# **MINUTES**

## Trustees Present: Kevin Hyde, Paul McElroy, Jason Barrett, Selma Besirevic, Tom Bryan,

## Jill Davis, John Gol, Stephen Joost, Alison Korman Shelton, Chris Lazzara, Nik Patel, John White

**Trustees Absent:** Annie Egan

## Item 1 Call to Order

Chair Hyde called the meeting to order at 9:15 a.m.

## Item 2 Public Comment

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

## Item 3 Chair Hyde Remarks

Chair Hyde stated that this was President Szymanski’s last week serving as President as he transitions to his new role as CEO and Executive Director of MEDNexus. Chair Hyde stated that this is an important role and he thanked President Szymanski for all of his service to the University. Chair Hyde also referenced that Dr. Pamela Chally would assume the Interim Presidency on Saturday, September 18. Chair Hyde thanked President Szymanski and Dr. Chally for the work that has been done and will continue to be done.

Chair Hyde spoke about the presidential search process. He stated that it is proscribed by a Board of Governors regulation and requires a 15-person search committee made up of members of the Board of Trustees, faculty, the administration, and community members. Chair Hyde relayed that he had begun working on search committee and that Vice Chair McElroy would chair it. Chair Hyde stated that selecting a president is one of the most important things that the Board does and that, while the committee will bring forth recommendations for the ultimate selection, the Board will be involved throughout the process. He stated that the Trustees are welcome at all of the committee meetings and he wants them to provide their feedback to the committee.

Vice Chair thanked Chair Hyde for the appointment and stated that he agreed with Chair Hyde that it is the most important responsibility that the Board has and will be governed by the Florida Board of Governors procedures. Trustee McElroy stated that the search will be national and extremely competitive, inclusive and the process will deliver a slate of quality candidates to the Board for their final vetting and selection. Vice Chair McElroy stated that the committee, per the Board of Governors regulation will engage a firm to do a compensation study to ensure that the University is meeting the market with respect to the next UNF President. He added that it will also engage a search firm to help guide the process.

Vice Chair McElroy echoed the Chair’s request that Trustees attend meetings of the search committee to provide their feedback and stated that the committee will also seek feedback from the faculty, students, alumni, the UNF Foundation and members of the community to help the committee define the characteristics, skills, knowledge and the fit for the next President of UNF.

## Item 4 President’s Report

President Szymanski stated that, as the University reflects on what it seeks in its next president, it will be helpful to consider recent achievements and milestones of the University. He stated that UNF has become a “re-engineered, reimagined and repositioned” university for graduate degrees, a diverse and inclusive campus and has become a nationally reputed university.

The President gave an update on COVID for the last three weeks and relayed that in the third week of the semester, there has been 29 reported cases of COVID, 462 staff and students had been tested at UNF, 18 had been positive at the UNF site. He noted that, for that week, UNF had had a 3.9% positivity rate, compared to a 13.2% positivity rate in Duval County. President Szymanski stated that he believed rates has been so low on campus because the campus community had worked together.

President Szymanski referenced the enrollment effects of COVID. He stated that the University’s enrollment was down by approximately 2%, its headcount down by 342 students, its transfer student enrollment down by 405 students, first-generation students down by 45, and student from NE Florida down by 50. The President emphasized, however, that Associate Vice President Curran and his team had been working diligently to close the gap.

The President spoke about the Graduate Pathways Program, with its emphasis on graduate degrees to buffer demographic declines in the undergraduate-aged population. He stated that the goals of the program have been to retain talent and encourage advanced students to obtain graduate degrees, while serving the workforce needs of the community and positioning UNF students for long-term success. President Szymanski noted that 10 new degree programs had been added since 2018 and that there has been a 21.3% increase in graduate enrollment since 2017 and a 47.5% increase in graduate degrees granted since 2017.

President Szymanski highlighted that the University had done a lot of work in the area of diversity and inclusion, emphasizing that there had been a 9.0% increase in Black and African American student enrollment (total student body headcount) since 2017, with a 116% increase in total freshman headcount since 2017. He stated that Hispanic enrollment had also increased 29% (total student body headcount) since 2017, with a 58% increase in total freshman headcount since 2017. The President highlighted that there had been a 16.8% increase in the total number of underrepresented minority students, since 2017 and a 72% increase in the freshman underrepresented minority students since 2017.

The President emphasized the University’s achievement in the national rankings, noting that in 2018, the University had been unranked in the U.S. News and World Report, but was ranked #132 for 2022. He also stated that UNF has been ranked #125, in 2021 by Washington Monthly (based on social mobility, research and promoting public service).

The President concluded by stating that UNF is positioned well to be a top 100 nationally ranked, R2 university focused on diversity and inclusion, growing graduate enrollments and attracting, retaining, graduating and placing outstanding students, while being highly competitive on the SUS metrics.

## Item 5 Update on COVID-19 and Fall Semester

Mr. Bob Greenlaw, COVID-19 Taskforce Coordinator, provided an update on COVID Taskforce and COVID-related activities on campus. He spoke about the check-in process for students in the dorms. He relayed that, of those student who voluntarily offered the information that they had not been vaccinated, and who had been offered testing if they were interested, eight students tested positive for COVID.

Mr. Greenlaw relayed that the testing that the University offers takes place in a tented external area and is offered five days a week, from 1:00 pm – 4:00 pm. He shared that UNF student nurses have assisted with testing and have been able to do clinical hours for their nursing program, at the site. Mr. Greenlaw stated that there is a separate shuttle, which offers students the opportunity to come to the testing site. (He stressed that this is not the shuttle that students use to go to classes and other campus activities.) Mr. Greenlaw relayed that the University offers testing to those who have symptoms or who have been exposed to someone with COVID or COVID symptoms. He stated that those who come to the testing site, who meet the requirements for testing are given the 15-minute rapid (antigen) test and the PCR test, if necessary (which he highlighted can also help determine if the individual has COVID, the flu or an upper respiratory infection). Mr. Greenlaw also relayed that the University does contact tracings and notifications (through Student Health for the students, and through the Human Resources nurse for employees).

Mr. Greenlaw stated that the University receives a lot of questions about vaccinations and relayed that the University has vaccinated approximately 2500 individuals. He confirmed that vaccinations are available on campus and that the University also offers a shuttle to St. Johns Town Center. He noted that Publix also offers vaccinations. Mr. Greenlaw stated that Agape Health had offered 62 vaccinations for students who requested them at Swoop-a-Palooza,

Mr. Greenlaw stated that the University has been offering the Pfizer vaccinations and will be administering the second shot on September 23. He also stated that UNF is partnering with Walgreens who will begin coming to the Field House to offer vaccinations for those who want them. Mr. Greenlaw stated that the University will also begin administering flu shots and that they have received the first 200 doses, which have been sent to Athletics.

Mr. Greenlaw stated that while masks are not mandated on campus, the University has made them available particularly for larger events. He also relayed that the taskforce has developed website resources (FAQs) for students and faculty.

## Item 6 Introduction of and Comments from New Chief Information Officer (CIO) Mr. Brian Verkamp

Chair Hyde asked Trustee Patel if he would introduce the new CIO, Vice President Brian Verkamp. Trustee Patel asked everyone to join him in welcoming Vice President Verkamp, and stated that he is very pleased that he has joined UNF. He also stated that he pleased that a new CIO position has been established. Vice President Verkamp thanked Chair Hyde, Trustee Patel and the University community and stated that everyone has made him feel welcome. Trustee Verkamp shared that he has worked in the field for over 20 years, including in higher education and is happy to join UNF.

## Item 7 FY2021-2022 Carryforward and Fixed Capital Outlay Budget

Vice President Bennett provided the final FY2021-2022 Carryforward spending plan and Fixed Capital Outlay Budget for the Board’s consideration. He reminded the Board that they had had detailed discussions about carryforward at the May 2021 and June 2021 Board of Trustees’ meetings, and that they had previously reviewed much for this information. He also reminded the Board that the University had been conservative in terms of its spending and its carryforward. He noted that $250,000 had been added for the presidential search.

He reminded the Board that $3.5M had been set aside, in May 2021, to move One Stop, Student Financial Services and the Visitors Center to the core of campus and to provide some additional lab space for Johnson & Johnson. He stated that the move of the Academic and Student Services units would involve five buildings and would require more than the $3.5M. He noted that an additional $3M will be added for the moves for a total of $6.5M, and that the moves will help the University better assist students.

Vice President Bennett also highlighted the systems reserve and noted that the University’s current ERP system is 17 years old and they are beginning to put money aside should the decision be made to change at the end of the current contract. He stated that the University is setting $1,828,556 for what may be needed. Vice President Bennett also stated that Administration and Finance had conducted a review in detail of monies that the divisions had previously set aside for projects. He noted that COVID had affected some of the divisions’ plans, and that the $3,576,038 in the Divisional Carry Forward Justification Request has been included for those projects which Administration and Finance has re-approved/given reauthorization to the divisions.

Vice President Bennett next reviewed the Fixed Capital Outlay Budget. He reminded the Board that they had previously approved all of the projects noted in the budget. He again highlighted the line item for the Academic Affairs moves, and the additional $3M which had been added for the moves. He noted the planned construction for the year and the Budget’s $50M in Funds to be Expended this Year. He relayed that a few of the projects may not happen during this year, but the University wants to have the funds available in case it is able to move forward with them.

Vice President Bennett spoke about the Pool Complex, for which the grand opening is scheduled on September 17. He noted that the $2.5M funds allocated for this year are for completion of the locker rooms and the final invoices for the project. He also highlighted the $6M in funds planned to be expended this year for the renovation of Lassiter Hall.

Chair Hyde asked if there were any questions. There being none, he asked for a MOTION. Trustee Joost made a MOTION to APPROVE, and Trustee Bryan SECONDED. The Board unanimously approved the FY2021-2022 Carryforward and Fixed Capital Outlay Budget.

## Item 8 Academic Affairs Update on Research

Provost Patterson introduced a new series of research presentations called *Research Bites* that Academic and Student Affairs will feature at the Board of Trustees meetings. She stated that this was in response to the Trustees’ feedback that they wanted to hear more about faculty and student research at the University. Provost Patterson also relayed that, as new Trustees have joined the Board, Academic and Student Affairs wanted to provide a broader context on research at UNF at this meeting. She introduced Dr. John Kantner, Interim Associate Provost and Associate Vice President for Research; Dr. Karen Cousins, Assistant Vice President, in the Office of the Provost; Dr. Jenny Stuber, Professor of Sociology; and Ms. Caroline Howard, now a UNF graduate student (who had been selected as the Undergraduate Researcher of the Year in 2021).

Associate Vice President Kantner began by speaking about the university research pipeline. He referenced inputs and those factors - university policies, programs, initiatives and external resources (sponsored research - contracts and grants) which support activities (primary, secondary and translational research) that produce outputs such as publications, creative works, patents and commercialization. He stressed that a university’s research reputation is often built around its inputs (i.e. which institutions receive the greatest number of grants and grants with the most impact and which generate research with the most commercialized products). He also spoke of students’ roles in the research pipeline and how students’ involvement in research fosters student learning and development of critical thinking skills.

Associate Vice President Kantner spoke of the National Science Foundation’s *Higher Education* *Research and Development* report (which he stated is the ‘gold standard’ in terms of comparing universities research strength and activities). He noted that it includes all research-related inputs (both external and internal-those from the university). Associate Vice President Kantner reviewed UNF expenditures on research from FY2014 to FY2020. He highlighted that federal research funding for the University has gone up quite substantially (more than doubled) during the period. Associate Vice President Kantner spoke about UNF in comparison to the University’s peer and aspirant institutions and emphasized that, among these institutions, UNF has grown more rapidly in its R&D expenditures than its peers and resembles more closely its aspirant institutions in these areas. (He noted that, in fact, the University has reached its aspirant level in this metric.)

Associate Vice President Kantner spoke about citation analysis as a measure of the influence publications from UNF’s researchers have. He reviewed the “H-index,” a measure of high-impact research, on which UNF outperforms not only its peer institutions, but also some of its aspirant institutions. Associate Vice President Kantner also referenced the number of disclosures, patents, licenses, and start-ups UNF researchers generate and noted significant growth in these areas from 2014. He referenced the work of the George W. Bush Institute and other institutes which produced an assessment of innovation across the U.S. that ranked UNF in the top 10 universities (within the smaller research universities category) generating innovation impact.

Trustee Bryan noted the impressive growth for UNF in the areas of patents and technology transfer and congratulated all who have supported the work. He asked Associate Vice President Kantner to expound on this. Dr. Kantner stated that there had been a lot more growth in the last several years and that there had been a number of faculty disclosures that feed the technology transfer pipeline. He relayed that many faculty have been inspired by their peers’ work in this area and UNF staff have been working with them to support their ideas.

Trustee Joost asked how the University is monetizing patents and about ownership of intellectual property rights. Associate Vice President Kantner stated that the technology transfer office seeks companies interested in licensing UNF’s intellectual property. This can either be to existing companies but also to faculty wishing to spin off their own companies, of which we have several now. Technically, the university owns inventions created by faculty in the course of their employment, but UNF does license back to the faculty member/inventor so they can commercialize their work.

Trustee Joost asked if the University charges royalties or a standard licensing fee. Associate Vice President Kantner stated that, yes, we have a number of models used to charge companies that license UNF’s intellectual property. In response to a question about how much the fee is, Associate Vice President Kantner indicated that it depends on the invention and its stage of development. As an example, he pointed to the fact that some of UNF’s patents focus on sensors, but because the sensor market is saturated with new inventions, it is not easy to license them out, while other UNF inventions, such as cancer-fighting compounds, have greater prospects of returning revenues to the university.

Trustee Joost asked what happens to the fees and other monies UNF received related to these projects. Associate Vice President Kantner responded that these are reinvested into UNF’s technology transfer operations (e.g., paying the expenses of new patents as well as patent maintenance fees), which can be expensive. He went on to say that few universities actually make money on commercializing university intellectual property, but do it nonetheless because of universities’ responsibilities of ensuring that the inventions get out into the world to benefit society.

Chair Hyde recognized Assistant Vice President Cousins, who stated that, for the presentation, she would be speaking from the vantage point of her previous role - Director of the Office of Undergraduate Research (OUR). Assistant Vice President Cousins stated that one of the things that had appealed to her the most in her former role was meeting with students who were curious about doing research as an undergraduate student and OUR staff helping them better understand the research process as follows:

* helping them to determine their research question or problem;
* investigating (performing secondary and primary research activities); and the
* production of knowledge, which includes a deliverable of some form.

Assistant Vice President Cousins emphasized that student research at the University occurs both within the curriculum and beyond the curriculum – as extra or co-curricular research projects (conducted in research labs, in the field, in archives, at research centers, and other settings). She relayed that in establishing mechanisms to identify and track student engagement and research within the curriculum at UNF, the University utilizes a broad definition of research as a process of faculty-mentored student inquiry and systematic investigation, according to the standards of the field, which:

* results in demonstrable production of knowledge;
* is *pedagogical* – an active learning research experience, leading to student discovery; and
* generates a product or deliverable which demonstrates student knowledge of a theory or topic.

Assistant Vice President Cousins stressed the importance of undergraduate research as one of the high impact practices (HIPs) that reinforces student learning and engagement. She noted that HIPs are strongly correlated to student success and that UNF’s goal is “to involve students with debatable, actively contested questions, empirical observations, cutting-edge technologies and the sense of excitement, which comes from working to answer important questions.” She also stated that faculty members’ creating inquiry-based, research intensive courses is a mark of teaching excellence and assists with the faculty’s goals of continuing professional development and service to the University and community.

Assistant Vice President Cousins shared that - according to responses gathered from graduates through the Summer 2020, Fall 2020, and Spring 2021 Graduating Senior Surveys - during the 2020-2021 academic year, 25% of graduating seniors reported that they had participated in undergraduate research activities. She emphasized that these students had been able to remain engaged in undergraduate research opportunities during the year, despite COVID-related restrictions on travel and access to laboratories and fieldwork activities. Assistant Vice President Cousins stated that the University is committed to increasing faculty-mentored research activities for students. She highlighted Office of Undergraduate Research programs that support this:

* research grants for students who submit successful proposals for their faculty-mentored research projects
* SOAR*S* (Showcase of Osprey Advancements in Research and Scholarship) - UNF’s annual interdisciplinary conference for undergraduate and graduate students; (Assistant Vice President Cousins noted that SOARS 2020 and SOARS 2021 were virtual and had extremely high participation rates.)
* *PANDION: The Osprey Journal of Research & Ideas –* a faculty-vetted and mentored journal of student research from all colleges and majors; Assistant Vice President Cousins reminded the Board that they had received a copy of the journal in 2020 and stated that they would receive a copy of PANDION Volume 2, Number 1 (2021) at the Board’s October 14, 2021 meeting.

At the conclusion of her presentation, Assistant Vice President Cousins asked if there were any questions. President Szymanski stated that one of the things that makes UNF unique is the opportunity for students, including freshmen to be involved in undergraduate research. He asked if she might speak about the UNF culture which encourages faculty/student collaboration and how those opportunities engage students. Assistant Vice President Cousins relayed that one practice that UNF has in place for incoming freshman and transfer students, as they enter the University and express that they would like to do research or will be entering a research-intensive field, is that their advisors refer them to the Office of Undergraduate Research and faculty members. Assistant Vice President Cousins emphasized that many other students also benefit from research activities. She shared that, as the Director of the Office of Undergraduate Research, she had had the opportunity to work with undergraduate engineering students who were a part of *Osprey* *Racing* (a student-run club in the School of Engineering, which is one of 120 teams world-wide which participates in the Formula SAE Collegiate Design series). She relayed that the students had an idea for redesigning a wing on the race car – that one student had worked on the design and the other had built the composite material – which had been a two-year project for the students. Assistant Vice President Cousins noted that the students had worked closely with their faculty mentor, with each other and with her to complete their project. She also referred to Caroline Howard (who would speak later in the meeting), highlighting that Ms. Howard had worked on several research projects, including a project on redlining in Jacksonville, which had generated a lot of interest within the community. Assistant Vice President Cousins stated that these research/active learning opportunities are a vibrant part of the UNF culture.

Trustee Bryan stated that the story of the students’ considering and executing on a redesign of their competition vehicle symbolizes what a quality university education is – “being a conduit to foster young people’s ability to find their passion.”

Professor Stuber spoke next, relaying that she came to UNF in 2006. She stated that she is a “scholar of social class, which is a combination of economic capital and cultural capital” and that her research focuses on socioeconomic inequality. Professor Stuber referenced her book entitled, *Inside the College Gates: How Class and Culture Matter in Higher Education* – which examines the processes by which some students graduate with a “long resume, while other students graduate with a degree, but will have not enhanced their college experience by participating in high-impact practices.” She shared that first-generation students tend to think that “internships and study-abroad opportunities are not for them.” Professor Stuber stated that research shows that even when first-generation students graduate, they typically do not acquire as much cultural knowledge or cultural capital during their college studies as continuing-generation college students (because they are not participating in these types of opportunities).

Professor Stuber spoke about her research on social inequality, which led to her book, *Aspen and the American Dream: How One Town Manages Inequality in the Era of Supergentrification*. She shared that her interest in studying the area stemmed from not only personal ties to the area, but also from the opportunity to study an area in which the median household income is $75,000, but the median home price is $4M. She relayed that the city uses the tools of urban planning to fund affordable housing programs and ensure investors that their investments will pay off. Dr. Stuber stated that, “small investments have an incredible pay off” and related it to the investments UNF and the University community have made in its faculty and students and the multiple opportunities those investments have yielded.

Professor Stuber stated that she has received several awards and grants while at UNF - the Presidential Leadership Award, Dean’s Research Grant, Faculty Affairs Summer Research Grant, and Research Enhancement Grant - totaling $15,000, during her tenure at UNF, and noted that 75% of these funds have gone to paying student researchers. Professor Stuber highlighted that these UNF student researchers have gone on to Ph.D. and masters programs at the University of California, Berkeley; Syracuse University; the University of Florida; Howard University; George Washington University; the University of Colorado, Boulder; and the University of Colorado, Denver, among other higher education institutions.

Professor Stuber introduced Ms. Caroline Howard, a UNF alum and current UNF graduate student. Ms. Howard thanked the Board for the opportunity to speak with them. She stated that she had received her Bachelor’s degree in Sociology from UNF in 2020 and is now pursuing a UNF Master’s of Public Health degree. Ms. Howard stated that she wanted to speak about the importance that undergraduate research had had for her personally and “the richness that” she thinks “it brings to the student environment, the university and the community.” She noted that multiple opportunities to participate in quantitative and qualitative research had been available to her as a UNF undergraduate student. She noted that she had been able to serve as a data collector, research assistant, interviewer, program manager and project manager, which have given her transferable skills (data management, survey creation and collection, program evaluation, and skills for writing scientific papers) which make her competitive in the job market.

Ms. Howard also spoke about her individual research. She highlighted a research project that she began after taking geographic information systems classes at UNF – a project mapping out the 50-year history of UNF, entitled **“**University of North Florida Through Time: An Evaluation of Land Usage Using Geospatial Techniques.”Ms. Howard relayed that she had presented her research at the*Northeast Florida Geographic Information Systems Annual Meeting*, in Jacksonville in 2019. She stated that, through that experience, her research, as a UNF undergraduate student was published in a peer-reviewed state journal, *The Florida Geographer*. Ms. Howard also spoke about her research project, “What Color is your Zip Code: the Racial and Socioeconomic Implications of Redlining in Jacksonville, Florida.” Ms. Howard relayed that she had been able to use her data analysis and geographic information skills and found that there is a linear relationship, in Jacksonville, between the minority makeup of a community and its economic distress, and that the five most economically distressed communities in Jacksonville were communities that had been redlined in the 1950s and 1960s. Ms. Howard noted that *First Coast News* had written an article and run a segment in which they aired the map depicting her research findings. She also stated that the *Florida Times Union* had reached out to her.

Ms. Howard stated that her research experiences have made it possible to matriculate as a graduate student in a fully funded position. She relayed this had been possible due to the UNF funding for undergraduate and graduate research. She stated that she is now a graduate research assistant at UNF on PACT (Preventing Alzheimer’s through Cognitive Training), a research study funded by the National Institute on Aging. She concluded by stating that she has “felt so much support by faculty, who have emphasized the importance of undergraduate research that has an impact not just on students, but on the community, and the institution itself.”

## Item 9 Approval of Textbook and Instructional Materials Affordability Report

Chair Hyde stated that one of the things that is important in terms of the University’s metrics is its submission each year to the Board of Governors of the *Textbook Affordability and Instructional Materials Report*, and he relayed that this is an area in which the University needs to do some work. Provost Patterson also relayed that it is an area in which the University needs to do work and she stated that the work has already begun. Provost Patterson gave an overview of the report, highlighting that it includes the textbook and materials selection process, the initiatives that the university is working on to reduce the costs of the textbooks and materials; policies implemented for posting required and recommended books and instructional materials for at least 95% of Fall and Spring courses on the course registration webpage at least 45 days prior to the first day of class, and the courses and course sections which met the deadlines.

Provost Patterson relayed that faculty have ownership of their selection of textbook and materials, however for multiple sections in a given course, academic sections will generally adopt a standard set of materials through an agreement among the faculty. She referenced strategies the departments are using to reduce the costs of textbooks – using centralized committees to review adoptions and “lead faculty models” wherein senior faculty make selections for adjuncts. She highlighted that faculty in the Department of English have agreed to limit the cost of adoptions to textbook affordability guidelines to less than $20 per credit hour for ENC1143, which resulted in a large cost savings to a number of core sections. She also noted that the Department of Biology has agreed to plan a large scale adoption, post-COVID, of Open Education Resources (OER) materials.

The Provost also reviewed University initiatives developed to help reduce the cost of textbooks:

* *Stay Strong Awards* – established to offset the cost of textbooks and course materials and help cover other expenses related to attendance; during the 2021 academic year, $1.9 M in *Stay Strong Awards* were given to students
* In 2019, UNFjoined the state-wide *Affordability Counts Initiative* – more than 160 UNF faculty members participated, and 310 courses have received the *Affordability Counts* medallion. The Provost highlighted that this resulted in course materials being $5 per credit hour (less than the required maximum of $20 per credit hour).
* UNF joined other Florida universities in identifying courses offered within the *FloridaShines* Course Catalog, which have $0 in textbook costs.
* OER initiative – a joint project with CIRT and the UNF Library to support faculty in providing OER resources; the Provost stated that, as of Summer 2021, 26 departments and 90 faculty have joined the OER initiative, saving students more than $745,000. (She further noted that in these courses, prior to faculty joining the OER initiative, the average cost to students for textbook and instructional materials was $126 and now it is $0.) She relayed that OER has a working group which supports faculty in redesigning their courses to use OER materials, and issues them stipends.
* Follett *Discover* and Follett ACCESS – use of this program has delivered course materials directly to the student. The Provost relayed that, in the fall, 6,767 students used these materials, and this resulted in the savings of $314,000 for students.

The Provost stated that there are some additional measures that the University needs to enact to ensure that required materials for 95% of applicable courses are posted 45 days prior to the first day of classes. She relayed that, for Fall 2020, there were 2,453 total sections and 2,247 or 91.60%met the deadline. In Spring 2021, there were 2,386 total sections and 2,259 or 94.68%met the deadline. She emphasized again that the University needs to do work in this area. The Provost relayed that UNF has changed the deadline and is going to require that textbooks are posted and adopted much earlier. Secondly, she stated that the University is going to work with the bookstore to disallow any modifications without a process that includes upper administration. (She noted that changes that occur after the deadline are problematic.)

Trustee Bryan stated that as a parent of two college-aged students, he appreciates the cost-savings measures that UNF is taking to save its students over $1M on textbooks and instructional materials.

Trustee Patel asked if there is an opportunity of keeping the textbooks online to save costs for students who are comfortable using virtual materials. The Provost relayed that the Library reserves books, but not all of the books are available digitally.

Chair Hyde asked if there were additional questions. There being none, he asked the Provost if she required a MOTION to APPROVE the report. The Provost confirmed that a MOTION was needed. The Chair asked the Provost to confirm that the report will contain the corrective actions that the University intends to make to meet the required threshold of 95% next year and in subsequent years. Provost Patterson confirmed that it did. Chair Hyde asked for a MOTION. Trustee Joost made a MOTION to APPROVE, and Trustee Bryan SECONDED. The report was unanimously approved by the Board. Chair Hyde stated that he knows the University will continue to work in this area.

## Item 10 Update on Performance Based Funding Metrics

Vice President Coleman spoke of changes to the Performance Based Funding Metrics that the Board of Governors is considering. He stated that, in both cases, the Board of Governors is thinking of making changes to the point threshold. He reminded the Board that Metric 1 deals with employment – the percentage of bachelor’s graduates enrolled or employed one year after graduation earning $25,000. He noted that the Board of Governors is considering changing the minimum targeted salary to $30,000. Vice President Coleman also noted that, to date, in order to earn 10 excellence points in this area, a university had to be at 72.8% for this metric. Vice President Coleman stated that the new threshold would be 80%. Chair Hyde relayed that the Board of Governors has said that it will discuss this at its November meeting.

Next, Vice President Coleman turned to Metric 4 (Four-year Graduation Rate) and relayed that the Board of Governors is considering changing the point threshold for this metric. He reminded the Board that, currently a university must reach 50% for this metric in order to earn 10 excellence points. He stated that the university’s most recent number was 48.3%, and without COVID the university would have likely hit the 50% target in the most recent PBF cycle. Vice President Coleman noted that the proposed new threshold is 65% and stated that will likely pose some additional challenges for UNF.

Vice President Coleman reviewed the University’s current achievements on these metrics. He noted that UNF had achieved 72.7% on Metric 1, missing 10 excellence points by .1% and showed that - with all other things being equal - the University could have a net drop of 4 excellence points if the new point thresholds are implemented. For Metric 4, Vice President Coleman reminded the Board that UNF came in at 48.3%, earning 8 excellence points. He noted that, if the University’s performance on this metric were to remain consistent, its excellence points would be reduced by half. Vice President Coleman concluded that, with the proposed changes, UNF could possibly experience a net drop of 8 excellence points and reminded the Board that, for SUS institutions to have an opportunity for full funding, they need to earn a minimum of 70 points. He reminded the Board that UNF had earned 77 points for the last year. Thus, all other things being equal, a drop of 8 points would place the university under the needed 70 points to receive full funding.

## Item 11 Career Services Update on Jobs and Internships

Vice President Bowling and her team spoke with the Board about the work Career Services does. She stated that motivating the team’s work is the guarantee the President had made that the University continue to excel as “*the jobs*” university for the state of Florida - by connecting employer partners with ready-to-work Ospreys. She relayed that when she accepted her position as vice president, she was able to review the unit and found that many of the services it provided were effective, but that there were also areas for improvement:

* Employers and students were lacking a clear way to engage with Career Services (Previously career services had been de-centralized.)
* There had been difficulty in leveraging a small, decentralized staff.
* The UNF career portal, Handshake, was being underutilized
* There was a lack of early indicators and internal data to guide decisions
* There were plenty of jobs and plenty of students, but there had been some challenges in connecting them.

Vice President Bowling shared that the unit (of 17 people) has been reorganized into three units, which represent the ways students engage with Career Services. *Career Discoveries*, led by Ms. Vivian Senior, focuses on helping freshman and transfer students discover what their interests are and where their talents lie. It offers assessments and coaching and provides assistance to students selecting a major. Vice President Bowling advised that the *Career Readiness* team, led by Mr. Scott Curry, includes the college’s career liaisons. Staff assist students by reviewing resumes, and participating with students in mock interviews. Vice President Bowling shared, that *Employer Engagement*, run by Derek Guffin, helps students connect with employers, finding internships and employment opportunities. Vice President Bowling also shared that Ms. Brooke Hammon had been put in charge of managing data. Vice President Bowling noted that the Career Services team is in the process of adding a Career Counselor, a Student Activities Coordinator, and an Employer Relations Coordinator.

Vice President Bowling stated that the team has been working on improving awareness of their services and on connections between students and employers. She stated that it had rolled out “620-Hire” for employers and “620-Jobs” for students as well as the hire@unf.edu webpage. Vice President Bowling had also stated that it had promoted Handshake, organized customized career fairs and created industry newsletters for students, which feature specific employers and jobs with links to the jobs. She relayed that additional plans include creating a Jobs Club (which would serve as a database of students who are looking for opportunities), creating designated employer parking spots for employers who hire UNF students, to use when they visit campus. Vice President Bowling relayed that the unit has also formalized the expectations of its partnerships. In addition, she stated that the team works closely with JAXUSA and CareerSource on data and trends, leveraging the resources that they have.

Ms. Brooke Hammon, Assistant Director, Recruitment Technology & Data, spoke to the Board about the University’s use of Handshake. She relayed that she has been comparing data from this year and the previous two years, to determine how well UNF and prospective employers are using the program. She found that, even with COVID, the University still experienced a 24% increase in the number of employers who want to connect with UNF students through the system. Ms. Hammon stated that K-12 education and healthcare organizations have most frequently used Handshake. She also stated that UNF student have, connected through Handshake to Medtronic, the UNF Center for Entrepreneurship and Innovation, the Regency Center, Mercedes Benz USA, LLC, Wharton-Smith, Inc., Tesla, NLP Logix, Fluidra USA, Amazon Workforce Staffing, Deutsche Bank, Amazon, Hubbard Construction Company, Baptist Medical Center, KPMG LLP and Brasfield & Gorrie. She also noted that the team has developed the “First Destination” survey to capture information about students’ first jobs post-graduation.

Trustee Bryan asked what the average starting salary for UNF graduates is. Vice President Bowling stated it is $40,600. Trustee Joost asked if the team monitors other job sites. Vice President Bowling confirmed they do so, but the University does need to continue to use Handshake to help develop its leading indicators and better manage employment-post-graduation data. Trustee Joost asked if Handshake allows the University to link into other systems and gather data. Vice President Bowling relayed she does not believe so, but now that the new CIO, Vice President Verkamp has joined the University, he may be able to help clarify. Trustee Patel asked about the rate of closure for students who find opportunities on Handshake. Ms. Hammon stated that the University is working to gather additional data – that the fact that Handshake takes them to an external portal to apply to positions poses a bit of a problem with capturing this data –but use of the First Destination survey should help with this.

Ms. Vivian Senior, Director of *Career Discoveries* (which is focused on freshman and transfer students)stated that her team “greets students at the door and makes sure they are focused on careers from day one.” Ms. Senior relayed that approximately 15% of incoming freshman for this year are in an exploratory stage, and the sooner they can decide, the sooner they can move on to take care of things they need to do. She stated that *Career Discoveries* has three career development targets: career education (career counseling and coaching, administration of Meyers-Briggs and the Strong Interest Inventory assessments, and engaging students with data and social media), practical experiences and organizing outreach events. Trustee Bryan relayed that the Johnson O’Connor test has been shown to be an effective assessment.

Ms. Senior introduced Ms. Elizabeth Elliott, a UNF junior, majoring in International Studies and Political Science. Ms. Elliott relayed that she had visited UNF Career Services within her first month of arriving at UNF and the office has given her a lot of support in helping her identify her interests and goals. She stated that she will soon be working with them to work on her resume and research internship opportunities. Ms. Senior stated that *Career Discoveries* wants to ensure that each UNF student has a career action plan that moves them to a job or graduate school, upon graduation. She referenced Florida House Bill 1261, which requires students to engage within the first year with Career Services. She relayed that she is working with campus partners on a course design for students which will be brought back to the Board of Trustees prior to December 15, 2021, for their consideration for approval.

Mr. Scott Curry, Senior Director of *Career Readiness*, spoke next. He stated that the *Career Readiness* team has six full-time career advisors within the colleges, who are subject matter experts. Mr. Curry relayed that the *Career Readiness* team helps students learn about industry trends and expectations and help students and alumni master their interviewing skills. He also stated that they help students with the materials they use to apply for jobs. Mr. Curry shared that, over the summer, the team met with 306 students and alumni. He gave an overview of some of the creative way *Career Readiness* has helped connect students to potential employers. Mr. Curry spoke about academic internships and introduced Mr. Blayne Curtis, a junior, majoring in electrical engineering who had worked as an intern with through the JEA Summer 2021 Co-Op Program. Mr. Curtiss shared that he had completed substation clearance training and designed projects with transmission engineers. Mr. Curry also stated that *Career Readiness* has created a new, centralized, sign-up process and industry and college focused events. He noted that, as of September 7, 2021, 315 employers and schools had registered for these. He also highlighted the upcoming UNF Career Week beginning on September 29, 2021.

Mr. Derek Guffin, *Director of Employer Engagement,* spoke next about the recruitment team and employer engagement. He referenced the 2020 Fall UNF Employer Survey, which he stated over 300 employers have completed, and gave a quick overview of the strengths the employers communicated Career Services offering have and some of the challenges employers have faced. Mr. Guffin relayed that Career Services has developed an Employer Relations Mission – providing employers with strategic opportunities and first-class customer service to facilitate meeting, engaging with and hiring UNF students, with the following goals:

* Creating a culture of first-class employer customer service by establishing a streamlined communication system for both inbound and outbound employer communications (i.e. establishment of a HubSpot Employer CRM, employer centric webpages, expanding the employer satisfaction survey, creating career services monthly employer newsletters)
* Deepening existing employer relationships and establishing new corporate partnerships to better facilitate increased student hiring for internships and for full-time positions (increasing employer opportunities for on-campus engagement, *Interns for Industry* program)
* Creating new Career Services revenue streams to increase overall revenues 20% over previous year (*Interns for Industry* program)

Mr. Guffin introduced Mr. Cory Adams, a UNF student majoring in accounting, who participated in the *Interns for Industry Partners* program and who was the Regency Center Internship Accounting Scholar Fall 2019. Mr. Adams shared that he had been able to gain work experience within five areas of the organization at which he interned. He also stated that he had been offered a full-time position at the organization, after he graduates. Mr. Guffin stated that the University is proud of Mr. Adams, who is one the University’s and the program’s success stories.

Vice President Bowling complimented Mr. Guffin for his work on the *Interns for* *Industry Partners* program, stating that he has created three levels of partnerships, which serve the employers and the students and is generating a lot of revenue. She relayed that the model has reduced the administrative burdens to employers, while creating more internship opportunities for UNF students.

Vice President Bowling concluded by referencing the goals for Career Services for the next year. She stated that Florida House Bill 1261 is a major focus for the unit, for the coming year. She reiterated that the unit wants to continue to increase revenue through sponsorships and find the right balance between doing so and also ensuring that it continues to provide first-class customer service. She also stated that another goal for the unit is to engage with students earlier, so that they begin to think about their professional goals earlier in their college careers. Finally, she stressed that being able to better quantify internship and employment opportunities available for UNF students will help the University better engage with employers and create more effective opportunities for students.

## Item 12 Update on Institutional Marketing

The update on institutional marketing did not take place at the September 13, 2021 Board of Trustees meeting.

## Item 13 Enrollment and Recruiting Landscape

Vice President Coleman and Associate Vice President Curran led a discussion on enrollment and the recruiting landscape. Vice President Coleman began the discussion referencing that the current state of Florida recruiting base for the University comprises approximately 21.4M residents within an approximate 350-mile radius of the University, including areas south and west of Jacksonville. He highlighted that approximately half of UNF’s students come from the three-county region and the other half from other areas in Florida. He noted that, were the recruiting base to be extended to include all out-of-state areas within a 350-mile radius of Jacksonville, the recruiting base expands to approximately 40.5M.

Vice President Coleman made a comparison to some of the University’s comparable institutions - Kennesaw State University, which has approximately 47M individuals within its 350 radius and Northern Kentucky University which has approximately 74.7M within the same radius. Vice President Coleman then referenced the *100-mile* radii for both institutions and noted, in comparison, that there were approximately 3.5M for UNF and 8.8M for Kennesaw State University. He next looked at the population within 100 miles of each Florida city containing an SUS institution, and noted that Jacksonville’s population of 3.2M positions UNF in one of the smallest population areas in the state. Further, the projected 10-year growth rate for Jacksonville is also among the lowest of the group.

In terms of competition for students in these areas, Vice President Coleman highlighted that four of the largest and highest-ranked SUS institutions are within driving distance of UNF. He noted that 55% - 69% of students applying to UNF had also applied to these other institutions. Vice President Coleman also presented statistics on enrollment levels of those applicants.

Vice President Coleman also referenced institutions within Alabama, Georgia and South Carolina that are within a 350-mile radius of Jacksonville, and reviewed the cost of a four-year education at in-state tuition rates for these institutions, compared to the out-of-state cost of a four-year education at UNF. He also noted two Georgia public institutions which are already offering in-state tuition rates to Jacksonville-area residents. He stated that these institutions have enrolled 40 students who had applied to UNF, representing a substantial potential revenue loss to UNF.

Vice President Coleman and Associate Vice President Curran also spoke about transfer students. They reminded the Board that most of UNF’s transfer students come from FSCJ, but relayed that UNF receives transfer students from 21 additional FCS schools. Vice President Coleman highlighted that in Fall 2014, 60% of UNF’s transfer students came from FSCJ, and 15% came from St. Johns River State College. He stated that in contrast, in Fall 2020, 54% came from FSCJ and 20% from St. Johns River State College. Vice President Coleman also stressed that since 2015, there has been a 36% drop in incoming full-time transfer students with associates degrees from UNF’s seven largest FCS feeder institutions, and a 44% drop over the same time period from FSCJ. He also noted that UNF has increased the size of its FTIC class from 1565 or so in 2015 to roughly 2700 in 2020, which has helped to offset decreasing numbers of transfer students.

Trustee Bryan asked if the University has a way to forecast how many students will come to UNF from FSCJ in the near future. Vice President Coleman stated that UNF can use the data that we do have to make our best forecasts, but we do not have access to recent data, posing some limitations. Associate Vice President Curran clarified that the data the University receives from the FCS system is always from two years prior, so its predictive value can be limiting, but he stated that enrollment in the state college system is currently down 22% - 25%. He stated that he anticipates, looking at the trend lines, that this phenomenon will not get better within the next 3-5 years, as there does not appear to be much change in the number of students enrolling in the state college system.

Trustee Bryan referenced the Wall Street Journal article, “*A Generation of American Men Give up on College: ‘I Just Feel Lost’*.” He highlighted it references a recent study review of enrollment data, which shows a 1.5M decrease in enrolled college students nationally. He also stated that that he thinks - among other factors for those students considering UNF - the University’s location and proximity to the coastline is one of its selling points to potential students and that the University’s marketing efforts need to emphasize the University’s location. Associate Vice President Curran agreed and stated that, in the context of the University being ranked nationally, UNF is also working to increase its number of students from across the U.S. He stated that UNF had doubled its enrollment of Georgia students. (He noted it is still a relatively small number of students comparatively, but the University has had a gain in this area, which is noteworthy as it happened during COVID, which limited in-person recruitment efforts.) He also stated that, many times, it takes 3-5 years to see the substantial impact of focused recruitment strategies.

Associate Vice President Curran also stated that there has been an increase in the University’s out-of-state enrollment. He noted that this too was a modest increase, but it does represent an increase. He stated that the University has had success in looking at its demographics and increasing the cultural diversity of its classes, but he stressed that UNF still needs to make strides up the I-95 corridor and that he believes that the University could be very successful if it were able to enact a plan which includes tuition waivers. He stated that he thinks this would assist with the University’s ability to be more creative in increasing its representation throughout the U.S. and internationally.

Trustee Besirevic asked if the Florida House Bill 1261, with the proposed “grandparent” out of state tuition waiver, represents additional recruitment opportunities for UNF. Associate Vice President Curran confirmed that it does. He referenced limitations in obtaining associated data that would help zero in on the particular market, but relayed that there are some things the University can do to work to attract these students.

Vice President Coleman also spoke of the ‘birth dearth’ (the forecasted growth and decline in college-going students starting in the mid-2020s), with one prediction of anywhere from a 2.5% decrease to 2.5% increase for Florida, and relayed that higher-education institutions ranked 101 or higher are projected to be hit the hardest, losing approximately 16% of their college-going student populations from 2025-2029. He noted that this is predicted to have an effect on the University, and that SUS institutions, while insulated to some extent by population growth patterns in the state, may still be negatively impacted.

Vice President Coleman also spoke of COVID’s lingering effects on enrollment. He stated that more students are dropping out of high school and delaying college. Trustee Lazzara asked, if given the migration to the south, associated with COVID, there may be more recruitment opportunities in the northeast. Associate Vice President Curran stated that he thinks there are more opportunities for recruiting students in the area and that the University would need to do a review of its resources and a reorganization of its recruitment efforts to take advantage of those. Trustee Davis agreed that there are additional recruiting opportunities further north, particularly in the mid-Atlantic area, and she thinks that athletes in particular might be attracted to a UNF education. Trustee Besirevic noted anecdotally that she has met multiple students from Illinois to whom a UNF education is appealing. Trustee Korman Shelton stated she thinks that the University establishing its “niche” will aid in recruitment efforts. Trustee Joost relayed that he thinks that additional funds would be warranted for the University’s marketing efforts.

Trustee Bryan asked how the University can leverage these potential expanded recruitment opportunities. Associate Vice President Curran stated that Vice President Bennett, Vice President Coleman, and he have been looking at different models and would appreciate the opportunity to bring their ideas to the Board in the future.

Vice President Coleman concluded by summarizing that UNF has faced recruitment challenges due to geography, population, high out-of-state-tuition rates, a drop in transfer from FCS institutions, the beginning effects of the forthcoming birth dearth and COVID. He stated, that even with those challenges, from 2015 to 2019, the University has had the following growth (compared to the national average) in the following areas:

*Growth in cohort size*: 62.5% (national average: 3.5%)

*Growth in retention:* 3 pct. points (national average: -0.27 pct. points)

*Growth in four-year graduation rate:* 9 pct. points (national average: 5.6 pct. points)

*Growth in under-represented freshman:* 125% (national average: 15%)

*Growth in Black/African American freshman enrollment*: 153% (national average: 26%)

Vice President Coleman further noted that UNF is #1 in the United States in the combination of these five areas.

## Item 14 Adjournment

 Chair Hyde adjourned the meeting at 3:30 p.m.