#  MINUTES

**Trustees Present**

Kevin Hyde (Chair), Tom Bryan, Douglas Burnett, Jill Davis, Annie Egan, David Fenner, Wilfredo Gonzalez, Adam Hollingsworth, Stephen Joost, Paul McElroy, Nik Patel, Ally Schneider

**Trustees Absent (Excused)**

 Sharon Wamble-King

## Item 1 – Call to Order

Chair Hyde called the meeting to order at 9:00 am. He noted there was a quorum. Chair Hyde reminded those in attendance that the Board had held its Committee meetings, attended by the public, earlier in the week. He advised that, later in this meeting (prior to any action that the Board would take in this meeting), there would be reports from each Committee on the work it had done earlier in the week.

## Item 2 – Public Comment

There were no requests for public comment.

## Item 3 – Chairs Report

Chair Hyde reminded the Board that Chair Kitson had organized a task force, focused on reopening all of the universities and that the task force has been meeting virtually for the last several months. He noted that each Friday, each State University System Board Chair and President have also been meeting virtually with Chair Kitson and stated that much good work had come out of those meetings. He noted that these discussions have helped shape the State University System Blueprint for Reopening Campuses for Fall Semester 2020. He also noted that UNF had developed its own Blueprint for reopening, which the Board had approved at its June 8, 2020 meeting and that President Szymanski submit the UNF Blueprint it to the Board of Governors meeting on June 23, 2020, at the University of Central Florida.

## Item 4 - Introduction of Dr. John White, New Faculty Association President (August, 2020)

Chair Hyde reminded the Board that there will be a new Faculty Association President in August 2020. He stated that he had enjoyed working with Dr. Fenner, UNF Trustee and Faculty Association President very much and that the Board has appreciated Trustee Fenner’s insight and work over the years. Chair Hyde relayed that the Board will welcome Dr. John White, Associate Professor and Assistant Chair, Department of Curriculum and Instruction, College of Education and Human Services, as a new Trustee, in August. Trustee Fenner relayed that Dr. White will be the Faculty Association President from 2020 to 2022 and introduced Dr. White.

Dr. White stated that he looks forward to the opportunity to working with the Board. He also stated that Vice President Stone had been gracious with her time, helping to orient him. Dr. White relayed that he looks forward to helping contribute a faculty voice to the Board’s work.

## Item 5 – Introduction of Ms. Whitney Meyer, Vice President of Diversity and Inclusion

Before turning to President Szymanski, Chair Hyde spoke about the appointment of

Ms. Whitney Meyer, as the new Vice President of Diversity and Inclusion. Chair Hyde relayed that this is a well-deserved promotion for Ms. Meyer, and that he anticipates she will do well in the role. President Szymanski stated that, while at UNF, Ms. Meyer had immersed herself with student issues and in the community and had excelled in the leadership roles that she has had, including leading the University’s *Community Alliance for Student Success* (*CASS)* program and launching its *Fearless Women* program. He stated that she will bring energy, enthusiasm, and acumen to her new role and noted that she is well respected in the community and on campus. The President stated that this is an opportunity to bring several entities together under one leadership, among them the Department of Diversity Issues (DDI), Commission on Diversity and Inclusion (CODI), OneJax, and many student organizations, including the LGBTQ student organization. The President stated that individually these groups had done

## Item 5 – Introduction of Ms. Whitney Meyer, Vice President of Diversity and Inclusion (continued)

“wonderful things, and, collectively, they will do phenomenal things – have greater impact.” President Szymanski asked Ms. Meyer to say a few words.

Ms. Meyer thanked the President for the opportunity. She stated that she is a UNF alumna, having earned her bachelor’s and master’s degrees at the University and relayed that she has worked in a number of UNF departments – the Military Veterans Resource Center, the Student Union, Alumni Relations, and Public Relations. She stated that she is excited about the role and that she and her team have been having multiple conversations with students, faculty and staff to ensure that the University understands these constituents’ needs. She further stated that she is committed to his work, that she knows the Board is committed to this work, and that she looks forward to working with the Board.

## Item 6 – President’s Report

Before turning to President Szymanski, Chair Hyde stated that, on behalf of the Board, he wanted to thank the President and his full team for the extraordinary amount of work they have done, especially amidst the conditions associated with the pandemic.

President Szymanski thanked Chair Hyde. He stated that the University team has learned to work under new conditions, lead remotely, anticipate the University community’s needs in rapidly changing circumstances and that it has continued to work as a team in order to move the University forward. President Szymanski noted, as Chair Hyde had, that he will present the UNF Blueprint for reopening campus to the Board of Governors at its June 23, 2020 meeting. The President relayed that after the Board of Trustees had approved the Blueprint, UNF had submitted it to the Board of Governors for review.

## Item 6 – President’s Report (continued)

The President shared that creating the Blueprint had been an extensive process which had included input from faculty, students, and staff. He noted that the eighteen-member faculty task force had provided a great deal of input for the Blueprint and that the full University task force has had ongoing meetings to identify and address emerging issues. He stated that the University has already held and are continuing to hold several town halls to continue to solicit input further input and ensure that faculty, students’ and staff voices have been heard. The President relayed that he has enjoyed virtual meetings with the students and his discussions with them about academic programs, programming, and remote/non-remote instruction. He stated that he found these discussions insightful, and the feedback has been incorporated into

the Blueprint. President Szymanski highlighted that there is also an online portal through which individuals can submit feedback. The President emphasized the overall theme of the Blueprint as one of shared responsibility among the University community.

The President stated that the University is continuing to move forward on MedNEX. He reminded the Board that the budget is with the Governor. President Szymanski stated that UNF is beginning to develop blueprints for the work it will do with AdventHealth, as part of MedNEX’s academic programs and partnerships.

President Szymanski stated that his update will focus on how the University is “better, stronger and moving forward.” The President relayed that he had recently had multiple calls with CEOs of local companies, discussing what degree and certificate programs need to be available to UNF students so that they have the skills these employers need. President Szymanski referenced the new academic programs that the Academic and Student Affairs Committee had approved this week and stated that the University will be able to offer these and other new programs, in person and online, to fill these needs.

The President began his report on the University’s progress on the metrics, reviewing charts on UNF 2020 Performance-Based Funding Outcomes on the nine Board of

## Item 6 – President’s Report (continued)

Governors metrics. President Szymanski emphasized that the goals of the metrics are attracting and retaining students and ensuring that they have the skills to get good jobs when they graduate. The President reminded the Board that UNF had been ranked in last place, in terms of the metrics, two years ago. He emphasized that the University has been working to create additional infrastructure, update technology and change its culture. President Szymanski also noted that the University has had the largest increase in metrics points, among the State University System institutions, within the last five years. The President spoke of Metric 4 – Four Year-Graduation Rate and noted that the University currently graduates 44.6% of its FTIC students within four years. He emphasized that UNF is also ranked # 8, in terms of improvement in graduating its students, among approximately 350 Carnegie-ranked, doctoral-degree-granting universities. He also noted that UNF has increased nearly 1000 basis points with respect to its graduation rate within a three-year period. The President emphasized that students who are graduating on time have reduced student debt.

The President reviewed UNF’s progress on Metric 2 – Median Wages of Bachelor’s Graduates Employed Full-time and noted that the University is ranked 4th in the State University System. He also noted that UNF is ranked between #4 and #5, in terms of its graduates’ obtaining jobs.

President Szymanski next focused on Metric #3 – Average Cost to the Student and noted that the University has reduced its costs to the student a considerable amount. He highlighted that UNF’s tuition was approximately $17K three years ago and that it will be approximately $9,625K at the end of the spring – almost a 41% reduction. President Szymanski emphasized that the University has also reduced fees and increased scholarships for students.

The President turned to Metric #7 – the University Access Rate and noted that UNF is the only institution that had increased the number of its Pell-grant recipients. The President stated that this increase was purposeful and intentional, and that Vice

## Item 6 – President’s Report (continued)

President Coleman would be providing some additional relevant data later in the meeting.

The President next spoke about Metric #5 – Academic Progress Rate: First-Year Retention with GPA = 2.00+. He noted the University’s 4th place ranking in the State University System. The President relayed that the UNF administration has been working with faculty on DFW rates, and that the University has been working to ensure that multiple scholarship opportunities for students exist so that students can return to campus and continue their education.

The President stated that the University’s focus is on innovation and that he does not view the University’s work toward progress on the metrics as competition with the other State University System institutions, but rather that working for the benefit of the students, as achievements on the metrics, are in the best interests of UNF students.

Trustee Schneider asked President Szymanski about the University’s long-term for decreasing tuition. long-term strategy for reducing the cost of tuition. The President relayed that the University is increasing its efforts to fundraise to provide scholarship monies for students - especially scholarships for first-generation students. President Szymanski noted that the University had taken $250K out of the President’s Office budget to provide scholarships for students. He also highlighted that the University has raised money for the African American Scholarship Foundation.

President Szymanski spoke of additional ways the University has worked to reduce tuition costs to students. He emphasized the University’s work to reduce student fees. He also spoke of the UNF+ Pathways to Success program through which the University has reduced the cost of graduate tuition by 28%.

Vice President Coleman added that the University has done a lot of work to reduce the cost of textbooks. He stated that there has been an effort to have students use electronic resources. President Szymanski stated that the Library staff has been working to create

## Item 6 – President’s Report (continued)

digital resources for students, and that the faculty has been “phenomenal with regard to their work to identify additional ways to reduce textbook costs.” He relayed that Dr. David Jaffee, Professor of Sociology, Anthropology and Social Work has been “tremendous in assisting faculty with this effort.”

Trustee Patel noted that the University’s biggest opportunity in terms of progress on metrics appears to be in the area of Metric 5 – the Academic Progress Rate. He asked if the University has an understanding as to why students leave after their freshman year. He also asked the President if he believes if the number of students leaving after their freshman year will increase due to the COVID-19 pandemic.

Vice President Coleman stated that the primary reason students leave after their freshman year is a low GPA. He advised that if the University could have students’ grades increase to a 2.5 GPA, it is conceivable that the University could have a 90% retention rate, and the opportunity of achieving ten excellence points. He did note, however, that the scenario would be a “big lift.” With regard to whether the effects of the COVID-19 pandemic might affect the University’s progress on this metric, Dr. Coleman stated that it could very definitely have an effect, as many things about the pandemic are uncertain. Vice President Coleman stated further that the entire calendar year could be a statistical outlier, due to the pandemic.

President Szymanski noted that Metric 5 has been a big challenge for the University. He relayed that UNF has been working on improving its DFW rates, and that Vice President Coleman has been working with faculty on that effort. He added that the University is also working to ensure that students have the appropriate instructional support so that they can be successful. The President emphasized that it is incumbent on the University to provide a campus community

## Item 6 – President’s Report (continued)

experience that makes its students want to return to continue their studies. He highlighted that Karen Bowling, the Vice President of Jobs, is working to create internships and job opportunities for students in Jacksonville and noted that the University’s ability to offer these opportunities should be extremely attractive to students.

President Szymanski spoke about the number of Pell-grant recipients the University has. He stated that during the admissions process, the University identifies Pell-grant-eligible students, but that reviewing Pell-grant recipients is a slightly different process. The President noted that the University, when conducting its reviews, does not know ahead of time which students will apply for Pell Grants and/or qualify for them. The President highlighted that the University has approximately 36% Pell-eligible students and that it will have approximately 16.9% Pell-grant recipients, among its first-year students. He emphasized that the University’s current student body is the most diverse student body that the University has had.

The President reviewed the credit-hour growth rate. He noted that the University has grown credit hours 2.9%. He also spoke of fundraising and noted that fundraising has been difficult among higher education institutions nationally. He highlighted that the University, as of the Board of Trustees’ March 2020 meeting, had raised $11.8M and that, now, the total is $13.7M.

President Szymanski spoke about the funding for MedNEX. The President reminded the Board that MedNEX was originally approved at the $12M-level. The University, then, modified it during the legislative session, asking for $6M. President Szymanski also reminded the Board that the budget is with the Governor and added that the University is extremely hopeful that it will receive the funds. The President spoke about the SUS’ Universities of Distinction model which he noted was developed, in part, based on some of UNF’s proposals. He added that the model puts a new emphasis on what State University System institutions can do within their reach. The President

## Item 6 – President’s Report (continued)

highlighted that UNF has had the largest total metric-point increase among the State University System.

The President noted that as the University transforms and grows, there is a need for new positions. He highlighted that, since the Board’s last quarterly meeting, UNF now has:

* a named dean for the Coggin College of Business

The President stated that the new dean is coming to UNF from the University of North Carolina at Charlotte, and that UNF looks forward to his arrival.

* a new, permanent Dean for the College of Computing, Engineering and Construction
	+ The President noted that Dr. Klostermeyer is the new dean for the College.
* a new Vice President of Jobs

The President reminded the Board that Ms. Karen Bowling has been appointed as the Vice President of Jobs. He stated that the Jacksonville business community has expressed the value it thinks this position will create. The President emphasized that the position will assist the University with its work with the business community and with organizing internship and other internal programs.

* a new Vice President of Diversity and Inclusion
	+ The President stated that this position has been a priority for the University, in terms of creating new initiatives and new partnerships. He also stated that he believes formalizing the position will have significant impact.

Trustee Bryan thanked President Szymanski and his team for their work and stated that he looks forward to seeing UNF’s progress on the rankings. He congratulated the President and his team.

## Item 6 – President’s Report (continued)

The President noted that the Assistant Vice President of Faculty Affairs and Diversity position, which will report to the Provost, has been put on hold due the COVID-19 pandemic. But, he highlighted, there is new leadership in the Office of Faculty Enhancement, which is working with faculty to create new faculty leadership opportunities. The President also spoke of the new program *UNF Lead*, a faculty leadership development program, which will be administered from the Provost’s Office. President Szymanski stressed that the University also wants to ensure that its Associate Professors make progress toward becoming full Professors – that they continue on the trajectory of excellence in teaching and in research, and with service to their University community and in their professions. The President stated that the Provost will be speak at a future meeting about the work the University is doing to support faculty.

The President spoke of the UNF Pathways 3+1 program. He highlighted that having a graduate degree offers individuals a competitive advantage in the marketplace. The President shared that the Pathways program offers a seamless way for students to begin their graduate work. He relayed that, in March 2020, 146 students had applied to the program, 63 had enrolled and 42 indicated they would matriculate in the future. The President noted that the University has now received 253 applications. He shared that, of those, 158 students have enrolled, and 30 have indicated they will matriculate in the future.

Trustee Schneider asked what the University’s strategy is to hire more faculty of color. The President stated that the University has a Provost who values a diversified faculty and that having a diverse faculty and staff is a priority for both himself and the Provost. The President further stated that one of the benefits of the new Vice President of Diversity and Inclusion position is that Vice President Meyer will assist with these efforts. He added that one the first committees that she will form is with faculty. He stated that the committee’s focus will be on determinizing what needs and issues exist

## Item 6 – President’s Report (continued)

for faculty and to focus not only on recruiting but also on ensuring that the University has a culture in which all faculty of color feel welcome and want to remain.

## Item 7 – Strategic Analytics Report

Vice President Coleman prefaced his Strategic Analytics Update by providing two one-page summaries of UNF’s performance-based funding (PBF) results for this year, along with UNF’s historical trends on each PBF metric. He indicated that PDF copies of each of these would be provided to the trustees via the online trustee site and/or by email. Dr. Coleman also presented a slide showing highlights from the University’s Florida Equity Report, which indicated substantial year-over-year increases in the number and proportion of minority students among the undergraduate, graduate, and incoming freshman cohort populations from 2017-18 to 2018-19. Minority proportions in 2018-19 among the undergraduate and graduate populations stood at roughly 36%, and the percentage of minority students in our most recent freshman cohort was over 38%. These larger numbers of minority students have also had greater levels of retention, and greater levels of improvement in retention, through their first year than for majority students.

Vice President Coleman then started his Strategic Analytics Update by showing a map of Florida, with 12 differently colored dots denoting 12 clusters (identified by our advanced analytics) from which our full-time FTICs (or FTFTs) have come since 2014. He noted that those dots represented 97% of all FTFTs, as roughly 3% of FTFTs are from out of state. He further illustrated that just over half of all FTFTs during that time have come from the Jacksonville area, with 48% coming from Duval, St. Johns, or Clay counties. He then illustrated the particular regions from among the 12 that have historically been particularly good or bad for retention through the first year with a 2.00+ GPA. In sum, retention of local students has been easily superior to retention of students from outside our region.

## Item 7 – Strategic Analytics Report (continued)

Dr. Coleman then followed these illustrations by showing the retention rates for students from Duval, St. Johns, or Clay, versus students from outside those three counties, before our change in admission strategy in 2016, as well as since 2016. Both groups of FTFTs have retained better since 2016, with non-local students retaining particularly better. Dr. Coleman thus concluded that the change in strategy has worked positively for both groups. However, prior to 2016, retention for local students was more than 10 percentage points better than retention for non-local students. While that gap has narrowed to just under 8 percentage points since 2016, the retention of local students has remained much better than retention for non-local students throughout both the pre-2016 and post-2016 time frames.

As illustration of the largest contrasts between local and non-local students, Dr. Coleman then showed the retention for students from Gainesville and the Panhandle regions, two areas that have historically not retained well vis-à-vis local students. The gap prior to 2016 was over 14% versus local students, which has narrowed to 12 percentage points since 2016.

Vice President Coleman then expanded the analysis to drill down into differences among our four primary race/ethnicity groups (Asian, Black, Hispanic, and White), for local vs. non-local students before the change in admission strategy, and after the change in admission strategy. Results indicated positive change since 2016 for seven of the eight subgroups, and particularly

positive results for local minority students and non-local Black, Hispanic, and White students. The post-2016 retention rates for all four local race/ethnicity subgroups have ranged from roughly 83% to almost 89%, all of which are quite high compared to our most recent metric #5 value of 80.7%. Dr. Coleman highlighted that since 2016 there have been 19 local black FTFTs from high schools that have had historically below average first-year retention levels at UNF. After first indicating that the number (19) itself is too low, he then emphasized that this was particularly so given that 17 of those

## Item 7 – Strategic Analytics Report (continued)

19 students (or 89.5%) retained through the first year with a 2.00+ UNF GPA. Dr. Coleman then illustrated that the findings in favor of local students are not the result of those students simply having better high school GPAs and/or SAT/ACT scores, as the advantages for local students remain even after controlling for those things. Dr. Coleman concluded that all of these findings suggest that an accretive retention strategy going forward would be to focus more heavily on the recruitment of local students.

Vice President Coleman then adjusted the post-2016 numbers to show differences between FTFTs who applied to UNF before January 1, versus those who applied on or after January 1. The retention rates for early appliers – both local and non-local -- have been higher across all race/ethnicity categories, with retention of local early appliers being the highest. These ranged between 84.2% (for local White students) to 89.7% (for local Asian students). Such results collectively indicate that local early appliers have retention levels that already are starting to approach the 90% retention level needed to get 10 excellence points on that metric. Moreover, Dr. Coleman illustrated that these advantages since 2016 have not been the result of local early appliers simply having better high school GPAs and/or SAT/ACT scores.

Vice President Coleman then showed the retention rates for early and late appliers across all eight student groups (local Asian, Black, Hispanic, and White students; and non-local Asian, Black, Hispanic, and White students), when the student had a UNF GPA of at least 2.50 at the end of his/her first year. This breakout helped to determine whether students in any of these subgroups were failing to retain largely due to grades and not due to other factors. All local groups – even those who applied on or after January 1 – retained at a rate of 89% or better if they had a UNF first-year GPA of at least 2.50. This was markedly higher than the roughly 75% rate for local Black, Hispanic, and White late appliers before knwoing their UNF grades, suggesting that when students in these groups don’t retain, it is largely due to grades. Dr.

## Item 7 – Strategic Analytics Report (continued)

Coleman further noted that findings within local early appliers, as well as within local late appliers, were remarkably consistent across all race/ethnicity categories.

Given this consistency across race/ethnicity, Dr. Coleman then aggregated the post-2016 results across race/ethnicities and simplified the retention results into four boxes: local earlier appliers, local late appliers, non-local early appliers, and non-local late appliers. Non-local late appliers – even if they had UNF GPAs of at least 2.50, nevertheless have retained at a rate of only 80%. In contrast, local early appliers, local late appliers, and non-local early appliers, have had rates of 94%, 90%, and 85%, respectively. Dr. Coleman concluded that getting the non-local late appliers to “be a 10” – i.e., to retain at 90% -- is going to be very tough. However, we have a good chance to get the remaining three groups collectively to a 10, if we can get them to a UNF first-year GPA of 2.50 or higher.

During Dr. Coleman’s presentation, there were several questions from the trustees:

Trustee Bryan asked if there are any identified reasons that students seek enrollment at UNF, such as sports or particular areas of study. Vice President Coleman stated that he and his team are investigating this now. He also relayed that more advanced analytics models that his office is developing will allow for more detailed analysis within the various clusters of students from specific locations.

Trustee Schneider asked whether having 48% of its FTIC students coming from Duval, St. Johns, and Clay Counties is beneficial or detrimental to the University. Vice President Coleman relayed that the impact on the University of having such a large number of its students coming from local areas is multi-layered. He emphasized that the University always wants to be growing in terms of diversity (which includes having students from multiple geographical areas) but that in terms of retaining its students, the University has found it is much more likely to retain FTIC student from local areas.

## Item 7 – Strategic Analytics Report (continued)

After Vice President Coleman’s statement that the distance effect (local vs. non-local) in terms of retention of FTIC students can be rather dramatic, Trustee Egan asked if it relates to whether or not the students live in dorms. Vice President Coleman stated that it does move the needle in some way. He relayed that it is not a large increase, but it is a statistically significant increase. Vice President Coleman stated that when he and his team build more

advanced models, the analyses show the advantages that students’ not only staying on campus, but also living in a living /learning community have on student engagement.

Trustee Bryan asked whether or not we are incorporating the value of a UNF education into our local marketing campaign, given that the University is more successful with retaining its local students and has greatly reduced the cost of its tuition. Vice President Bruder relayed that UNF has ramped up its advertising significantly. He highlighted that during the pandemic, the University is not getting as much value from the traditional physical billboards that it might otherwise, but that the University has made widespread use of digital billboards, including at the Jacksonville International Airport. Vice President Bruder also noted that there are advertisements for UNF multiple times a day on the local Jacksonville NPR station. He added that the University launched its digital marketing campaign, which targets Duval County and adjacent counties, in March. Vice President Bruder confirmed that the University’s marketing campaign emphasizes the value equation of a UNF education.

President Szymanski added that Enrollment Services has also changed its recruiting strategy to target more Title 1 schools, working to ensure that the University is reaching these schools and students in new ways. The President highlighted that UNF students will be able to assist with recruitment efforts, articulating to potential students all the positive things about the University and campus.

Trustee Egan asked if Vice President Coleman’s pre-2016 and post-2016 data on retention and data on improvements in retention of local Asian, Black, Hispanic and

## Item 7 – Strategic Analytics Report (continued)

White students and non-local Asian, Black, Hispanic and White students seem to indicate that that non-local students and especially non-local white students are more likely to transfer or that they are likely not to continue in higher education at all. Vice President Coleman relayed that both dynamics are occurring. He highlighted that grades are a big driver and for those students who do transfer, many do not transfer directly to another SUS institution, but rather to a school within the Florida State College system.

Trustee Bryan asked if - in the context of the University being successful with recruiting local students and the high success rates of local students with high high-school GPAs - the University has a task force on local charter high schools that creates students who are more

likely to succeed at UNF. Vice President Coleman stated that the University does not currently have one, but that it certainly might be an idea going forward. President Szymanski emphasized that it is important that UNF has strong relationships with high school guidance counselors as they are great influencers of students during the college application process. He noted that there would be value in the University holding a roundtable for guidance counselors.

Trustee Joost asked for clarification on the amount of extra funding the University would receive, if it were to attain a 90% retention rate and a ten-point increase on the metrics. Vice President Coleman responded that given the way the points work, there is not a direct computation that can be made. This is particularly true if the additional points would not have had an impact on whether UNF stood to receive performance-funding money, which rather commonly can be the case.

Trustee Burnett stated that he thinks that the strategies that the President and Vice President Coleman have been speaking about and the data that Vice President Coleman has shown indicate that the University cares about its students, and that he appreciates all the work that the President and his team have done.

## Item 7 – Strategic Analytics Report (continued)

Trustee Schneider referenced the practice of some higher education institutions not requiring SAT scores for admissions decisions and wondered if UNF would not require them in the future. Vice President Coleman stressed that the test scores by themselves are not a good predictor of student success, and that the University receives better insights as to students’ aptitude from other information. He also stated that the national trend is also not to put as much emphasis on the scores, alone, as institutions once did.

Trustee Egan asked if there are any universities that are not providing fall letter grades to freshman. Vice President Bruder stated that the University has been tracking this and that there are 160 universities that were not test-optional previously, but now conduct a test-optional admissions process. He further stated that the University has not been able to find any universities that continued with the pass/fail grade option beyond the fall semester. (The Board noted that New College does not provide traditional grades to its students, but that this has historically been the practice of New College.)

## Item 8 – Committee Reports

**Academic and Student Affairs**

Chair Hyde provided the following report:

The Academic and Student Affairs Committee met on June 15th. The Committee had a full agenda, including the consideration of several items that are on today’s Consent Agenda for approval. These include:

1. Revisions to the University’s Admission Regulation to more clearly describe the process by which an applicant’s past behavioral history is addressed in the admissions process.
2. Three New Degree Programs, including:
	1. Bachelor of Science in Advanced Manufacturing
	2. Bachelor of Business Administration in Business Intelligence and
	3. Master of Science in Business Analytics

These are all programs of strategic emphasis (in economic development-STEM) and it is anticipated that there will be significant growth in jobs/job opportunities for our UNF graduates in these areas.

1. Marlynn Jones, UNF’s Director of Equal Opportunity and Inclusion and Title IX Coordinator, presented the 2019-2020 Florida Equity Report, which will be submitted to the Florida Board of Governors. She noted that the equity report development included campus-wide involvement; and she provided an overview of hi lights from the report. She noted significant increases from 2014-2019 in Asian, Hispanic and Black first time in college students. She noted a significant decrease in Asian, Hispanic and Back transfer students during the same period of time. Ms. Jones also reported on Equity in Athletics, noting the academic excellence of the UNF athletics program, with an overall department GPA of 3.37. She noted that for the 16th consecutive semester, the program had overall department GPA of 3.0 or higher. She reported that Athletic concerns were in the area of facilities. The University is seeking donors for covered batting cages. Additionally, while funds have been identified for an outdoor pool for the University’s Women’s Swim Team, the estimated time for completion is two to three years. Chair Hyde noted that the full 2019-2020 Florida Equity Report is included in the Board materials.
2. Trustee Fenner provided an update on activities of the Faculty. He reported that:
3. The Faculty Association President for 2020-2022 will be Professor John White of the College of Education and Human Services.  John will take over the Faculty Association presidency in August.

1. The Faculty Association – in cooperation with the Commission on Diversity and Inclusion, the Department of Diversity Initiatives, and Academic Affairs – is launching a platform on the University’s Canvas site for discussion of matters connected to race. These will be facilitated and moderated by faculty members Wanda Lastrapes, Tru Leverette, Curtis Phills and Claudia Sealey-Potts. The University’s Commission on Diversity and Inclusion will monitor the discussions and glean from them ideas that can be turned into actions.
2. Academic Affairs will co-host with the Faculty Association a Town Hall meeting on Friday June 19th, from 2-4, focusing on answering faculty questions and concerns regarding reopening the campus for classes this fall.
3. Trustee, Ally Schneider, reported on activities of the Student Government. She noted that she serves as Chair of the Florida Student Association and will be attending her first meeting as a member of the Florida Board of Governors on June 23, 2020. Trustee Schneider reported that while her administration ran on a platform with priorities associated with Campus Safety, Access to Resources, and Campus Culture, the

priorities of the Student Government have changed in recent months. She related that its current priorities have shifted to Student Emergency Relief Funds (-the Student Government has infused $250,000 for student aid); Engaging with minority (specifically UNF’s African American/Black) students to find better ways to serve them; and working with the university on the reopening of campus.

**Finance and Facilities Committee**

 Chair Joost provided the following report:

 The Finance and Facilities Committee met on June 15.

The Committee had a full agenda, including the consideration of several items that are on today’s Consent Agenda for approval. These include:

* + - 1. Revisions on the regulation on Minors on Campus: Camps, Programs, and other Activities which help to streamline and clarify the process by which campus and

other programs involving minors are improved. It outlines when they can register and what the fees are.

* + - 1. Revisions to the Schedule of Tuition and Fees which include those that conform the regulation to the new fiscal year, that clarify the Florida resident financial aid fee, and update the per-credit charge for students who enroll in a course more than twice.
			2. Vice President Bennet presented the Capital Projects Quarterly Report, which outlined the 31 current projects the University has underway. Chair Joost reported that the Projects include transportation improvements, reviewing demand for a new dormitory on the east ridge of campus, the Science and Engineering building renovations, a swimming pool, Arena bleachers, volley ball courts, efforts to replace LED lighting throughout campus and air conditioners in the University Center, among others. He advised that there are $16M in ongoing projects on campus.
			3. Interim Vice President Bennett presented the Capital Improvement Plan (FY2021-2022 to FY2025-2026), which includes the 500-bed Honors student housing. Chair Joost noted that the projected cost is $62.5M. The cost of the Hicks
1. Interim Vice President Bennett presented the Treasurer’s Report. Chair Joost shared that the Report indicated that the University has a good amount of cash on hand, and will continue to monitor the situation, especially due to the COVID-19 pandemic, and that the University has made contingencies for various scenarios during the pandemic.
2. The Committee reviewed and approved the budgets for the Direct Support Organizations. Chair Joost noted that the current MOCA budget has a $420K subsidy and another $131K from other support organizations. He added that, in the 2021 budget, the amount of the subsidy is being reduced to $200K.

Trustee Eagan asked if the tuition and fees information in the Treasurer’s Report reflected the updated tuition and fees for Georgia residents that the Board of Trustees had recently approved. Chair Joost advised that the University has had additional talks with the Board of Governors. Interim Vice President Bennett relayed that the University had not moved forward on the different tuition rates for Georgia residents after its conversations with the Board of Governors. He added that the university has waiver authority and will likely use this, in the next year, to reduce the price of tuition for Georgia residents to attract more Georgia students.

Trustee Eagan noted that the Board of Trustees has approved the addition of degree programs at several of its meetings and asked if the University has a review process to eliminate degree programs and/or majors, when it deems necessary. Provost Rhodes confirmed that the University does have a review process in place. He added that the Board of Governors forwards lists of programs with low enrollment, from time to time, and asks the universities to justify the offerings of programs with low enrollments. Provost Rhodes offered to send Trustee Eagan a list of those programs.

 **Audit and Compliance Committee**

 Chair McElroy provided the following report:

He stated that the Audit and Compliance Committee met on June 15th and that the Committee had a full agenda, which included:

Office of Internal Auditing Audit Plan for audits to be conducted during 2021 and 2022 - Chair McElroy noted that the plan was on the Consent Agenda for the June 18 meeting. He reported that Ms. Hann

gave a detailed review of the 15 areas of focus in the plan, the University’s centers of risk, and how audits were planned in those areas. He relayed that the Committee spoke about the “new normal” environment that the University is operating in and the implications that that could have on controls. Trustee McElroy shared that Ms. Hann’s review also included a look at local services and scholarships.

Auditor General Financial Report for the period ending June 30, 2019 - Interim Vice President Bennett gave an update on the report. Chair McElroy stated that the Board would recall that it reviewed the report at its March 2020 meeting. He noted that the report had been finalized since the March quarterly meeting. Chair McElroy stated that it was a clean audit, and that “a terrific job was done by our team.”

Compliance Office Report - Dr. Joann Campbell, Associate Vice President and Compliance Officer gave the report. Chair McElroy shared that Dr. Campbell introduced Dr. Adams-Manning, Dean of Students, who presented on a training program aimed on supporting student success (with components of increasing awareness on issues related to drug and alcohol use, Title IX issues, and supports for students’ mental health.) Chair McElroy noted that the University looks forward to the launching of the program.

 Vice Chair Fenner reported that the Governance Committee met on June 16. He stated that the Committee considered several items that were on the Consent Agenda for the June 18 Board meeting, for approval by the full Board. He relayed that these items included:

1. Approval of new and renewing members of the UNF Foundation, MOCA Jacksonville, and Training and Services Institute boards. Dr. Fenner reminded the Board that these organizations serve as direct support organizations to the University and stated that the University appreciates the service of these community volunteers.
2. Approval of a Board Effectiveness survey for 2020 which will be sent to Board members over the summer. Vice Chair Fenner shared that the Committee recommended using the same survey instrument as last year to compare results from year to year. He added that the survey

will be administered over the summer, and survey results will be discussed with the Committee and the Board in the fall. Vice Chair Fenner relayed that the Committee recommended that the Board utilize the same Board Meeting survey instrument as last year. He added that the Committee also recommended a survey instrument that will focus on the Zoom Meeting Experience. Dr. Fenner shared that since the Board had not (prior to the pandemic) utilized technology to deliver its meetings, this feedback will be helpful in the Board’s assessment of the effectiveness of its meetings in a virtual environment. He added that survey results will be discussed with the Board in the fall.

Vice Chair Fenner relayed that the Committee spent time reviewing progress made on each element of the Board Action Plan for Continuing Performance Improvement, which was approved by the

Board in January 2019. He stated that the Committee believes that the Board is on target and making good progress on the Plan. He added that some of the target dates on the Plan were

adjusted, and that these adjustments were included in the Board’s June 18, 2020 meeting Consent Agenda.

The Committee concluded its discussion of the Board Committee Structure, with a focus on whether the Committee wished to recommend to the Board the addition of a standing committee focused on Strategic Planning at this time. With the current status of university operations, the Committee, with input from Chair Hyde, concluded

that it would be advisable to wait until spring 2021, when normal operations have hopefully resumed, to discuss the addition of a standing committee focused on Strategic Planning.

Dr. Fenner related that the Committee meeting ended with a review of recommended revisions to the UNF Bylaws. He added that the revisions were approved by the Committee and will be discussed as an Action Item at the June 18, 2020 Board meeting.

Trustee Eagan asked why the appointments of the Directors on the MOCA Board are staggered. Vice President Stone relayed that each of the direct support organizations establish the start dates of their terms of appointment and many of them have staggered dates so that not every Director is renewing at the same time.

## Item 9 - Consent Agenda

Chair Hyde turned to the Consent Agenda that contained items approved by the Committees earlier in the week. He asked if any of the Trustees wanted to pull and discuss any of the items on the agenda. Trustee McElroy stated that he was not requesting to pull any items from the agenda, but asked for clarification on whether or not all items on the agenda were approved with unanimous support. Vice President Stone clarified that all items on the agenda were approved with unanimous support and that it is the Board’s practice to include only items approved unanimously by Committee members on Consent Agendas for meetings of the full Board. There being no further questions, Chair Hyde asked for a MOTION to APPROVE the Consent Agenda. Trustee McElroy made a MOTION to APPROVE, and Trustee Egan SECONDED. The Consent Agenda was passed unanimously.

## Item 10 - Proposed Amendments to UNF Board of Trustees Bylaws

Before turning to Vice President Stone, Chair Hyde started the Board’s review of its Bylaws by thanking Vice President Stone and her team for their work. He then advised that the first items the Board would review, under Article I, Sections 3 and 4, were the “Powers and Duties of the Board of Trustees” and “Duties of the President,” clarifying respectively the roles of the Trustees and the President. He advised that many of the recommended changes were made, in part, to conform to the language of the Board of Governors. He turned the presentation over to Vice President Stone, who added that she had reviewed the operating procedures for the Board of Governors and for all of UNF’s sister campuses and that the following recommendations were based on that review.

Vice President Stone advised that the recommended revisions to Article 1, Section 3 “Powers and Duties of the Board,” include language that more clearly states the roles and responsibilities of the Board, with the Board holding the President accountable for university operations and management and fiscal accountability. She relayed that the language more clearly describes the roles and responsibilities of the Board. She also emphasized that the review of the language aligns well within the context of the University’s Southern Association of Colleges and Schools (SACS) accreditation of continuing to look at ways to clarify the responsibilities of UNF’s Board of Trustees. Vice President Stone stated that there were no recommended changes in practices in this section.

Vice President Stone advised that, with regard to Article 1, Section 4 “Duties of the University President,” based on the review of the UNF’s sister institutions’ bylaws, the recommended language was more succinct, more accurate than the previous language, and more clearly states that the President serves as the CEO of the University. She highlighted that a sentence associated with execution of documents was added. She stated that many outside entities, which require the President’s signature for documents, ask for the underlying documentation on Presidential authority to execute documents. She added that the President’s authority to execute on documents is consistent with Board of Trustees’ policy which establishes specific thresholds for requiring the President’s signature.

Chair Hyde highlighted the language describing the Board of Trustees’ Powers and Duties that references the Trustees holding the President responsible for, among other things, fiscal accountability. He stated that the language is consistent with the direction and training that the Trustees have received from the Board of Governors with regard to the fiduciary responsibilities of the Trustees.

Trustee McElroy noted the need for the first paragraph under Article 1, Section 3 “Powers and Duties of the Board of Trustees” to have language that refers to the President’s responsibilities for the Academy and for the execution of the University’s Strategic Plan. Vice President Stone, stated that, if the Board is comfortable, she would add language focusing on the President’s responsibilities for the educational mission of the University and for execution of the Strategic Plan and could bring this revised language back for review. The Board provided feedback that they would be comfortable with Vice President Stone adding this additional language. Vice President Stone thanked them and stated that she would share the updated Bylaws, with revisions, with Chair Hyde for his final review.

Vice President Stone next reviewed the language in Article 1, Section 8 of the Bylaws on “Committees.” She reminded the Board that the Board’s committees have been reviewing and updating their charters in the last several months. Vice President Stone relayed that she reviewed the committee charters’ language and added language to the

Bylaws that is helpful to understanding how members of the committees view their roles and responsibilities on the committees. She noted that the language in the description of the Audit and Compliance Committee was consistent with the language in its charter. Vice President Stone also highlighted that language was added to the description of the Finance and Facilities Committee from the Committee charter that was helpful to understanding how members of the committee

view their roles and responsibilities. Regarding the description for the Academic and Student Affairs Committee, Vice President Stone relayed that language was added to describe committee members’ role of providing strategic input to the President and Provost on academic matters. She also noted that when the Governance Committee updated its charter, in spring of 2020, it had removed language that stated the Committee recommended individuals for the Board, as the Committee did not currently make these recommendations. She noted that the Committee added language about providing recommendations to the Board on best practices for corporate governance.

Vice President Stone next spoke about Article II of the Bylaws which outlines the Board’s meeting practices. She relayed that the recommendations for the Bylaws include clear language that the Board complies with Chapter 286 of the Florida Statutes in terms of how the Board notices its meetings and conducts its business. (She stated that this information is provided at the beginning of the section, as a fundamental statement, to stress that the Board complies with Chapter 286. She noted that this information was previously located in a different place within the article, but is now more clearly visible.) Vice President Stone confirmed that, as reflected in the Bylaws, this language clearly states that all of the Board’s meetings are publicly noticed and open to the public.” She also emphasized, as outlined in the language, that no action taken at a meeting is binding except as taken or made in accordance with Florida’s public meeting laws (unless the items falls within one of the few exceptions such as collective bargaining or discussion of ongoing litigation).

Vice President Stone reviewed recommended language for the types of meetings the Board has, as outlined in Article II of the Bylaws. She noted that recommended language for Article II of the Bylaws:

* + clarifies that “regular meetings” refers to business meetings and Board retreats held at regular intervals
	+ includes a reference to the ability of seven (7) Trustees to call Special Meetings (including hearings and workshops), with a minimum of 48-hours advance notice. Vice President Stone stated that the previous amount of minimum notice for Special Meetings had been seven (7), but that the Board has found that there are circumstances in which the Board needs the flexibility of meeting for Special Meetings sooner after notice of the meeting. She noted that this recommended amount of notice is consistent with the practices of other campuses. Vice President Stone emphasized that the intent is not to hold all Special Meetings within 48 hours of meeting notices, but rather for the Board to have the flexibility that if a circumstance presented itself during which the Board needed to gather quickly to discuss an item, it would be able to do so. She stated that the reasonableness of the notice will depend on what the circumstances surrounding the item are as, in the Bylaws language of some of the UNF’s sister institutions, requires an affirmative vote of a majority of the Trustees in attendance at a Special Meetings to add any item that was not included in the call for that meeting. She noted that the previous required number of Trustees was nine (9).

Vice President Stone emphasized that the notice she was referencing in Article II was notice to the Trustees and reminding the Board that notice requirements for the public are dictated by Chapter 286, Florida Statutes. She asked the Board if it had any feedback or questions about the recommended language.

Trustee McElroy stated that (in the context of a quorum for the Board being seven (7) Trustees) by requiring an affirmative vote of the majority of the Trustees to add an item to the agenda (that was not included in the call for the meeting) for a Special Meeting, there could be a potential situation whereby a minority of four (4) Trustees (out of the thirteen-member Board) could introduce and pass an item.

Chair Hyde concurred that this particular recommendation could allow four (4) of thirteen (13) Trustees to make a major decision for the Board in a Special Meeting, which Chair Hyde stated that he did not think was the Board’s intent. Chair Hyde added that he would be more comfortable with a requirement of nine (9) Trustees to add an item to the agenda of a Special Board Meeting. He noted that this requirement would reflect a majority of the Board.

The Board concurred that they would like the requirement to remain that nine (9) Trustees are required to add an item to an agenda of a Special Board meeting. Vice President Stone noted that this language in the Bylaws will not be revised.

Vice President Stone reviewed recommended revisions to the language in Article II Section 3 on “Emergency Meetings” – that “emergency meetings of the Board may be called by the Chair of the Board upon such notice as is reasonable under the circumstances whenever in the opinion of the Chair, an issue requires immediate Board action.” She noted that the language does not set time parameters, but, she emphasized, as always, the Board needs to have a quorum of seven (7) to meet.

Vice President Stone next addressed Article II, Section 5 of the Bylaws “Special Notice Requirements.” She emphasized that the language states, again, that public notice is pursuant to requirement of Chapter 286, Florida Statutes and identifies where UNF places those notices – on the Trustees’ website and the University calendar. She noted that the Office of the President will edit the Trustees webpage so that the public can more easily find meeting dates and information on how it can request the opportunity to make public comments at Board of Trustees meetings.

Vice President Stone reviewed Article III of the Bylaws - “Appearances before the Board.” She noted that the language in Article III, dating to when the Board had first been established includes a reference to meetings conducted by phone and states that those meetings will not contain an opportunity for public comment. She noted that the outdated language is not consistent with the intent of Chapter 286. Vice President Stone further noted that the Board has never fully met via phone – that it has always met in person, and therefore has had an opportunity for the public to comment. She noted that the recommended language:

* indicates the Board designates a fifteen (15) minute public comment period, per meeting, with three minutes for each speaker
* reflects the “discretion of the Chair to further recognize any individual to address the Board during the discussion of a particular agenda item.”
* indicates that members of the public requesting the opportunity for public comment should submit their requests to speak at minimum three (3) working days prior to the

meeting; with regard to this requirement, Vice President Stone noted that the Board has been flexible and has accommodated requests that have been brought to the Board within three working days. She added that the email address through which the public can request the opportunity for comment is included in this section of the Bylaws

Trustee Fenner spoke about the mechanism through which Faculty can speak to the Board about issues that are not on a particular agenda and noted that he thinks Faculty can avail themselves of the website for these types of requests. Vice President Stone agreed that this would be a good mechanism for these types of requests. She also noted that the Governance Committee had spoken about this issue. She added that she and Dr. White had addressed this during one of his orientation meetings. Vice President Stone stated that she and Dr. White had discussed that the Board needs to have certain parameters or controls associated with the its agenda and that these rules apply not just internally but to the general public, as well as other ways for Faculty to have input. Vice President Stone stated that Dr. White had also noted the presence on the Trustee website of an email address through which Faculty can address issues to the Board. Vice President reminded the Board that the practice is to relay those inquiries to the Board, and that the Faculty Association updates in the Academic and Student Affairs Committee are another opportunity through which Faculty can raise issues with the Board (as they have done at previous Committee meetings).

Trustee McElroy asked for clarification on the different meeting notice requirements vis-à-vis the requirement that request for public comments be made three (3) days in advance of Board meetings. Vice President Stone clarified that 48 hours is the *minimum* amount of time for a Special Board Meeting to allow for the Board to address an issue, but she emphasized that is not the norm or standard amount of notice the Board would typically receive to convene a meeting. Vice President Stone stressed that if circumstances required the Board to meet within a 48-hour period, the Board would be able to do so. And, she emphasized that if those staff who support the Board were to receive requests from the public to make comments about an item in such a meeting, they would be flexible. Vice President Stone also highlighted that staff typically plan the logistics for Board meetings with more than 48-hours’ lead time. Vice President Stone further noted that Chapter 286 of Florida Statutes contains an exception that if, in fact, it is impractical because of the need to meet, there is no requirement for public comment, but, she stated, that particularly with regard to requests for public comment coming from members of the community, staff who receive these requests would always try to accommodate them and will be held accountable for how well it does so. Chair Hyde reminded the Board that the Chair always also always has discretion for public comment.

Chair Hyde asked if there were additional questions about the proposed changes. There being none, Chair Hyde asked for a MOTION to APPROVE the recommended revisions to the Bylaws (excluding the recommended change of allowing the majority of Trustees in attendance at Special Meetings to introduce items not including in the call for the meeting – and keeping that requirement to a minimum of nine (9) Trustees). Trustee Gonzalez made a MOTION to APPROVE and Trustee McElroy SECONDED. The recommended revisions to the Bylaws were passed unanimously by the Board.

## Item 11 - Approval of Budget for Fiscal Year 2020-2021

Chair Hyde noted that the Board had discussed the draft FY 2020-2021 Budget previously in May, and that the item was now up for approval. Chair Hyde invited Interim Vice President Bennett to present the Budget. Interim Vice President Bennett echoed Chair Hyde’s statement that the Board had had a detailed discussion about the Budget in May. He noted that there had been some minor revisions that he would highlight.

Interim Vice President Bennett reviewed the four Budget worksheets for the Board’s consideration, noting that the Board had reviewed drafts of the first two worksheets in May:

* Detailed Summary of Non-E&G Activities for FY 2020-2021

Interim Vice Bennett noted that this was a new schedule since the May meeting. This schedule details all the non-E&G activities along with their proposed FY20-21 budget. He pointed out those areas that were specifically hit by the recent events and how that impacted their operations.

* The updated 2020-2021 Summary Budget, Reallocations, Reductions and Requests Worksheet reflects the revisions as noted in the Detailed Summary of Non-E&G Activities for FY 2020-2021.
* “2021 Sources and Uses” Worksheet Interim Vice President Bennett highlighted the reduction of the TLO money on the worksheet and the sums provided to Academic and Student Affairs.
* UNF Operating Budget for 2020-21 (All Sources) – Interim Vice President reviewed the E&G allocations and estimated non-E&G expenditures.

Interim Vice President Bennett reviewed the University’s Budget of $204,946M, with carry forward of $31.5M. He reviewed the different fund types (which are reported to the state). He noted that funds allocated to Financial Aid/Scholarships were increased by $3M.

Trustee Gonzalez asked if expenses for the University Center were included. Interim Vice President Bennett confirmed that they were included within the budget information for rental spaces. Trustee Gonzalez noted the loss of income for rental spaces. Interim Vice President Bennett confirmed this, stating that there were financial losses for all campus rental spaces, as they are currently shut down and have been for the last several months due to the pandemic. Trustee Gonzalez also noted that the Small Business Development Center requires a match by the federal government and asked if those funds were reflected in the budget. Interim Vice President Bennett included that some of the funds are included within the sponsored research funds (grant activity) and that they have

their own auxiliary. He stated that funds therein would be reflected within funds for Academic Affairs.

Chair Hyde asked for a motion for approval of the FY2020-2021 UNF Budget. Trustee McElroy made a MOTION to APPROVE the FY2020-2021 UNF Budget, and Trustee McElroy SECONDED. The Budget was unanimously approved by the Board.

Chair Hyde asked the Trustees to provide Vice President Stone with feedback on the schedule of the weeks’ Board meetings (with committee meetings having occurred over a two-day period, prior to the Board meeting). He noted that this arrangement seemed to work well in the virtual environment, but wanted Trustees to share their feedback with Vice President Stone.

Chair Hyde asked if there were additional questions or matters for the good of the order. Trustee Gonzalez noted that during the aftereffects of the hurricane in Puerto Rico, the State University System had allowed students from Puerto Rico to attend State University System institutions and waived the out-of-state tuition. He asked if UNF was still participating in that arrangement. President Szymanski noted that his staff will check and will get in touch with Trustee

Gonzalez. Trustee Gonzalez also noted that this was Trustee Fenner’s last quarterly meeting with the Board. Trustee Gonzalez stated that he would like to go on record that Trustee Fenner was “a great and effective representative for the faculty and a great member of the Board.” Chair Hyde concurred and stated that he hopes that Trustee Fenner will still attend Board meetings in the future, as his schedule allows.

Chair Hyde asked if there were additional matters that anyone would like to bring up for the good of the order. Vice President Stone stated that the language that she plans to add in the Board’s “Powers and Duties” in the Bylaws is the “execution of the University’s Strategic Plan and leading the University to accomplish its educational mission and goals.”

Chair Hyde thanked everyone for their time today and earlier in the week for the Committee meetings and noted that all of the Board meetings this week were well attended. He stated that he appreciated the Trustees’ time and attention toward all of the matters discussed during the week.

## Item 12 – Adjournment

Chair Hyde adjourned the meeting at 11:50 am.