# MINUTES

**Trustees Present:** Kevin Hyde (Chair), Sharon Wamble-King (Vice Chair), Jason Barrett, Selma Besirevic, Tom Bryan, Douglas Burnett, Jill Davis, Annie Egan, Stephen Joost, Chris Lazzara, Paul McElroy, Nik Patel, John White

## Item 1 Call to Order

## Chair Hyde called the meeting to order.

## Item 2 Opening Remarks by the Chair

Chair Hyde asked Trustee Joost, Chair of the Finance and Facilities Committee, and Vice President Bennett to provide an update on the University’s financial ratios and bond ratings. Vice President Bennett presented a summary on the University’s capital projects. He then presented a report on UNF’s current unrestricted funds – which included information on the University’s current ratio, tuition ratio, revenue vs. expenses and defensive interval. Chair Joost noted that the University ranks very well vis-à-vis its peers. Vice President Bennett also presented an update on the UNF’s debt service coverage ratios on the dormitory facilities and the Student Union and Wellness Center. Vice President Bennett also provided a brief summary on the CARES, HEERF and ARPA funds (requirements associated with the funds and disbursements). Chair Joost and Vice President Bennett concluded their update by sharing news of the University’s recent (May 2021) A ratings by Moody’s Investors Service and Fitch Ratings. They added that the University had not yet received its Standard and Poor’s rating.

## Item 3 Public Comment

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

## Item 4

## President’s Quarterly Report

## President Szymanski gave a progress report on his annual goals and an overview of the University’s accomplishments. He reminded the Board that the SUS is the #1 jobs university in the State University System and has been ranked the #136 public university in 2020 (rising four spots). He added that UNF has a pending R2 designation by Carnegie, has achieved the most performance-based excellence points in UNF’s history, and the #1 DNP program in Florida. He highlighted that a Vice President of Jobs, a Vice President and Chief Diversity Officer and a Director of the COVID Task Force had been appointed in the last year and that a search for an Athletics Director had been completed. President Szymanski emphasized the University had been

continuously vigilant, focusing its efforts, in the spirit of shared responsibility, to promote a safe living, working, and teaching environment for faculty, students, and staff during the pandemic. He referenced the successful completion of fall and spring semesters, noting that the University had worked to increase face-to-face classes and that 40% of Spring classes were face-to-face.

**Goal – Navigating COVID**

President Szymanski reminded the Board that PCR and Antigen testing had been available on campus to faculty, staff and students and that testing had been required for athletes and housing residents. He advised that 9,888 tests had been administered. He underlined that UNF had been a vaccine point of distribution and that 2,551 vaccines had been administered.

With regard to Athletics, President Szymanski highlighted that the University had competed in sports with CDC, NCAA, ASUN & UNF protocols and that the University was the ASUN conference champion in beach volleyball and women’s tennis and NCAA top-20 ranked in beach volleyball and men’s golf. He added that women’s tennis, men’s golf, and women’s golf competed in NCAA tournament and that had eight (8) UNF students were ASUN Student-Athlete Scholars of the Year in their sport. He noted that GPA across all sports: 3.49.

**Goal – Diversity and Inclusion**

President Szymanski spoke of the University’s continued focus on recruiting underrepresented and first-generation freshman to UNF. He stated that the University had continued to grow student involvement and community

participation in the CASS (Community Alliance for Student Success) program. He added that the University had continued to promote anti-racism and improve inclusion at UNF in partnership with the Chief Diversity Officer, members of CODI, the Office of Compliance and others.

President Szymanski referenced the four-year growth in the following under-represented freshman groups: Hispanic – 49.9%, Asian - 40.4%, Black or African American – 59.3% and that there was 23% growth. He noted the following changes in enrollment in FTIC in Freshman Cohorts, 2015 vs. 2019:

* Black FTIC: 164/4%
* Hispanic: 236/4%
* Black and Hispanic: 400/8%

and that the growth in these areas indicate that UNF has had the most growth in these areas among SUS institutions.

President Szymanski noted that the Pell Student Graduation rate was 48% and the non-Pell Student Graduation rate is 48%. S

### Goal - Growing the CASS Program

President Szymanski noted that there had been 59.7% growth in student participation in FY2021 vs. FY2020 and that in FY2021, 99 students and 8 community leaders had participated in the program. He emphasized that virtual programming had continued in FY2021 and that a partnership with the Admissions Office had been established to assist with high school recruitment. President Szymanski noted that the University projects that approximately 112 students and 10 community leaders will participate in the Program in 2022. He highlighted the development of the CANVAS First-year Experience. President Szymanski highlighted the completion of the Diversity and Inclusion Strategic Plan and several events that supported inclusion at UNF.

### Goal – Reducing the Average Cost of Education

President Szymanski spoke of the University’s continued emphasis on reducing the average cost of education and noted that there had been a 21.13% reduction in tuition between 2021 and 2020. He emphasized the University’s continued emphasis on stewardship and meeting new prospects in partnership with UNF Foundation leadership and a focus on UG scholarships as a UNF fundraising priority.

### Goal – Fundraising

President Szymanski spoke of the University’s fundraising achievements, with its focus on stewardship and meeting new prospects in partnership with UNF Foundation leadership. He stressed that undergraduate scholarships are a UNF fundraising priority. He highlighted that, from 2020-2021, there was a:

* 19.9% in funds raised annually
  + - * 12.3% increase in the annual total number of donors
    - 14.4% increase in UNF Annual Giving
    - 27.9% in the University’s endowment
      * 77.6% increase in funds raised through Giving Day
      * 60.2% increase in total number of Giving Day donors
      * 66.6% increase in donor meeting with UNFF leadership
      * 15% increase in scholarships provided

### Goal – Faculty, Student, and Staff Outreach

President Szymanski stated that he enjoyed the multiple opportunities there have been in the last year and quarter to engage with faculty, students and staff, including *Coffee with the* President *sessions*, town hall meetings, zoom sessions, virtual and in-person class visits, students, faculty and staff-led events (as well as special events on campus hosted by the President – i.e. Thanksgiving dinner for food and housing insecure students).

### Goal – MEDNexus

President Szymanski spoke of MEDNexus and its initial focus on securing specialized equipment, developing educational facilities (i.e. simulation labs), launching educational programs, and creating partnerships with the City of Palm Coast, Florida health care providers, Florida colleges and others. He highlighted that UNF has purchased mass spectrometry equipment and that there are plans to complete installation by July 2021. He added that the outfitting of simulation and skills labs for nursing will be completed by November 2021.

President Szymanski also provided an update on the MEDNexus Deerwood and Palm Coast facilities. He referenced associated nursing programs - the reinstituted MSN degree, new BSN to MSN (4+1) pathways program (F2021); new 2+2 ASN to BSN pathways program (F2021), new Palm Coast undergraduate cohort in nursing (F2021), new “Health Honors Direct” (undergraduate to graduate jobs) and scholarship-based nursing programs – MEDNexus (undergraduate) Scholars and MEDNexus (graduate) Fellows. He also spoke of MEDNexus partnerships with Daytona Sate University, FSCJ, St. John’s River College, Johns Hopkins University, AdventHealth, Flaglers Health.

### Goal – SUS Metrics

President Szymanski addressed the University’s performance on goals associated with the SUS metrics and highlighted the four metrics of emphasis from the UNF Strategic Plan. He emphasized that that the University’s goals on metrics 3, 4 and 5 have been achieved and student accessibility (metric 7) has been unchanged. He relayed that, since 2018, the average cost of a UNF education has ben reduced by 54.2%, the University’s FTIC 4-year graduation rate has gone from 33.7% to 48.3%, its Academic Progress Rate has gone from 77.5% to 81.3% and Percentage of undergraduate students with Pell Grants has increased from 30.2% to 31.2%.

## Item 5 Legislative Update

Vice President Duncan provided a legislative update on the 2021 session. She reminded the Board that Governor DeSantis had approved the 2021-22 legislative budget, which includes funds for the Roy Lassiter Hall renovation. Vice President Duncan highlighted that the Governor had also signed the following education bills:

* 5601 – which expands the State University System compensation cap of 200k to include some faculty
* 7018 - regarding the employer contribution amount for state retirement
* 847 – Florida Postsecondary Academic Library Network

She reminded the Board that the Governor was still considering HB 233 - Recording of Lectures and Annual Survey.

Vice President Duncan shared the dates for the interim committee meetings and the 2022 session and also stated that the University is very excited to launch its inaugural legislative internship program. (She relayed that applications for the program will be available in August.)

## Item 6 **Student Government Update**

Trustee Besirevic, UNF Student Body President addressed the Board and provided an update on recent UNF Student Government activities. She spoke of the Student Government’s new initiative - *FirstGen Connect* mentorship program*.* She referenced Vice President Coleman’s recent updates on the University’s progress on Metric 4 (FTIC Four-year Graduation Rate), Metric 5 (Academic Progress Rate – Retention with a 2.0 GPA) and Metric 9.B. (Pell FTIC Six-year Graduation Rate). Trustee Besirevic reminded the Board that she is a first-generation student and spoke of her experiences as an FTIC student. She stated that she and the Student Government want to support the University’s continued growth in these metrics and relayed that the Student Government plans to collaborate with: the Taylor Leadership Institute, UNF’s Graduate School, the Faculty Association, the Student Alliance for Inclusion and Diversity (SAID), and Quest First Flight for *FirstGen Connect –* to ensure that students can easily identify those resources on campus that will help make them successful.

## Item 7 Faculty Association Update

Trustee White,President, UNF Faculty Association, provided an update on recent Faculty Association

activities. He noted that the Academic and Student Affairs Committee had approved the President’s recommendations regarding the award of tenure as presented by Provost Patterson and that this item was on the Consent Agenda for today’s Board of Trustees meeting. He spoke about the University’s rigorous review process for promotion and tenure and the multiple campus resources - many of them through the Office of Faculty Enhancement – available for faculty candidates.

Trustee White relayed that the Faculty Association hopes to launch its faculty/freshman mentoring program by fall. It will pair first-generation freshman students with faculty, so that faculty can serve as a resource in helping first-generation students get acclimated to the university environment and provide an opportunity for students to ask general questions. Trustee White stated that the Faculty Association is working closely with Enrollment Services on this initiative. He relayed that he believes this initiative will help support student retention.

Trustee White shared that the Faculty Association is working, with Mr. Robert Greenlaw, COVID Coordinator, to see how it might support a fall vaccination drive on campus. He stated that the Faculty Association is likely moving from a direct democracy to a more representative form of governance and that the Faculty Association will vote on this matter in October 2021. Finally, Trustee White relayed that he looks forward to finding additional ways that the administration and faculty can collaborate and work together.

## Item 8 Approval of Bu6dget for Fiscal Year 2021-2022

Vice President Bennett presented the FY 2021-2022 Budget to the Board of Trustees. The VP Bennett presented to the Trustees the UNF Operating Budget for 2021-22 (All Sources). He also noted that the details were attached in their materials and no changes had been made since the budget workshop in May or the Finance and Facilities Committee Meeting earlier in the week. Each section of the budget was noted, including E&G, Carryforward, and the Non-E&G areas.

Vice President Bennett also went through some of the highlights of the budget again. These included the fact that it is a relatively stable budget other than the law change for certain salaries over $200,000, the change in retirement costs, and the change from recurring to non-recurring of $13 million.

Other highlights mentioned were the reinstatement of the 6% holdback, possible lump-sum payments for employees, over $12 million for renovations and repairs/maintenance, $1 million for a research pool, and almost $20 million in reserves.

Chair Hyde noted that there had been extensive conversations regarding all aspects of the budget in both the workshop and the committee meetings. There were no questions.

Trustee Joost made a MOTION to APPROVE and Trustee Bryan SECONDED. The Board of Trustees unanimously approved the FY 2021-2022 Budget.

## Item 9 Committee Reports

### Academic and Student Affairs Committee

Chair Egan stated that the Academic and Student Affairs Committee met on June 10, 2021. She relayed that Provost Patterson had introduced the proposed Bachelor of Science (BS) in Learning Design and Technology program. She stated that the program fits within the mission of the University, has sufficient need to justify its addition to the University's curriculum, and that resources are available to ensure the quality of the program. She added that the program will address the Board of Governors’ goals of increasing the number of degrees awarded in STEM and other areas of strategic emphasis and increasing community and business engagement. Chair Egan stated that the Committee had unanimously approved the proposed program.

Chair Egan reported that Dr. Christie, Associate Dean, Brooks College of Health and Dr. Pinkstaff, Associate Professor and Director of the UNF Physical Therapy academic program, presented the College’s proposal to reorganize its Department of Clinical and Applied Movement Sciences into two departments: the Department of Clinical and Applied Movement Sciences and the Department of Physical Therapy. Associate Dean Christie and Dr. Pinkstaff had relayed that the rationale for the reorganization addresses the requirements of the Commission on Accreditation in Physical Therapy Education (CAPTE). (In order for the University to be fully compliant with CAPTE accreditation standards, the Department of Physical Therapy’s academic leader must be a physical therapist, complete annual faculty evaluations, and have fiscal responsibility.) Chair Egan relayed that changing the physical therapy academic unit to the department-level will allow for full compliance with CAPTE accreditation standards and the Collective Bargaining Agreement.

Chair Egan relayed that Provost Patterson had presented the slate of tenure recommendations for the 2020-2021 year. In addition, the Provost had provided an overview of the tenure review process and steps for each candidate. Chair Egan stated that Provost Patterson had described what candidates provide in order to demonstrate their level of excellence in research, teaching and service to attain tenure at the University of North Florida. Provost Patterson had shared that the President, Provost and the university Promotion and Tenure Committee in addition to department committee, external reviewers, department chair and dean had all reviewed the nominees, and the Provost presented the President’s recommendations for tenure to the Academic and Student Affairs Committee. Chair Egan relayed that here were 10 recommendations, which the President forwarded to the Committee for approval. The Committee approved this slate of candidates unanimously.

Chair Egan stated that Ms. Jones, Director of the Office of Equal Opportunity and Inclusion, presented the 2021 Florida Equity Report. It addresses student participation in educational programs or courses without discrimination based on race/ethnicity, or gender; academic programs analyses; gender analyses; gender equity in athletics; and appropriate representation of women and racial/ethnic minorities in senior level administrative, tenured and tenure-track faculty positions. Chair Egan reported that the Committee had approved the report unanimously.

Chair Egan relayed that Dean Adams-Manning presented an update on the Informed Ospreys initiative. Dean Adams-Manning had stated that:

* Work continues on the initiative which features comprehensive education, training and awareness programs on Title IX/Sexual Violence Prevention, Bystander Intervention, Alcohol and Other Drugs, Diversity Awareness, and Mental Health Awareness
* The programming had been rolled out in the fall, with the University’s newly enrolled spring 2021 students, as its first cohort. Dean Adams-Manning the University is working
  + on the reporting of completion rates,
  + determining the best timing of notices to students regarding the need to engage in on-line modules
  + the implications of and process for imposing mandatory registration holds for failing to complete the programming.
* and continuing to refine and enhance the program by:
  + adding a one-hour face-to-face session with the Dean of Students at New Student Orientations
  + incentivizing students to engage with the programming, and
  + identifying special student populations for targeted mandatory training, e.g., Athletics, Student Government, Club Alliance, etc.

### Audit and Compliance Committee

Chair McElroy stated that the Audit and Compliance Committee met on June 14, 2021.

He relayed that the Committee had reviewed the new Fraud Prevention and Detection Regulation (1.0110R) in detail at the meeting and was now bringing it, through the Consent Agenda, to the Board for approvaI. He relayed that the proposed new regulation is in full compliance with the Board of Governors’ Regulation 3.003. Chair McElroy stated that the Committee unanimously approved the new fraud regulation.

Chair McElroy stated that Ms. Hann, Chief Audit Executive, reviewed the audit schedule for the year, which included a list of those audits that will come before the Board.. He shared that the Committee had received an update on the compliance program. He relayed that Dr. Campbell is in the process of reaching out to a peer group to perform the University’s compliance review.

Chair McElroy also shared that the Committee had a conversation about the *Informed Osprey* program, in terms of compliance and after the discussion that had occurred at the Academic and Student Affairs Committee meeting. He stated that it is an mportant program for the health and welfare of all UNF students.

### Finance and Facilities Committee

Chair Joost stated that the Finance and Facilities Committee met on June 14, 2021. He shared that the Committee had reviewed and unanimously approved the following:

* the amended 11.0010R Schedule of Tuition and Fees regulation.
* University’s Five-year Captial Improvement Plan (CIP) for FY2022-23 through 2026-2027.
* MEDNexus Carry-forward Funding Authorization

Chair Joost also relayed that the Committee had conducted a budget review for the Direct Support Organizations (DSOs). Vice President Bennett also presented the Quarterly Capital Projects and Change Order report to the Committee.

### Governance Committee

Chair Wamble-King relayed that the Governance Committee had met on June 10th.

She relayed that the Committee had approved new and renewing members for each of the University’s four direct support organizations: the UNF Foundation, MOCA Jacksonville, the UNF Training and Services Institute and the UNF Financing Corporation. She stated that the slate of new and renewing board members was on the consent agenda for the approval by the full Board.

She referenced the Board Effectiveness Survey and Meeting Evaluation Survey, which staff had provided to the Board and relayed that the Committee looks forward to the Board’s feedback. She noted it will present the results to the Board in the Fall.

Chair Wamble-King stated that the Committee will also begin the planning process for a Comprehensive Board Evaluation and reminded the Board that the last Comprehensive Board Evaluation was conducted in 2018-2019. She reminded the Board that its Board Evaluation Policy specifies that an outside consultant will guide the process, analyze the results and facilitate retreats to share and discuss findings. She also reminded the Board that, as a result, it will develop a new Board Action Plan to guide the work of the Board and committees for the next three years.

Chair Wamble-King stated that the Committee spent the bulk of its time sharing feedback about six items within the current Board Action Plan. The six items discussed were:

* Ways to increase and enhance Trustee interaction with students, faculty, and administration
* Suggested topics for presentation by internal community stakeholders
* Ways to leverage Trustees’ skills and interests as we develop and implement trustee engagement plans
* Ways to enhance information sharing by the University
* Ways to enhance data sharing, focusing on trending data and higher education competition
* Suggested national topics related to higher education that Trustees might wish to discuss or learn more about.

She stated that the Committee members had been highly engaged in the discussion and that staff will be working to operationalize feedback moving forward.

## Item 10 Consent Agenda

Chair Hyde asked if there were any questions or comments regarding any of the items on the Consent Agenda, which included:

Draft Minutes March 18, 2021 Board of Trustees Meeting

Draft Minutes April 15, 2021 Board of Trustees Meeting

Draft Minutes May 24, 2021 Board of Trustees Meeting and Budget Workshop

### From the Academic and Student Affairs Committee

Draft March 16, 2021 Academic and Student Affairs Committee Minutes

New Program Proposal – Bachelor of Science (BS) in Learning Design and Technology

Reorganization of Department of Clinical and Applied Movement Sciences in Brooks College of Health

Approval of Faculty Tenure Recommendations

2021 Florida Equity Report

### From the Audit and Compliance Committee

Draft March 15, 2021 Audit and Compliance Committee Meeting Minutes

Fraud Prevention and Detection Regulation 1.0110R

### From the Finance and Facilities Committee

Draft March 15, 2021 Finance and Facilities Committee Meeting Minutes

Treasurer’s Quarterly Report

Amended Regulation – 11.0010R Schedule of Tuition and Fees

## Five-Year Capital Improvement Plan (CIP) for FY 2022-23 through 2026-27

UNF MEDNexus Carry-forward Funding Authorization

Budget Review for Direct Support Organizations

**From the Governance Committee**

Draft March 16, 2021 Governance Committee Meeting Minutes

Approval of Newly Appointed and Reappointed Board Members – UNF Financing Corporation

Approval of Newly Appointed and Reappointed Board Members – UNF Foundation Board

Approval of Newly Appointed and Reappointed Board Members – Museum of Contemporary Art (MOCA) Jacksonville

Approval of Newly Appointed and Reappointed Board Members – UNF Training & Services Institute (TSI)

There being no questions, Chair Hyde asked for a MOTION to APPROVE. Trustee Joost made a MOTION to APPROVE and Trustee Burnett SECONDED. The Board unanimously approved the Consent Agenda.

The Trustees had invited former Trustee Willie Gonazalez to join them for lunch and honored him for his service to UNF.

## Item 11 Trustee Engagement on Areas for UNF in Economic Development Opportunities

## *Is the First Coast the Next Space Coast? - a presentation and discussion lead by Trustee Bryan.*

Trustee Bryan spoke of the burgeoning interest in space exploration activities in the Jacksonville area. He gave a broad overview of the global space tech ecosystem, the U.S. space economy, and the aerospace landscape in Jacksonville (including Jacksonville’s aerospace-related organizations and companies, which have provided employment and internship opportunities for UNF graduates and students). Trustee Bryan highlighted the work of *Made in Space* (headquartered in Jacksonville and led by UNF alumnus Andrew Rush), as well as synergies between MEDNexus and expanded aerospace activities in the region. Chair Hyde and Trustee Bryan encouraged the Board to consider how the University might engage more fully in current and future aerospace activities in Jacksonville/Northeast Florida.

**Item 12 Discussion on Board Choice Metric**

Vice President Coleman lead the discussion on the BOT- choice metric (Metric 10). He stated that the Board of Governors Budget and Finance Committee plans to discuss making changes to the metrics at its October 2021 Performance-Based Funding Workshop. He relayed that the Committee had requested the university Boards of Trustees evaluate their respective university’s current Metric 10 and request any minor changes (e.g., to benchmarks) that the Board deems appropriate. He also stated that each Board of Trustees could also opt to not request any changes related to their Metric 10 at this time.

Vice President Coleman reminded the Board that it had previously selected *the Percentage of Undergraduate FTE in Online Courses* as its choice for Metric 10. He shared the benchmarks for this metric and stated that the University needs to have 27% of its undergraduate FTE in online courses in order to earn 10 excellence points for this metric. He gave a brief review of University’s performance on the metric (since 2012-2013). He reminded the Board that in 2012-2013, the University had 8.3% of its undergraduate FTE in online courses, and that in the most recent pre-COVID data (2019-2020), the percentage was 27.3%. Vice President Coleman relayed that UNF had had 68.0% of its undergraduate FTE enrolled in online classes during the COVID-impacted year of 2020-2021.

Vice President Coleman reminded the Board of the goals it had set for the University with regard to this metric in the 2021 Accountability Plan that it had approved at its April 15, 2021 meeting. Trustee Joost asked how hybrid courses affect the metric. Vice President Coleman stated that, in general, hybrid courses (where, for example 50% of the class meetings occur online and 50% take place in the classroom) are not considered distance learning and would, therefore, not impact the University’s performance on the metric. Trustee Besirevic stated she believes that post-COVID student interest in enrolling in online classes will reflect levels similar to those in 2018-2019, as many students experienced virtual “burnout” and are looking forward to more interactions with fellow students and faculty in the physical classrooms. Trustee Joost made a MOTION to leave UNF’s Board-choice Metric 10, as currently stated, and Trustee McElroy SECONDED. The Board unanimously voted to keep Metric 10 as it was stated.

## Item 13 Update on UNF MEDNexus Goals, Objectives and Next Steps

President Szymanski provided an update on MEDNexus, the nation’s first comprehensive, university-based healthcare hub/platform,

grounded in collaboration among academia, industry, and government and focused on learning, leading and innovation. He emphasized that the first year has been aimed at addressing the region’s nursing need and outlined MEDNexus’ goals, plans and outcomes.

President Szymanski gave a broad overview of the plan for MEDNexus and next steps: talent development, medical innovation, thought leadership and developing synergies among talent, innovation and leadership. He reviewed the MEDNexus platform with its areas of general study (counseling/psychology/data analytics, engineering, experimental design, business administration, innovation and entrepreneurship, nursing, physical therapy, social work, biology and chemistry and other (3D printing) and areas of specific distinction (medtech – 3D, digital health, health informatics, health administration, clinical trials research, telehealth, health HR, behavioral health, and biomedical research. He relayed that UNF MEDNexus will be a hub for the initiation and expansion of (academic and potential healthcare and innovation) partnerships across Colleges, branding UNF as the university for healthcare-related, careers, research, innovation and thought leadership. MEDNexus will be focused on identifying and vetting new potential partnerships, serving as a portal for potential healthcare-related partners seeking partnership with UNF, considering available/additional public or grant funding sources, tracking implementation and success of partnerships, and coordinating and hosting thought leader events to address specific problems in healthcare, while driving innovation and research, addressing critical healthcare staffing needs in the region, creating pathways for students from experiential learning directly to high wage jobs, and growing UNF reputation relative to healthcare and innovation. The President reviewed MEDNexus Phase I goals.

## Item 14 Adjournment

There being no additional business for the Board, Chair Hyde adjourned the meeting at 2:30 p.m.