#  MINUTES

**Trustees Present:** Kevin Hyde (Chair), Sharon Wamble-King (Vice Chair),

Jason Barrett, Douglas Burnett, Jill Davis, Annie Egan,

Stephen Joost, Christopher Lazzara, Paul McElroy, Nik Patel,

Ally Schneider, John White

**Trustees Absent** (Excused): Tom Bryan

## Item 1 Call to Order

Chair Hyde called the meeting to orderat 8:30 am.

## Item 2 Public Comment

Chair Hyde offered those in attendance the opportunity for public comment. There were no requests for public comment.

Prior to turning to the next agenda item, Chair Hyde directed the Board to consider a proposed resolution for Mr. Lee Moon, UNF Athletics Director. The proposed resolution commemorated Mr. Moon for his leadership and many accomplishments since 2009, including his recognition as an Athletics Director of the Year for 2020-2021, by the National Association of Collegiate Directors of Athletics. Chair Hyde had circulated the proposed resolution and asked if there were any questions or comments before the Board considered the resolution. There being none, Chair Hyde asked for a MOTION to APPROVE. Trustee Joost made a MOTION to APPROVE, and Trustee McElroy SECONDED. The Board unanimously approved the resolution. Mr. Moon was invited to

the meeting, later in the day, at which time Chair Hyde presented

the resolution to him.

## Item 3 Ratification of Memorandum of Understanding between UFF-UNF and UNF-BOT

Outside labor counsel, Mr. Mike Mattimore, presented a Memorandum of Understanding (MOU) between the UFF-UNF and the UNF-BOT relating to the impact of COVID on the ability to hire visiting faculty for the AY 2021-2022.  Mr. Mattimore advised that the MOU had been agreed to on March 4, 2021 by the Administration and the UFF and was ratified by the in-unit faculty on March 11, 2021.  Mr. Mattimore stated that the MOU addressed the extension of the ability to rehire visiting faculty for a fifth year due to the impact of COVID. He relayed that the pandemic had limited the department chairs’ and faculty’s ability

to launch formal searches for new visiting visitors. He added that that the department chairs who preferred to would now have the ability to retain seasoned visiting faculty members for an additional year, beyond what the Collective Bargaining Agreement allows (in order to set their schedules and confirm the visiting faculty who will teach during the AY 21-22 year).

Chair Hyde asked if there were any questions. There being none, he asked for a MOTION to RATIFY. Trustee Schneider made a MOTION to RATIFY and Trustee McElroy SECONDED. The Board unanimously ratified the MOU.

## Item 4 Ethics Training by Florida Commission on Ethics

Ms. Caroline Klancke, Senior Attorney, Florida Commission on Ethics, met with the Board and provided an overview of key requirements of the Florida Code of Ethics for Public Officers and Employees.  Ms. Klancke stated that the Commission primarily administers Article II, Section 8, Florida Constitution, and Part III, Chapter 112, Florida Statutes and that the Code of Ethics is applicable to all public officers and public employees. She reminded the Board that Article IX, Section 7 (c) of the Florida Constitution and sections 1001.64 and 1001.71 of the Florida Statutes cover the local Boards of Trustees for the Florida public universities.

Ms. Klancke relayed to the Board that the Commission offers advice to public officers and organizations which have questions, handle ethics complaints, and review and process financial disclosures and appeals. Ms. Klancke’s training reviewed the following topics:

* Misuse of Public Position - Section 112.313(6), F.S.
* Prohibited Disproportionate Benefit (The amendment to Article II, Section 8 of the Florida Constitution; became effective on December 31, 2020; Rule 34-18.001, Florida Administrative Code)
* Gifts, Bribes and Unauthorized Compensation
	+ Quid Pro Quo – 112.313 (2), F.S.
	+ Unauthorized Compensation – 112.313(4) F.S.
	+ The Gifts Law – Section 112.3148 F.S.
	+ Prohibited Donors

## Item 4 Ethics Training by Florida Commission on Ethics (*continued)*

* Gifts, Bribes and Unauthorized Compensation (continued)
	+ - Lobbyists – 112.3148(2)(b)
		- Vendors – 112.3148 (2) (f)
	+ Anti-solicitation – Section 112.3148(3) F.S.
	+ Prohibition of Acceptance– 112.3148(4)
	+ Florida Commission’s Form 9 – Quarterly Gifts Disclosure (Gifts over $100)
	+ Gifts from other governmental entities (Form 10)
* Expenditure Ban – Section 112.3215(6)(a), F.S.
* Honoraria Law – Section 112.3149, F.S.
* Conflicting Business & Employment Relationships
	+ Conflicting Employment & Contractual Relationships Part I: Section 112.313(7)(a), F.S.
	+ Conflicting Employment & Contractual Relationships Part II: Section 112.313(7)(a), F.S.
	+ Doing Business with One’s Own Agency
	Part I: Section 112.313(3), F.S.
* Voting Conflicts Section 112.3143, F.S.

## Item 5 President’s Report

President Szymanski thanked Student Body President and Trustee Ally Schneider for her service to the University and all the good work the Student Government had done during the pandemic.

## Item 5 President’s Report *(continued)*

The President provided his quarterly report to the Board. With regard to navigating COVID, the President stated that UNF had administered 200 vaccines and 5.7K COVID tests, with a mean positivity rate, of 1.57%, during the Spring 2021 semester. The President announced that the University was offering an in-person graduation walk and virtual celebration for Spring 2021 graduates.

The President gave an overview of percentage changes of Asian, Black/African American, Hispanic, multiracial, white and international students between 2019-2020 and 2020-2021 and between spring semesters. President Szymanski confirmed that the University had offered 2,842 classes during Spring semester (17.4% of which were fully face-to-face and 27.5% full distance learning and online learning). He highlighted diversity and inclusion activities which had taken place during the spring semester.

The President reviewed changes in the graduation rates of Pell-grant and non-Pell-grant students during performance-based-funding years 2017 and 2021. He also relayed that he had had the opportunity to participate in 182 faculty, staff and student engagements since the end of January. President Szymanski provided an update on MEDNexus – its self-funding model, facilities, equipment, scholarships, professional staff, academic partnership and MEDNexus faculty and staff hires to date. The President concluded his report by giving an overview of the

## Item 5 President’s Report *(continued)*

University’s performance on the SUS metrics, with a review of UNF’s performance in fiscal years 2018, 2020 and 2021.

## Item 6 Update from Interim Provost Patterson

Interim Provost Patterson spoke of key initiatives within her division. She provided an update on the reorganization/integration of Academic Affairs and Student Affairs. She noted that the Associate Vice President position in Faulty Development had been reconfigured to provide services to help faculty implement high-impact practices leading to student success. Interim Vice President Patterson stated that the University had successfully integrated the budget and personnel functions for Academic and Student Affairs. She also relayed that the division had successfully integrated the budget and personnel functions for Academic and Student Affairs.

Dr. Patterson highlighted activities of the Student Affairs Community Council (SACC), including its having raised $40,300 for scholarships through its mail campaign. She noted that the Office of Faculty Enhancement had organized 31 professional development events for faculty, and it has a new professional development series for academic department chairs. In terms of student support, Interim Provost Patterson highlighted that the division’s Persistence Advocacy program had managed 1546 student cases. She also advised that it launched the “My Osprey Network” in Fall 2020, and that supplemental instruction/peer-assisted student success (PASS) program had transitioned to fully online. Interim Provost Patterson highlighted virtual programming that professional and student staff had organized for student residents and that the living learning communities had transitioned to a virtual model.

## Item 7 Committee Reports

Academic and Student Affairs Committee

The committee met on March 16, 2021. Chair Egan provided a report to the Board, which highlighted that:

* Interim Provost Patterson, and Dr. Pamela Williamson, Chair of the Department of Exceptional, Deaf, and Interpreter Education, presented a proposal for a new academic program – the Master of Arts in Teaching and Exceptional Education (ESE)
	+ The new program is a 30 credit-hour initial certification program for individuals who wish to become special education teachers and who already have a bachelor’s degree in another area.
	+ There is capacity for this program within the department, and the program is responsive to the State University System metrics.
	+ The Committee approved the proposed new program.
* Interim Provost Patterson, Dr. John Kantner, Interim Associate Provost and Associate Vice President for Research, and Dr. Jody Nicholson, Associate Professor of Psychology provided an overview of research at UNF and of Dr. Nicholson’s recent collaborative NIH grant, investigating cognitive interventions to prevent Alzheimer’s disease. UNF’s portion of the grant is $5M.

## Item 7 Committee Reports (*continued)*

* + Dr. Kantner highlighted that:
* The annual NSF’s Higher Education Research & Development report is the “gold standard” by which universities compare their research productivity.
* Unlike other possible research metrics, the HERD report focuses on R&D expenditures regardless of funding source.
* Since a low in FY2014, UNF’s expenditures have increased almost 250%, and UNF’s ranking on the HERD report has leapfrogged over more than 100 other universities.
* UNF’s success is largely due to the work of UNF faculty to secure significant external funding, such as Psychology professor Jody Nicholson's collaborative NIH grant to study the efficacy of “brain games” in preventing Alzheimer’s disease, for which UNF’s share is ~$5 million of new R&D funding.

 Dr. Nicholson shared that:

* Preventing Alzheimer’s through Cognitive Training (PACT) is an NIH-funded randomized controlled trial which aims to reduce the onset of dementia through computerized cognitive training, or “brain games”

## Item 7 Committee Reports (*continued)*

* The project has had preliminary success through two sites at University of South Florida and Michigan State University, and is being expanded to include sites at Clemson, the University of Florida, Duke, Banner Health of Arizona, and UNF.
* Dr. Nicholson is the site-PI and will be recruiting 1001 participants across the next two years to go through the three-year program.
* The project is an example of utilizing existing structures in place at UNF, such as the University’s community-engaged focus. It also will allow for research infrastructure to be built at UNF, such as off-campus interview sites to increase the potential for human subjects research.
* While a clear example of how UNF is developing a bigger research footprint, the project also supports the teaching-focused mission of the University by providing more research opportunities for undergraduate and graduate students that align with the MedNexus initiative.

Audit and Compliance Committee

The committee met on March 15, 2021. Chair McElroy provided a report to the Board, highlighting that:

* The Office of Internal Auditing had provided its quarterly report, which included updates on outstanding audits and

## Item 7 Committee Reports (*continued)*

the audit workplan. Chief Audit Executive Julia Hann also provided a brief summary of the Office’s report on Conflicts of Interest.

* The Compliance Office and Assistant Vice President for Human Resources Carrie Guth provided an updated on the University’s Conflict of Interest workgroup.

Finance and Facilities Committee

The committee met on March 15, 2021. Chair Joost provided a report to the Board, highlighting that:

* Assistant Vice President for Human Resources Guth provided a summary on the proposed amended regulation on background checks. She highlighted that individuals who are in a Positions of Trust will be required to undergo Level II background checks every 5 years.
* Vice President Bennett presented the Capital Projects Report to the Committee.
* The Committee received an update on the University’s financial ratios. The analysis also included a comparison to UNF’s peer group.
* Vice President Bennett provided an overview of the stimulus funding.

## Item 7 Committee Reports (*continued)*

Governance Committee

The committee met on March 16, 2021. Chair Wamble-King provided a report to the Board which highlighted that:

* The committee began with its continued discussion of on-going activities to enhance Board compliance with the Florida Code of Ethics.
* Staff reviewed the procedures that have been established to assure timely dissemination and collection of Board members’ annual Conflict of Interest Disclosure forms and appropriate University review and monitoring.
* The Committee reviewed, discussed and unanimously approved a revised “Conflict of Interest Statement and Disclosure Form.” Revisions include (1) the addition of key information for the Florida Code of Ethics, including definitions and other important information, to educate and guide Trustees in the completion of the form; and (2) additional disclosures on the Conflict of Interest form to enhance university monitoring. Chair Wamble-King noted that the Form was on the March 18, 2021 Board meeting consent agenda.
* The Committee reviewed the status of action items within the Board Action Plan for continuing performance improvement which was adopted by the Board in January

## Item 7 Committee Reports (*continued)*

* 2019. As the three-year plan moves into its third year, the Committee plans to take a more focused look at select items within the Plan for a more focused discussion.

## Item 8 Consent Agenda

The consent agenda included: draft minutes January 28, 2021 Board of Trustees Meeting; draft minutes January 28, 2021 Board of Trustees Retreat; draft minutes February 25, 2021 Board of Trustees Meeting; draft minutes January 20, 2021 Academic and Student Affairs Committee Meeting; Program Proposal – Master of Arts in Teaching in Exceptional Students Education (ESE); draft minutes January 15, 2021 Audit and Compliance Meeting; draft minutes January 15, 2021 Finance and Facilities Committee; Quarterly Budget Report, Treasurer’s Report, Amended Regulation - 4.0080R Background Checks; draft minutes January 20, 2020 Governance Committee Meeting; and the UNF Board of Trustees Conflict of Interest Statement and Disclosure Form.

Chair Hyde asked if there were any questions about the items on the consent agenda. There being none, he asked for a MOTION to APPROVE the consent agenda. Trustee Egan made a MOTION to APPROVE, and Trustee Joost SECONDED. The Board unanimously approved the consent agenda.

## Item 9 **Student Government Update**

Before Trustee Schneider provided her update on Student Government activities, Chair Hyde thanked her for all of her service to the University on the Board of Trustees and to the Statue University System on the Board of Governors. Trustee Schneider stated that it had been an honor to serve on the Board of Trustees on the Florida Board of Governors. She added that it had been a privilege to serve as the Chair of the Florida Student Association.

Trustee Schneider highlighted the UNF’ Student Government’s work in the last year, noting that it had:

* allocated $300,000 for student relief during COVID;
* moved Lend-a-Wing to the core of campus;
* created a new Student Government agency, SKYS – the shuttle service had served 150+ students as of March 8, 2021) ;
* implemented a 25 Free Prints program;
* implemented a Lyft discount program;
* moved the Spinnaker out from under the Student Government;
* created a student focus group for COVID concerns; and
* created and approved a budget, during a year of uncertainty in the pandemic.

## Item 10 Faculty Association Update

Trustee White, President, UNF Faculty Association, addressed the Board and provided an update on recent Faculty Association activities. He thanked Trustee Schneider for her work on the

## Item 10 Faculty Association Update *(continued)*

Board and stated that he had enjoyed the collaborations between the Faculty Association and the Student Government.

Trustee White also thanked President Szymanski and the administration and Bob Greenlaw, COVID-19 Taskforce Coordinator and Ms. Doreen Perez, COVID-19 Coordinator, for their handling of the pandemic. He also stated that the faculty appreciated the Center for Instructional Research and Training’s (CIRT) guidance as faculty had increased, en masse, online instruction. He relayed that the faculty also wanted to thank the students for their resiliency during the pandemic.

Trustee White relayed that faculty had been planning for a normal return in the fall, for scheduling purposes, with the knowledge that they have the ability to transition to remote/distance instruction, if needed. He spoke of a new program – *Faculty-Freshman Mentors* – which Academic Affairs, Enrollment Services and the Faculty Association have collaborated on. He shared that the program will pair first-generation, low-income freshmen with volunteer faculty mentors. The mentors will meet with her/his small groups at least once a month to do activities and to cover specific “collegiate cultural capital.” Trustee White also stated that the Faculty Association will roll out a new model of faculty governance based on a faculty senate.

Trustee White relayed that the faculty believe it is imperative for the University community to create a university identity that sets UNF apart—that the University might build faculty, programs, and graduates on that identity. He also stated that faculty believe

## Item 10 Faculty Association Update *(continued)*

there are a number of issues that the University must address if it is to successfully move into (and remain in) R-2 status.

Trustee White shared that faculty also believe the following are important areas of future focus:

* increasing the number of doctoral programs and providing faculty with greater assistance, via doctoral graduate assistants;
* training for Administrators, including department chairs; and
* efforts to address uncompetitive faculty pay.

## Item 11 UNF Diversity and Inclusion Initiatives

Vice President Meyer addressed the Board and shared updates on the University’s Diversity and Inclusion initiatives. As there were some Trustees fairly new to the Board, Vice President Meyer highlighted that the following units fall under the Office of Diversity Inclusion: the President’s Commission on Diversity & Inclusion (CODI), OneJax, Community Alliance for Student Success (CASS), Fearless Woman Program, Department of Diversity Initiatives (DDI) and the LGBTQ Center. She also provided data on one-year and five-year changes in enrollment of non-resident alien, Hispanic, Asian, Black/African American, American Indian, Pacific Islander and White UNF FTICs, graduate students, staff and full-time faculty and data on the race and ethnicity of full-time students, staff and faculty. She compared it with data from the 2020 Jacksonville census data.

## Item 11 UNF Diversity and Inclusion Initiatives *(continued)*

Vice President Meyer also provided an overview of the 2021-2025 Strategic Plan for Inclusive Excellence. She shared that it had been developed by a twenty-one**-**member committee comprised of students, faculty and staff from all colleges and divisions and contains five goals, and 53 strategies, 171 action items. She highlighted that the University is working on the following, under the Plan’s goals:

### Goal 1 – Recruitment

better coordination and structure in the recruitment of underrepresented students

increasing underrepresented tenured-track faculty with improved search process

### Goal 2 – Retention & Success

creating an inclusive university climate to support the retention and success of all students and employees

### Goal 3 – Learning Experiences

providing, and encouraging participation in, innovative and transformative learning experiences enabling all students and employees to advance inclusive excellence

## Item 11 UNF Diversity and Inclusion Initiatives *(continued)*

### Goal 4 – Communication

communicating to all stakeholders, University of North Florida’s accomplishments, initiatives, and innovations as the university advances inclusive excellence

### Goal 5 – Community

leading Northeast Florida in diversity education by establishing and sustaining relationships with businesses and organizations who will partner with the University of North Florida in championing inclusive excellence

## Item 12 Board Discussion – What do Trustees Want UNF to Accomplish?

Chair Hyde led the Board in a discussion on the Board’s focus for the next year (particularly as the University moves to a post-COVID environment.) The AGB *Trusteeship* article, “The Work of Higher Education Governing Boards During and After the Pandemic” and other materials had been shared with the Trustees prior to the meeting.

Chair Hyde also referenced one-on-one noticed meetings he had had with the Trustees. He had asked the individual Trustees what they wanted to work on in not only the upcoming year, but going forward. Chair Hyde shared themes which had emerged from those meetings:

* Continued development of space-related efforts at Cecil Field; how UNF can play a role in its development

**Item 12 Board Discussion – What do Trustees Want UNF to Accomplish?** (continued)

* Programs that are needed at UNF to support the work of MedNexus
* The future of higher education
* Financial and operational issues at Board meetings to ensure Trustees are meeting their fiduciary obligations
* Branding

broadening awareness of UNF by middle and high school students

Ensuring parents of prospective students know the value proposition of UNF and how to further emphasize UNF’s historically high employment rates for graduates

Making UNF “top of the mind” for not only students in North Florida but statewide and regionally

* The role of faculty engagement, as a central key to a positive student experience
* Efforts (after COVID subsides) for renewed opportunities for the Trustees to interact with faculty
* Elevating UNF to a R-1, Top 100 status with *US News & World Report*
* The role of athletics within the University
* Debt for student housing projects

## Item 12 Board Discussion – What do Trustees Want UNF to Accomplish? *(continued)*

* Ways to spend more time on strategic direction at Board meetings
* University compliance
* Increasing internship opportunities for students, particularly in STEM areas
* Working closely with organizations such as the Chamber of Commerce and the role UNF can play in economic development
* Enhancing the campus experience for incoming and current students (especially as students return to a “more normal” fall semester environment)
* Making UNF a destination for studies in diversity & inclusion and making an impact in this area throughout Northeast Florida
* Diversity and social justice issues

Prior to the March 18, 2021 Board meeting, Chair Hyde had circulated some questions for the Trustees to reflect upon?

1. UNF has set as a goal moving into the top 100 public universities and is making great progress toward it. Continuing toward this goal, what do you hope this will mean for UNF, its faculty, students and the communities it serves? In other words, how can this ranking be more than a number and what do you want attaining that goal to mean for the entire UNF constituency?

## Item 12 Board Discussion – What do Trustees Want UNF to Accomplish? *(continued)*

Trustee Patel stated that he thinks that if the University could become one of the top-100-ranked universities, that achievement would assist with the University’s branding. He relayed that it would help articulate the value of the degree. He added that, with forward movement on the ranking system, one would expect the salaries of UNF graduates to increase, thus increasing the value proposition of UNF. Trustee Lazzara stated that he felt a review of branding should be done prior, so that the University is poised to market and position itself as it works to increase its ranking.

Chair Hyde asked the Trustees for their thoughts on the importance of pursuing a top-100 ranking. Trustee Joost stated that he believes increasing the rankings would not only be beneficial to the University but also to Jacksonville (in terms of its evolution to becoming a ‘tier 1’ global city). Trustee Joost referenced Jacksonville’s port, its extensive medical infrastructure and community and the Cecil Commerce Center and their roles in developing Jacksonville. He also emphasized UNF’s role

work with these groups and sectors to help Jacksonville develop.

Trustee Schneider spoke of what attracted her to UNF as a student – the personal attention students receive at the University and scholarship opportunities. She stated that she thinks, perhaps,

## Item 12 Board Discussion – What do Trustees Want UNF to Accomplish? *(continued)*

there is more value in the University focusing on attracting more students from Jacksonville and the northeast Florida region (and the talents they bring to the University), than pursuing the top-100 national ranking. Chair Hyde asked Trustee Schneider for her thoughts on high school students’ perceptions of UNF. She relayed that she thought that younger students may focus on larger, ‘legacy’ institutions in Florida (sometimes at parent’s and families prompting), but her experience is that when those students further reflect on the experience they seek on a campus (smaller class sizes, a focus on academics, emphasis on employment after graduation) UNF is much more aligned with what they seek.

Trustee Schneider stated that she believes that generally those students who are attracted to UNF would likely make Jacksonville their home (keeping the skills they obtained at UNF in the community). Trustee White stated he thought it was important to think not only about the University’s goals, but also its identity. He stated that most institutions ranked in the top 100 were universities at which graduate students and graduate assistants teach many courses. He emphasized that class sizes and professors’ knowing and mentoring their students is highly appealing to those considering UNF. He stressed that these characteristics help UNF excel at its teaching-centered mission. Trustee Schneider relayed that the opportunity to join the Honors College as a UNF student with “almost a guarantee that I would study abroad” was very appealing to her as a prospective student. She stated that she had the opportunity, through UNF to study

## Item 12 Board Discussion – What do Trustees Want UNF to Accomplish? *(continued)*

abroad after her freshman year and that her peers at larger institutions in Florida did not have that opportunity.

Vice President Bruder stated that having the goal of reaching the top 100 institutions is a good goal to have, however choosing ranking as a goal is not always the best. He added that the metrics for selection are continually changing and there are some resource constraints that UNF has that other institutions within that list may not have. He stated that he agreed that Jacksonville and northeast Florida are UNF’s target goals in terms of recruitment. He stated that there is a lot of opportunity to recruit further in Jacksonville, northeast Florida and within the state. Vice President Bruder stated that the data the University receive when individuals request information about the University have been extremely helpful. The data have revealed that the factors most appealing to potential students are tuition rates, UNF’s status as the #1 jobs university in the state and the personalized attention students receive. Vice President Bruder also noted that one of things that has contributed to UNF being the #1 jobs University in the state is that, for many UNF students, their first job comes from a ‘lead’ one of their professors has within the community and the personalized attention UNF students receive at UNF facilitates this process of successful employment after graduation.

Trustee Barrett stated that revitalization efforts are important in each industry, but he has found in his organization, when assessing potential new goals to pursue that it is always important to refer back to the institution’s mission and ensure that any new

## Item 12 Board Discussion – What do Trustees Want UNF to Accomplish? *(continued)*

goals align with the mission. Trustee Davis stated it may be important for the University to consider whether it is seeking to enhance its reputation or its ranking. She stated that she believes there are multiple opportunities to reach local high school students who may not yet be considering UNF as their number one preferred university. She stated that the University’s collaboration with NASA is very exciting and that there are many compelling features of a UNF education (including its tuition) which the University can articulate to potential students. Trustee Davis stated it may be better for the University to focus on enhancing its reputation. She relayed that an enhanced reputation might naturally generate movement within the ranking system.

Interim Provost Patterson stated that she agreed with Trustee Davis and that many of the things that attract students to UNF attract potential faculty members to UNF. She stated that UNF’s class sizes, the personal attention students receive, opportunities for students to conduct undergraduate research, and community-based learning experiences for students are appealing to both potential students and faculty.

Trustee Patel stated that, in terms of pursuing a particular goal/target, in the rankings that it would be important to consider how much movement on the rankings is needed to make the top 100, and what potential opportunity costs to the University there might be if it were to pursue the goal. President Szymanski stated that he agrees that by working to increase the University’s reputation, the University will see forward movement in its rankings. He also emphasized that retention is important, as the

## Item 12 Board Discussion – What do Trustees Want UNF to Accomplish? *(continued)*

state is highly competitive. President Szymanski further stated that the University would not compromise the attributes that make it unique and distinct within the state. Trustee McElroy stated that he did not think it had to be a choice between enhancing the University’s reputation or its ranking. He stated that it involves striking a balance between preserving the University’s mission and culture and improving the hearts and minds in the region that the University is a “go-to” knowledge center. Vice President Coleman displayed the ranking of some universities that have a higher ranking than UNF does, but noted that there are at least 5 institutions in that list that UNF outperforms in terms of graduation rates, retention rates, six-year-Pell-Grant-rates and students’ level of debt. He also pointed out that the ranking systems awards more points for more inputs (i.e. research dollars) and emphasized that UNF has more efficiencies as an institution. It has been able to have stronger outputs with fewer inputs.

Chair Hyde turned the conversation to UNF’s role in helping development of Jacksonville and Northeast Florida, asking:

1. Some trustees have said that no city can be great without a great university. While recognizing that UNF serves more than our region and is broadening its reach and reputation (see question 1 above), how do you want UNF to contribute development and progress in Jacksonville/Northeast Florida?

## Item 12 Board Discussion – What do Trustees Want UNF to Accomplish? *(continued)*

Trustee Patel stated that one of the key roles the University has is to provide talented resources to companies moving their locations to Jacksonville/ Northeast Florida. He stated that ideally these organizations will hire graduates from UNF and stay in Jacksonville and/or Northeast Florida. He added that the university is a pipeline of talent for these organizations. Trustee Joost agreed and stated that one of UNF’s key roles is to be a greater resource to the city and provide the talent and resources the city needs (aerospace, engineering, healthcare, environmental science and sustainability).

Chair Hyde directed Trustees to the last question:

1. Assuming we are heading to a “post-COVID” recovery and environment, what experiences from the last 12 months do you think should influence the direction of UNF going forward? Has your thinking about UNF, who it serves, and how it operates changed? If so, what do you recommend be done?

Trustee Barrett stated that the questions they have been asking in his industry are: “Is care affordable? Is it convenient? Is it personalized? He stated that he believed those questions are applicable to higher education, relaying that the University may have to ultimately increase its classes sizes, but there are still things UNF can do to make students feel like an education at UNF includes personal attention from faculty and staff. (He added that there are ways to personalize technology.)

## Item 12 Board Discussion – What do Trustees Want UNF to Accomplish? *(continued)*

Interim Provost Patterson stated that fully resuming operations is a step-by-step process. She stated that the University is working to reclaim its students and has learned about new opportunities to do so, during the pandemic. She stressed that it is equally important that the University engages faculty with new projects and initiatives. President Szymanski emphasized that the University now has a faculty which is more technologically advanced, which is going to create additional opportunities. He stated that he believes there are opportunities for more customized experiences. (He noted that office hours now have an electronic component and that is a practice that could remain in some fashion.) Trustee McElroy agreed that the Universities has built “some tremendous capacities in technology,” and the University community will benefit from that. Trustee McElroy stated that the University should continue to think about how it can preserve and leverage the technological capacities (webinar and other capacities) it has built during the pandemic. Trustee Schneider also stated that she thinks the Student Emergency Relief Fund is a thing of great value, and the University should consider keeping it, after the pandemic.

Chair Hyde thanked the Trustees for their time discussing these topics and relayed that the Board will revisit them in the future.

## Item 13 Adjournment

 Chair Hyde adjourned the meeting at 2:10. p.m.