# **MINUTES**

**Trustees Present**: Kevin Hyde, Paul McElroy, Tom Bryan, Jill Davis, John Gol, Ali Korman Shelton, Chris Lazzara, Nik Patel, Nathaniel Rodefer, John White

**Trustees Absent**: Jason Barrett (excused), Annie Egan (excused)

## Item 1 Call to Order

Chair Hyde called the meeting to order at 8:34 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 introduced and welcomed our new Student Government President, Nathaniel Rodefer.

Chair Hyde began by thanking the search committee members for their work over an intense schedule providing the slate of finalists for Board consideration. He stated that the responsibility is now with the Board with interviews on May 13 and 14 and the conclusion of the process on May 16 with deliberation on those the Board has interviewed. Campus visits for finalists will begin on April 28th and draft schedules will be shared with the Trustees. Chair Hyde noted that all the trustees are welcome to participate in any of the on-campus and community sessions and to meet with the finalists individually but to be mindful of the Florida Sunshine Law. Vice President Stone clarified that interacting with the candidates and serving as ambassadors for the University is acceptable, but statutorily, the candidates are not to be interviewed until the interview time.

## Item 4 Legislative Update

Vice President Duncan provided the legislative update on the 2022 session. She began by recognizing President Chally’s contribution to creating goodwill for UNF by testifying on committees and serving on panels. She also thanked trustees who met with representatives and aided in relationship building on behalf of our University.

Vice President Duncan started with the budget. She noted that our original LBR was 2.8 million with a bulk of it going to nursing. Even though Universities of Distinction were not funded this year, UNF received just below $3.5 million for nursing education and an increase in operational funds of $2,500.00; University Maintenance was funded $17,610.555 and the SUS performance-based funding was fully funded again.

Vice President Duncan reviewed the timeline of the LBR approval process. In mid-May, the Board of Governors will provide guidance to the universities as it relates to LBRs. Based on the Board of Governors’ guidelines, the LBR will be presented to the Board of Trustees at its June meeting. Upon Board approval, it will go to the Board of Governors for its approval as a part of the Board of Governor’s LBR in July.

Vice President Duncan highlighted the following bills which passed in the 2022 session:

* SB 7044 Postsecondary Education: requires each state university to prominently post all tuition and fees, as well as any proposed changes, to their respective websites in an area that is transparent and easily accessible. The information must also be emailed to all enrolled students. Additionally, the bill prohibits a state university from being accredited by the same accrediting agency or association for consecutive accreditation cycles and requires state colleges and state universities to seek and obtain accreditation from an accrediting agency or association other than their current accrediting agency or association. Vice President Duncan stated that UNF is currently working through this process and will be watching UCF as they will be the first to go through this process.
* HB 3 Law Enforcement: Among other things, the bill allows law enforcement officers or former law enforcement officers to receive postsecondary credit at Florida public postsecondary educational institutions for training and experience acquired while serving.
* HB 45 Educational Opportunities: This bill provides an education benefit to certain disabled veterans who qualify as residents to supplement what is provided from the GI Bill for educational benefits to achieve a 100 percent award for tuition and fees.
* SB 566 Mental Health Professional Licensure: Revises and updates licensing requirements for clinical social workers, marriage & family therapists, & mental health counselors.
* HB7 Individual Freedom: The bill includes provisions designed to protect individual freedoms and prevent discrimination in the workplace and in public schools. It specifies that subjecting any individual, as a condition of employment, membership, certification, licensing, credentialing, or passing an examination, to training, instruction, or any other required activity that espouses, promotes, advances, inculcates, or compels such individual to believe certain specified divisive concepts constitutes unlawful discrimination. Vice President Duncan stated that this lengthy bill will require implementation training and that there is a SUS workgroup to ensure that this bill is implemented in the same manner.
* SB 252 Conforming Bill: This bill takes laws that have been passed that have an appropriation piece necessary for them to be implemented, and ties it back to the bill. It also increases the programs of strategic excellence from 8-10, with the BOG selecting the two additional areas of strategic emphasis. This bill ties HB7 to Performance Based Funding.

Vice President Duncan opened it up for questions. Trustee McElroy asked if there was a list of strategic excellence items currently being discussed. Vice President Duncan replied only the initial list consisting primarily of STEM exists and there is no expanded list yet.

## Item 5 President’s Report

President Chally provided an update on the progress of her goals and addressed the following topics:

**State University System Metrics**

New and ongoing metrics-related programming and activities:

* Enhance New First-Year Experience (FYE) in Fall 2022 to increase FTIC Academic Retention. Facilitate a sense of belonging among new students early in their First Year and expose students to talented faculty who have worked together to develop a meaningful experience around a "big question" while considering the unique needs of UNF’s first-year students. This program development began in Spring 2022 and will be complete at the end of Summer A 2022 for a Fall 2022 launch.
* Transition Advising program was piloted in 2021-2022 Academic Year to increase retention and progression to graduation in 4 years. This program streamlines a change of major exploration for students who are considering a change for either interest or performance reasons.
* Academic Coaching for First-Year Students on Academic Probation: First Time in College (FTIC) Academic Retention and Progression to Graduation. First-year students who are placed on academic probation after their first term are required to meet with their academic advisor monthly as well as complete either a workshop that focuses on academic soft skills or individualized academic coaching with a persistence advocate.
* Pre-Transfer Student Advising for Florida College System 2-year/3-year Graduation. To support prospective students prior to transfer from the Florida College System (FCS), Undergraduate Studies (UGS) plans to offer academic advising to FCS students. Plans are underway to initiate a partnership with St. John's River Community College.
* Continuous Efforts are being made in the following areas:
  + Student Academic Success Services: Tutoring, Supplemental Instruction and Peer Assisted Student Success
  + Persistence Advocacy: Individualized focus on students identified as having academic or institutional challenges that place their academic success at risk
  + Academic Advising
  + Outreach to students with Early Academic Alerts or Unsatisfactory Midterm Grades
  + Career counseling and career preparation
  + Participation in all FTIC and Transfer Orientations to assist with student onboarding

• Workshops Offered to Faculty on Student-Centered Scheduling. Faculty specifically encouraged to follow best practices in early alerts, mid-term reporting, syllabi creation, textbook adoption and innovative teaching practices.

**MedNexus**

President Chally indicated that Dr. David Szymanski, CEO and Executive Director of UNF MedNexus provided an update on the LBR, healthcare across UNF including social work and MedTech labs. The following information was presented:

Goal 1: Legislative Budget Request (LBR)

* 1. 82.81% of LBR funds expended through Q3
  2. 95.51% of LBR encumbered through Q3
  3. Construction completed on simulation and instructional rooms
  4. $935,489 awarded to 254 nursing students; LBR scholarship funds awarded to nursing students only
  5. Palm Coast simulation lab completed on Avent Health premises

1. Goal 2: Healthcare Across UNF
   1. New healthcare emphasis in social work
   2. $112,100 in scholarships awarded to 37 students majoring in social work
2. Goal 3: MedTech Labs
   1. Mass spectrometry equipment has been purchased by MedNexus, space remodeled, equipment tested and operational
   2. Design phase for expanded Medtech labs at UNF MedNexus-Deerwood, Phase II space at Deerwood came online January 1, 2022

**Funding**

1. Fundraising:

President Chally recognized Vice President of University Development and Alumni Engagement Teresa Nichols who provided an update. She stated that this has been a banner year for Foundation with $40 million already received compared to $11.4 million last year this time. She also shared that there are several large solicitations in play and UDAE is making a charge for $50 million.

2. FY 2023 Budget Outcome: Legislative session

1. Additional $2.5 million recurring for operational support
2. $3.46 million recurring for nursing education
3. Advanced Manufacturing re-funded at $855k
4. $17.6 million for critical deferred maintenance

President Chally will meet with hospital CEOs to best use these funds to grow the nursing program and address the hospital’s needs.

3. Growing Enrollment to or Above Pre-COVID Numbers:

1. 22% increase in number of freshman applications over the same time as last year. This is a 19% increase from pre-COVID (2019).
2. 13% increase in number of offers have been made over the same time last year. This is a 14% increase over pre-COVID (2019).
3. 34% increase in number of students committed over same time last year. This is 2%higher (36 commits) than same point pre-COVID (2019).

President Chally presented the Summer/Fall Enrolled FTIC Academic Profile highlighting our student numbers and quality of our students.

**Overall Leadership**

COVID

1. The COVID Task Force continues to meet weekly to monitor the status of the pandemic. Prior to the spring term, changes were made:
   1. On campus employee testing was stopped since there are many sites and kits now available.
   2. Students, faculty and staff are encouraged to get vaccinations off campus, where they are easily obtained.
   3. Signage encourages students to get vaccinated and follow COVID safety standards.
2. Positive COVID cases since spring break have declined to consistently at or near zero.

MENTAL HEALTH COUNSELING

1. Increased financial commitments and other support for mental health counseling.
2. Discussing a major summit on fostering mental wellness that will be held in Fall 2022.

President Chally recognized that the environment for our students and their mental health at this time is very different. Dr. Richmond Wynn, Chief Diversity Officer, provided his expertise in the field and noted that they are teaching students how to cope with the stressors of college. President Chally noted additional resources will be added to the counseling program with approximately $500,000 in recurring funds. She stated that there will be a deeper dive into the mental health of our incoming students and available resources and services to help create a healthier environment. Trustee Rodefer shared that UNF students should feel safe when speaking about mental health.

FINANCIAL TECHNOLOGY

President Chally addressed Fintech opportunities and its impact on UNF and the Jacksonville community. A meeting with presidents of the local universities and the Chamber of Commerce is scheduled to discuss what role each can play in Fintech and to further strategize. Additionally, President Chally has met with multiple companies to discuss their financial technology needs with Dean Richard Buttimer of Coggin College of Business and Dean Chip Klostermeyer of College of Computing, Engineering, and Construction.

## Item 6 **Presidential Search Discussion**

Search Committee Chair McElroy joined by WittKieffer Senior Partners Lucy Leske and John Thornburgh via zoom discussed the Presidential Search process to date and the process going forward. The questionnaire to gather information from various meetings with constituents throughout the UNF community was shared. There was a discussion on how the interview will be conducted in terms of the structure of the questions and dialogue to help better understand each candidate's background and leadership skills.

WittKieffer Senior Partner Lucy Leske was asked to share her expertise and advise the best way to structure the two-hour interviews to maximize the time together. She made the following suggestions:

* Get a sense of how the candidate thinks, works and interact with others
* Start the conversation with an exercise; ask the candidate to prepare, in advance, a presentation on his vision for UNF. Examples of a strategic theme are academic excellence, exploring student engagement, leadership, diversity, enrollment or what it means to be the best R2 university in the country.
* The goal is to make the interview conversational and allow the candidate to reflect and share his professional observations.
* Have the candidates clarify how they would handle the issues of the University, especially post covid. What are the University’s ongoing issues and how do we organize a new normal for long-term success?
* Give the candidate a challenge to think about and demonstrate their strategic thinking, vision and transformational abilities concerning the approved Accountability Plan. The Accountability Plan, upon Board approval, will be provided to Ms. Leske for distribution to the finalists.

Trustee feedback focused on the candidate’s vision, leadership ability and strategic view in a post COVID world. Vice President Stone encouraged the board to review constituent feedback before deliberations so the Board can be fully informed.

## Item 7 Accountability Plan including Review of the Board of Governors Statement of Free Expression

### 7A. Review of the Board of Governors Statement of Free Expression

Vice President Jay Coleman presented the Board of Governors Statement of Free Express as part of The Accountability Plan. The Board of Governors has asked each SUS University to formally endorse the Statement of Free Expression.

A MOTION to endorse the Board of Governors Statement of Free Expression was made by Trustee Patel and Trustee Bryan SECONDED. The Board unanimously endorsed the Statement of Free Expression.

### 7B. Accountability Plan

Vice President Coleman presented the University of North Florida’s 2022 Accountability Plan (Exhibit A) for the Board’s consideration and approval. He relayed that the Accountability Plan is a work plan presented annually to the Board of Governors, which is focused on:

-The institution’s three key strategic initiatives and investments that it will pursue in the coming year  
  
-Goals for the next five years on each performance-funding metric and other key performance indicators

-Enrollment plan for the next five years  
  
-Graduation rate improvement plan update

-New programs under consideration for the next two years

Chair Hyde asked if there were any questions. There being none, he asked for a MOTION. Trustee Lazzara made a MOTION to APPROVE, and Trustee Patel SECONDED. The Accountability Plan was approved unanimously by the Board.

## Item 8 Faculty Association Update

Trustee John White, President of, UNF Faculty Association, presented an update on association activities. The Faculty Association voted on the establishment of a faculty senate and Trustee White noted that did pass. The election process for a new Faculty Association President will end at 5:00 p.m. on April 27th and the announcement of the new president will be released the following day. The start date for the new Faculty Association president will be August 1, 2022. Trustee White concluded by saying he truly enjoyed working with the Board of Trustees, the President, Provost and Vice Presidents as they are dedicated to the betterment of UNF.

Trustee Rodefer presented the goals he would like to accomplish while Student Body President; some of which include: more interaction with the student organizations, and what is needed to make an active campus; streamlining the process for on-campus registered student organizations as well as their funding process; acquiring a dedicated reflection space on campus where students can pray and reflect; purchasing solar shades which would provide students an area to charge their electronics and the possibility of a mental health summit. Trustee Rodefer would like to partner with various organizations across campus to create a sense of community and engagement.

## Item 9 **Research Bites - Faculty Presentation on Research**

Provost Patterson introduced Adrienne Wilmoth Lerner, J.D., Instructor in the Department of Political Science & Public Administration and Director of the Pre-Law Program. Ms. Lerner’s presentation is “*Informed and Engaged: Classroom, Campus, and Community as Laboratories of Active Citizenship”:*

Dr. Lerner explained cultivating informed and engaged citizens is an essential mission of the modern university. UNF’s political science and public law programs emphasize empirical research and civic values such as free speech, critical thinking, and citizen participation. Her presentation highlighted the work of UNF’s public law students with community partners. Community projects included the creation of effective court proceedings online and service as remote bailiffs, the recording of oral histories of retiring federal appellate judges, the hosting and staffing of community legal clinics, and engagement in policymaking from the campus to the Capitol.

Students Stef Carranza, Aaron Coluna, Suzana Elias and Marisa Sanders presented their individual projects.

## Item 10 Analytics Update

Vice President Coleman presented and discussed the differences in the costs per credit hour in each academic department across the university and compared those costs to the average tuition that our students pay. He explained the differences in the direct cost of delivering education disciplines. Class size and accreditation requirements play a big part in the picture. Some programs are more costly but add much to the University, especially the related grants. Vice President Coleman posed the question “Is it possible to partner financially with companies in Jacksonville to offset some of the costs?” Traditionally some companies have invested in the University by way of scholarships and students in the higher cost programs also have internship opportunities.

## Item 12 Committee Reports

### *Academic and Student Affairs Committee*

Dr. Patterson presented the Academic and Student Affairs Committee report on behalf of Chair Egan. The committee met on April 18, 2022 and passed the following new regulations:

* New Regulation - 2.1080R Eminent Scholars Program which requires each university to adopt a regulation for the administration of its Eminent Scholars Program. This regulation conforms to Board of Governors requirements and provides guidance regarding the expenditure of funds under University of North Florida’s Eminent Scholar Program.
* Amended Regulation - 2.0470R Financial Aid. To better align with Board of Governors requirements and address recommendations resulting from a recent internal audit. Changes include Student Financial Aid as the single office designated to coordinate and administer financial aid and scholarships, updating the members of the Financial Aid Policy Committee and reactivating the Committee, creating a workgroup of college and other scholarship coordinators to enhance communications, coordination, and compliance in allocating scholarship dollars, and designating Institutional Research as the office to coordinate the collection of data for all financial aid programs. Academic and Student Affairs moved this policy forward and it has been approved by Compliance, Ethics and Risk Oversight Committee.

* Amended Regulation - 5.0070R Religious Accommodations for Students and Employees The revised regulation clarifies that religious accommodations are available to both students and employees. Sections were reordered and revised for readability and to reflect the current state of the law governing religious accommodations. This amendment conforms to the Board of Governors wording by clarifying the process for options for redress when a request for accommodation is denied. Academic and Student Affairs moved this policy forward and it has been approved by Compliance, Ethics and Risk Oversight Committee.
* Proposed New Academic Program - B.S. in Biochemistry

Dr. Kantner explained that biochemistry is currently a track in the BS in Chemistry degree, but a specific degree in Biochemistry is important for students going into medical and healthcare-related fields. Further, Biochemistry is a Program of Strategic Emphasis and an important workforce sector. No additional resources are required for this new degree.

* Proposed New Academic Program – Global MBA

Dr. Kantner offered an overview of changes to the Global MBA program. The Global MBA has been a track within the MBA for two decades. This implementation of a standalone degree, which originally had been reviewed and approved by the BOT in 2019, had been delayed due to tensions between the U.S. and China and the change in the deanship of the Coggin College of Business. In this revised iteration, a highly regarded South Korean university has been substituted for the Chinese university. BOG staff felt it appropriate that UNF’s BOT should approve the slightly revised program.

* Proposed New Academic Program – Africana Studies

This degree is defined by the BOG as a Program of Strategic Emphasis (focus on Economic Development-Global Competitiveness). Although the proposed bachelor’s degree is new, the program already exists as a minor and has a developed course pathway in the Interdisciplinary Studies minor. An Eduventures consultant report described regional demand for bachelor’s degrees related to Africana Studies as “explosive.” All courses in the new degree program are currently being taught and there are no new courses proposed. All courses are aligned with HB 7. Dr. Kantner noted that a number of SUS institutions also offer related graduate degrees and are eager to recruit from UNF’s undergraduate program.

Provost Karen Patterson and Associate Vice President Gordon Rakita presented and reviewed the nature of tenure at UNF as stated in Section 18 of the Collective Bargaining Agreement. They explained:

* + - the tenure requirements for teaching, research, and service;
    - discussed the extensive preparation required for a tenure dossier and
    - showed examples of dossiers;
    - discussed the importance of external review of tenure applicants by subject matter experts;
    - explained the return on investment in tenured faculty in terms of student success and institutional reputation; and
    - discussed UNF’s professional development and continuing support for tenured faculty.
    - while UNF currently does not have a specific process for post-tenure review, every faculty member, including those who are tenured, is evaluated annually which is a solid foundation upon which to build for any future BOG regulation in response to SB 7044.

This presentation was recorded and is available for view.

### *Audit and Compliance Committee*

Chair McElroy stated that the committee met on April 13, 2022. He relayed that the Committee had reviewed the Proposed Amended Regulation – 1.011R Fraud Prevention and Detection Regulation

There were a few small changes to the regulation required by the Board of Governors. This regulation is active following the major review last year and relates to BOG regulations 3.003 Fraud Detection and 4.001 University system processes for complaints. Changes reflect timely notifications to the BOG of significant, creditable incidents. The BOT needs to be informed timely and be able to address any complaints against the Chief Audit Executive, the Chief Compliance Officer or the President.

Dr. Joann Campbell, Associate Vice President, Chief Compliance and Ethics Officer, reported on the 5-year review which was recently finalized. There were four recommendations made for the Chief Compliance Officer (zero recommendations for the BOT or Executive Management) to improve the function in the future. Overall, confidence and trust in the operations of the CCO were rated as 4.5 out of 5, showing stakeholders feel we are moving in the right direction.

Also presented at Committee were Internal Auditing (OIA) Quarterly Update, Update on Financial Statements and an Update on Board of Governors Request of DSO Review of Financial Internal Controls

### *Finance and Facilities Committee*

Chair Bryan stated that the Finance and Facilities Committee met on April 18, 2022. He shared that the committee reviewed the quarterly budget reports, treasurer’s report, capital projects quarterly report, and change order.

### *Governance Committee*

The committee met on April 13, 2022. Chair Hyde provided a report to the Board.

The Committee unanimously approved a recommendation to establish a Strategic Planning Committee to be structured as a Committee of the whole Board, with subcommittees/workgroups established as needed. The Committee would have an appointed Chair and Vice-Chair as is the case for other standing committees. The framework for the Committee’s work would be in line with the draft document previously discussed with the Committee and the Board.

Other general issues related to the Strategic Planning Committee that were discussed include: (1) the benefits of using an outside consultant with expertise in University strategic planning. (2) The Committee felt strongly that the Board should not wait for a new President to come on board to hold its first meeting. (3) the Committee believes the first meeting should be an in-person meeting and (4) Chair Hyde will work with staff to schedule the Committee’s first meeting following the conclusion of the Presidential Search process, with a target time frame of early to mid-June.

The Committee also brainstormed about possible items for discussion at the first meeting including:

* + The process, framework, and expected outcomes of the strategic planning process.
  + Develop a plan to take inventory, assess where we are, and build out where we want to be over future time horizons.
  + Assign out analysis, research information gathering to the senior staff.

Second, the Committee unanimously approved a recommendation that the Board adopt a document outlining the Roles and Responsibilities of the Board Chair. This document has been discussed by the Governance Committee and shared with full Board several times. The document focuses on three main areas of Board Chair responsibility: Ensuring Effectiveness and Focus of the Board; Serving as Representative of the Board to all University Stakeholders; and Serving as an Advisor to the University President.

These two above items are on the Consent Agenda for full Board approval.

There was also a lengthy continuation of the discussion of MEDNexus Governance. Committee members noted that there remains a lack of clarity concerning MEDNexus goals. It was suggested that for the Board to fulfill its governance oversight responsibilities, the Executive Director should prepare clear, articulated goals for the six months to twelve-month time frame. These goals should first be discussed with the Dean, Provost and President then brought to the Board for discussion and feedback.

Committee members expressed that they and the full Board would benefit from additional information about MEDNexus operations, such as the spending plan, business plan, and some explanation of how the spending plan ties to the business plan and achievement of goals. The Board needs to understand specifics concerning the direction of MEDNexus, what the deliverables are, what the goals are and find out when these can be presented.

It was noted that MEDNexus is funded through an LBR, which was approved by the Board of Trustees, the Board of Governors and the Legislature, which specifically defined how appropriated monies would be spent. We must be mindful of and comply with the LBR.

The Committee agreed that as a next step, you, President Chally, Provost Patterson, and Dean Buttimer would meet with the Executive Director to discuss the issues raised during the meeting and report back to the Committee on how these issues will be addressed.

Finally, the Committee had a brief discussion about the Onboarding and Orientation of a new President. Staff will collect resources and the Board will discuss these issues further, including with our Executive Search Firm, moving forward.

## Item 13 Consent Agenda

Draft January 27, 2022 Board of Trustees Quarterly Meeting Minutes

Draft March 5, 2022 Board of Trustees Meeting MedNexus Workshop Minutes

Draft Minutes March 16, 2022 Board of Trustees Meeting Minutes

### *From the* *Academic and Student Affairs Committee*

Draft January 24, 2022 Academic and Student Affairs Committee Meeting Minutes

New Regulation - 2.1080R Eminent Scholars Program

Amended Regulation - 2.0470R Financial Aid

Amended Regulation - 5.0070R Religious Accommodations for Student and Employees

Proposed New Academic Program - B.S. in Biochemistry

Proposed New Academic Program – Global MBA

### *From the* *Audit and Compliance Committee*

Draft January 20, 2022 Audit and Compliance Committee Meeting Minutes

Amended Regulation 1.001 P/R Fraud Prevention and Detection

### *From the* *Finance and Facilities Committee*

Draft January 24, 2022 Finance and Facilities Committee Meeting Minutes

### *From the* *Governance Committee*

Draft January 20, 2022 Governance Committee Meeting Minutes

Board of Trustees Strategic Planning Committee

Board Chair Roles and Responsibilities Document

**Proposed Action:** Approval; Motion and Second Required

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 Patel SECONDED. The consent agenda was unanimously approved by the Board.

## Item 14 Adjournment

Chair Hyde adjourned the meeting at 2:37 p.m.