# MINUTES

**Trustees Present:** Kevin Hyde (Chair), Jason Barrett, Mike Binder, Tom Bryan, Jill Davis, John Gol, Chris Lazzara, Ali Korman Shelton, Steve Moore, Nik Patel, Nathaniel Rodefer

**Remote Attendance:** Paul McElroy (Vice-Chair), Annie Egan

**Special Attendance:** Governor Kent Stermon

## Item 1 Call to Order

Chair Hyde called the meeting to order at 9:10 a.m.

## Item 2 Public Comment

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

## Item 3 Chair’s Remarks

Chair Hyde opened the meeting by welcoming Dr. Michael Binder as the Faculty Association President and newest Board of Trustees member. He then turned the floor to Dr. Moez Limayem for the President’s report.

## 

## Item 4 President’s Remarks

President Limayem began by welcoming Brent Mai, Dean of the Thomas G. Carpenter Library. Dean Mai welcomed all attending the library and offered tours to those interested. Dean Mai spoke briefly about the Virtual Reality Lab and highlighted how professors and students utilize the lab in their curriculum.

President Limayem offered a report on the following:

**Academic and Student Affairs**

* Fall enrollment numbers showed the largest group of First Time in College students in the history of UNF, totaling 3,140.
* The College of Education and Human Resources received a $14.5 million, 5-year grant. Project PREP (Partnering to Renew the Educator Pipeline) will be used to train and retain Clay County high-school teachers.
* Deerwood HCA simulation lab ribbon cutting took place on September 20, 2022

**University Development and Alumni Engagement**

* As of September 15, 2022, the Foundation’s year-to-date reportable revenue is $6.5 million.
* As of September 15, 2022, more than $20 million in new solicitations are being advanced in September and October.
* Year-to-date gifts from alumni are up from 246 to 450, showing a 54% increase.

**Government and Community Relations**

* Meetings have been held with Speaker-D Paul Renner, Representative Sam Garrison, and Senator Doug Broxon. Future meetings are being scheduled with members of leadership and Northeast Florida delegations.
* Government Relations is working to finalize its strategy in support of the Legislative Budget Request.

**Office of Diversity & Inclusion**

* The Office of Diversity & Inclusion is home to 6 mentoring programs that assist student transition to college, foster community building and engagement, and support retention and persistence to graduation and employment.
* A commitment to mentoring contributes to the success as a multi-year recipient of the Higher Education Excellence in Diversity (HEED) Award, the Diversity Champion designation, and the Campus Pride Best of the Best Campuses for LGBTQ students recognition.

**Athletics**

* The $3.5 million worth of UNF Arena renovations are on track for an early November completion.
* The Bank of England Suite is projected to be completed by the first week of November, with the first home Men’s Basketball game scheduled for November 19.
* A $1.2 million lighting project is underway, with improvements taking place at the baseball and softball fields and the tennis courts.

**Strategic Analytics**

* A new advanced analytics model for predicting success in various math courses has been fully implemented for all incoming first-year students for Fall 2022.  The new model replaces a national placement exam, saving upwards of $50,000 annually.
* New and improved online dashboards for deans and department chairs have been created to track students’ success and identify first-year students who may be getting off track early in their college careers.

**Information Technology Services**

* Workday has been selected to replace Banner as UNF’s Enterprise Resource Planning (ERP) system. It is a modern cloud architecture platform.

**Marketing and Communications**

* Marketing is developing a competitive solicitation for an external agency to research brand perception and create a brand positioning strategy for UNF.
* There will be increased UNF media coverage with targeted media pitches and onsite campus interviews. Staff is meeting with college deans, chairs, and faculty to stress the importance of increasing impact and awareness through faculty expertise and news.
* UNF averages 47 media hits daily and was mentioned in nearly 5,000 media stories during the last quarter.

**Administration and Finance**

* Administration and Finance are working with Housing and Residence Life to secure funding for a future 500-800 bed facility, including Honors students scheduled for a Fall 2025 opening, while simultaneously looking at options for privatized housing near The Flats on a similar or advanced timeline.
* Administration and Finance have been in contact with hotels and apartments for options in the interim for overflows.
* Administration and Finance are obtaining proposals from consulting firms to conduct a compensation study for all faculty/staff.

**Strategic Planning**

* The remaining 11 SUS university strategic plans have been reviewed, and an inclusive, diverse team will be put together to help develop UNF’s strategic plan in consultation with various stakeholders.
* President Limayem solicited Trustee feedback regarding the future of the new strategic plan.

## Item 5 Consent Agenda

Draft August 11, 2022 Board of Trustees Minutes

Repeal of Regulation - 1.0080R Disability Access Obligations for Programs, Events, or Activities

Repeal of Regulation - 2.0384R Applicants with Disabilities

Amendment of Regulation - 4.0070R Americans with Disabilities Act Compliance Regulation ADA

Amendment of Regulation - 6.0210R Service Assistance Other Animals

Amendment of Regulation - 6.0170R Camps, Programs, and Other Activities

Amendment of Regulation - 11.0010R Schedule of Tuition and Fees

Amendment of Regulation - 1.0110R Fraud Prevention and Detection

Chair Hyde asked for a MOTION to approve the above consent agenda. Trustee Patel made a MOTION to APPROVE, and Trustee Davis SECONDED. The motion was approved unanimously by the Board.

## Item 6 Carry Forward Allocation and Fixed Capital Outlay Budget

Scott Bennett, Vice President of Administration and Finance, provided the final FY2022-2023 Carryforward spending plan and the Fixed Capital Outlay Budget for the Board’s consideration. It was noted that the carryforward spending plan is the final action in the fiscal year process and that a majority of the plan has already been Board approved. Vice President Bennett concentrated on proposed new allocations or monies that have not been Board approved, which totaled $17,819,904. He highlighted various entities in which the funds would be allocated, including a new ERP system, potential one-time payments, minor projects, MSERF equipment, and financial aid. He also went through the various projects on the Fixed Capital Outlay Budget, highlighting major potential projects such as a new residential housing facility, renovations to the Coggin College of Business, and various Academic Affairs renovation projects.

Chair Hyde asked for a MOTION to approve the Carryforward spending plan and Fixed Capital Outlay Budget. Trustee Bryan made a MOTION to APPROVE, and Trustee Barrett SECONDED. The motion was approved unanimously by the Board.

## Item 7 Conservation Land Easements

In 2004, UNF Training and Services Institute (TSI), a direct support organization of the University, purchased several parcels of land from the Duval County Research and Development Authority (RDA). Subsequently, TSI deeded those parcels to the UNF Board of Trustees (BOT).

Chris Wrenn, Deputy General Counsel, presented a recommendation to create a conservation easement on Board of Trustees-owned land as required by the St. Johns River Water Management District to allow for future campus development.

Mr. Wrenn presented a map of the 2,964 sq. foot parcel being considered. He noted that conservation easements restrict an owner’s right to develop land, requiring the land to be set aside and maintained in its natural condition, subject to certain exceptions, such as the removal of dead trees, destruction of invasive species, and approved controlled burns.

The imposition of a conservation easement on land identified by the Water Management District as jurisdictional wetlands/upland preservation areas is a required condition to obtaining permitting for future development on Tech Park lands, which are now owned by UNF entities.

Chair Hyde asked for a MOTION to approve granting a conservation easement in favor of the St. Johns River Water Management District over jurisdictional wetlands and any associated restricted uplands on land owned by the UNF Board of Trustees and to direct UNF’s Vice President for Administration and Finance Scott Bennett to execute the conservation easement and any associated application or other documentation required by the District in connection with the easement. Trustee Lazzara made a MOTION to APPROVE, and Trustee Bryan SECONDED. The motion was approved unanimously by the Board.

## Item 8 2022-23 Linking Industry to Nursing Education (LINE) Fund proposal

During the 2022 session, the Florida Legislature established the Linking Industry to Nursing Education (LINE) Fund in Senate Bill 2524. The Board of Governors is responsible for administering the LINE Fund for the State University System, including evaluating and approving proposals to participate in the program.

The Linking Industry to Nursing Education (LINE) fund provides an opportunity for each state university to receive dollar-for-dollar matching funds to match contributions from a healthcare partner. Gift funds and matching funds may be used for any of the following priorities: student scholarships, recruitment of additional faculty, purchasing or repairing equipment to support the delivery of nursing education, and/or updating nursing simulation centers. Curt Lox, Dean of the Brooks College of Health, presented UNF’s LINE proposal.

The LINEfunding will be used to develop a professional pathway for UNF baccalaureate nursing students in the regular prelicensure (RPL) program to enroll in and complete the 5-semester curriculum. LINE students will have unique opportunities to complete several clinical rotations on Dedicated Education Units (DEU) at either HCA Florida Orange Park or HCA Florida Memorial hospitals.

In Spring 2023, 42 additional students will enroll in the RPL program for the first time, as UNF does not usually accept students in the Spring semester. From the students who choose to apply, approximately 12 will be selected for a new professional pathway initiative supported by a partnership with HCA Healthcare. The goal is to increase enrollment and support these students through graduation so that they enter the workforce and begin to alleviate the severe nursing shortage in Florida. LINE students enrolled in this professional pathway will receive a scholarship of $500 to assist with tuition and school-related expenses for each of the five semesters of the RPL program, for a total of $2500. Thus, of the $100,000 total LINE funding ($50,000 from HCA and $50,000 matching LINE funds), $30,000 will be allocated for student scholarships. $20,000 will be used to develop an Assessment Lab for the existing UNF MedNexus Simulation Center to be utilized by approximately 500 nursing students annually. The remaining $50,000 would be allocated for joint appointed clinical faculty.

Chair Hyde asked for a MOTION to approve the Linking Industry to Nursing Education (LINE) Funding proposal. Trustee Rodefer made a MOTION to APPROVE, and Trustee Patel SECONDED. The motion was approved unanimously by the Board.

## 

## Item 9 Textbook and Instructional Materials Affordability Report

Provost Karen Patterson presented the Textbook and Instructional Materials Affordability Report, an annual report due to the Board of Governors by September 30th. The purpose is to lower the costs of textbooks and instructional materials.

Provost Patterson reviewed the initiatives to reduce cost, the compliance with statutory requirements for Fall 2021 and Spring 2022, and new procedures implemented to ensure adoption posting by the deadline.

Chair Hyde asked for a MOTION to approve the textbook and instructional materials affordability report. Trustee Patel made a MOTION to APPROVE, and Trustee Davis SECONDED. The motion was approved unanimously by the Board.

## Item 10 Plans for Implementing Civil Discourse Recommendations

The Florida Board of Governors issued its Civil Discourse Final Report outlining recommended best practices for the State University System institutions regarding their continued commitment to promoting open-minded, tolerant, and respectful discourse on campus.

John Reis, Senior Associate General Counsel; Joann Campbell, Associate Vice President and Chief Compliance and Ethics Officer; Adrienne Wilmoth Lerner, Instructor, Department of Political Science & Public Administration and Director of the Pre-Law Program; and Rachel Winter, Dean of Students, presented the draft final report. Mr. Reis stated that a civil discourse workgroup was established under Interim President Dr. Pam Chally and continues with President Limayem’s support.

The Board of Trustees reviewed UNF’s plan to implement the Board of Governors’ Civil Discourse Recommendations before submission to the Board of Governors. The recommended plan identifies the key groups/individuals involved, critical milestones, and the expected timeline for accomplishing each milestone and promotes the ideals outlined in the Board of Governors’ Statement of Free Expression.

Future actions for the Board of Trustees were discussed, including the annual review and endorsement of the SUS statement of free expression, ensuring that UNF policies, regulations, and orientation programs align with principles of civil discourse and free expression, and supporting the universities efforts and continued commitment to civil discourse.

Chair Hyde asked for a MOTION to approve UNF’s plan to implement the Board of Governors’ Civil Discourse Recommendations. Trustee Korman Shelton made a MOTION to APPROVE, and Trustee Binder SECONDED. The motion was approved unanimously by the Board.

During this portion of the meeting, Governor Kent Stermon joined the Board meeting and spoke of the Board of Governor’s initiatives, which included accreditation, tenure, and free speech. After fielding questions from trustees and audience members, Governor Stermon made his exit.

## 

## Item 11 UNF Institutional Accreditation

Recent changes in federal regulations and state law have created the opportunity for Florida public universities to pursue alternate accreditors. Recently enacted State law directed the Board of Governors to identify and determine by September 1, 2022, accrediting agencies best suited to serve as an accreditor for State University System institutions. Working with campus accreditation liaisons, the Board of Governors staff engaged in a detailed review of accrediting bodies and identified five accreditors as suitable for the State University System. These recommendations and findings were presented and unanimously approved by the Board of Governors at their August 26 meeting.

Chadwick Lockley, Director of Academic Programs and Accreditors, provided an update on UNF’s current institutional accreditation. UNF had a successful reaffirmation in 2019 with no recommendations. The SACSCOC fifth-year interim report is due in March of 2025. Work on the report will begin in spring 2023.

Mr. Lockley provided a brief summary of the changes in regulations and law that provide this opportunity to consider alternative accrediting bodies. On February 26, 2020, the US Department of Education sent a letter to accreditors stating that the federal government had removed the geographic boundaries of regional accreditors and the distinction between regional and national accreditors, referring to them now as institutional accreditors. On April 19, 2022, Governor Ron DeSantis signed SB 7044 into law, effective July 1, 2022. SB 7044 included the following:

* By September 1, 2022, the Board of Governors or the State Board of Education, as applicable, shall identify and determine the accrediting agencies or associations best suited to serve as an accreditor for public postsecondary institutions
* In the year following reaffirmation or fifth-year review by its accrediting agencies or associations, each public postsecondary institution must seek and obtain accreditation from an accrediting agency or association identified by the Board of Governors or State Board of Education, respectively, before its next reaffirmation or fifth-year review date.
* If a public postsecondary institution is not granted candidacy status before its next reaffirmation or fifth-year review date, the institution may remain with its current accrediting agency or association.

On August 26, 2022, the Board of Governors approved the five formerly regional accreditors for Florida higher education institutions to seek accreditation. The Board of Governors decided it was not in the best interest to pursue any of the national accreditors.

Mr. Lockley reviewed the steps to change accrediting bodies beginning with the application due to the US Department of Education, applying for membership with a different accreditor while maintaining SACSCOC accreditation, receiving membership from a new accreditor, and notifying the US Department of Education, and then maintaining accreditation with SACSCOC until the US Department of Education has provided written notice it has acknowledged the change in accreditor. Mr. Lockley compared the accreditors according to the U.S. News and World Report of the Top 100 Public Universities and the Association of American Universities showing that the Higher Learning Commission (HLC) has more than double SACSCOC. The Board of Governors researched a cost comparison of the accreditors, and HLC is very comparable to SACSCOC. However, there will be an increase in institutional costs and various other costs associated with a switch.

Mr. Lockley noted the benefits of seeking accreditation with HLC. HLC is the largest accreditor with a total of 995 institutions and has 1/3 of the top 100 public universities. HLC makes sense as UNF strives to move from its current rank of 132 among public institutions to the top 100. Two peer/aspirant universities are currently using HLC, and HLC has and is seeking expansion. HLC’s processes and practices allow for greater nimbleness, which offers UNF flexibility in updating curriculum, starting new programs, and offering programs at other sites. Consequently, UNF students will be better equipped for the job market and fulfilling the needs of employers, all aligning with UNF strategic plans and the Board of Governors.

President Limayem noted that switching to HLC will allow UNF to become more flexible and agile to revamp and update curriculum and start new programs quicker. Beginning to think about the process of switching accreditors now will alleviate the stress of any future deadlines. Following discussion, UNF will seek Board approval to start the process of pursuing a change of accreditors to the Higher Learning Commission.

Chair Hyde asked for a MOTION to authorize the administration to begin the process of exploring a change to the Higher Learning Commission. After further investigation but prior to making the application for accreditation change, the topic will be brought back to the Board for approval. Trustee Korman Shelton made a MOTION to APPROVE, and Trustee Bryan SECONDED. The motion was approved unanimously by the Board.

## Item 12 Workshop

President Limayem facilitated a discussion among Trustees on the following topics:

* **How Do We Maximize the Chance for Success of our Transformational Legislative Budget Request**
* The goal of the Legislative Budget Request is to transform UNF by strengthening its foundation for student success and preparing for purposeful and vital growth to address the rapidly growing workforce needs of Northeast Florida and the state.
* UNF is an excellent return on investment, having the highest SUS percentage of graduates employed by the state and being the top provider of talent in Northeast Florida.
* Critical needs to ensure continued success include academic advising and career counseling, mental health counseling and programming, and attracting and retaining quality faculty and future growth staffing.
* Urgent needs to secure UNF’s foundation include the expansion of online learning and innovation, ITS staffing, ITS software and hardware, human resources staffing, audit and compliance staffing, and ongoing training and support.
* UNF has to grow to meet regional, and state workforce needs as Jacksonville has the 6th fastest growing job market in the United States and is the 3rd fastest growing metro area in the nation with only one major public university. Based on the factors mentioned above, UNF’s current enrollment should be at 30,000 to meet the demand, while enrollment is currently at 17,000.
* UNF strengths align with the state’s strategic areas of emphasis and regional workforce areas in healthcare, Fintech, Cybersecurity, Transportation and Logistics, Advanced Manufacturing, and various other STEM areas.
* **Strategic Growth Opportunities, Challenges, and Tradeoffs**
* President Limayem stated that enrollment growth is the only reliable/predictable mechanism for increasing revenue. Moreover, growth in the size of our freshman classes is currently the only reliable method for growing enrollment, as transfer student enrollment has dropped precipitously, and graduate school enrollment is currently essentially flat.
* Enrollment growth generally brings greater challenges in maintaining/improving student success metrics, keeping class sizes small, and avoiding the need for more faculty, staff, and facilities. However, growth brings more tuition and fee revenue, better rankings/brand, more athletics revenue, greater access/opportunity for prospective students, and workforce as more students graduate and enter the labor market.
* In 2020, UNF had its largest cohort ever (until this year), but with the worst retention in at least ten years. However, even with a significant dip in retention, cohort growth resulted in more retained students. Thus, it resulted also in even higher tuition and fee revenue (including athletic revenue) versus 2018. The retention drop impacts performance metrics and ranking, as well as public and political perception.
* Even with the significant growth in cohort size from 2015 to 2020, UNF has managed to maintain its student-faculty ratio at 18 or 19 to 1.
* UNF can virtually guarantee a 90% retention today, with a cohort size of 800. With a cohort of 3000, the retention rate would be closer to 80% based on historical averages. However, the resulting increase in successfully retained freshmen and tuition + fee revenue is very large vs. the cohort size of 800. The revenue gap thereby also impacts funding available to improve retention.
* Instead of growing class sizes and student/faculty ratios, another option would be to hire the additional faculty needed. However, maintaining the current number of students per full-time faculty would require UNF to hire another 294 faculty by the year 2031, raising the current total to 979, or 45% larger than UNF is today. UNF would need a very large influx of new funding to be able to use this option.

President Limayem opened the floor for discussion by asking the trustees, “Of the following items: metrics, housing facilities, class size, faculty and staff, revenue, ranking/brand, athletics, access, research, and workforce, which are you willing to compromise for growth?” Trustees agreed that it is very difficult to make a decision on what the tradeoff should be to achieve university growth. It was noted that growth is inevitable for UNF due to the overall growth of the Jacksonville community, but quality cannot be compromised. UNF has an obligation to itself and the Jacksonville community that it must uphold, and it is nearly impossible to make a decision on which area is negotiable.

Trustees and Vice Presidents noted that currently, UNF is stretched too thin and lacking the monetary resources to grow effectively. It is challenging to grow and meet BOG expectations when there is a significant gap in funding. An injection from the LBR would help alleviate some of these stresses, including staffing and physical space. If there is no injection of recurring funds, UNF may fall below the metrics set by the BOG. The university must maintain its success in the area of metrics, and the expectation is to be able to surpass the stated goals set forth by the BOG.

In closing, President, Limayem thanked the trustees for their valuable input and noted today’s meeting was a kickoff for future conversations during Board meetings.

## Item 13 Adjournment

The meeting was adjourned at 2:00 p.m.