# MINUTES

**Trustees Present:** Kevin Hyde, Sharon Wamble-King, Tom Bryan, Jill Davis, David Fenner, Wilfredo Gonzalez, Adam Hollingsworth, Stephen Joost, Paul McElroy, Nik Patel, Ally Schneider

**Trustees Absent** (Excused): Douglas Burnett, Annie Egan

## Item 1 – Call to Order

Chair Hyde called the meeting to order at 11:20 a.m. and thanked the Trustees, President Szymanski and Vice President, as well as those attending/watching, for being present. He noted that the Trustees were familiar with Zoom technology, which was being used to conduct the meeting due to restrictions on large meetings because of the COVID-19 pandemic.

## Item 2 – Roll Call of Trustees

Chair Hyde noted that all Trustees were present except for Trustee Burnett who was chairing a meeting for another organization and Trustee Eagan, who is a physician and was seeing patients.

## Item 3 – Public Comments

Chair Hyde noted that, as this was a public meeting, the University had an opportunity for the public to provide public comments. He asked Vice President Karen Stone to confirm that there had been no requests for public comment received by the University and that the University had provided public notice for the opportunity to provide public comments. Vice President Stone confirmed that no requests for public comments were received by UNF and that the University had provided prior public notice regarding the opportunity for public comments at the meeting.

## Item 4 – President’s Report

Before President Szymanski began his report, Chair Hyde stated that, on behalf of the Board, he wanted to publicly thank President Szymanski and the UNF Faculty and Staff for “the remarkable job they have done caring for the UNF community.” Dr. Szymanski thanked Chair Hyde and started his report by stating the University’s responses to the changing circumstances of the pandemic were the result of a concerted, focused effort by many people. He commended the UNF Faculty on their work transitioning to fully online instruction. (The President noted that one of the measures of success of these types of processes can be the feedback that the institution receives and stated that his office had not received complaints from the students on the transition.) Dr. Szymanski thanked UNF students for having been flexible, and stated that, for many students, having to learn remotely and doing so in the middle of the semester can be disruptive; he commended the students for their hard work. Dr. Szymanski further stated that UNF staff have been “phenomenal” with regard to continuing to provide services to students.

The President noted that the University has focused on three things: continuity (ensuring operations are continuing to run seamlessly), safety, and anticipation.

**Continuity**

The President reminded the Board that the University had made the decision that, for all three of the University’s summer sessions, classes would be taught exclusively through online instruction. He noted that this is consistent with the how the other SUS institutions are handling their summer sessions. Dr. Szymanski also reminded the Board that the University had reviewed the grading policy for the Spring 2020 semester and had decided to give eligible students a pass/fail option for their classes, should they wish to take it. President Szymanski added that approximately 10-11% of students in eligible courses had chosen the pass/fail option. (He noted that students who are considering graduate school may not have chosen the option, as graduate programs often look for certain grades in specific undergraduate courses when reviewing applications.)

The President relayed that the University had postponed Spring graduation and that it had been painful for the University to have to make that decision amidst rapidly changing circumstances due to the pandemic. He stated that the students have worked very hard for their achievements and the University’s commencement ceremonies are an opportunity for the entire University community to come together and celebrate their achievements. President Szymanski shared that the University will plan a graduation, at some point in the future, for students completing their degrees in Spring 2020, but that given that things are uncertain with the pandemic, the University does not yet know they date.

Dr. Szymanski reminded the Board that the University had made pro-rated (from March 23) refunds for the meal plan and student housing for any students who have left the residential halls. The President noted that the University has also given one-time faculty teaching evaluation exemption and that faculty have the opportunity to extend the promotion and tenure “clock,” if they would like (given the disruptive conditions caused by the pandemic). He remarked that not all faculty will choose that option, but if they need and want the time, they will have it. The President also noted that there is an online intellectual property exemption at this time. In addition, he shared that, with regard to teaching pay for the summer, the University is offering an exception. He explained that faculty summer pay is based on what faculty earn as of March 1. President Szymanski noted that the Board would vote on the faculty salary increase today and that, typically, any increase at this time of year would not be considered when calculating faculty’s summer pay. But, he stated, that the University has drafted an MOU, for the UFF’s consideration, which would allow any pay increases the Board agrees on, today, to be considered in calculations of faculty summer pay.

The President noted that the University has cancelled summer events (including summer camps, and youth recreation) through July 31, 2020 and that the Arena has also been closed. He informed the Board that student graduations which were to have taken place in the Arena had needed to be cancelled due to the pandemic. Dr. Szymanski also reminded the Board that there had been suspensions of all spring sports and training, and spring senior athletes have the opportunity to come back for a 5th year of eligibility.

President Szymanski stressed that part of working to provide continuity for students has been making sure the University is doing everything it can to support students to enroll, stay in their programs and graduate. He shared that UNF will have a summer scholarship fund of $4.8M and that the University has created a Student Emergency Fund. Dr. Szymanski commended Vice President Ann McCullen and her staff as having been instrumental in creating the Fund. He shared that response to support studentsincludes a $20,000 gift from Wells Fargo and that Vice President McCullen and her team have already raised approximately $59,000.

The President advised that the University is also reviewing student fees to identify areas in which it can reduce these fees and make sure the University is doing as much as it can for the students, while making sure it can continue operations. He added that there will be no distance-learning fees for summer classes that would not have been online if the pandemic hadn’t happened and that the University is eliminating laboratory fees for selected classes where the students are not coming into the labs as part of instruction. Dr. Szymanski shared that the University is reducing the Student Life and Transportation fees by $2.50 per credit hour.

President Szymanski referred to the CARE Act and noted that the University’s first tranche was approximately $5.9M. He stated that the funds will be able to help students - particularly Pell-eligible students with expenses such as housing, child-care, textbook and computer costs. Dr. Szymanski added that there is less clarity about the second tranche, but there is hope that it will contain funds to help the institutions cover lost revenue from housing and meal services. He relayed that the University had filed its paperwork and should be receiving the funds soon. President Szymanski stressed that it is a good opportunity for UNF’s Student Government to define who they are. He noted that the University collects fees that go to the Student Government and that there is an opportunity to take the surplus and give it back to students in meaningful ways to assist with scholarships and help with housing and food insecurity.

President Szymanski noted that with regard to student holds, the University has increased the cap on the amount of any outstanding monies students owe the University (which would previously have prevented them from registering). He emphasized that the University wants to make sure it is assisting students with registering and that those issues can be addressed later.

Dr. Szymanski spoke about the student-focused Vice President of Jobs recruitment which the University has underway. The President shared that the internal search is being led by Vice President of Data Analytics Jay Coleman and that the position has been posted. He added that the position will work with students, Career Services, across the academic units and be outward facing - connecting with the business community - to increase opportunities for internships and post-graduate jobs.

President Szymanski referenced the University’s work to reduce the cost of education for students, including its efforts to increase scholarships and reduce fees. He noted that at the end of 2018 the average cost of tuition for a UNF undergraduate degree was approximately $17K and that at the end of 2020, it will be approximately $9700.

The President spoke about student enrollment, highlighting that the University is giving students who were admitted in the summer the opportunity to matriculate in the fall. The President also noted that most transfer students have still indicated a preference to enroll in the summer. He commended Associate Vice President for Enrollment Services Terry Curran’s and his team’s work on the University’s “*Stay at Home*” recruitment campaign which emphasizes the benefits that a UNF education will provide the region’s students.

Dr. Szymanski also advised that UNF is reviewing multiple budget scenarios and going through several institutional sustainability exercises.

Trustee Hollingsworth asked, with regard to the 5th year eligibility for student athletes, if the NCAA was increasing the scholarship cap to allow for athletes to receive additional scholarship money for the additional year. The President confirmed that the NCAA is allowing this though the University had not received details about the caps at this time.

Trustee Joost asked President Szymanski if the University is working with students who previously had jobs but have lost them. He stated that (in light of recent increased unemployment benefits) it could be helpful to advise students to apply for unemployment benefits. President Szymanski noted that the University (via Student Services and Human Resources) is working to assist students who have been working for the University when it is feasible for them to work for the University online.

Trustee Bryan commended President Szymanski and his team for the University’s substantial progress on reducing cost-to-degree for students. He stated that it was a strong statistic.

Vice Chair Wamble-King asked how the pandemic is affecting Brooks College of Health students and whether or not local hospitals have been asking for students who will be graduating to work with them before graduation. She noted that many medical, nursing schools, and para-professional schools are being asked by hospitals to send their students who are close to graduation. President Szymanski shared that he did not know of any requests to the University by hospitals to recruit students before their graduation, but that UNF had been supporting the medical community with donations of its PPE equipment. He emphasized that the main issue for students was finding residencies, so that they could move forward with their education and graduating on time. Dr. Szymanski also shared that one likely reason that the University had not been receiving requests for students near graduation to work in local hospitals is that currently the Jacksonville hospitals are not at capacity. Vice Chair Wamble-King thanked Dr. Szymanski and noted that this has occurred in some areas that are not in surge yet as part of their surge plan. She advised that it may be helpful for the University to anticipate that it may receive these requests in the future. The President thanked her and relayed he will keep Chair Hyde, Vice Chair Wamble-King and the Board apprised of any of these requests that the University receives.

**Safety**

President Szymanski noted that at the previous Board meeting, the University had reported that it had 17 students abroad. He stated that there are now 11 UNF students abroad. (Dr. Szymanski emphasized that these are students who want to remain abroad.) The President relayed that Assistant Vice President Ruth Lopez from the International Office and Student Services have maintained frequent contact with the students to check in on them and ensure that they have what they need.

Dr. Szymanski stated that the University is continuing to work on reducing the numbers of students in the residential halls, in order to mitigate risks of the spread of the virus (as many individuals can be asymptomatic). He shared that by 3/27/20, 501 students had remained in campus housing and, as of today, 310 students remain. President Szymanski added that 107 of these students have contracts until May 1 (and that 161, in The Flats, have contracts until July 31). Forty-four of the students on campus are resident assistants. The President stated that the University had secured students’ possessions on campus (as the students were not returning to campus and the University wanted to encourage social distancing for the students). The President noted that the University has several protocols for student housing/safety and staff safety (which include access to and training with PPE equipment). He advised that the protocols contain plans for multiple scenarios in case they were to occur. The President emphasized that the University has thus far had only four cases of individuals who have tested positive for COVID-19 (-three staff members who are doing well and one adjunct professor who had not been on campus since March 1).

President Szymanski also spoke of Student Services, which has been organizing virtual activities for students. He relayed that recent trivia game that they organized had approximately 1,000 students participate. The President also reminded the Board that UNF is offering remote counseling and remote health care to students, to support students’ wellbeing.

Finally, President Szymanski reviewed with the Board common ‘winning’ attributes of leading higher education institutions:

**Student Affordability**

The President had spoken about UNF’s progress in this area and stated that it will continue to be an area of importance. He emphasized that UNF is an institution that is well poised to address and handle this.

**Financial Solvency**

Dr. Szymanski stressed the importance of states’ supporting institutions of higher education and that UNF has a lot at stake in terms of state funding. He stated that UNF and other higher institutions in Florida have been very fortunate with the state’s commitment to funding institutions of higher learning, and he hopes that the state will continue this commitment.

**Strong Reputation, Corporate Connections, and Metropolitan Presence**

President Szymanski noted that UNF is fortunate to have these things as an institution and will leverage these to create greater opportunities for students.

**Student-centered Culture**

The President relayed that it is incumbent on universities to determine what students’ needs are, the most effective ways of meeting those needs, and what the most essential student services are in order to support student success.

**Teaching Excellence as an Imperative**

Dr. Szymanski stressed that this has always been important and is even more important now.

**Excellence in Student Services**

President Szymanski stated that it is important for the University to examine what new student services may be necessary and how it can improve on the services it already provides.

**Excellence in areas of Persistent and Emerging Market Demand**

The President stated that it’s important that UNF keeps measuring whether or not it is preparing students in areas where there are consistent and growth opportunities for jobs.

**Market Savvy**

Dr. Szymanski highlighted that it remains important for all institutions of higher learning to think about how they will compete, be entrepreneurial, and problem solve, especially when so many dynamics are new (in relation to the pandemic).

**Spirit of Team**

The President emphasized that through taking action amidst the pandemic, a spirit of team develops. He relayed that the Administration, Faculty and Staff are thinking about how they can support one another and the matrix organization (with overlapping areas) that UNF is.

**Positive Institutional Culture**

President Szymanski advised that the University has been working to develop a culture of integrity, respect, accountability, and innovation, which emphasizes a can-do attitude.

The President stated that UNF has made considerable growth in some of these areas and that in others, it is a “work in progress.”

Chair Hyde commended President Szymanski and the UNF team for the many hours they have spent in creating thoughtful responses to emerging circumstances in the coronavirus pandemic. He also thanked the President for not only “keeping the ship afloat but steering it in the right direction.”

Trustee Hollingsworth stated that he wanted to echo what Chair Hyde and Trustee Bryan had stated. He said that not only was President Szymanski’s presentation incredible, but that it was also a strong work product. Trustee Hollingsworth relayed that he was “appreciative of the collaborative, collegial organization that President Szymanski has built.” He commended Dr. Szymanski on his progress for reducing the cost-to-degree for students, assessing surpluses of student fees and converting them to scholarships, and creating the Vice President of Jobs position. Trustee Hollingsworth stated that he was “thankful for President Szymanski’s leadership, for the team he has established, and the ‘can-do’ attitude he has brought to UNF.”

## Item 5 – Legislative Update

Chair Hyde asked Vice President of Governmental Affairs Heather Duncan to provide the legislative update. Vice President Duncan reminded the Board that the Florida Legislature had allocated $6M to get MedNEX started in its first year. She relayed that the University was thankful to the Legislature for these funds and advised that the challenge will be the status of the state budget. Ms. Duncan informed the Board that the Legislature had passed the budget for FY 2020-2021, but that Governor DeSantis had not yet received. Ms. Duncan reminded the Board that the Governor has until two weeks after receiving it to sign it (and that the budget needs to be signed by June 30).

Vice President Duncan relayed that MedNEX had been included as an increase to UNF’s base budget. Ms. Duncan highlighted that UNF has two line items in the budget – allocated funds for *Advanced Manufacturing and Materials Innovation* ($855,000) and the *Jax Bridges Competitive Small Business Initiative* ($350,000), the latter for UNF’s partnership with the Jacksonville Chamber of Commerce and the Jax Bridges program. The partnership connects start-up businesses with other larger companies in Jacksonville, has internships connected with it, and is administered by the UNF Center for Entrepreneurship and Innovation. Vice President Duncan let the Board know that she will keep them updated in the next several weeks on the status of the state budget.

Ms. Duncan next spoke of the Federal Relief CARES Act and stated that UNF expects to receive a total allocation of $11,770,196. She added that the first tranche of funds – the student grants of $5,885,098 – should be received by the University, this week. Vice President Duncan shared that the student grants will be coming in as student gift aid and will not count in the metrics. Ms. Duncan advised that early indications have been that the next package from Congress will include additional funds (not included in these numbers), for higher education. She reminded the Board that Congress is in recess until April 20 and that we will know more about the package in the next several weeks.

Chair Hyde asked if there had been any discussion of a special session prior to the budget going to the Governor. Vice President Duncan stated that there had not been any indications of a special session occurring before the Governor receives the budget, but there had been some suggestions about a special session (that may be focused on allocation of the federal grant money) occurring in July or August.

Chair Hyde thanked Vice President Duncan for her tireless work on behalf of UNF, and asked Mr. Michael Mattimore, outside labor counsel to speak about the next item on the agenda.

## Item 6 – Approval of Departmental Bylaws

Mr. Mattimore began by reminding the Board that Article 9 of the faculty Collective Bargaining Agreement which allows academic departments to develop guidelines to assist in applying university criteria for annual performance evaluations, tenure, and promotion. He added that the adoption process includes the Provost’s review of the guidelines to ensure that they do not conflict with the university’s criteria for these processes or the Collective Bargaining Agreement and that they are consistent with the mission and goals of the University. Mr. Mattimore relayed that the Provost had conducted the review for the five departments’ guidelines; the guidelines had been submitted to the United Faculty of Florida for consideration; and the United Faculty of Florida had ratified them. He noted that the departments that developed these guidelines are: the Department of Exceptional, Deaf and Interpreter Education; Music; Languages, Literature and Cultures; Teaching, Learning and Curriculum, and the UNF Library. Mr. Mattimore stated that the guidelines were now before the Board of Trustees for ratification.

Chair Hyde asked if there were any questions. There being none, he asked for a MOTION to APPROVE. Trustee Gonzalez made a MOTION TO APPROVE and Trustee McElroy SECONDED. Chair Hyde then asked for a vote by the full Board. The guidelines were ratified by the full Board unanimously.

Chair Hyde asked Mr. Mattimore to present the next item on the agenda.

## Item 7 – Ratification of the UFF-UNF Collective Bargaining Agreement

Mr. Mattimore informed the Board that UNF had successfully negotiated the Collective Bargaining Agreement with the United Faculty of Florida and that the University had reached an agreement, in particular, on two reopened articles, for 2019 and 2020. He advised that the University had also resolved the salary and compensation piece for 2020 and 2021. Mr. Mattimore stated that, per the negotiated Agreement, some units had been added to the United Faculty of Florida’s bargaining team for release time. He added that this had been done for the purpose of additional support for their team, as much work will need to be done in the upcoming full negotiations.

With regard to faculty wages, as outlined in the agreed-upon revisions to Article 30, Mr. Mattimore relayed that the University had agreed to a 3% increase upon ratification. He stated that, regarding these funds that are being captured and have already been budgeted, the University would give an equal administration of funds to each of the bargaining unit members (and that these funds would have been spent had this 3% been given in the contract).

For FY 2020-2021, Mr. Mattimore advised that there is a 3% across-the-board increase and a 1% merit-pool increase. He further stated that the merit increase will not go to all faculty, but rather only to those who are eligible because of their merit. Mr. Mattimore relayed that the negotiated Agreement has a provision, for next year, that will allow for the University to avoid the payment of these wages for FY2020-2021 should conditions not allow for the payment of these increases. He highlighted that, given uncertain conditions surrounding the Coronavirus pandemic, there is a failsafe option that is built in to allow the University to come back to renegotiations in the event of any economic challenges the University faces.

Mr. Mattimore advised that the United Faculty of Florida members had previously voted to ratify the Agreement and that they ratified it overwhelmingly. He stated that he appreciated the guidance of the Board on these negotiations and that he would also like to thank the President, the Provost and the General Counsel for their innovation, open-mindedness and support, as well as both teams for their hard work. He further stated that he appreciated working with the members of the team bargaining on behalf of the Board. He also commended the members of the the United Faculty of Florida’s bargaining team, stating that they worked diligently, brought their issues forward, and came to the negotiations with an open mind.

Chair Hyde reminded the Board that previously, it had discussed this new direction and that Mr. Mattimore and the bargaining team had been able to bring it forward. He also echoed Mr. Mattimore’s words - that everyone had worked to come to a conclusion quickly and that the Board appreciated all of their hard work. Chair Hyde asked if there was a motion for approval. Trustee McElroy made a MOTION to Approve, and Vice Chair Wamble-King SECONDED. Chair Hyde opened the matter up for the Board’s discussion.

Trustee Joost stated that he had a concern which was not whether or not the increase was deserved, but rather what the status of the state budget will be and what position UNF will be in, in the next year. He referenced Disney World’s recent layoff of 43,000 workers. Trustee Joost relayed that he is concerned that economic recovery will not be as fast as some are predicting. He stated that with the loss of state revenues, he is concerned that the economic landscape might possibly be very different in the next year. He stated that he wondered what affect a different landscape could have if the Board ratifies the Agreement.

Chair Hyde asked Mr. Mattimore to address the failsafe provision in the Agreement. Mr. Mattimore stated that if UNF does not have sufficient funds to cover the additional costs of the increases for FY2020-2021, that it has agreed upon, the University would not pay out the funds and, per the Agreement, both parties would go back to negotiations.

Mr. Mattimore relayed that if the University found itself in the situation that it did not have the funds to pay the agreed-upon increases, it would start a new round of negotiations. He added that if UNF and UFF could not reach an agreement, it would go to the impasse process.

Chair Hyde asked Mr. Mattimore to confirm the time periods which the increases cover. Mr. Mattimore confirmed that one increase is for FY 2019-2020 and that, that increase has already been budgeted. He added that, the other increase is for FY2020-FY2021.

Trustee Joost stated his concern is that UNF may determine that it needs to cut more in its budget than it has anticipated. He stated that he thinks the recovery will take longer than what some individuals are stating and relayed that his industry has been heavily impacted.

Chair Hyde asked Mr. Mattimore, with regard to Trustee Joost’s stated concerns and FY2020-2021 (-which Chair Hyde highlighted had not yet been budgeted) if the University did not have funds for the increases, if the failsafe provision would come into play during FY2020-2021 or FY2021-2022. Mr. Mattimore stated that the failsafe would address the increases for FY2020-2021. He added that he hopes that the University will not find itself in that position, but in the event that conditions are dire, as Trustee Joost indicated could happen, the University would be relieved of the obligation to of the wage increase and would then renegotiate wages for FY2020-2021.

Trustee McElroy referenced President Szymanski’s earlier remarks about institutional sustainability. He asked if President Szymanski or Vice President Coleman could speak further about that institutional work to address Trustee Joost’s concern of how much contraction there may be in the state budget), which Trustee McElroy stated he thinks is a concern of the full Board. President Szymanski stated that, this week, the University is going though different budget scenario exercises with the Colleges. He added that the University will have additional information once these exercises are completed, but that the failsafe clause is helpful if the University were to find that it does not have the required funds. The President stated that both parties worked in a dedicated fashion to come to an agreement for two years, so that after coming to an agreement for FY2019-2020, the parties did not have to go right back into negotiations for the following year. But, the President relayed that, just as Mr. Mattimore had stated, if the University unfortunately found itself in dire straits, the Agreement calls for parties to go back into negotiations. He emphasized that the University would not put the institution itself at risk.

Chair Hyde asked if there were any additional questions for Mr. Mattimore, the President, or any other members of the administration. There being none, he reminded the Board that it had given a MOTION and SECOND for approval for ratification of the UNF-UFF Collective Bargaining Agreement. Chair Hyde asked for a vote by the full Board. The Agreement was ratified by the Board unanimously.

Chair Hyde thanked Mr. Mattimore for his work on the Agreement and asked Vice President Jay Coleman to speak about the final agenda item.

## Item 8 – Approval of 2020 Accountability Plan

Vice President Coleman began his presentation by speaking about the University’s strengths, emphasizing UNF as the #1 Florida public higher education institution in terms of its graduates finding employment within the first year of graduation; he stated that the University has an approximate 4% lead in this area. Dr. Coleman also highlighted to the Board that UNF has increased its four-year graduation rate by 600 basis points since last year. He emphasized how much progress the University has made in this area over the last four years.

Vice President Coleman also spoke about UNF’s growth with quality. In addition to the growth in the size and quality of the freshman cohorts over the last five years, Dr. Coleman added that diversity has grown by approximately 46.5% among the freshman cohorts. He added that approximately 90% of graduating seniors have participated in various high-impact practices such as internships and research. He referenced the Vice President of Jobs position that the President had mentioned earlier, stating that the position is being created to help the University make even more progress in that area.

Next, Vice President Coleman discussed the additional benefits of a UNF education. Dr. Coleman emphasized that students have more interactions with faculty, due to smaller class sizes. He added that they also have opportunities in areas of strategic emphasis - such as healthcare and logistics - due to UNF’s proximity to and relationship with a thriving business community, in a metropolitan area. Vice President Coleman highlighted that UNF is among the top 25 schools in the nation in terms of its students’ low default rates on student loans and that the University is ranked #140 among national public universities.

Dr. Coleman reviewed some of the University’s opportunities and areas in which it is developing: student success improvement in its gateway courses in the first year and working on retention; the world-class brand that Vice President of Marketing and Communications Eric Bruder and his team are working on; and the student-service culture that UNF is building across all constituents. Vice President Coleman emphasized that 36% of the University’s students are first-generation, 66.5% of undergraduate students are working, and 31% are Pell grant recipients. He noted that finances and building infrastructure are issues that can occur at any time for higher education institutions, but that those issues are being exacerbated by current circumstances around the pandemic, and that the University is working to use current conditions as a springboard.

Vice President Coleman began reviewing the Accountability Plan, outlining three key initiatives and investments for the University for the next three years:

* UNF MedNEX

the nation’s first comprehensive, university-based health nexus

* Enhancing Student Success and & Workforce Readiness

Dr. Coleman noted that increasing enrollment strategically will be a part of these efforts, highlighting that the University will work to recruit more students from Georgia and is preparing for the 2025 “birth dearth.” He added that the University wants to graduate more students from underrepresented populations, improve onboarding/modeling of its students, and reward faculty for success.

* Using the Crisis as a Springboard

Vice President Coleman emphasized that UNF is working to: identify its areas of greatest efficiency so that it can allocate its resources accordingly; create more flexible and optimally deployed faculty, exploiting individual strengths; and develop stronger community relationships and success with/for Title 1 schools and students.

Vice President Coleman next spoke about the performance-based funding metrics. He noted that the University’s goals in the Accountability Plan had been established before the Coronavirus pandemic. He also shared that there had been a call the prior evening with BOG Chair Kitson, Chancellor Kriser, and the SUS Presidents discussing the Accountability Plans for the SUS institutions. During that call, SUS presidents were told that given the uncertainty surrounding the virus and its impact, SUS institutions need not include newly proposed goals in their current Accountability Plans. If there was a need to propose revised goals due to worsening conditions from the pandemic, that those would be discussed at a fall BOG meeting. Vice President Coleman informed the Board that the goals in our current Accountability Plan that the President and executive staff are presenting today were developed and submitted to the Board prior to that announcement from the Chancellor and BOG Chair.

Vice President Coleman reviewed each metric in terms of the University’s actual numbers and proposed goals.

Metric #1 (the percentage of Bachelor’s Graduates Enrolled or Employed $25,000+) Vice President Coleman advised that UNF came in at 70.5% this year, and that if the result had been rounded to the closest integer (as our goals are prescribed to be), we would have been right on our goal of 71% for this year.

Metric #2 (Median Wages of Bachelor’s Graduates Employed Full-time)

Dr. Coleman highlighted that the most our new number of $40,000 was slightly higher than the University’s goal of $39,500.

**Metric #3 (Average Cost to the Student)**

Vice President Coleman stated that UNF had exceeded its goal of $12,000, and that the actual average cost for an undergraduate education for UNF students in FY2018-2019 was $10,270. He added that UNF had proposed a goal for this year of $9900. Dr. Coleman also emphasized that during the years 2014 - 2015, 2015 -16, and 2016 - 2017, these numbers were approximately $17,000, and UNF has made substantial improvement in a short time period.

**Metric #4 (FTIC Four-Year Graduation Rate)**

Vice President Coleman relayed that five years ago UNF’s FTIC four-year graduation rate was from 26.2%, and that since then the rate has increased to 44.6%. Dr. Coleman stated that, sans any impact from the pandemic, the University does anticipate continuing growth in the coming year, and thus has become more aggressive with its proposed goals.

**Metric #5 (Academic Progress Rate)**

Dr. Coleman advised that UNF had improved first-year retention with a 2.00+ GPA by a little over two percentage points and had broken the 80% barrier for this metric for the first time, with an actual number better than the previously approved goal for the year. He added that the University has extrapolated the linear trend in its previous approved goals in this area, out to 85% for 2023 - 2024.

**Metric #6 (% of Bachelor’s Degrees Awarded within Programs of Strategic Emphasis)**

Vice President Coleman stated that he would speak about Metric #6 and Metric #8 in tandem, as both metrics deal with percentages of degrees awarded in areas of strategic emphasis. Dr. Coleman noted that the University’s performance on Metric #6 was just above the goal and just below the goal on Metric #8. He noted that the University will receive the same number of points that it did, last year, for these metrics.

**Metric #7 (University Access Rate)**

Dr. Coleman spoke of UNF’s Access Rate for Fall 2018, which was 31.2% He noted that one of the challenges in this area is that transfer students are counted in the metric, and that while the University has seen improvements in this area with FTICs, it still needs to improve on the Access Rate for transfer students.

**Metric #8 (% of Graduate Degrees Awarded within Programs of Strategic Emphasis)**

Please see Metric #6 above.

**Metric #9 (BOG Choice: % of Baccalaureate Degrees Awarded without Excess Hours)**

Vice President Coleman highlighted that the actual percentage of baccalaureate degrees awarded without excess hours was a bit higher than the previously approved goal for the University.

**Metric #10 (BOT Choice: Percent of Undergraduate FTE in Online Courses)**

Vice President Coleman spoke of the University’s decision to move all Spring semester classes to online instruction, starting immediately after spring break. He relayed that it will not impact the University’s progress toward Metric #10 for the current year, but that the Summer 2020 online courses will impact the University’s metric for the next academic year.

President Szymanski asked Dr. Coleman if he could provide some historical perspective for the Board. Dr. Coleman relayed that UNF had earned 58 performance-based funding points three years ago, 68 points two years ago, and 78 points last year. He stated that for this year, if one were to make an “apples to apples” comparison, UNF would receive 86 points - a 48% collective improvement over that time period. He noted that, with regard to Metric #10, the Board of Governors has refashioned the threshold for each SUS institution such that the University’s total points for this year will be 83.

Trustee Bryan asked what feedback the University had received from faculty and students in terms of how successful the transition to online learning for all Spring semester classes has been. Vice President Coleman shared that he is proud of how well the transition to online instruction for all classes has taken place. He also praised the work of his faculty colleagues. Dr. Coleman referenced President Szymanski’s earlier statement that the University has not received negative comments and that the transition had been virtually seamless. Vice President Coleman asked if Provost Rhodes might also address the question. Provost Rhodes agreed and commended the adaptability of the faculty and their having worked in collaboration with their chairs and directors to ensure continuity. The Provost also praised Assistant Vice President for Digital Learning and Innovation Deb Miller and her staff at CIRT, the UNF Library staff, and Interim Vice President for Administration and Finance Scott Bennett and his staff for their work to make the transition happen. He noted that it had been a collective effort by the UNF community.

Dr. Coleman next spoke about UNF’s Key Performance Indicators addressed in the Accountability Plan. He advised that the Board of Governors had asked the universities to highlight a few indicators for *Teaching and Learning* and for *Scholarship, Research and Innovation.*

**Teaching and Learning**

FCS AA Transfer Three-Year Graduation Rate

Vice President Coleman stated that the FCS AA transfer three-year graduation rate is analogous to a six-year rate for UNF’s FTIC native students, and that the University’s three-year rate is nearly 60%. Dr. Coleman stated that the six-year graduation for FTIC students is just a little higher (61%).

**Pell Recipient Four-Year Graduation Rate**

Vice President Coleman stated that it was helpful to review the Pell recipient four-year graduation rate in light of UNF’s proposed goals for its overall four-year graduation rate. He noted that the University’s goals for 2019 - 2023 and 2020 - 2024 in the two rates are the same. He relayed that historically the University has done well with its Pell graduation rate and that the rate has not been substantially different than the University’s four-year graduation rate across all students.

**Scholarship, Research & Innovation Metrics**

Total Research Expenditures

Dr. Coleman spoke about UNF’s total research expenditures and noted that while the actual amount for 2020 was larger than the approved goal, many research expenditures are made during the summer, and the conditions for this upcoming summer are obviously uncertain. He stated that the University bore this in mind when setting its proposed goal for 2021.

Utility Patents Award

Vice President Coleman advised that the University has some projects with plans for patents in the works, and that it anticipates this number increasing in the next few years.

**Enrollment Planning**

Fall Headcount Enrollment by Student Type (all degree-seeking students, all campuses)

Vice President Coleman reviewed the fall headcount enrollment goals by student type (which he noted were developed prior to the Coronavirus pandemic and may be affected by the pandemic). He highlighted the 2024 goal of total degree-seeking student enrollment of 19,130 is in line with our strategic goal of 20,000 in 2025 for total student headcount. Dr. Coleman added that Associate Vice President of Enrollment Services Terry Curran and his team have been working vigorously on Fall 2020 enrollment and that the University maintains an optimistic outlook.

Distance Learning as a Percentage of Total FTE Enrollment

Vice President Coleman noted that these numbers align with those for undergraduate and graduate enrollment.

Trustee Hollingsworth asked whether the University’s optimism with regard to Fall 2020 enrollment is consistent with other SUS institutions or whether UNF is an outlier. Vice President Coleman stated that, as Dr. Curran has relayed, he thinks UNF’s proximity to a metropolitan area combined with students’ potential preferences to stay closer to home may have a positive impact on enrollment. Provost Rhodes added that UNF has not received much information on fall enrollment from other SUS institutions, but that he did agree with Vice President Coleman’s statement. Dr. Rhodes added that while conditions with the pandemic have made things uncertain, he thinks the proactive approach that Associate Vice President Curran and Enrollment Services have taken will hopefully position UNF well for the fall.

Trustee Schneider asked President Szymanski his thoughts on whether or not the goal of an enrollment of 20,000 by 2025 is sustainable, given the size of the campus and the availability of parking and classrooms. President Szymanski stated that a 20,000 enrollment in 2025 is sustainable. He reminded the Board that the University had done research the previous year on its capacity, and the research had shown that the University could accommodate 20,000 students (without capital improvement). The President noted that strategic planning and preparation in terms of using existing space would assist the University with accommodating the 20,000 students. Vice President Coleman also emphasized in the coming years, a higher percentage of UNF students would be enrolled in online classes, which would alleviate some infrastructure issues.

Trustee Bryan asked if the University had projections on how its online presence in the future would impact space (noting that it could potentially free some space that is currently being used). President Szymanski stated that during his conversations with business leaders in Jacksonville, they have frequently remarked that they want to invest in their staff, particularly with regard to graduate programs. He noted that for many employers an issue is having the programs easily accessible for their staff, while allowing them to continue employment. The President relayed that there are a lot of opportunities to develop graduate degrees online for this population. Vice President Coleman added that one thing the University wants to do going forward is develop more fully online programs.

**Improving 4-year Graduation Rate**

% of Baccalaureate-Seeking Resident Undergraduates Earning 15+ Credits (Fall term)

Vice President Coleman noted that the percentage of students who take 15+ credit hours per semester has helped the University make progress on Metric 4 (FTIC Four-Year Graduation Rate). He highlighted the progress that UNF has made since 2013 and added that the University has also tied a lot of scholarship dollars to students’ attempting 15or more credits during a semester.

Dr. Coleman emphasized that UNF’s four-year graduation rate has increased to 44.6%, a 600 basis point (or 15.5%) increase over last year, and a 990 basis point (or 28.5%) increase since implementation of the Four-Year Graduation Rate Improvement Plan. He added that a two-year increase of 990 basis points would have placed UNF as #8 in the U.S. over the most recent two years of publicly available data, among 371 public four-year master’s-large & doctoral institutions in the U.S.

Vice President Coleman concluded his presentation by noting the University’s new programs for consideration for the academic year 2020 - 2021: BBA in Business Intelligence, BS in Advanced Manufacturing, BS in Biochemistry, BS in Learning Design and Technology, BA in Education Studies, MS in Business Analytics, MAT in Elementary Education; and an MAT in Special Education.

Chair Hyde reminded the Board that today’s forum grants the opportunity for the Board to consider the Accountability Plan for approval. He asked President Szymanski for clarification on any provisions of the Plan the Board of Governors would not be considering in June. President Szymanski advised that, at the June meeting, the Board of Governors will want the universities to speak to the progress they have made this year on their approved goals and that, at the October meeting, the Board will want them to speak about their future goals. He relayed that he and the executive team are presenting the Plan as is (with the University’s future goals) to the Board, for approval now. He advised that if, as the new fiscal year starts, the Administration sees adverse impacts of the pandemic and it deems that adjustments to the goals may be advisable, they will come back to the Board in September with recommendations.

Chair Hyde asked, if there were any further questions. There being none, he asked for a motion to approve the plan. Trustee Joost made a MOTION TO APPROVE and Trustee Hollingsworth SECONDED. The Plan was unanimously approved by the Trustees.

Chair Hyde thanked Vice President Coleman for his work on the Plan and stated that he and the Board look forward to an update in June.

Chair Hyde noted that the Board had addressed all of the items on the agenda and asked if any of the Trustees had any further questions. Trustee Gonzalez asked if the Board could receive a copy of the Vice President of Jobs position description. President Szymanski confirmed that his staff would forward a copy to the Board.

There being no further items or questions, Chair Hyde concluded the meeting at

12:27 pm.