# MINUTES

**Trustees Present:** Kevin Hyde (Chair)**,** Paul McElroy (Vice Chair), Jason Barrett, Tom Bryan, Jill Davis, Annie Egan, John Gol, Allison Korman Shelton, Steve Moore, Nik Patel, Nathaniel Rodefer

**Remote Attendance:** Mike Binder

**Trustees Absent:** Chris Lazzara (excused)

**Item 1 Call to Order**

Chair Hyde called the meeting to order at 9:00 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 reminded the Trustees that the Trustee Summit will be rescheduled for a date to be determined in 2023. He also informed the Trustees that the publication at their seat, Pandion, is a publication of UNF student work.

Chair Hyde thanked Trustee Tom Bryan for his service to the Board and noted it would be his final meeting, as he has not reapplied for the Board of Trustees.

Trustee Bryan thanked the Board for all they have done to move the university forward and reminisced about his time on the Board. He thanked the faculty, staff, and leadership for taking the helm of the university and for the work they have done.

President Limayem thanked Trustee Bryan for his support and help with the university on behalf of the faculty, staff, and students.

**Item 4 President’s Introduction of UNF Athletic Director**

President Limayem introduced Nick Morrow, Director of Athletics, who provided an update on UNF athletics. Mr. Morrow’s presentation began with an overview of UNF athletics, including an overview of each sports facility, student-athlete academic excellence, and competitive successes. Mr. Morrow also reported on the reach of UNF athletics via social media and television broadcasting. A budget comparison for FY21 per the NCAA, scholarship information, and a revenue and expenses breakdown were provided. Mr. Morrow reviewed the recent arena renovations, including the arena floor and weight room, along with the future of UNF athletics, including an arena expansion, renovated locker rooms, and a new lobby and event space. Lastly, an update on completed facility projects which included the Visit Jax Track at Hodges Stadium, the UNF swimming pool, Cooper Beach Volleyball complex, and the UNF Softball complex, and future facility projects were reviewed. Mr. Morrow noted that the recent facility upgrades have greatly enhanced student-athletes recruitment.

Trustee Bryan noted the dedication that athletics has to the university and praised the department for helping to build passionate student-athletes.

Trustee Korman Shelton thanked Mr. Morrow for his presentation and asked that athletic communications also be sent to the trustees.

Trustee Patel noted that the impact of UNF athletics and its facilities stretch beyond the campus into the community through programs such as summer camps. Trustee Patel followed up by asking Mr. Morrow if there were any sports he would like to add to UNF. Mr. Morrow noted that once the current 19 teams are adequately situated financially, he could re-evaluate expansion.

Mr. Morrow invited all in attendance to join him for a tour of the arena after the adjournment of the meeting and to join 9 of the head coaches for lunch on the arena floor.

President Limayem thanked Nick for his presentation and the hard work that has been done in athletics.

**Item 5 Student Presentation**

Nick Morrow, Director of Athletics, introduced student-athletes Jarius Hicklen from the Men’s Basketball and Maddie Norris from the Beach Volleyball team to share their journey at UNF.

**Item 6 Committee Reports**

*Academic and Student Affairs Committee*

The committee met on November 7, 2022. Chair Egan provided the following report to the Board.

The Academic and Student Affairs Committee met virtually on Monday, November 7, 2022, at 2:00 p.m. There were no requests for public comments. The consent agenda, consisting of the draft Minutes from the meeting on June 9, 2022, was accepted by the Committee, moved, seconded, and unanimously approved.

Item 4, Committee Approval of the Annual Reporting of UNF Institutes and Centers, was presented by Associate Provost John Kantner.

Per BOG Regulation 10.015, a report of yearly expenditures for the institutes and centers under the auspices of each institution in the State University System must be submitted to the Board of Governors by December 1.

Dr. Kantner explained that the Board of Governors amended Regulation 10.015 in March 2022 to require that the annual report be approved by each institution’s Board of Trustees prior to submission to the BOG. Amendment of the regulation followed a statewide audit in which certain errors had been noted in some annual reports.

Trustee McElroy asked if any exceptions or trends emanated from the active institutes. Per Dr. Kantner, no: nothing stands out. He noted that institutes and centers are commonly formed and “sunsetted” sometime later as the needs of the University change.

Following Dr. Kantner’s presentation identifying the Fiscal Year 2021-22 expenditures for 20 active institutes and centers at UNF, the Academic and Student Affairs Committee moved, seconded, and unanimously approved the Institutes and Centers Annual Report.

Item 5, a Review of Student and Employee Orientation, the Student Code of Conduct, and Employment Policies pursuant to the Board of Governors Civil Discourse Policy Initiative, was an informational item presented to the Academic and Student Affairs Committee by Carrie Guth, Assistant Vice President and Chief Human Resources Officer and Rachel Winter, Dean of Students.

Ms. Guth reminded the committee that civil discourse is not a new concept at UNF; rather it is embedded in the culture of the University. However, as part of the Board of Governors’ Civil Discourse initiatives, all UNF policies were reviewed by Human Resources, the Office of Compliance, and the Office of the General Counsel to ensure compliance with BOG recommendations. No policy revisions were necessary as the required language was already in place. A section on civil discourse was added to New Employee Orientation, emphasizing the expectation that employees will respect others’ ideas even when they may disagree with them.

Similarly, Ms. Winter noted that the Student Code of Conduct, last updated in November 2021, already incorporates language protecting students’ freedom of expression and BOG-required language. Ms. Winter, too, discussed changes made to New Student Orientation, where a new section was added to provide foundational knowledge about civil discourse as a University value.

Business concluded, and the meeting was adjourned at 2:20 p.m.

*Audit and Compliance Committee*

The committee met on November 3, 2022. Chair McElroy provided a report to the Board.

The Audit and Compliance Committee met virtually on Thursday, November 3, 2022, at 2:00 p.m. There were no requests for public comments. The consent agenda, consisting of the draft Minutes from the meeting on June 9, 2022, was accepted by the Committee, moved, seconded, and unanimously approved.

**Direct Support Organizations (DSOs) Audits and Form 990s**

Vice President Scott Bennett gave an overview of the audits and Form 990s for FY2022.  The external auditing firm James Moore & Co has alreadymet with individual DSO boards to review the results.  Audits for all four DSOs were clean, and there were no comments.  The form 990s are IRS forms submitted annually.

**Board of Governors Request of DSO Review of Financial Internal Controls**

Vice President Scott Bennett presented an overview of the external audit carried out by Crowe at the request of the Board of Governors.

**State of Florida Auditor General, Report 2023.026, Administration of the Florida Bright Futures Scholarship Program and Student Assistance Grant Programs**

Vice President Scott Bennett presented the results of the Florida Auditor General report on administration of Bright Futures Scholarships.  One finding was from summer 2020, when students were remote due to COVID.  The error was found internally by the Financial Aid Department.

**Performance Based Funding Data Integrity Audit – Scope Discussion**

Ms. Julia Hann, Chief Audit Executive**,** gave an overview of this year’s Performance Based Funding Data Integrity Audit. This is an annual audit at the BOG’s request to ensure that data uploaded is certified.

**Compliance Officer Quarterly Update and Annual Report**

Dr. Joann Campbell, Chief Compliance Officer, presented an overview of the past year’s work. Goals included the BOG-required 5-year program review, completed earlier this year, and continued progress with expanding enterprise risk management, which has seen top-down and bottom-up initiatives with campus community members becoming more aware of risks and putting controls in place.

**Board of Governors Civil Discourse Policy Initiative: Review of Student and Employee Orientation, Student Code of Conduct, and Employment Policies**

Chair McElroy noted that the same presentation was given at the Academic and Student Affairs Committee, and Trustee Egan had previously reviewed the presentation.

With no further discussion, the meeting was adjourned at 2:50 pm.

*Finance and Facilities Committee*

The committee met on November 7, 2022. Chair Bryan provided the following report to the Board.

The Finance and Facilities Committee met virtually on Monday, November 7, 2022, at 2:30 p.m. There were no requests for public comments. The consent agenda, consisting of the draft Minutes from the meeting on June 13, 2022, was accepted by the Committee, moved, seconded, and unanimously approved.

Vice President of Administration and Finance Scott Bennett reviewed and the committee approved the updated Parking Regulation, which consisted of clean-up items since implementing a new license plate recognition system and clarifications around the appeal process.

The committee reviewed various financial reports, including the draft financial statements for FY22 and the final FY22 budget to actuals for both E&G, auxiliaries, and DSOs.

The committee also reviewed the final financial statement ratios used each year across the SUS and the final housing debt service coverage ratios.  Highlights included the overall Net Position of the University increasing by almost $22 million, total E&G expenses of only 87% to total budget, auxiliaries increasing their fund balances by $5.5 million, and financial statement ratios at or near the top of all the SUS.

As required to be reported to the BOT each year, the committee reviewed and approved the final accounts receivable write-offs for FY22.  Total write-offs were just over $533 thousand.

Vice President Bennett gave the Treasurer’s report for FY22.  This consisted of ending investments of $185 million.

Lastly, an updated Capital Projects quarterly report was reviewed, which included 31 projects totaling almost $65 million.

With no further discussion, the meeting was adjourned at 3:30 pm.

*Governance Committee*

The committee met on November 3, 2022. Chair Hyde provided the following report to the Board.

The Governance Committee met virtually on Thursday, November 3, 2022, at 2:50 p.m. There were no requests for public comments. The consent agenda, consisting of the draft Minutes from the meeting on June 9, 2022, was accepted by the Committee, moved, seconded, and unanimously approved.

**MOCA Board Appointment**

Caitlin Doherty, Executive Director of MOCA, presented professional background information on prospective MOCA board member Patricia McElroy. She noted that the MOCA Governance Committee had met on November 2nd and unanimously recommended Ms. McElroy’s appointment to the MOCA board for a five-year term. She further noted that the full MOCA Board would consider Ms. McElroy’s appointment at their November 16th meeting.

The BOT Governance Committee unanimously approved Ms. McElroy’s appointment subject to the MOCA Board’s approval on Nov. 16th. Chair Hyde confirmed that the MOCA Board had, in fact met on November 16th and unanimously approved Ms. McElroy’s appointment for a five-year term. Accordingly, Ms. McElroy’s appointment to the MOCA Board for a five-year term is on today’s consent agenda.

**Review of Presidential Evaluation Policy**

The Committee reviewed proposed revisions to the Board of Trustees Presidential Evaluation Policy. This was a continuation of the Governance Committee meeting discussion on June 9, 2022. These revisions align with the Committee’s prior discussion and President Limayem’s Employment Agreement.

Proposed changes to the Policy include:

1. Presidential goals and objectives are to be approved by July 1 (previously September 30).
2. The date for the External Peer Review has been reset to 2025, which coincides with President Limayem’s third year in office.
3. Language within the policy was updated to ensure it captures current and future BOG requirements and recommendations, such as recently enacted BOG best practice recommendations contained in the Civil Discourse Final Report.

Chair Hyde also reported that there was discussion on whether it is customary for the University President to be present during the annual Board evaluation discussion. In the past, the president had been invited to the discussion, and he noted that President Limayem expressed his preference to be present during his evaluation to hear the Board’s feedback as he strives to take UNF to its highest level.

The proposed revised Presidential Evaluation Policy was unanimously approved by the Committee and is on the consent agenda for consideration by the full Board.

**Importance of Board Governance to Accreditation**

Chadwick Lockley, SACSCOC Liaison, provided a detailed overview of the importance of Board Governance to Accreditation. He reviewed in detail UNF’s history with the SACSCOC accreditation review process.

The committee further discussed (1) the current Board of Trustees Action Plan for Continuing Performance Improvement and (2) the University of North Florida Board Evaluation Policy.

With President Limayem now on Board, the Board will be engaging the services of an external consultant to work with the Board on the “Comprehensive Board Evaluation” as specified in the Board Evaluation Policy.

**Board Assessment Survey and Board Meeting Evaluation for June 16, 2022 Board of Trustees Meeting Feedback**

The Committee reviewed trustee feedback from the Board Effectiveness Survey and the June 16, 2022, Meeting Evaluation Survey. These surveys are conducted annually as part of SACSCOC governing board requirements.

The results were largely consistent with prior years. June 16, 2022, Meeting Evaluation survey revealed that the majority of the Board felt the issues covered were essential topics and meeting materials provided were indispensable. The majority of the Board also indicated time allotted for the board meeting was used wisely. The results showed a slight variation in the meeting focus on operational vs. strategic issues.

The Board Assessment Survey indicated that the Board, in general, felt that it serves as a good sounding board and a thought partner to the president and that administration involves the board on high-profile issues that present a significant risk to the institution. Trustee feedback reflected that trustees were satisfied with the committee makeup and that it uses them appropriately. Understanding the institution’s business model and ensuring its adequacy for the future warrants further discussion.

Trustees recognized that 2022 was a challenging year to evaluate as it was a Presidential Search year, and we were coming out of COVID. But generally, the results were good, and the Board is trending in the right direction.

President Limayem will lead a high-level discussion to determine how to make Board meetings more meaningful and strategic and to identify items of great consequence for the Board.

**Committee Chairs Role and Responsibilities**

The Committee reviewed and unanimously approved a proposed document that generally described Committee Chairs’ roles and responsibilities. This is a first step to establishing a process for evaluating Committee Chair effectiveness as described in the Board Action plan adopted in 2019.

**Item 7 Consent Agenda**

Draft June 16, 2022 Board of Trustees Quarterly Meeting Minutes

Draft July 14, 2022 Board of Trustees Meeting Minutes

Draft August 11, 2022 Board of Trustees Meeting Minutes

Draft September 22, 2022 Board of Trustees Meeting and Retreat Minutes

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

Draft June 13, 2022 Academic and Student Affairs Committee Meeting Minutes

Institutes & Centers: Annual Reporting

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

Draft June 9, 2022 Audit and Compliance Committee Meeting Minutes

Performance Based funding Data Integrity Audit – Scope Discussion

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

Draft June 13, 2022 Finance and Facilities Committee Meeting Minutes

Proposed Amended Regulation 9.0010R - Parking Regulation

Accounts Receivable and Write-offs Report

***From the* *Governance Committee***

Draft June 9, 2022 Governance Committee Meeting Minutes

Approval of Newly Appointed Board Members for the Museum of Contemporary Art (MOCA) Jacksonville, a Direct Support Organization

Review of Presidential Evaluation Policy

Committee Chairs Role and Responsibilities

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

**Item 8 Approval of Departmental Guidelines**

The UNF BOT-UFF Collective Bargaining Agreement stipulates that academic departments may develop guidelines to assist in applying University criteria governing annual performance evaluations, tenure, and promotions.  After multiple levels of review and approval, the UFF and the Board shall ratify the guidelines as soon as practicable. Ratification may occur separately from the ratification of the collective bargaining agreement in chief. Mr. Michael Mattimore, Outside Labor Counsel, presented to the Board for its consideration guidelines on the following:

* Evaluation for the faculty in the department of Art, Art History, and Design

*Guidelines presented by UFF for a vote among the entire faculty on 11/8 and 11/9 and results reported 11/9/22: 103 approve, 0 reject*

Chair Hyde asked for a MOTION to approve the departmental guidelines for the departments of Art, Art History, and Design. Trustee Egan made a MOTION to APPROVE, and Trustee Bryan SECONDED. The ratification was approved unanimously by the Board.

**Item 9** **Ratification of the UNF-UFF Collective Bargaining Agreement**

On October 19, 2022, the United Faculty of Florida at UNF (UFF-UNF) and the UNF Board of Trustees (BOT) negotiators concluded negotiations for the full contract. They reached a tentative agreement on the 2022-2025 full-book Collective Bargaining Agreement.

Outside counsel and chief negotiator, Michael Mattimore, addressed the Board and discussed the changes to the 2022-2025 Collective Bargaining Agreement.

*All faculty in the bargaining unit eligible to vote to accept or to reject the tentative agreement were provided an opportunity to vote on 11/8 and 11/9.  UFF reported on 11/10 the results of that vote: 104-0 to support the tentative agreement.*

Chair Hyde thanked former Trustee John White and all faculty for their hard work and dedication toward the collective bargaining agreement.

Chair Hyde asked for a MOTION to approve the ratification of the UNF-UFF Collective Bargaining Agreement. Trustee Bryan made a MOTION to APPROVE, and Trustee Gol SECONDED. The ratification was approved unanimously by the Board.

## Item 10 Ratification of PBA Memorandum of Understanding

The University bargaining team previously agreed on a full-book contract in June 2022 with the Coastal Florida Police Benevolent Association, Inc. (PBA) that addressed wages for the 2022-2023 Fiscal Year. The University administration entered into this memorandum of understanding to provide a one-time payment to eligible bargaining unit members. Outside counsel and chief negotiator, Mike Mattimore, presented the memorandum for the Board’s consideration.

Mr. Mattimore noted that the PBA is in the middle of a three-year contract. The MOU seeks to provide a one-time payment to eligible bargaining unit members during the 2022-2023 fiscal year in the amount of $1,000.00.

Chair Hyde asked for a MOTION to approve the ratification of the PBA Memorandum of Understanding. Trustee Egan made a MOTION to APPROVE, and Trustee Bryan SECONDED. The ratification of the PBA Memorandum of Understanding was approved unanimously by the Board.

**Item 11** **Ratification of AFSCME Article 7 -Wages**

The American Federation of State, County, and Municipal Employees (AFSCME) and the UNF Board of Trustees (BOT) negotiators are close to concluding negotiations for the full contract and reached a tentative agreement on a majority of the contract, including Article 7 - Wages. Outside counsel and chief negotiator, Michael Mattimore, addressed the Board to discuss the Article.

Upon ratification, each eligible bargaining unit employee shall receive a non-recurring one-time payment in the amount of $1,000.00 to be made on December 16, 2022.

Chair Hyde asked for a MOTION to approve theRatification of AFSCME Article 7 -Wages. Trustee Patel made a MOTION to APPROVE, and Trustee Davis SECONDED. The Board approved the ratification of AFSCME Article 7 -Wages.

Mr. Mattimore thanked President Limayem, the bargaining team, General Counsel, the three unions, and their teams for their support, open-mindedness, and cooperation during the negotiations.

President Limayem thanked the trustees for their support for the bargaining outcomes.

**Item 12 President’s Remarks and Update on Presidential Goals**

President Limayem updated the Board on the progress of 2022-23 Presidential Goals by reviewing each goal, its deliverables, measures, and progress to date.

**Goal #1 – Student Success**

* Engage with students regularly to gain insight into experiences and challenges to make UNF a great place for students to learn.
* Develop a plan to improve student success, including the student experience, from enrollment to employment.
* Develop strategies to improve UNF’s performance on the SUS Performance-Based Funding Metrics.

**Deliverables**

Supporting student success from enrollment to employment requires a holistic approach. To support students holistically, the focus is on three foundational aspects of the student experience:

1. Academic engagement inside the classroom
2. Student life and engagement outside the classroom
3. Career discoveries and professional development that will prepare students for work and life after they leave UNF

These areas directly align with student outcomes captured in the performance-based funding metrics. Progress has been made in developing a plan to improve student success in these three key areas, including: gathering a team to identify areas with the greatest potential for measurable impacts on student success, identifying specific programs/initiatives that align with the key areas of emphasis, specifying methods to assess our progress on both implementation, and impact for student success, creating timelines, touchpoints, and assigning point people to various aspects of the plan.

**Measures**

A focus on student success starts with understanding UNF students. The majority of UNF students do not fit the "traditional" college student profile. Based on past survey data, after their first year, UNF students largely report they feel they have gained vital academic skills in the areas of writing, critical thinking, communication, and quantitative analysis. But, also based on survey results, at the end of the first year, students report difficulties with feeling a sense of community or belonging at UNF. Specifically, UNF lags behind comparison institutions in first-year students’ perceptions of opportunities to learn with their peers, having fulfilling campus interactions, having quality student-faculty interactions, and perceiving UNF as a supportive environment. These findings indicate an opportunity to improve and grow in key areas.

**Progress to Date**

The following programs and accomplishments show progress towards this goal.

* New First Year Experience Piloted in Fall 2022
* Launched Career Quest Programming for Incoming Students
* Assigned Peer Coaches for Underprepared First-Year Students
* Opened New SMART Center for Math and Statistics Tutoring
* Student Success Advisory Council Formed and Meeting Regularly
* Record Attendance at Flight School and Fall Week of Welcome
* Enhanced UNF Traditions and Signature Events
* General Education Revision Working Group Formed and Charged (First Meeting November 18th)

The focus is on more than just First-Year students. There are ongoing efforts to improve graduation rates and efforts. This includes the implementation of Degree Works, a dynamic degree auditing tool used by the advising team to help students plan their programs of study and keep them on track to graduation.

There are also ongoing efforts to improve employment rates. This includes engaging students in career exploration, career assessment, and career-focused curriculum and professional development to prepare them for post-graduation internships and job placement opportunities. More information will be provided on these efforts in the next update.

**Goal #2 – Faculty and Staff Success**

* Cultivate relationships within the UNF community. Build a culture of trust through engagement, accountability, and support for diversity, inclusion, and belonging to make UNF a great place to work.
* Communicate regularly and consistently with faculty and staff to understand their challenges and aspirations.
* Develop a plan to enhance impactful research and increase extramural research grants

**Deliverables**

The deliverables for this goal include plans to cultivate relationships and encourage a culture of trust, for regular and consistent communication, and to enhance impactful research and extramural research grants.

**Progress to Date**

The following accomplishments show progress towards this goal.

* Committee and subsets have met multiple times
* Reviewed prior strategic planning data and materials
* Synthesized data into recurring major themes
* Creating various focus groups and open forum sessions to get input from employees
* Some forums will focus on “themes” such as HR, research, inclusion, work environment, etc.

Data collection, including focus groups and open sessions, will occur in early 2023, with final deliverables of specific benchmarks, tactics, and measurements by June 2023.

**Goal #3 - External Stakeholder Engagement**

* Establish and enhance relationships with governmental officials at all levels, the Board of Governors, civic, community, and business leaders, as well as University donors, alumni, and volunteers.
* Build new partnerships and strengthen existing relationships.
* Promote UNF’s efforts in advancement, government and community relations, and communications and marketing.

**Deliverables and Progress to Date**

Key stakeholder groups have been identified, and a “Stakeholder Team Lead” has been assigned to each for the development of group-specific engagement plans. Group-specific plans with implementation schedules will be delivered in April 2023**.** Measurement will be determined following an initial assessment of current UNF stakeholder engagement.

Outreach to new companies and meetings with existing partners has been made to strengthen the relationships already in progress. These connections will extend to all stakeholder groups.The final plan for strengthening existing relationships will be delivered by April 2023.Measurement will be determined after a baseline of existing key partnerships is compiled and reviews are completed.

**Goal 4- Leadership Team**

* Build a strong leadership team, including an assessment of the organizational structure to drive operational excellence, efficiency, and effectiveness.

This goal is a work in progress. President Limayem noted that the team has officially hired their top choice for the Chief Compliance and Ethics Officer position. The President is still rethinking the position of Vice President for Data Analytics after the former vice president in this position returned to a faculty position. Lastly, the President is working with the Provost on restructuring the academic leadership team. This restructuring will empower the Provost to ensure optimal student success.

**Goal 5 – Funding**

* Work with UNF leaders, the Foundation Board, and staff to raise at least $25 million in private support for the University.
* Champion funding of UNF initiatives, including rallying continued support for the 2023-2024 state legislative budget request, federal and other external funding.

President Limayem noted this to be the most crucial goal with the biggest challenge.

**Deliverables: Increase Private Funding**

1. Increase the number of asks and the quality of asks in future years to drive additional major and principal gifts.

**Measurement:** $25M+ raised in FY23 and increased goals in FY24 and beyond.

1. Fill open positions and address compensation concerns to hire the best talent, improving fundraising results.

**Measurement:**Year over Year (YOY) results to determine the number of open positions and fundraiser results

1. Leverage volunteer leadership to bring new relationships to UNF.

**Measurement:** Enact an engagement plan and develop goals by Q4 FY23, measuring YOY results.

1. Cultivate alumni who will become the next generation of major donors.

**Measurement:** Develop programs that raise alumni engagement and giving by measuring YOY results.

1. Build a culture of philanthropy with students.

**Measurement:** Develop a plan by the end of FY23, implement in FY24 and beyond, tracking YOY number of student donors.

1. Develop a UDAE Internship program for development careers.

**Measurement:** Develop the program by end of FY23 and implement in FY24 and beyond.

**Deliverables:** **Increase Government Funding**

1. Educate advocates on the critical need to support growth by articulating cases for support of LBR and PECO requests.

**Measurement:** Complete the plan and conduct outreach to advocates by Q3 FY23.

1. Increase recurring state funding with direct lobbying efforts.

**Measurement:** Track YOY LBR solicitations and results.

1. Work with industry and municipalities to identify joint federal and state funding opportunities leveraging COJ Authorities eligible for partnership funding with higher ed.

**Measurement:** Conduct meetings by Q3 FY23 and identify federal workforce-related grants for FY24 and beyond.

1. Work with faculty to identify federal research funding opportunities and increase community projects by utilizing the Faculty Association.

**Measurement:** Present to Faculty Association in Q2 FY23, tracking opportunities and funding in FY24.

**Deliverables:** **Increase Sponsored Research Revenues**

1. Leadership and ORSP to develop an accountability plan to help deans make sponsored research a funding priority.

**Measurement:** Develop a plan by Q4 FY23 for implementation in FY24 and beyond.

1. Expand the flexible workloads pilot program as a model to increase faculty conducting sponsored research and training grants.

**Measurement:** Develop a plan in FY23 for implementation in FY24, increasing ORSP/C&G by 25% in each college.

1. Make sponsored research/C&G a secondary focus for fundraisers by requiring partnership with faculty on at least three opportunities annually.

**Measurement:** Develop a plan by Q4 FY23 for implementation in FY24 and beyond.

**Progress toward Goal**

* FY23 YTD fundraising results of $9.7M on $25M goal
* Solicitation plans for FY24 fundraising goals finalized in Q4 FY23
* Hiring search firm and recruiting firm for open UDAE positions
* Revamped Alumni events resulting in 1,218 alumni engaged YTD vs. 892 at this time in FY22
* Created UNF GOLD:  Generous Ospreys Leading Development (Student Philanthropy Organization)
* Developed LBR talking points and communication strategy in process
* Faculty Association presentation on federal funding opportunities completed and engaging DC team with faculty representatives

Trustee McElroy asked what the donor observations for the future of UNF are. Teresa Nichols, Interim Vice President of University Development and Alumni Engagement, responded by saying that donors like the University’s current energy. They leave meetings feeling energized and happy. It was noted that after meeting with donors, follow up should be an important factor.

**Goal 6- Visibility and Reputation**

* Develop a marketing and communications plan to improve UNF’s visibility and reputation in our region, state, and country.
* Develop a plan to improve UNF’s U.S. News & World Report rankings.

**Deliverables**

1. Engage an external agency to assist in the brand research and surveys of various stakeholder groups.
2. Marketing and Communications will work with the agency to develop a brand and positioning strategy for the University.
3. Enhance technology where feasible to improve marketing efforts.
4. Identify key stakeholder groups and community partners and grow outreach to share UNF’s story externally and grow partnership opportunities.
5. Enhance the promotion of activities and resources for students aimed at improving student retention.
6. Grow alumni giving, which will impact the U.S. News & World Report rankings.
7. Develop a plan with strategies to improve UNF peer perception ratings by U.S. News & World Report.

**Progress and Assessment**

The following accomplishments show progress towards this goal.

* Developed scope of work for brand research and positioning work and requested proposals.
* Launched a regional and national marketing campaign utilizing a strategic mix of tactics in targeted areas to increase awareness and out-of-state enrollment.
* Growing “experts” database to highlight UNF faculty in media and respond to current and relevant issues.
* Enhanced UNF Newsroom structure to share news strategically with various stakeholder groups and colleges.
* Implementing an improved university master calendar to enhance event displays on the website and the ability to share events; pursuing a Search Engine Optimization (SEO) tool to enhance website reach and user experience.
* Identified areas for growth in U.S. News rankings and assembled teams to develop a plan with specific tactics.
* Increasing collaboration with community stakeholders to share university news and information more broadly.
* Created a student and athletic events feature that runs weekly in student Osprey Update e-communication and increased promotion of events on social media.

**Timeline**

Marketing firm proposals are due mid-November; research in Dec/Jan and brand strategy review and development Spring 2023. Current digital marketing launched in Oct. and will conclude in March; ongoing optimization is based on performance. The plan for increasing U.S. News rankings will be by June 2023.

**Goal 7-Strategy and Visioning**

* Work with the Board of Trustees and University stakeholders to update the University Strategic Plan to include measurable goals and outcomes.
* Develop a plan to increase enrollment.
* Support the implementation of the University Strategic Plan for Inclusive Excellence.

This goal transitioned into Item 13 regarding the discussion on strategic plan renewal.

## Item 13 Discussion on Strategic Plan Renewal

President Limayem reviewed the strategic plan renewal by first introducing the co-chairs of the task force. The task force encompasses members from across the University. The task force will review the 2019 strategic planning materials, revisit and revise, if needed, UNF’s mission and vision, identify institutional aspirations, define strategic priorities, goals, and metrics and identify key strategies and initiatives. The process is being launched this month. In the upcoming months, the task force will collect data, assemble a renewal draft, review the renewal draft, and, by December, finalize the renewal plan. The renewed strategic plan will highlight 50 Years of changing lives, UNF’s mission, vision, and values, aspirations for the future, strategic priorities for the next five years, and resources needed for success.

President Limayem asked the trustees for their thoughts on UNF’s current mission and vision statements. Trustees agreed that both statements were too vague and could be for any university across the United States. It was also noted that the current statements do not honor UNF’s tradition and success. Ideas and suggestions were given to help identify the mission and vision statements to be more UNF-specific. These suggestions included but were not limited to identifying flagship programs, acknowledging the university and its strengths, mentioning regional accomplishments, and operational excellence.

President Limayem also asked the trustees to review the current strategic map to greatness which includes an overarching goal, performance measures, and university focus. Among these items, the areas of university prominence, institutional and operational excellence, and core values are also covered. It was suggested that the group revisit and narrow its priorities. Once these priorities are established, a strategic plan and vision can come to fruition. It was also stated that these priorities should all be linked back to student success.

## Item 14 Discussion on Structure and Topics for Board Meetings and Board Engagement

Upon President Limayem reviewing the feedback from the Board Effectiveness Survey and Meeting Evaluation Survey that was administered after the June 16, 2022, Board meeting, a discussion was held regarding the three main takeaways. These takeaways include focusing on issues with the greatest strategic consequence to the institution, ensuring the Board is informed of major campus happenings and changes to the meeting frequency and structure.

It was noted that full board meetings will be more strategic and discussion based, always featuring an aspect of student, faculty, and staff success. Administrative agenda items will be handled in committee meetings. All members of the Board were agreeable to virtual committee meetings.

Board topics of discussion were presented based on survey results. Outside of the survey, trustees expressed their desire to know more about high-level technology infrastructure, facility growth, trends in academia, along with a catalog of courses, marketing trends, and a survey of student engagement.

President Limayem asked for feedback on the best way to communicate with the trustees regarding campus happenings. Topics of interest included emails regarding campus events and activities, notifications of significant risks, and information regarding major gifts and partnerships. Trustees had varying opinions on the frequency of communication, and it was ultimately decided to continue the current path and reevaluate at a future full board meeting.

**Item 15 Adjournment**

The meeting was adjourned at 12:30. Trustees were invited to tour the arena before having lunch with several UNF head athletic coaches.