# -MINUTES-

## Trustees Present

Kevin Hyde (Chair), Paul McElroy (Vice Chair), Tom Bryan, Jill Davis, Annie Egan, John Gol, Stephen Joost, Allison Korman Shelton, Christopher Lazzara, Nik Patel, John White

## Trustees Absent (Excused)

Jason Barrett, Selma Besirevic

## Item 1 Call to Order

 Chair Hyde called the meeting to order at 9:30 a.m.

## Item 2 Welcome and Introductions

Chair Hyde stated that Governor Edge had hoped to attend the meeting but had a scheduling conflict and that he very much looked forward to joining a future meeting.

## Item 3 Public Comment

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

## Item 4 Chair’s Remarks

Chair Hyde stated that he wanted to bring the Board up to date on things discussed at the recent January 25 – January 26, 2022 Board of Governors meeting. Chair Hyde stated that Vice President Bennett and he had attended the meeting. He reminded the Board that the next Board of Governors meeting will take place March 29 – 30, 2022 on the UNF campus.

Chair Hyde stated that this was the first Board of Governors meeting at which Chair Brian Lamb served at the Board of Governors Chair. Chair Hyde relayed that Chair Lamb had given a State of the System address. Chair Hyde stated that he wanted to go over some of the main points of Chair Lamb’s address. He stated that Chair Lamb had emphasized when thinking of the system as a whole, Chair Lamb highlighted that universities need to emphasize the areas in which they seek to have distinction. Chair Hyde stated that there had been much discussion on the new tool – myfloridafutures.org. He relayed that it is a tool for students and parents to know what opportunities will exist as a student is choosing his or her major. Chair Hyde stated that the tool contains multiple helpful data and that the universities should make this tool well known.

Chair Hyde referenced freedom of discussion and stated that former Chair Kitson had generated a lot of discussion and put a lot of thought into civil discourse being exercised at the University level. He added that Chair Lamb is continuing this as a theme, ensuring that universities are respecting free speech rights and engaging in civil dialogue and freedom of expression. Chair Hyde referenced the Civil Discourse Initiative that Governor Cerio is leading.

Chair Hyde stated that Chair Lamb had been clear that he wants Boards of Trustees to exercise their authorities and to understand that within the Florida Constitution it states the Board of Governors and the Boards of Trustees are the entities that have been invested with the powers to operate the universities. He stated that the Board of Governors is going to look to the Board of Trustees to make sure it is doing what is empowered to do, authorized to do, and should be doing. Chair Hyde stated that the Board can continue to think about how it can be engaged: Board of Trustees’ engagement with the Board of Governors, to let them know what UNF’s needs are, Board engagement within the trustees as the Board fulfills its goals, Board engagement with the faculty, administration, and the students.

Chair Hyde stated that the Civil Discourse Initiative has outlined specific recommendations that each Board should:

* conduct a thorough review of student orientation programs, student codes of conduct, employee policies and procedures to ensure consistency with the Board’s statement of free expression, the principles of free speech and the law that was passed last year – FS 1004.097 *Free Expression on Campus*. Chair Hyde stated that these are opportunities to engage and that the Board of Trustees will work with the Board of Governors staff to determine what is in mind and the University will conduct that review.
* As part of the President’s evaluation, the Chair of the Board of Governors will work with the Chair of the Board of Trustees. One of the areas of specific discussion will be to review the university campus’ free speech climate and look at compliance with the Board statement of free expression – FS 1004.097 and the implementation of best practices promoting civil discourse. Chair Hyde stated that it is an element that the President will be evaluated on and that the Chair of the Board of Trustees, when preparing the evaluation of the President, will be asked about by the Chair of the Board of Governors.
* University Academic and Student Affairs and administrative leaders must review student orientation programming, student codes of conduct and employee/personnel policies and procedures to ensure consistency with the Board’s and state’s statement of free expression and principles of free speech – FS 1004.097. Chair Hyde stated that while the “buck stops” at the Board level, the responsibility also lies at the campus level to make sure this is being done.
* In regular discussions, instill the importance of civil discourse, academic freedom and free speech and student and employee orientation.
* Schedule and host campus wide forums and dialogues and debates on a wide range of issues
* Foster intellectual diversity
* Avoid disinvitations
* Provide targeted and educational professional developmental opportunities, particularly in or around these topics
* Encourage the faculty to establish and maintain a learning environment (which Chair Hyde stated the UNF faculty does and will continue to do).

Chair Hyde stated that there is an emphasis on this, and the Board will be tasked with making sure that this is the climate being fostered at UNF.

Chair Hyde reminded the Board that there was a bill being considered by the Florida legislature (related to exemptions to the public law regarding the presidential searches) - SB 520, which if passed would mean that information submitted by all applicants would not become public until finalist were selected and only related to the finalists. Chair Hyde stated that the bill was in the committee process. Chair Hyde stated that, without it passing, many people that might want to apply would not. Chair Hyde relayed that on January 27, 2022, President Michael Martin of FGCU was going to testify to a Senate committee re the bill. Chair Hyde also stated that he and the 11 other SUS Board Chairs had also signed a letter in support of the bill, which will be sent to the offices of the Governor, the President of the Senate, and the Speaker of the House. Chair Hyde stated that, if passed, the bill would help the University’s presidential search process.

Chair Hyde also spoke about pending legislation which covers certain courses particularly as they relate to free expression and critical race theory. Chair Hyde stated that it passed a House Committee yesterday.

Chair Hyde also stated that the Board of Governors has appointed a special committee on Academic and Workforce Alignment. It focuses on the work being done at the University level which contributes to the opportunity for employment and the business climate in Florida. Chair Hyde stated that Governor Silagy heads the committee. He has stressed that universities (Deans, the President, the Board, etc.) need to be known in the community.

## Item 5 Board of Trustees Elections

 Chair Hyde turned the floor over to Vice Chair McElroy. Vice Chair McElroy stated that the first election would be for the Chair of the Board of Trustees. He relayed that, according to the Board’s bylaws, the term two years. For the record, Vice Chair McElroy noted Chair Hyde’s eligibility. Trustee Joost nominated Kevin Hyde as Chair. There were no other nominations. The Board unanimously elected Kevin Hyde as Chair. Trustee White nominated Paul McElroy for Vice Chair. There were no other nominations. The Board unanimously elected Paul McElroy as Vice Chair.

**Item 6 President’s Report, Update on Metrics, and Discussion on**

**UNF Strategic Plan**

Interim President Chally began her report by showing a video from the January 13, 2022 Kickoff Event for UNF’s 50th Anniversary. She shared that Governor Stermon, Chair Hyde, Trustee Besirevic, Trustee Gol, Trustee Joost, Trustee Lazzara, and Trustee Patel had attended, and she thanked them for their support and the support of the full Board. She stated that the event had advertised a raffle for one student scholarship, but due to the generosity of Trustee Joost, Chair Hyde and the full Board, the University had been able to raffle off six student scholarships.

President Chally reported on her goals:

**State University System Metrics**

1. Continuing successful strategies implemented in 2018-2021, with principal goal of moving to or retaining UNF to a score of at least 70 in subsequent years of measurement and laying groundwork for further exceeding that threshold.
	1. Increase Fall 2021 first-time full-time (FTFT) cohort members retaining to Spring 2022 vs Fall 2020 cohort. In particular, increase Black and Hispanic FTFT retaining to Spring 2022 vs. Fall 2020.

President Chally spoke of the retention of FTFT students from Fall 2021 to Spring 2022 compared to those from Fall 2020 to Spring 2021. She noted that there was a 2.7% increase. She highlighted that the university has been working to increase the retention of minority students. She referenced the increase, in this same time period, in the percentage of FTFT Black/African, Hispanic, and Asian students, noting that highest increase in retention of Asian students in that time period. She also stated that the University also retained more FTFT white students in Spring 2022 than it had in 2021.

* 1. Further improve the freshman first year experience by developing faculty-led experiences about being an Osprey and expose freshmen to talented faculty and activities linked to their academic interests. Undergraduate studies will serve as coordinating hub.

President Chally stated that in support of student retention the University has been working on a more defined freshman experience. This includes new faculty-developed interdisciplinary experiences, and a new first-year seminar.

* 1. Begin targeted efforts to increase Career Services through career readiness video, career planning and coaching outreach to first-year students.

President Chally noted that the Career Readiness Module that the Board of Trustees had previously approved had been approved by the Board of Governors that week. She stated that the module will be implemented in Fall 2022.

1. Continue to develop strategies to improve overall graduation rates, implement focused strategies to reduce DFW rates.
	1. Strategies for Improving Graduation Rates

President Chally gave an overview of a myriad of services that are made available to students with Ds, Fs or Ws and pointed out that these services go beyond academic and advising services. She shared that, through analytics, UNF has rank-ordered the University’s students over the last 10 years, based on the most predictive combination of their high school GPA and SAT/ACT scores. The University has examined and compared the success in traditionally high DFW courses for students at particular percentiles, quartiles, or deciles. She noted that doing so allows evaluation of student success irrespective of (or controlling for) the student’s academic preparation upon admission. The university has also developed machine learning models to predict student success in initial math courses, which were piloted this term and will be used to route students into the most appropriate coursework. These models also will replace an existing standardized math placement test, at a cost saving of $50,000+ per year.

* 1. Launch initiatives to improve faculty understanding of, responses to, involvement in and improvement in performance-based metrics by targeted communication and workshops.

President Chally stated that the University is working alongside with the faculty and that the faculty are leaning in even further with regard to the work the University is doing in support of progress on the metrics. This includes improving course syllabi, chair and faculty development events, improving early academic alerts and mid-term grades, revising the textbook adoption schedule, and increased use of high-impact practices.

* 1. Increase the percentage of Spring 2022 face-to-face course sections versus Fall 2021

President Chally shared that from Fall 2020 to Fall 2021, the total number of class sections with a face-to-face component increased from 32.7% to 70.5% and from Spring 2021 to Spring 2022 from 40.0% to 71.3%.

Trustee Korman Shelton asked how the University compares to other SUS institutions in its retention of African American students. Vice President Coleman relayed that the University compares quite favorably nationally and within the state in terms of growth in its number of freshman from underserved populations, but that retention numbers for such student sub-groups at other schools is not necessarily available in accessible data. Trustee Korman Shelton stated that there may be opportunities to increase communications around the University’s accomplishments in this area.

**MedNexus**

1. Align resources and departments to support the successful achievement of the strategic objectives of UNF MedNexus.

President Chally stated that she had been discussing this with Dr. Szymanski. She noted that Dr. Szymanski has established an Accountability and Return on Investment Plan for the UNF Legislative Budget Request. President Chally stated that Dr. Szymanski looks forward to the March 5, 2022 workshop on MedNexus.

**Strategic Planning**

1. Reinforce commitment to approved strategic plan and accountability plan. Lead Board review of plan at Winter (early 2022) Board meeting.
2. Identify new groups of peers and aspirant institutions aligned with pursuit of Top 100 public university ranking. Review best practices and programs from such institutions and determine what can be carried over and translated to UNF.

President Chally noted that there would be discussions on these areas later on in this session.

**Funding**

1. Increase fundraising 20% to $20M for period of July 1, 2021 – June 30, 2022.

President Chally noted that the University had raised $14.1M and reached 70% of that goal to date. She thanked Interim Vice President Nichols and former Vice President McCullen for all of their fundraising efforts toward this goal. She added that, once the closing documents for the land gift are recorded, the University will have raised another $21.5M, and the University will have achieved 173% of its goal, with six months remaining.

1. Champion funding of UNF initiatives, including the legislative budget request, performance-based funding, and other policy issues.

President Chally shared that, on October 12, 2021, she had served as a panel member presenting to the Senate Education Committee on higher education affordability, accelerated mechanisms, and advising. She also referenced serving as a panel member at the December 2, 2021 Florida House Post-Secondary Education and Lifelong Learning Subcommittee meeting. She outlined several meetings she had had with Florida legislators, advocating for the University.

1. Initiate Strategies to Grow Enrollment to or above pre-COVID numbers.

President Chally stated that more focused attention has been place on the central Florida and Southeastern Florida region in the University’s recruitment plans and noted numerous other initiatives that have helped the University in those efforts.

**Overall Leadership**

1. Maintain the health and safety of the UNF community, especially concerning COVID-19.

President Chally reminded the Board that the University has maintained a full-time COVID Coordinator and that a COVID Task Force meets several times weekly to manage the ever-changing pandemic on a continual basis. She relayed that UNF has continued free antigen and PCR COVID testing for all students. She also shared that UNF had provided free-in home testing kits to students and employees before they had been readily available. Mr. Greenlaw, the COVID Coordinator, stated that the University had provided vaccinations for three days the previous week and provided over 250 vaccinations for those who requested them.

1. Assist with and facilitate the Presidential Search. Provide Institutional knowledge to search committee and candidates as process continues.

President Chally relayed that she had attended all search committee meetings, given suggestions, and had spoken with the search consultants about what would be most helpful to lay the groundwork for a successful permanent president. These suggestions included filling interim positions, further encouraging student engagement activities, and supporting talent management.

1. Integrate the new Vice President and Chief Information Officer by supporting the development of a strategic roadmap to align information technology with UNF’s Strategic Plan to put students first and complete an IT cybersecurity risk assessments to identify requirements for increased security post and effective controls.

President Chally stated that Mr. Brian Verkamp, the new CIO had been integrated into the University of North Florida leadership team and is setting the direction for the information technology unit. She stated that Vice President Verkamp had been conducting listening tours and had held an IT leadership retreat in October to develop a roadmap which aligns with the UNF Strategic Plan. She stated that the roadmap is complete and will be implemented over the next twelve months.

President Chally began a discussion on the UNF 2020-2025 Strategic Plan. She reviewed the University’s guiding principles, philosophies, and institutional values as stated in the Plan, as well as the University’s mission and vision.

President Chally noted the Plan’s reference to the University’s goals in relationship of its larger goal of becoming a top 100 public university. President Chally reviewed the University’s goals for academic and administrative excellence, the student experience, research, scholarship and creative activities, professional development and community and business engagement and organizational effectiveness. She also reviewed the promises the University makes to the students that the Plan articulates. Trustee Egan stated that, as the University continues to have these discussions there may be alternatives to describing the university as ‘unique’ that more clearly define what the University wants to emphasize.

President Chally asked the trustees where they envision the University within 25 years and the trustees provided input, including:

* a redefined, fast-growing community
* an adaptable institution (which may explore opportunities in the metaverse and with e-sports)
* becoming a top 5 SUS university, with increased marketing of UNF graduates to employers; growing beyond a regional university
* keeping cognizant that the University is a public good – continue to teach students how to critically think, learn and expand their horizons
* have our enrollment size be more proportional to city/regional demographics
* Offer major sports (conference, football, all the major sports); athletes are good leaders, sports bring community together and give the University greater exposure
* Consider chief strategic officer position
* Identify the strengths of the city/region and design programs around those strengths. Form partnerships with strongest industries.

Chair Hyde also asked the Administration if it could say a few words about the University’s recent achievement of R2 Doctoral University High Research Activity status by the Carnegie Classification of Institutions of Higher Learning. Provost Patterson stated that this achievement represents the higher level of doctoral programs the University now has and increased levels of grant funding. She emphasized the importance of sustaining this status, which will represent the need for additional focus for the University on graduate education, graduate assistantships, and more resources for faculty to apply for these grants.

President Chally noted that many of the trustees alluded to growth. She shared data on the University’s fall enrollment history (since UNF began admitting freshman in 1984). She noted that, prior to the crash of 2008, the University’s growth in fall enrollment averaged 454 new students per year, and that the University changed its admissions strategy after the 2008 economic crash. She noted that average growth post-2008 enrollment was approximately 73 new students per year. She asked Vice President Coleman if he might share thoughts about the University’s growth and provide some context for it. Vice President Coleman highlighted the growth that the University had experienced from 2010-2020 – noting that UNF has not grown as quickly as the Jacksonville area. He referenced the almost 20% growth in the area from 2010-2020, compared to the University’s 2.3% growth during the same period. He added that, if one compares the size of the University to the size of Jacksonville, it is substantially undersized. When comparing the collective university enrollment in each other top-50 metro area to the population of the respective area, the average is 6.9% (i.e., the average collective enrollment in other areas is 6.9% of the area population). In order for the collective university enrollment in the Jacksonville area to reach 6.9% of the area population, UNF would need to have an enrollment of 30,000 students right now, meaning that UNF is currently 13,000 students short of that mark.

Vice President Coleman stated he was also interested in the trustees’ thoughts about the University’s growth in the next 5-10 years, as well as within the next 25 years. Trustee Bryan stated that this was an important context and stressed the need for balancing: (1) having the University keep up with the growth of the region/meet the region’s needs and (2) ensuring that growth is not taking place for “growth’s sake.” He referenced the University’s goal of growth to 20,000 and the Campus Master Plan and stated he thinks envisioning growth beyond that goal is beneficial, while at the same time ensuring the University keeps the same quality of education which attracts employers to UNF graduates. Trustee Bryan asked Associate Vice President Curran for his thoughts on growth for the University. Dr. Curran agreed that the University will need to grow to meet the needs of the region, which will require additional resources. Chair Hyde asked in what areas additional resources could be helpful. Associate Vice President Curran and Vice President Coleman shared that Enrollment Services, IT, and other areas are in need of resources to support staffing in those areas. Vice President Verkamp confirmed this. He stated that, at any given time, IT staff may be 10% less than an organization’s needs due to opportunities that become available in the field, but that the University’s IT division is operating at approximately 20% less than full staffing currently.

Vice President Bennett agreed that the University needs to grow. He stated the University needs to put the structures into place for further growth in order to prepare – looking at faculty/student ratios, building structures, and land use and building systems around them that will support growth. He stated that the Board would be able to assist by providing strategic guidance in terms of what it envisions for the University in 10-25 years. Provost Patterson agreed it is important to think about resources and stated that it translates into how students are served (by career services, the Counseling Center, advisors, tutors) as well as the University’s ability to meet targets for metrics. She stated that there are other supporting mechanisms that need resources (such as Human Resources). She relayed that there are faculty lines that cannot be filled, because the university needs the resources to make competitive offers. She stated that at the same time, the University needs to continue to be mindful of the goals that the Board of Governors have set for the State University System. Trustee Lazzara stated that he wanted to acknowledge the staff and faculty and that he and the Board wanted to thank them for all that they do.

Chair Hyde asked the administration what could be helpful from the Board. Vice President Bennett stated that the Board has indicated the University needs to continue to grow to keep up with the demands of the region. He relayed that it would be helpful to have additional clarity on the magnitude of growth the Board envisions.

Trustee Egan asked Dr. Curran whether, given his previous experience, whether he had seen a quest for excellence precede growth or growth precede a push for excellence. He stated that in his experience it is the former.

Trustee Bryan shared that he thought that the University has a strong message to share about a UNF education – that the University has reduced the cost of education by 50% in the last three years, while improving quality. He relayed that he thought the University’s accomplishments in these areas are compelling to many in the community and could help with funding from donors. He also stated that a goal for the University in the next 25 years is to build an extremely strong bond with business and non-profit organizations in the area.

Vice Chair McElroy stated that he agreed with Trustee Bryan that growth aligned with strategy is essential. He also highlighted the growth in the number of local high school graduates. Vice President Coleman noted the importance of this and added that many of these students are from underserved populations.

President Chally stated that the University needs to be purposeful in considering growth and meeting the needs of the region and its goals for the metrics. She asked Vice President Coleman if he might provide a brief update on the metrics. Vice President Coleman stated that he was prepared to provide an extensive analytics update, but he could provide this at a future meeting if the Board preferred in the interest of keeping the agenda on schedule. He stated that there is not yet an update on metrics points for the current year and relayed that employment metric numbers should be forthcoming relatively soon to the University.

President Chally thanked everyone for the conversation, saying that it had inspired her.

## Item 7 **Follow-up Discussion on Strategic Planning Committee**

Chair Hyde reminded the Board that at its December 16, 2021 and January 20, 2022 meetings, the Governance Committee had discussed the Board’s process of strategic planning. He stated that the Board’s consensus had been that it wants a Strategic Planning Committee (in some form). Based on time constraints during the meeting (due to the fulsome discussion on item 6), Chair Hyde stated that he would likely be reaching out to the individual trustees to get their additional thoughts prior to this item being brought back at a future Board meeting.

**Item 8** Update on the Presidential Search

 Search Chair McElroy provided an update onthe Presidential Search. He relayed that the Presidential Search Committee had met the previous week and received a briefing from WittKieffer, including a market assessment. He relayed that the announcement had been well received and that the firm had received a number of informal inquiries and some nominations. He highlighted that the Board will need additional discussion in terms of what its expectations are with respect to the short- and long-term objectives that will be rolled into the compensation package. Search Chair McElroy also referenced the orientation plan for the new president for which the trustees will provide input. He stated that there had been a few questions from candidates in terms of the relationships between the state, the university, and the Florida Board of Governors. Search Chair McElroy stated that the consultants are well prepared to answer those questions. He stated that the University continues to watch SB 520. Search Chair McElroy reviewed again the timeline for the search. Chair Hyde relayed that Governor Stermon had also provided a report about the search at the Board of Governors’ recent meeting.

## Item 9 **Update on Information Technology Services (ITS)**

 Vice President and Chief Information Officer Brian Verkamp provided the Board with an ITS update. He first gave an overview of the ITS division and its five departments (the Office of the Vice President and Chief Information Officer; Enterprise Systems; Networking, Systems, and Security; Project Management Office; and User Services). He referenced the 900+ technology assets managed by the division and gave highlights. Vice President Verkamp shared that the network manages hundreds of servers and spoke of the asset the Florida Lambdarail (FLR) provides for the University (as well as what it helps the University offer students). Vice President Verkamp described the work of the Networking, Systems and Security team and gave an overview of its operations and services. He noted that the Project Management team manages 16 concurrent projects. He spoke of User Services and referenced that ITS responded to 35,000+ tickets in 2021.

 Vice President Verkamp referenced Research Technology Services and stated that ITS had partnered with Provost Patterson and the Dean of the College of Computing, Engineering & Construction to leverage this resource for the University. He relayed that the ITS team has been reviewing the student lifecycle from a technology perspective – evaluating whether or not the University is using the best tools and has the appropriate technological resources for the different components of the lifecycle. Vice President Verkamp also shared highlights from his listening tour. He relayed that the ITS team had had a retreat in October 2021 and worked on a strategic roadmap. Vice President Verkamp shared the high-level items of the roadmap.

## Item 10 **Research Bites – Faculty Presentation on Research**

Provost Patterson introduced Dr. William (Chip) Klostermeyer, Professor of Computer Science and Dean of the College of Computing, Engineering & Construction, Dr. John Nuszkowski, Associate Professor of Mechanical Engineering and head of the Vehicles, Engines, Fuels & Emissions Laboratory; and head of the Osprey Racing Team; and Mr. Nathan Stratton, UNF student and Captain of the Osprey Racing Team; Mr. Christian Ventouras, Osprey Racing Club President; and Mr. Austin Daniels, former Captain of the Osprey Racing Team.

 Mr. Stratton relayed that the Osprey Racing Club is a student-run organization and that they are UNF’s Chapter of the Society of Automotive Engineers (SAE). He relayed that they also participated in the Formula Society of Automotive Engineers (FSAE). Mr. Stratton stated that the group designs, manufactures and competes with a small single-seat race car. They brought to the University Center the car they had competed with, in July 2021, in Michigan.

 Mr. Stratton noted that the Osprey Racing Club competes with upwards of 120 clubs around the world. Mr. Ventouras spoke of opportunities for internships and employment that students have been offered in large part due to the experience they gained on the Osprey Racing team. He referenced the Jacksonville community activities that the Osprey Racing Team is involved with. Mr. Daniels spoke of the team’s booth at the Amelia Island Concours d’Elegance event and of the team’s having met John Campion there in 2014. Mr. Daniels spoke of the team’s gratitude for the multiple opportunities Mr. Campion provided for the team - funding that Mr. Campion provided for 5 years and opportunities for students for internships at his company APR Energy. He also spoke of the team’s appreciation for APR Energy’s re-sponsoring the team in 2022. Mr. Daniels also expressed appreciation for the funding the team had received from the Student Government, the College of Computing, Engineering & Construction, the Alumni Association, and the Office of Undergraduate Research. He also noted many in-kind sponsorships that had been provided to the team.

 Mr. Stratton spoke of the team’s full-year planning cycle. Mr. Ventouras described the different events and components of the competition. Mr. Daniels noted that UNF had placed 29th in the overall competition in 2021, and that it was second place in the state. (He noted that Florida has more FSA teams than any other state.) The team spoke of tools they had built for testing and their innovations for parts that had needed to be replaced on the car.

 Dean Klostermeyer thanked the Board for letting the College highlight its wonderful students and faculty. Provost Patterson thanked Dr. Nuszkowski and stated that the University is very proud of its students and knows how much the faculty supports UNF students. Mr. Stratton stated that Dr. Nuszkowski teaches a full load of classes, conducts research, and serves as their advisor. Mr. Stratton relayed that Dr. Nuszkowski always has time for their questions about internal combustion engines.

 Interim Vice President Nichols asked anyone who may know of someone who is a motor sports enthusiast to please get in touch with her, “as nothing would make us happier than to support this amazing team.”

## Item 11 Faculty Association Update

Trustee White stated that faculty are excited about having reached R2 status. Vice Chair McElroy congratulated the faculty on having reached this status. Trustee White thanked Dr. Kantner for all he had done in support of faculty’s research, including creating infrastructure to support it. He relayed that faculty are still concerned about safety in terms of the pandemic.

Trustee White also spoke about the faculty governance structure – the Faculty Association, which is a direct democracy. He highlighted that UNF has approximately 600 faculty, which makes this difficult. Trustee White reviewed a Faculty Senate model, which he has proposed to the Faculty Association. He stated that it will go through the first reading in approximately a week and the second reading will take place in March. Trustee White stated that in a senate model, there are approximately 20-22 senators (approximately one senator for approximately every 30 members) and the second reading in March. He relayed that representation would be proportional to the size of the colleges.

## Item 12 Board Assessment Survey and Board Meeting Survey

Chair Hyde provided an overview of Trustee responses to the July 2021 Board Effectiveness Survey and the Board Meeting Evaluation survey. He reminded the Board that it completes these surveys annually as part of the Board’s Action Plan and for trustees to have a sense of what their fellow trustees think about the areas the survey focuses on. He reminded the Board that these surveys were focused on the June 2021 quarterly Board meeting. He noted that at that time, because of the pandemic, most discussions were focused on COVID.

The Board indicated that, in general, it would like fewer presentations and more interaction. Trustees also stated that they would like opportunities to bring their expertise to bear, not only for discussions with fellow trustees, but also with students, for example, through lectures in the classroom. Trustees also stated that they would like increased discussions on higher enrollment trends and focus on longer-term views. Trustees highlighted that they have appreciated the deep dive conversations on the metrics and national rankings. In terms of opportunities for greater engagement, staff indicated they look forward to participating in Town Halls with the faculty and speaking as a guest lecturer to students when the opportunities arise. Trustees emphasized that metrics are clearly important and they are dedicated to them, but they’d like to have discussions on what the metrics mean to UNF students. Chair Hyde relayed he was appreciative of the feedback and stated that whenever there are opportunities for the trustees to provide feedback, the full Board is open to those suggestions. He thanked the trustees for participating in the surveys.

## Item 13 Committee Reports

### Academic and Student Affairs Committee

Chair Egan provided a report on the Committee’s January 24, 2022 meeting. The Committee approved the consent agenda which included draft minutes from the October 11, 2021 meeting as well as the annual review of the Committee’s charter. The Committee discussed promotion and tenure guidelines for the departments:

1. Promotion and Tenure Guidelines from the Departments of
2. Leadership, School Counseling and Sports Management
3. Criminology and Criminal Justice Department
4. Annual Review Guidelines from the Departments of
	* + 1. Criminology and Criminal Justice
			2. Nutrition and Dietetics

Trustee Egan also shared that Ms. Ruth Lopez, Assistant Vice President, Student Engagement and International Affairs, and Dr. Luisa Martinez Joyce, Director of Study Abroad in UNF’s International Center provided an overview of the effects the COVID-19 pandemic has had on the University’s study abroad programs and international student enrollment.

### Audit and Compliance Committee

Chair McElroy provided a report on the Committee’s January 20, 2022 meeting. He stated that the Committee had approved the consent agenda which included minutes of the October 8, 2022 meeting, and the annual approvals of the Audit and Compliance Committee Charter, the Office of Internal Auditing Charter and Compliance Office Charter. Chair McElroy stated that Dr. Joann Campbell, Chief Compliance Officer, gave her quarterly report. Chair McElroy stated that the Committee received an update on activities not only of the Compliance Office, but also a verbal update of the standing for the SUS Compliance Program Five-year Review of UNF. Trustee McElroy stated that the advance report is favorable. He stated that the Board should receive the report at the next meeting.

Ms. Julia Hann, Chief Audit Executive, gave the quarterly report on the Office of Internal Auditing. She looked at past and outstanding recommendations for audits, audits which have been completed since the prior meeting and the audit workplan. Vice President Verkamp spoke with the Committee, gave a quick update on IT and prior audit recommendations. The Committee also considered the Performance Based Funding Data Integrity Audit that was performed by the Office of Internal Auditing.

Vice President Bennett provided an update on the *Independent Accountant’s Report on Agreed upon Procedures* – Intercollegiate Athletics Program. There were no exceptions to the report. Mr. Bennett went on to give a report on the *Update on Board of Governors Request of DSO Review of Financial Internal Controls.* There were no exceptions noted on this and this was a systemwide review of over 400 DSOs systemwide. Chair McElroy relayed that between the date of the Committee meeting and the January 27, 2022, there was an exit interview with the state auditors with respects to FY21. Chair McElroy stated that was outstanding work by Scott Bennett and Valerie Stevenson. There were no exceptions found in the audit. Chair Hyde stated that there had been discussion at the recent Board of Governors meeting about the DSO audit. Chair McElroy stated that the Board has individual Board members which sits on the Board of the DSOs. He stated that he sits on the UNF Financing Corporation Board and that he and others spent 30-45 minutes with the independent auditors going over the report and the 990 in detail.

### Finance and Facilities Committee

Chair Joost provided a report on the Committee’s January 24, 2022 meeting. Chair Joost stated that the consent agenda – with minutes from the October 11, 2021 meeting and the annual review of the Finance and Facilities Committee Charter was passed unanimously. Chair Joost stated that the compensation regulation was repealed, and the Committee approved a new compensation policy. Mr. Bennett gave the Capital Projects and Change Orders report. He also gave a Financial Ratios Report, and Chair Joost stated that it exceeded expectations. Mr. Bennett presented the quarterly Budget Report and Treasurer’s Report, noting the cash on hand. Chair Joost stated the last item included some contract updates that he needed to approve.

### Governance Committee

Chair Hyde provided a report on the Committee’s January 20, 2022 meeting. He stated that the Board approved through the consent agenda the minutes from the October 8, 2021 meeting and the December 16, 2021 meeting. He reminded the Board that on March 5, the Board will have its MedNexus workshop with Dr. Szymanski. He stated that it will be an opportunity to fully tour the Deerwood campus and discuss with Dr. Szymanski the next phases of MedNexus. Chair Hyde stated that the trustees had at their tables a list of upcoming events. He reminded them that these events are opportunities for the Board to be engaged and he asked that trustees to let Andrea or Ann know if they’d like to attend any of the events. Chair Hyde stated that the Board will also be implementing a Strategic Planning Committee.

## Item 14 Consent Agenda

 -Draft Minutes November 18, 2021 Board of Trustees Meeting

 -Draft Minutes December 16, 2021 Board of Trustees Meeting

### From the Academic and Student Affairs Committee

-Draft Minutes October 11, 2021 Academic and Student Affairs Committee Meeting

-Academic and Student Affairs Committee Charter

-Academic Department Guidelines for the Nutrition and Dietetics; Leadership, School Counseling and Sports Managements; and Criminology and Criminal Justice Departments

### From the Audit and Compliance Committee

-Draft Minutes October 8, 2021 Audit and Compliance Committee Meeting

-Audit and Compliance Committee Charter

-Office of Compliance Charter

-Office of Internal Auditing Charter

-Performance-based Funding Data Integrity Audit Certification

### From the Finance and Facilities Committee

-Draft Minutes October 11, 2021 Finance and Facilities Committee Meeting

-Finance and Facilities Committee Charter

-Repeal of Regulation 4.0110R Compensation

-Approval of Compensation Policy

### From the Governance Committee

-Draft Minutes October 8, 2021 Governance Committee Meeting

-Draft Minutes December 16, 2021 Governance Committee Meeting

-Governance Committee Charter

Chair Hyde asked if there were any questions about any of the items on the consent agenda or if any of the trustees wanted to pull any of the items for discussion. There being no questions, Trustee McElroy made a MOTION to APPROVE the consent agenda, and Trustee Joost SECONDED. The consent agenda was unanimously approved by the Board.

## Item 15 Adjournment

President Chally thanked the Board for their discussions at the meeting. There being no further business to address, Chair Hyde adjourned the meeting at 3:30 p.m.