Carrie Guth, Director of Human Resources to see UNF’s options are. Vice President Karen Stone thanked Trustee Aloszka for his question and stated that the University is aware of this issue and working to see what it can do to mitigate it.

Trustee Patel asked whether or not the University has already fully tested its bandwidth (including video capabilities) in terms of delivering all classes online at once. Interim Vice President Bennet relayed that UNF is on the Florida Lambda Rail, a systemwide network that comes from the University of Florida, and offers UNF a very large bandwidth. But, he stressed, that UNF is reviewing this. Trustee Patel also asked about the University’s plans for returning to normal operations (when it deems it is safe to do so). He asked whether students would return all at once or in stages. Interim Vice President Bennett relayed that the SUS and UNF are reviewing these issues right now.

Trustee Egan spoke about COVID-19/coronavirus and what the medical community knows about it right now and what they do not. She stated that, at present, there are already cases in Folkston, Nassau and St. Johns Counties.

## Item 5 - Update on One-Stop Student Services

Chair Hyde thanked Provost Rhodes and Interim Vice President Bennett and called upon Associate Vice President of Enrollment Services Terrence Curran to provide his update on One-Stop Student Services. Associate Vice President Curran began by stating that One-Stop is an enrollment services center which handles financial aid and scholarships, registrations, and admissions. He shared that over the years, the center has seemed to transition to an area in which students are sent for answers to *all* questions - many of which are not directly related to the unit – and that One-Stop currently responds to approximately 78,000 student questions per year. Dr. Curran stated that one of the primary challenges for One-Stop is it that it is located off of the main campus, in Hicks Hall. He added that making necessary changes to One-Stop will be a two-step the process. He relayed that if the University wants One-Stop to be a full one-stop destination for addressing students’ needs, it needs to be moved to main campus and aligned with other units/functions that students seek on a daily basis (i.e. student services, advising, parking, residence life).

Dr. Curran stated that, currently, the vast majority of issues One-Stop handles are related to financial aid and scholarships. He shared that one of the center’s main challenges is that many of the student inquiries are in reference to issues not directly initiated by UNF. A significant proportion are questions about federal income verification requests and compliance matters mandated through Title IV requirements. Associate Vice President Curran emphasized UNF has 40%-42% first-generation students who do not have experience responding to these types of requests and require assistance. Dr. Curran stressed that this need will increase as enrollment of more Pell-eligible students grows (which, he highlighted, is in line with the University’s target metrics and goals).

Dr. Curran shared the top 5 types of matters One-Stop responded to in 2019:

1. Financial Aid – General
2. Admissions – General
3. Financial Aid Verification
4. Academic Records – Transcripts
5. Picking up/Delivering Documents

He confirmed that, monthly, on average, One-Stop assists 2,647 lobby guests, answers 2,432 calls and sends 1,455 emails. Dr. Curran relayed that One-Stop is assessing its techniques and reviewing why traffic at One-Stop tends to surge on certain days as opposed to others. He continued with steps One-Stop has taken to improve services:

* Adding an Associate Director, customer services personnel, and student/peer assistants
* Updating staff training
* Implementing Q-less (an appointment and queue management system) and a live chat function
* Implementing a concierge service, triaging requests upon students’ arrival

Associate Vice President Curran relayed that One-Stop is also reaching out to others on campus to garner additional feedback regarding how they can improve services. He shared that they met with John Aloszka, Student Body President and representatives from the Student Association which has yielded helpful feedback.

Next, Dr. Curran spoke about the SUS’s goal for Florida public universities to reduce the average cost to students for 120 hours to $9000 by 2025. Dr. Curran relayed that he believes UNF can attain this goal, but it will take targeted strategies. He referenced gift aid and institutional awards and noted a trend in both at UNF: gift aid has increased since 2014 - 2015, but institutional awards have decreased from 34% to 27%. He stated that institutional data has shown that students with institutional awards (86%) retain at a higher rate than students with solely Bright Futures funds (76%). Dr. Curran highlighted that, as UNF increases its enrollment, it will need additional institutional aid. Trustee Joost asked what UNF’s average retention rate is. Dr. Coleman stated that, with regard to the retention metric (students who have at least a 2.0 GPA) - it is 80.7%. Trustee Joost noted that by providing institutional awards, UNF has increased its retention rate by 6%, and Dr. Coleman confirmed that was the case. Dr. Curran stated that it is important for institutions to be able to provide both need- and merit-based aid.

Dr. Curran spoke of strategies that he relayed can help UNF grow enrollment. The first was to even the playing field for private high school students with public school students in eligibility for Presidential Scholarships. He stressed in addressing these scholarships for students graduating from private high schools does not mean a reduction in scholarships for students who graduate from public high schools. Dr. Curran stated that the second strategy would be allowing scholars in the Presidential Plus program, who are graduating in three years, to use their last year of scholarship monies for graduate school at UNF. (Currently, the scholarship can only be used for undergraduate coursework.)

Trustee Aloszka asked if the Presidential scholarship is incentive-based and not need-based. Dr. Curran confirmed that it is. Dr. Coleman stated that non-need-based merit scholarships (which include Presidential Scholarships and Bright Futures) are highly significant to all measures of student success.

Associate Vice President Curran noted that one of the challenges that UNF is going to face is a change in Bright Futures funding. He stated it is estimated that it will be a $1.3M change in funding. Dr. Curran relayed that Florida Academic Scholarship (FAS) students are going to lose approximately $2,000, and Florida Medallion Scholars (FMS) are going to lose $4,000, under the new Bright Futures program. He stated that UNF needs to think about ways it can assist these students, and that the cost of helping students with this shortfall will annually be approximately $800,000. Dr. Curran spoke of a proposed new institutional award program – the Osprey Futures/Medallion Academic Need Based Scholarship for FTIC, Pell Grant recipients, which would meet the needs of these students.

Dr. Curran told the Board of a new program entitled Lift Off, a partnership program between Enrollment Services and Office of the President, focused on homeless students and those students from significantly under privileged backgrounds. He stated that the program is aimed at meeting these students’ needs and would allow them to graduate from UNF debt free.

Trustee Burnett asked when people donate to the UNF Foundation whether they should designate the general or scholarship fund. Vice President McCullen stressed the importance of giving gifts to UNF for scholarships as that is an area of great importance to the University and gifts to the general fund also help support programs that have an impact on students and promote student success. President Szymanski stated that UNF has been focusing a great deal on scholarships for students in order to bring down the cost of education.

Dr. Curran turned to UNF’s records and registration function and relayed that the University has been assessing how it schedules its courses. UNF has implemented Ad Astra, which is helping the University to review its calendar, identify effective pathways for students and optimize UNF’s space. Dr. Curran stressed that the technology has the capability to help the University assist students with planning and reducing theirs costs to obtain a degree.

Dr. Curran stated that UNF has been working on its partnerships. He relayed that the University has just renewed the Connect agreement with FSCJ and was the first institution to create an articulation agreement with the Florida Gateway College.

Dr. Curran spoke of Enrollment Services’ work on graduation ceremonies. He shared that Enrollment Services staff have worked to streamline the planning of and enhance the graduation ceremonies. Trustee Aloskza noted that the University of Florida’s graduation ceremonies incorporate a song from a musician who had an association with Gainesville. He suggested that UNF might incorporate part or some variation of the song “Freebird” by Lynyrd Skynyrd it is ceremony, based on the band’s connection with Jacksonville.

Dr. Curran spoke of the volume that One-Stop handles and relayed how important it is to have self-services functions available for the Registrar’s Office. He stated that in 2019, that office processed 23,000 transcripts, diplomas and enrollment verifications. He recommended that these processes be outsourced. He also mentioned that his team has worked on FERPA training compliance and stated that there has been a 427% increase in the number of faculty and staff who have participated in formalized FERPA training.

Associate Vice President Curran spoke of UNF orientations and Enrollment Services’ communication and organizational structure. He relayed that UNF is looking at ways to enhance the orientation experience and that it is thinking about how to create strong relationships with students and new traditions, while ensuring that students have what they need before they participate in their first classes. He also relayed that Enrollment Services is reviewing its messaging to ensure that communications are clear, concise and include information which anticipates students’ questions. He stated that Enrollment Services is working to implement *Slate*, a higher education admissions CRM. Finally, he noted that there has historically been significant attrition in One-Stop and Student Recruitment staffing. In addition, we have been experiencing difficulty in finding appropriate candidates for our positions. He offered that we need to look at our overall organization and find ways to increase our salary levels to improve our positioning. He stressed how important these positions are to help the University identify students who will thrive at UNF and aid in the process of their matriculation.

## Item 6 – Marketing Update

Vice President Bruder greeted the Trustees and began his update by stating that since he arrived at UNF, he has heard the University described as “the best kept secret” and a “hidden gem.” He relayed that it is incumbent on the entire University community, but especially his team, to make sure people are aware of all UNF has to offer. Mr. Bruder shared that his update would provide the progress his team has made on marketing and brand development strategies and information on recent reorganizational changes in his division.

Vice President Bruder stated that in an increasingly competitive higher education environment, UNF needs to strengthen both its regional and national brand position. He continued that it is imperative that UNF develop a challenger brand mentality and be disruptive in terms of the marketing choices it makes.

Mr. Bruder described a recent assessment that Marketing and Communications has made of UNF’s marketing capabilities, the organizational structure of Marketing and Communications, and the resources required for UNF to have the location it should in the marketplace. He stressed that UNF needs a brand strategy which is compelling and differentiated. He added that the strategy also needs to be flexible enough to be customized at the local level and meaningful for the varied, multiple constituencies UNF has.

Vice President Bruder reviewed current challenges in higher education, which make marketing more critical for UNF, stating that:

* the number of high school graduates is declining. Between 2013 and 2025, the number of Florida high school graduates will decrease by 10%. Between 2025 and 2032 the number of high school graduates will decrease an additional 8%.
* alumni participation in higher education has seen significant declines (up to 8%). Millennials are typically less engaged with institutions, even for institutions with which they have had a positive experience.

## Item 6 – Marketing Update (continued)

* nationally, state fiscal support for higher education grew by only 1.6% in 2018, the lowest annual growth in last five years. In Florida, state funding has declined by almost $2 billion in real dollars in past 10 years.
* there are fewer resources of government and non-profit funding for research.
* tuition discounting (gift aid) has increased significantly in recent years

Vice President Bruder spoke of a 2019 survey which measured the levels of awareness and perceptions that prospective students in Florida had of UNF. He stated that UNF has a 3.5 (out of 4.0) awareness level. He advised that the University should have a 4.0 awareness level rating in its local market, Jacksonville, and that the top five institutions in the state have a 3.0 awareness level rating across the state. (He noted that the level of awareness of UNF of prospective students in the state is 1.9.)

Mr. Bruder next spoke about the marketing strategy for UNF which includes the following objectives:

1. **Leveraging the central marketing team as a competitive advantage for UNF divisions and departments** to implement an “internal ad agency” model to support the institution; Mr. Bruder reviewed the organizational changes within his division which have merged marketing, public relations, social media and web design functions. With this restructuring, the division will be able to focus more resources on digital and social advertising. He relayed that UNF has already grown in social media presence by 20% in the last seven months and that UNF is seeing an increase in social media engagement.
2. **Driving disciplined brand support**; Vice President Bruder reviewed last year’s AMA CMO survey with the Board. He stated that institutions similar to UNF spend approximately 1.0% - 1.5% of their overall operating expenses on marketing, and that the minimum amount that UNF should be spending on marketing is .5%. He also relayed that Marketing and Communications had performed an audit of communications budgets throughout the university which helped to highlight which units were not making the minimally necessary marketing thresholds. Vice President Bruder advised that having a marketing budget of at least .75% (within five years) would help UNF make significant progress toward its goals.
3. **Optimizing UNF’s brand strategy;** Mr. Bruder emphasized that the foundation of the brand strategy is the UNF Strategic Plan. He outlined the following steps he and his team will use to finalize the plan: seeking approval of the final recommendation by the Board of Trustees and executive leadership, creative validation, research validation, concept development, brand architecture, and a deep dive of prior work. Vice President Bruder reviewed statistics of high school students’ and parents’ social media use to research colleges, and relayed that the Marketing and Communications team is working on a social media plan (which will involve a paid presence in all the main social media networks, including audio-streaming services, video-streaming services throughout Florida and most of Georgia). He shared that his team is developing customized landing pages for enhanced interaction with prospective students and highlighted that this will also help UNF by yielding important conversion data. Mr. Bruder noted that Marketing and Communications is working closely with Associate Vice President Curran and Enrollment Services to ensure alignment with the new Enrollment Services CRM. He stressed that this method will provide important return-on-investment data regarding UNF’s marketing activities. Mr. Bruder also described planned airport advertising, radio spots (including a new presence on the Jacksonville public radio station) and print media.
4. **Aligning Activities with Top University Priorities** (student success, diversity and progress on key measurements)

Vice President Bruder relayed that his team is also working to develop strict visual identity guidelines for consistency across the University. He stressed that the University needs a new content management (CMS) system and that he, Interim Vice President Bennett and Associate Vice President Curran are working on this.

Trustee Patel asked what the goals were in terms of social media and increasing the awareness level about UNF of individuals within the state. Vice President Bruder stated that UNF’s goal is to be within the top five ranked public institutions, in five years and, by that time, the University wants to ensure that it has a 3.9 awareness level in Jacksonville and a 3.0 awareness level in Florida. President Szymanski stated that Vice President Bruder has been very efficient in recognizing where the marketing resources are in the University and combining them in a streamlined way to create synergies.

Trustee Patel noted that the opportunity to obtain data on alumni engagement will be one of the benefits of the social media plan. Vice President Bruder concurred, stressing that the University seeks lifetime engagement and that this plan, combined with other data, will provide valuable insight on individuals’ lifetime engagement with UNF.

Trustee Aloszka asked, with regard to retention, if UNF will be marketing to current students. Vice President Bruder confirmed that UNF will market to current UNF students, using its website and social media.

Trustee McElroy stated that he believes it is also important to demonstrate to students, parents and the business community UNF’s capacity in intellectual capital in northeast Florida. He also stated that he thinks the University has more opportunities to leverage UNF Faculty’s world-class accomplishments and credentialing. Vice President Bruder agreed and relayed that his team is working to develop an expert database so that the university can start showcasing UNF Faculty’s expertise, as local, state, national and global situations arise in real-time.

## Item 7 - President’s Report

President Szymanski began his report by speaking of a recent visit to a group of students for whom English was a second language and a conversation with a student from South America that he found inspiring. He shared that it was a great reminder of why those who work with students do the work they do.

The President spoke of the work UNF has been doing to make safety a top priority of the institution, including having the people, systems, and mindsets in place to make that happen. He referenced a recent student survey on safety and relayed that the majority of students indicated that they feel safe on campus but emphasized that it’s important that the University not be complacent and that we have a dynamic readiness. He spoke of UNF having sought input from faculty, staff and students on what improvements UNF can make in terms of safety. Dr. Szymanski echoed the Provost’s praise of the Crisis Management team and spoke of several safety measures on campus that have been recently implemented.

President Szymanski next gave an overview of several outcomes of major cultural shifts which have taken place and involved a focus on a sense of team, respect, integrity and excellence. He spoke of the Strategic Plan having been approved by the Board of Governors on January 30, 2020 and the progress UNF has been making on several metrics. Regarding Metric #3 - Net Tuition & Fees per 120 Hours, President Szymanski emphasized that the cost of a degree at UNF had previously been $16,540 and is now approximately $10,270. The President spoke of Metric #2 - Median Wages of Bachelor's Graduates Employed Full-Time One Year After Graduation and relayed that the median starting wage for UNF graduates is $40K. With regard to Metric #4 - Four-Year Graduation Rate, President Szymanski highlighted that UNF had made progress from a 78.2% retention rate to an 80.7% rate and noted that that progress represents a lot of work by the University. He highlighted that, in 2018, UNF was last with regard to progress in metrics and is now tracking at 83 points. He added that UNF has improved with regard to retention and that the area had historically been a struggle for the University. With regard to the graduation rate, President Szymanski also highlighted that, in 2018, UNF’s graduation rate was 34% and will be soon be in the 44.6% range.

The President spoke briefly about MedNEX and other proposals that were being considered in Tallahassee. He also shared that UNF is recruiting an individual who will oversee internships (in a centralized way) and that this vice-president-level position will report to him. He concluded by stating that the *Fearless Woman* initiative was going very well and that the Madeleine Albright lecture had been a part of that program. Dr. Szymanski also spoke of the work the CASS program was doing and emphasized that strong teams are being created in the program.

Trustee Burnett commended President Szymanski on his work for making the campus safer.

Trustee Patel also commended President Szymanski for the progress on median starting wages for UNF graduates. The President thanked him and stated that this is one of the reasons he is working to hire the vice president for internships. He added that, during his time in Cincinnati, he found that graduates who had already had four professional experiences before graduating earned $10K more in wages than students who had not had those experiences, and he wants UNF students to benefit from the same types of experiences.

## Item 8 Strategic Analytics Update

Vice President Coleman addressed the Board and relayed that his presentation ties in with President Szymanski’s report and will serve as a follow up to his January 16, 2020 presentation on growth with quality. He started by speaking of a data analysis he and his team had recently done on 303 public master’s large universities (UNF’s former Carnegie category) and doctoral institutions (UNF is a now a doctoral / professional university) to examine how UNF ranks in terms of growth with quality on the national level. The analysis included only institutions with freshman classes of at least 1000 FTICs. IPEDS data from the years 2015 through 2018 were used. Dr. Coleman relayed that when comparing growth in FTIC cohort sizes and their respective retention rates during that time, he found that UNF is one of only three schools on the efficient frontier of those 303 institutions. Moreover, UNF experienced the second-highest cohort growth among these institutions, with a 54.2% growth rate during that timeframe. Vice President Coleman highlighted that of those institutions with the same improvement in retention as UNF, UNF’s cohort growth rate was twice as high as the next fastest growing school. Dr. Coleman relayed that UNF also had the 21st best retention improvement among growing schools.

Using the same 2015-18 timeframe, Vice President Coleman next spoke about four-year graduation rate improvement vis-à-vis freshman cohort growth, comparing the graduation rates of students from previous cohorts who were finishing, versus the growth rate in the incoming freshman cohort. This analysis reflected the institution’s ability to get current seniors to the finish line while also onboarding larger groups of incoming freshmen.

His analysis found that UNF was one of only five schools on the efficient frontier. Moreover, UNF’s 7 percentage point improvement in graduation rate was the 21st best among all growing schools. He also noted that among schools with the same graduation rate improvement as UNF, UNF’s freshman cohort growth rate was 79% higher than the second-fastest-growing school. Dr. Coleman referenced the most recent graduation rate (44.6%) that the President had spoken of in his report, and stated that it is a collective 18+ percentage point improvement from 5 years ago. He added that such a five-year improvement would have placed UNF as #5 in the country among the 300+ schools he examined in the most recent five years of publicly available data. He concluded that UNF is a national leader in growth with quality.

Dr. Coleman turned to the employment metrics and UNF’s position as the #1 SUS institution for employment in Florida in the first year after graduation. He stated that if we examine full-time employment of graduates in Florida, UNF’s lead in that area expands further. He spoke about the most recent cohort (2016 – 2017) for which we have employment data, sharing that 60% of graduates have a full-time job in Florida. He also referenced Metric 2 and spoke of salaries in Florida. (Dr. Coleman acknowledged that the data doesn’t perfectly line up with Metric 2, as Metric 2 refers to salaries inside as well as outside of Florida, but he emphasized that this data offers important information nonetheless.) He highlighted that, on average, UNF’s approximately 1900 graduates earn over $40K within their first year of graduation. Dr. Coleman stated that data shows that if these students had chosen not to attend college and sought employment directly after high school, they would earn approximately $24K annually and that the gap between what UNF graduates earn and what their salaries might have been is thus approximately $16K.

Dr. Coleman then spoke of doing a market valuation of UNF’s 1900 bachelor’s degree graduates and their extra $16K of annual earning power. He shared that it yields an approximately $31M market valuation annually. When compared to the other SUS institutions, UNF is 7th in the state in market valuation of its bachelor’s degree programs. He furthered that if one projects these students remaining in the state of Florida and working over 40 years, UNF is generating $1.2B of market valuation every year just with its undergraduate programs.

Trustee Egan asked why UNF bachelor degree programs do not get the same return on investment that other institutions’ bachelor degrees do. Vice President Coleman relayed that it is likely due to the composition of programs, name brands of the institutions, network of the institutions, and the prevailing cost of living in the different institution locations.

Next, Vice President Coleman compared each school’s market valuation the estimated undergraduate instructional expenditures (based on Department of Education data and accounting for percentages of undergraduates at each institution) of that school to deliver its bachelor degree programs. The ROI for earned bachelor degrees, for which UNF spends an estimated $79.3M annually to deliver, makes UNF 6th among SUS institutions in this area.

Dr. Coleman noted that UNF’s annual ROI of 38.5% is situated in a similar “cluster” with five other SUS institutions – FAU, FIU, UCF, USF and UWF – and that the ROIs of those schools are substantially above the ROI of the national institutions within the SUS. He further noted that each of these schools sits in one of the major metropolitan areas in the state, making these schools the “super six” economic engines in Florida’s university system. He also highlighted that these institutions do this while having an average percentage of students with Pell grants that is 44% higher than UF and FSU, and an average high school GPA of incoming freshmen that is 7% lower than UF and FSU. He acknowledged that this analysis doesn’t take into account the value of research and graduate programs, but noted that 9 out of the 10 performance-funding metrics are focused on bachelor degree programs.

Finally, Vice President Coleman spoke to the Trustees about the ROI of the SUS system as a whole. He estimated that the $1.75 billion spent in the SUS annually on undergraduate programs generates a 31% annual ROI, and $541M of market valuation, which also generates an additional $8.12M in annual state sales tax revenue alone. He added that the estimated SUS annual valuation, if projected over a 40-year career span (with no raises) is $21.6B, and with only 2% raises per year, yields approximately $490M in sales tax revenue over a 40-year career span. The ROI on the state’s portion of the collective expenditures is approximately 45% in sales tax revenue alone, and that’s without even factoring in economic multipliers. He concluded by emphasizing that the SUS system is a really good investment of state dollars.

## Item 9 Adjournment