# MINUTES

**Trustees Present:** Kevin Hyde (Chair), Sharon Wamble-King (Vice Chair), Jason Barrett, Tom Bryan, Doug Burnett, Annie Egan, Stephen Joost, Chris Lazzara, Paul McElroy, Nik Patel, Ally Schneider and John White

**Trustees Absent:** Jill Davis

## Item 1 Call to Order

Chair Hyde called the meeting to order at 11:00 am.

**Item 2** Public Comment

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

## Item 3 President’s Update

President Szymanski thanked Student Body President Ally Schneider for her service and hard work on the Board of Trustees, the Board of Governors and to the University during her year as a Trustees. The President referenced Dr. Karen Patterson’s recent appointment as the Provost and stated that he was very happy that she will be serving in the role. He thanked her for her service as the Interim Provost.

The President relayed that the positive COVID rate on campus remained low – that it was less than 1% per week. He stated that the following week, the University would be administering second doses of the Pfizer vaccine. He also relayed that the University had arranged for a socially distanced event (alternative to a graduation ceremony) at which graduating seniors could celebrate and do the graduation “walk” in their caps and gowns, with family present and the ability to have their photos taken.

## Item 4 Approval of 2021 Accountability Plan

Vice President Coleman presented the University’s 2021 Accountability Plan for the Board’s consideration and approval. He reminded the Board that they had reviewed the University’s mission statement in September 2020 and that the Trustees had had some recommendations for small changes in the language. Vice President Coleman shared the updated mission statement, that reflected the Trustees feedback. He stated that the updated mission statement would be embedded within the Plan and sent to the Board of Governors (and that, if/when the Board of Governors approved the Accountability Plan, they would approve the updated mission statement at the same time). Vice President Coleman asked if the Trustees had additional feedback upon this review. The Trustees stated they did not need additional changes.

Vice President Coleman highlighted areas from the UNF Strategic Plan that are featured in the 2021 UNF Accountability Plan:

* its guiding philosophies, focusing on being student-centered, excellence, innovation, partnerships, inclusion, uniquely UNF, and goodness and morality
* its strategic goal of UNF being a university of national prominence, with north Florida as the University’s catalyst and student success as the University’s mantra
* its vision that UNF will be the higher education nexus where diverse students, faculty and organizations from around the world collaborate and creatively innovate for the advancement of society
* with students as its focus, UNF will pursue unique approaches to experiential learning, projects, internships,

## Item 4 Approval of 2021 Accountability Plan *(continued)*

international immersion, and business and community partnerships

* “precision” advising; counseling and teaching

faculty engagement, student research

* character development, problem-solving
* graduate school pathways
* continuing to produce graduates to support Florida’s future talent needs

Vice President Coleman stated that the Plan emphasizes that UNF’s areas of university distinction will be healthcare, logistics, water and technology (STEM), which will match competencies to needs and students to jobs.

Vice President Coleman also highlighted key initiatives and investments for the University:

* MedNEX – the nation’s first comprehensive, university-based health nexus
* Enhancing student success & workforce readiness
* Increasing enrollment strategically; preparing for the 2025 “birth dearth”
* Focusing on underrepresented, disadvantaged and first-generation students
* Structuring career services with a larger focus on first-year and underrepresented students
* Using the crisis as a springboard
* Created Vice President and Chief Diversity Officer position
  + Developing stronger community integration and avenues to success with Title I schools/students

## Item 4 Approval of 2021 Accountability Plan *(continued)*

* Identifying and growing areas of greatest efficacy and ROI of state and student investments

Trustee Lazzara asked for some additional information on the 2025 birth dearth. Vice President Coleman relayed that there will be fewer higher education students starting in 2024 – 2025, due to fewer births after the 2008 recession (and a great deal more competition for these students).

Vice President Coleman next reviewed the metrics and the most recent results the University had achieved.

1. **Metric 1 – Percentage of Bachelor’s Graduates Enrolled or Employed ($25,000+)** - Vice President Coleman advised that the University has projected to progress 1% each year for this metric, and noted that UNF landed at 72.7% this year, which surpassed its goal for the current year.
2. **Metric 2 – Median Wages of Bachelor’s Graduates Employed Full-time** – He highlighted that UNF came in at $41,000 for 2019-2020. He stated that, while COVID may make this more challenging, the University is not reducing its targets for future years.
3. **Metric 3 – Average Cost to the Student** – Vice President Coleman noted that the University’s most recent net cost to the student was $8100, which was a substantial improvement over the goal of $9900. He stated that CARES Act money did help with this, but that the University would have significantly surpassed the goal even without the funds.

## Item 4 Approval of 2021 Accountability Plan *(continued)*

1. **Metric 4 - FTIC Four-year Graduation Rates** – Vice President Coleman noted that six years ago, UNF’s four-year graduation rate was 26.2% and that its graduation rate for this year was 48.3%. He added that using most recently available nationwide data, UNF’s improvement since 2018 would have ranked the University at #8 among universities across the country during that time frame. Vice President Coleman also highlighted that a University in the SUS must have a 50% four-year graduation rate in order to earn 10 excellence points, and that the University is getting closer to that threshold. He also added that the 48.3% surpassed the goal for this year, and as a result, the University has increased its target for next year by a percentage point.
2. **Metric 5 - Academic Progress Rate** (first-year retention with a 2.0 GPA) – Vice President Coleman highlighted that the University’s most recent value of 81.3% surpassed its goal of 81% for this year. He stated that COVID will very likely have an effect on this rate for next year; however, the University remains committed to keeping its future year targets at their previously approved levels.
3. **Metric 6 – Percentage of Bachelor’s Degrees Awarded within Programs of Strategic Emphasis and Metric 8 - Percentage of Graduate Degrees Awarded within**

**Programs of Strategic Emphasis** – Vice President Coleman relayed that the University had come in under the mark in these areas (slightly for bachelor’s degrees and a larger amount for graduate degrees). He noted that for the latter, continued strong growth in non-strategic areas has increased the denominator in

## Item 4 Approval of 2021 Accountability Plan *(continued)*

this metric; however, the number of degrees in strategic areas has actually increased. Vice President Coleman also referenced recent changes the Board of Governors had made to the list of programs of strategic emphasis, emphasizing that there is more alignment of the University’s programs with the updated list. Dr. Coleman noted that the University has increased its goals for next year by 1 percentage point % in both areas.

1. **Metric 7** – **University Access Rate** (the percentage of students in the fall term who receive a Pell-grant). Vice President Coleman reminded the Board that last year UNF had been the only University that had performed better on this metric than it had in the previous year. He noted that UNF’s performance for this year had been on par with last year, and that once all numbers are finalized for each SUS institution, the University will likely still have a strong showing within the system. Nevertheless, he stressed that the University wants to continue its focus on progressing on this metric, and therefore did not reduce the targets for future years.
2. **Metric 9a – BOG Choice - FCS AA Transfer Two-Year Graduation Rate (Full-time Students)** and **Metric 9b – BOG Choice – FTIC Pell Recipient Six-Year Graduation Rate (Full-time** **Students)** Vice President Coleman noted that the first of these is a similar measure for transfer students as the four-year rate that the University monitors for incoming freshman. Vice President Coleman highlighted despite the dip this year in the Pell 6-year rate, the University had grown that measure in prior years, and anticipates growth in each year going forward.

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1. **Metric 10** – **BOT Choice: Percent of Undergraduate FTE in Online** **Courses** – Vice President Coleman referenced that much of the University’s instruction had gone online in the past year due to the pandemic. However, he noted that the University makes a distinction between distance learning (in which the course is designed from the outset to be delivered in a distance environment), and remote instruction (in which a face-to-face course has simply been switched to online without necessarily having been designed originally to do so). The latter represents the majority of online instruction which has taken place at the University over the last year. He highlighted that the Board of Governors does not make a distinction between distance learning and remote instruction in computing this metric, meaning that the numbers for this metric are thereby likely larger than one might anticipate. Vice President Coleman stated that the University’s numbers for the year 2020-21 will reflect that 68% of its courses were delivered online. However, in future years, the University anticipates a return to pre-pandemic growth rates for this metric. Vice President Coleman also highlighted that the University proposes that 32% of its courses in 2023-2024 and 2024-2025 will be online. He stated that the University has made significant progress in this area during the performance-funding era, and reminded the Board that this metric was the Board of Trustees’ ‘*choice’* metric. He relayed that the Board may want to have a strategic discussion on the future growth it desires for online courses, and that it would be helpful to have such a discussion in the context of the University’s mission and its brand promise of the personalized attention for students.

## Item 4 Approval of 2021 Accountability Plan *(continued)*

Chair Hyde requested that the Board allow time at a future meeting to further discuss this and the 2025 “birth dearth.” Trustee Bryan agreed that a future discussion would be good, and noted a recent AGB article he had read on lessons learned within the community colleges of the California higher education system. Trustee Egan relayed that, within the future discussion, she thought it would be helpful to hear about other potential metrics from which the Board could choose for their 10th metric (if they determine they would like to do so). Trustee Lazzara requested that the future discussion also include associated revenue projections.

Vice President Coleman next highlighted two of the key performance indicators contained within the Accountability Plan:

### Teaching and Learning

**Metric 7 – Pell-Recipient Four-Year Graduation Degrees Awarded (First Majors Only)** – Vice President Coleman noted that, for the 2016-2020 cohort, 49% of the University’s Pell-recipient students graduated within four years (compared to 48% of non-Pell-recipient students).

**Metric 9 – Graduate Degrees Awarded (First Majors Only) –** Vice President Coleman noted the steady increase in the number of graduate degrees awarded over the last few years, as well as the increase in the University’s expected numbers for future years.

## Item 4 Approval of 2021 Accountability Plan *(continued)*

### Scholarship, Research and Innovation Metrics

**Metric 18 – Total Research Expenditures –** Vice PresidentColeman highlighted that the University increased its research expenditures in 2019-20 versus the prior year, but it will still likely see a COVID effect in the numbers for FY21 and FY22. Trustee Bryan asked, moving forward, what impact expenditures for MedNEX would have on progress on this metric. Dr. Kantner, AVP for Research and Dean of the Graduate School, relayed that some of the expenditures related to workforce development would not count toward R&D expenditures, but expenditures for equipment being purchased to support research would have a substantial impact on progress on this metric. He also stressed that the award from NIH, discussed at the recent Academic and Student Affairs Committee meeting, will have a positive impact on R&D expenditures. Dean Kantner stated that the University may hopefully see more than the anticipated $12M in research expenditures in the next few years, but he did note that there has been a recent decrease in expenditures because individuals were not able to get into the field and/or lab during the pandemic.

**Metric 20 – Utility Patents Awarded** – Vice President Coleman noted the University exceeded it goal for 2020, but is maintaining its future targets at their previously approved levels.

## Item 4 Approval of 2021 Accountability Plan *(continued)*

### Scholarship, Research and Innovation Metrics

Vice President Coleman reminded the Board that, through the Accountability Plan, the Board of Governors invites the universities to focus on particular items as institutional goals. He advised the University will be focusing on continuing to progress in the following areas: percentage of bachelor’s graduates engaged in internships; Pell-recipient four-year graduation rate (for full-time FTIC); percentage of bachelor’s graduates employed in Florida in the first year post-graduation; and the number of Black/African American and Hispanic FTICs in incoming cohorts.

Vice President Coleman spoke about the University’s enrollment planning, as addressed in the Plan. He highlighted that the total fall headcount for the University in 2020 had been 16,675, and that there had been a slight reduction (16,450) in 2021 – which was due to the impact of COVID. Vice President Coleman noted that the University had been growing for several years prior and that after a one-year drop, it would likely be able to get back to the progress it had attained prior to the pandemic. He also reviewed the percentage of graduate courses (70%) which had taken place in 2020-21, and the plans UNF has for subsequent years.

Vice President Coleman reminded the Board that in 2018 the Board of Governors had asked each institution to create a plan to improve its four-year graduation rates. As part of this, the Board of Governors has tracked the percentage of Baccalaureate-seeking resident undergraduates earning 15 or more credit hours per

## Item 4 Approval of 2021 Accountability Plan *(continued)*

### Scholarship, Research and Innovation Metrics

semester. He noted that the University has had significant growth in this rate and is committed to further growth in this area. Vice President Coleman also highlighted that UNF’s four-year graduation rate increased to 48.3%, a 370 basis point (or 8.3%) increase over last year, and a 1360 basis point (or 39.2%) increase since implementation of the Improvement Plan. As he had alluded to earlier in the presentation, this three-year increase of 1360 basis points would have placed UNF as #8 in the U.S. over the most recent three years of data on 365 public four-year master’s-large and doctoral institutions.

Vice President Coleman concluded by reviewing the new undergraduate programs in consideration in AY 2021-22, which he highlighted were all in areas of strategic emphasis:

Bachelor’s of Science in Biochemistry

Bachelor’s of Science in Learning Design & Technology

Bachelor’s of Science in Kinesiology

Bachelor’s of Arts in Africana Studies

Trustee Bryan asked (in the context of UNF being the #1 ‘Jobs University’), if there is a metric the University uses to measure UNF graduates’ readiness for the jobs that the University has prepared them to obtain. Vice President Bowling mentioned that the University has surveyed the 15,000+ employers in the Jacksonville area about their experiences with UNF graduates and the feedback has been consistently positive. Trustee Lazzara

## Item 4 Approval of 2021 Accountability Plan *(continued)*

shared that for his business, and based on their preparation, he has also consistently hired UNF graduates for his analyst positions.

Chair Hyde asked if there were any additional questions or comments. There being none, Chair Hyde asked for approval of the 2021 UNF Accountability Plan. Trustee Bryan made a MOTION to APPROVE, and Trustee Schneider SECONDED it. The Accountability Plan was approved unanimously by the Board.

## Item 5 Overview of Proposed, New Fraud Prevention Regulation – 1.0110R Fraud Prevention and Detection

## Trustee McElroy, Chair, Audit and Compliance Committee, and

Ms. Julia Hann, Chief Audit Executive, provided an overview of the proposed new regulation – 1.0110R Fraud Prevention and Detection. (The draft regulation had been shared with the Board prior to the meeting.)

Ms. Hann highlighted that, in March 2021, the Board of Governors had approved its own regulation – 3.003, Fraud Prevention and Detection, which obligates each SUS Board of Trustees to have a zero-tolerance statement and anti-fraud framework. She reminded the Board that the University currently has *policy* 1.0110P Fraud and Related Wrongful Acts. She relayed that the proposed new regulation would be in alignment with the Board of Governors’ regulation and set the tone, from University leadership, for zero-tolerance for fraud.

Ms. Hann stated that the proposed regulation will provide the University community with a definition of fraud, create expectations for maintaining good internal controls, communicate protocols for reporting and investigating suspected fraud, and articulate a commitment to update the Board annually on the University’s anti-fraud measures and framework. Ms. Hann also reviewed the definition of fraud and the elements that

## Item 5 Overview of Proposed, New Fraud Prevention Regulation – 1.0110R Fraud Prevention and Detection *(continued)*

create UNF’s anti-fraud framework. She relayed that the proposed regulation will be brought before the Board at its June meeting, to give them time to have answered any questions they may have, prior to considering it for approval. She noted that, if approved, the University would then rescind the UNF Policy 1.0010P, Fraud and Related Wrongful Acts.

## Item 6 Proposed Amended Regulation – 2.1030R

## Graduate Admissions Regulation

Because of time constraints, Chair Hyde asked the Board to consider the proposed amended regulation – 2.1030R Graduate Admissions Regulation at its upcoming May 24, 2021 meeting.

## Item 7 Other Business

Chair Hyde asked Student Body President and Trustee Ally Schneider to introduce her successor, Ms. Selma Besirevic, who would be sworn in as the Student Body President that evening. Trustee Schneider welcomed Ms. Besirevic, who shared that, as a first-generation, immigrant-student, she was very excited about the opportunity to work with the Board.

Trustee McElroy, Chair of the Audit and Compliance Committee, spoke about the fiscal audit for FY2019-2020. He relayed that he, Vice President Bennett, Assistant Vice President and Controller Valerie Stevenson, and Ms. Hann had had the University’s final audit exit meeting, with the State Auditor General’s office on March 15, 2021. He noted (as had been discussed at the March 15, 2021 Audit and Compliance Committee and referenced at the March 18, 2021 Board of Trustees meeting) that the report was excellent in terms of its results (and reported no exceptions or adjustments.) He thanked Vice President Bennett and Assistant Vice President Stevenson for their work on it. As a point of clarification,

**Item 7 Other Business** *(continued)*

Trustee McElroy noted that, after the audit exit meeting, as a final step, the State Auditor General’s Office had sent a copy of the audit to each of

the Trustees. Trustee McElroy stated that during the process next year, the University will alert the Trustees, as to when they will receive a final copy of the audit, so that they will know when to expect it.

## Item 8 Adjournment

Chair Hyde and Vice President Stone reminded the Board about the 5/24/21 Board Budget Workshop and the June 17, Board of Trustees meetings. Chair Hyde concluded the meeting at 12:00 pm.