**Trustees Present:** Kevin Hyde (Chair), Paul McElroy, Chris Lazzara, Jill Davis, John Gol, Ali Korman Shelton, John Grosso, Nik Patel, Mike Binder, Steve Moore, Jason Barrett (virtual)

**Trustees Absent:** Annie Egan

# MINUTES

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| **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** | **Student Presentation**  Alex Bartkowiak, a senior studying cellular and molecular biology, presented his UNF journey. His current research in Dr. Marie Mooney's laboratory focuses on using next-generation sequencing technology and zebrafish models to screen neuroactive compounds for the treatment of neurodevelopmental disorders. Alex had the opportunity to conduct research at the University of Florida as a summer research fellow where he investigated the neural circuitry underlying a behavioral response seen in mice that are administered psychedelics. In addition, he is currently working in Dr. Na Zhao's laboratory at the Mayo Clinic as part of a two-semester-long research internship where he is investigating the effects of an Alzheimer's risk factor on the hallmarks of aging. Alex plans to apply his skills in neuroscience and bioinformatics to answer fundamental questions about psychedelic drug action as a pharmacology Ph.D. student. In the future, he hopes to operate his own lab and contribute to the development of next-generation antidepressant compounds. |
| **Item 4** | **Chair’s Remarks**  Chair Hyde presented Ms. Caitlin Doherty, Executive Director of MOCA, who provided a brief update on MOCA’s 100th Anniversary project. From a curatorial perspective, she was delighted to share that Frank Stella, the foremost contemporary sculptor working in America today, has agreed to create a new piece of sculpture for MOCA’s atrium. The piece is called *Jacksonville Stacked Stars* and will help position MOCA in the contemporary art world. Additionally, Raphael Lazano Hammer, media-based artist, will create a new piece of immersive tech-based art to bring the Jacksonville community into the work itself, as they experience the space. Another exhibition that will be presented is *A Walk on the Wild Side: ‘70s New York in the Norman E. Fisher Collection,* which in the past, has not been fully researched. Over the past year, UNF students have been selected, in collaboration with the Provost’s office, for paid fellowships offered by MOCA. This presents the opportunity for students to gain hands-on research skills. Next, Ms. Doherty highlighted that MOCA’s education department is working to ensure several points of access for all audiences, including lectures, seminars, movie series, family block parties, and more. MOCA is underway in seeking accreditation with the American Alliance of Museums and has already received approval of their core documents, which will put MOCA in the elite amongst contemporary museums in the U.S. Ms. Doherty highlighted MOCA’s history will be shared as the second-only contemporary art museum in the country. With UNF’s support, MOCA has launched a website, which has increased visitors and access. MOCA’s visitor data reflects the most recent census data from Jacksonville, showing the reflectiveness of the community. Trustee McElroy was impressed with the available demographic data presented. Finally, Ms. Doherty shared a list of special and celebratory events in 2024 and invited all those in attendance to join as their schedule allows. |
| **Item 5** | **President’s Remarks and Update on Presidential Goals**  President Limayem updated the Board on the progress of 2023-24 Presidential Goals. He thanked the team for their outstanding efforts towards the success of the presidential goals.   1. **Student Success**- President Limayem presented the metrics associated with continued progress to increase retention for FTIC students, institutional focus on transfer student success, high impact practices for undergraduates to ensure students are graduating with robust career opportunities. The academic progress rate (retention with 2.0 or higher GPA; PBF 5) is currently at 76% with a baseline of 74% and a plan goal of 90% in 2026-2027. The FCS AA Transfer Three-Year Graduation rate (PBF 9a) is currently at 62%, which is 1% higher than the baseline and 8% shy of the plan goal of 70% in 2024-2027. The amount of bachelor’s graduates employed or enrolled (PBF 1) has a planned goal of 77% in 2025-2026. The undergraduate students engaged in internships for college credit is at about 3,550 and growing, with 42 days of registration left and a plan goal of 3,850 in 2026-2027.   Looking ahead to our 2023-24 Academic Progress Rate, our current Fall 2023 FT FTIC cohort, our fall to spring registration for this cohort is trending ahead of the last four years (as of November 27, 2023):   * + Up 8.2 percentage points compared to Fall 2019   + (our cohort with the highest APR to date)   + Up 17.7 percentage points compared to Fall 2020   + (our cohort with the lowest APR to date)   + Up 9.2 percentage points compared to Fall 2021   + Up 9.4 percentage points compared to Fall 2022   Looking further ahead to the Fall 2024 Incoming FTIC Cohort:   * + To date, Fall 2024 admitted FTIC students is up 76.7% when compared to Fall 2023   + The profile of the Fall 2024 admitted FTIC currently has an average high school GPA of 4.37, an average SAT of 1240, and an average composite ACT of 26   Trustee Korman Shelton asked where the students were coming from. Dr. Glen Besterfield, Dean of Enrollment Management, noted the focus is on Florida residents, and there is a group of students called the Florida Medallion Students, which was the specific target. President Limayem thanked Dean Besterfield for his great work and noted that all recruitment efforts are intentional.   1. **Faculty and Staff Success**- President Limayem presented the progress on his second presidential goal.    1. *Develop a plan to address results of the 2023 Compensation Study and complete a space utilization study for all campus buildings.*       * Scott Bennett, Vice President of Administration and Finance will discuss the study at the end of the President’s update.    2. *Continue regular and consistent communication with faculty and staff in the form of town halls, mixers, small group meetings and written updates.*       * Faculty/staff “First Thursday Mixers” have been held each month.       * Continued communication with the campus community on a variety of relevant and timely topics including new laws relating to higher ed and BOG regulations, post tenure review, salary negotiations and other messages and updates.    3. *Identify additional appropriate “best workplaces” rankings and evaluate their application processes for eligibility*.       * A “Best Places to Work” Committee is being formed and will soon be charged. 2. **Funding**    1. *Increase private funding to $30M+*       * Foundation has raised $12.5M YTD       * Foundation raised $11M through Oct 2023 compared to $9.6M through October 2022 (14% increase YOY)       * $10M in current open solicitations       * Advancing a $10M solicitation (UNF’s largest) before CYE    2. *Continue seeking government funding*       * New Legislative Budget Requests         + $27.2 million recurring operational support request         + $10 million recurring budget request for Florida BizTech Academy at UNF       * PECO Requests         + Mathews Building 15 Renovation (Computer Science) $30,894,783         + Hicks Honors College Academic Addition $14,436,298         + Student Support & Academic Building $40,242,365    3. *Increase Research & Development expenditures by 25%*       * Sponsored program expenditures are up 14% over same time last year (if FY23 federal COVID $$ are excluded)    4. *Increase Auxiliary Revenues by 3%*       * Auxiliaries are up 1.3% ($468,306) over the same first four-month period from the previous fiscal year. (FY23 - $35,974,622 vs. FY24 - $36,442,928) 3. **Community Engagement**    1. *Create new office of public policy events in compliance with new law.*       * The office was created in July 2023 and hosted three events this semester in compliance with the new law – HB 931         + September - The Constitution on Campus: A Conversation on Free Speech and Affirmative Action – featured faculty members from Dept. of Political Science and Public Administration.         + October - Affirmative Action in University Admissions and the Cost of Higher Education – FGCU, UWF, USF, UNF (Live Broadcast and Simultaneous Streaming) with panelists Cornel West and Robert George         + November - Generative Artificial Intelligence: Friend or Foe? – featured BOT Trustee Nick Patel and faculty from Dept. of Political Science and Public Administration and School of Computing.    2. *Improve UNF’s presence in the community.*       * Restructuring MedNexus.       * Hosted the annual Healthcare Symposium.       * Hosted the FinTech Symposium.       * Enhanced partnership with JEA through collaboration on the Sustainable Solutions Lab. This received very good media attention.    3. *Start badging and credentialing programs with area businesses to help address workforce needs.*       * Digital badges developed to upskill current workers are already being delivered in partnership with Black Knight, Crowley, and the Clay and Duval County School Districts.       * New digital badging initiative launched in early Fall 2023 to provide additional centralized resources and support for current student and area workforce badge development:         + University-wide Steering Committee guiding efforts for agile development of workforce-relevant digital badges.         + Director of Digital Programs hired.         + Resource Guide to support badge development aligned with area industry and workforce data will be distributed to colleges in December.       * Twelve new badges will launch in January 2024, with several more in the pipeline.    4. *Continue the preparation for renewal Carnegie Elective Classification for Community Engagement*       * The Carnegie Community Classification reapplication process begins in November 2024.       * Made significant changes to advance community engagement:       * Expanded the operations that formerly were under the Center for Community-Based Learning.       * Created the new Office of Experiential Learning that will be the one-stop for students looking for curricular/co-curricular hands-on learning opportunities.       * New staffing under Student Affairs will oversee extra-curricular community engagement.       * The Office of Faculty Excellence will assist faculty in bringing community engagement into their curriculum, pedagogy, and research.   President Limayem shared additional updates related to University business:   * *The higher ed marketing firm, SimpsonScarborough*will be continuing its work using its brand and perception research to develop strategies to strengthen UNF’s reputation and elevate the UNF brand. * *OspreyRising (Workday) Project*is moving along very well and on time. End-to-end testing will begin first week of January 2024. Testing all processes from start to finish. * *A national search is underway for the Vice President of Marketing and Communications.*UNF **r**etained a search firm (The Ward Group), the search committee is meeting regularly, and the anticipated search completion is end of Feb/early March. * *Honors housing will break ground in* December and RFP for additional private housing will be issued next week.   + VP Scott Bennett confirmed the bond closes today, November 30th, and will open in December. President Limayem thanked Trustee Moore for his active involvement in providing guidance on private housing. * *Space Utilization Study*should be finalized prior to holidays. * Athletics is currently conducting a search for a *new Head Men’s Soccer Coach.* * The establishment of the *new out-of-state waiver programs*has *positively impacted*all 19 athletic teams. * *The charter for the Strategic Plan Implementation and Monitoring Committee* has been drafted and the committee will meet in the spring to vote on the charter and review fresh data for the Accountability Plan.   Trustee McElroy recognized the importance of retention and the special skillset it takes to guide young people on a successful path. He noted a mentor can help boost the retention to better guide our students and offered anything the Board can do to assist with retention. President Limayem thanked Trustee McElroy and noted this is the exact message that UNF has been sending out; that it is a team effort to enhance retention. Provost Patterson indicated retention of students will include most people in the room to boost engagement. Trustee Lazzara asked “Have we broken down the reasons why students leave?” President Limayem responded that some students are going to other universities, so UNF is rethinking and offering a financial incentive for second year students. Provost Patterson added that some students become homesick or not ready for a higher education institution, which is out of our control.  Vice President Bennett presented the results of the compensation study:   * Study conducted by Evergreen Solutions LLC. * Included an external market salary survey, recommendations for compensation management and compensation changes. * Included comparisons from peers and aspirants both within state and nationally. * For faculty discipline comparisons, CUPA national data was also used. * Recommendations included new pay bands and ranges. * Comparisons were done prior to raises. * Overall, when considering cost-of-living adjustments, staff were 6.4% below market and faculty (9-month not rank specific) were 6% below. * Average raise for both faculty and staff this year will be over 6%.   Trustee McElroy thanked VP Bennett and his team for their continued efforts and professional approach. Chair Hyde stated UNF is in compliance with the minimum wage fall in advance. Trustee Binder noted it is important to consider this is an ever-changing part of it, as it will continue to change and increase. | |
| **Item 6** | **Presentation of Strategic Plan Monitoring Dashboard**  Dr. Abby Willcox, Associate Vice President of Institutional Research presented the strategic plan monitoring dashboard. This dashboard provides trend data on key performance indicators and other relevant metrics for tracking the progress of strategic goals.   1. Navigation  * Users can go directly to <https://www.unf.edu/strategic-plan/> * Or use the Strategic Plan links available on the President’s page: <https://www.unf.edu/president/> * Once on <https://www.unf.edu/strategic-plan/>, scroll to the bottom of the page to access the embedded dashboard. * The key thing in navigating is using the internal back button in the dashboard to stay within the dashboard.   + Using the web back button will take you back to the Strategic Plan website.  1. For each of the 4 strategic plan priorities Dr. Willcox highlighted one metric:  * Ensure Student Success from Enrollment to Employment and Beyond   + Metric 1.D.1: Median Wages of Bachelor’s Graduates Employed Full-Time 1 Year After Graduation * Inspire Relevant Research and Impactful Innovation   + Metric 2.C.1: Number of Research Doctoral Degrees Awarded Annually * Expand Mutually Beneficial Partnerships with the Community   + Metric 3.C.1: Number of Students Annually Enrolled in Community-Engaged Courses * Accelerate the Success of Faculty and Staff   + Metric 4.A.1: Average Faculty Compensation Reported in National Center for Education Statistics (NCES)   President Limayem reminded the Board that they are open to feedback or suggestions. Trustee Lazzara noted that everyone uses their phone, and he appreciates the compatibility of the dashboard on a mobile device. Interim Vice President of Marketing and Communication, Isabel Pease, stated her team considered this when designing the website. Chair Hyde asked who the general audience is for this dashboard. Dr. Willcox indicated this is public on UNF’s website and the main target is the Board. |
| **Item 7** | **Update on Performance Based Funding Metrics**  President Limayem began the presentation by thanking Dr. Willcox and her team for providing the necessary data metrics for PBM. Additionally, the President shared that a big part of funding is contingent on the measurement of metrics.  UNF’s performance decreased on one metric over the last year, FTIC four-year graduation rate for an anticipated 4 excellence points. These are the students who began their first semester in Fall 2019, who were sent home in Spring 2020 due to COVID-19. Trustee Binder asked the relative data of other Universities in this metric. Dr. Willcox stated other SUS universities data is not currently obtainable but once the Board of Trustees begin approving accountability plans in the spring, more of this data will be public. President Limayem noted the large increase in average cost to students compared to last year, is due to Federal COVID funds running out.  Trustee Patel asked if the FTIC Pell recipient six-year graduate rate increase should be included in the “good news” since it is minimal. Dr. Willcox indicated that this is a small cohort and that it takes six students to move that metric. Trustee Patel stated that if everyone in the room focused on one student an impact can be made. Dr. Willcox noted that UNF is exploring other opportunities for students to return to complete their degree, such as the Bachelor of General Studies, which will allow prior students to complete a degree with a few additional classes. Trustee Lazzara asked if there was a correlation with online students and four-year graduation rate. Dr. Willcox noted that there are some intentional online programs, which are cohort -based, and typically do well. Dr. Willcox reminded the Board that Metric 10 is a Board of Trustee’s metric and in the next few years, there may be an opportunity to reevaluate the metric.  Dr. Willcox summarized the PBF Update:   * There has been improvement year over year on 6 of the PBF metrics for which the outcome is known. * UNF is anticipating full 10 excellence points on 5 PBF metrics. * UNF only decreased on one metric that was not intentional of the PBF metrics for which the outcome is known. * All anticipated points will be based on excellence with the exception of improvement points for Academic Progress Rate (metric 5). |
| **Item 8** | Ratification of Wage Agreement with United Faculty of Florida The University of North Florida’s administration and the United Faculty of Florida at UNF (“UFF-UNF”) reached agreement on wages for the current academic year (Fall 2023 - Spring 2024). Outside counsel and Chief Negotiator Mike Mattimore addressed the Board and discussed the wage agreement submitted for the Board’s review and consideration.  The highlight of the agreement is that there is a minimum increase for faculty of 5%. Some will receive more in order to address those faculty that are paid below market, with a criteria including their position, rank, type of assignment, as well as national market data collected by CUPA-HR and any other market adjustments. As a result, a majority of UNF faculty is at market or above market, which Mr. Mattimore indicated is a milestone. There is a cap of $8,8650 or 5%, whichever is greater. Importantly, in this wage article, UNF has retained something called administrative discretionary increases, which was clarified and expanded in our negotiations a couple of years ago. This allows management the discretion to make individual wage adjustments, for things like merit, accomplishments, retention to meet a counteroffer, or equity issues. Additionally, Mr. Mattimore stated he has built into this agreement discretion for management to make other adjustments as the need arises. UFF-UNF members have overwhelmingly ratified the agreement with 174 “yes” votes to only 6 “no” votes. Mr. Mattimore stated this wage agreement for 2023 - 2024 is before the Board of Trustees for their consideration and for a potential ratification.  Chair Hyde offered the opportunity for questions. Trustee Binder spoke on behalf of faculty, noting they are generally happy with the agreement that has been reached and that he hopes UNF does not find themselves in a position with a hindered ability to hire and retain faculty. Chair Hyde asked for a MOTION to approve the wage agreement. Trustee Binder made a MOTION to APPROVE, and Trustee McElroy SECONDED. The ratification of wage agreement with United Faculty of Florida was approved unanimously by the committee. |
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| **Item 9** | Committee Reports **Academic and Student Affairs Committee**  The committee met on November 16, 2023. Chair Hyde provided a report to the Board.  **Audit and Compliance Committee**  The committee met on November 16, 2023. Chair McElroy provided a report to the Board.  **Finance and Facilities Committee**  The committee met on November 16, 2023. Chair Gol provided a report to the Board.  **Governance Committee**  The committee met on November 16, 2023. Chair Hyde provided a report to the Board. |

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| **Item 10** | **Consent Agenda**  **From the Academic and Student Affairs Committee**  - Draft June 1, 2023, Academic and Student Affairs Committee Meeting Minutes  - Amended Reg: 2.1030R Graduate Admissions  - Amended Reg: 2.0381R First Time in College (FTIC)  - Amended Reg: 2.0382R Transfer Students (Undergraduate)  - Institutes & Centers: Annual Reporting  **From the Audit and Compliance Committee**  - Draft September 11, 2023 Audit and Compliance Committee Meeting Minutes  **From the Finance and Facilities Committee**  - Draft September 11, 2023, Finance and Facilities Committee Meeting Minutes  **From the Governance Committee**  - Draft June 12, 2023, Governance Committee Meeting Minutes  - Approval of Newly Appointed and Reappointed Board Member  for MOCA Jacksonville, a UNF Direct Support Organization (DSOs)  - Review of Resolution of Presidential Authority  Chair Hyde asked if there were any questions about any of the items on the consent agenda. There being no questions, Chair Hyde asked for MOTION to approve the consent agenda. Trustee McElroy made a MOTION to APPROVE, and Trustee Binder SECONDED. The consent agenda was unanimously approved by the Board. |
| **Item 11** | **BOT Roundtable Discussion**  During the Roundtable discussion, one of the key topics discussed was finding more ways to connect with students after they graduate. Trustee Patel suggested the use of UNF email for life or reviewing the most effective medium graduates use. VP Verkamp expressed concerns about the security risks associated with emails, while VP Pease highlighted the current efforts, such as capturing personal emails during cap and gown pickup and sending regular communications to the Alumni Association. Trustee Grosso indicated that UNF emails might help turn graduates into donors. The trustees also discussed the importance of understanding students' inclination to stay involved and the need to engage alumni based on their interests.  Trustee Binder indicated a need for contact information of recent alumni for faculty members to share job opportunities.  The Board also addressed UNF providing internships and certificate programs to enhance community engagement and keep students connected while attending UNF. Trustee Moore emphasized the importance of connecting with students during their time at UNF and suggested utilizing athletics as a means to stay in touch and build community with the city of Jacksonville.  President Limayem stressed the importance of a unified narrative. Trustee Grosso suggested increasing UNF pride and swag in the community to enhance the university's presence and visibility.  The economic opportunity of offering "grandparent in-state" tuition was discussed, with Trustee McElroy presenting it as a viable program. The board also explored ways to transform focus areas into programs of distinction, with Trustee McElroy leading the conversation on leveraging the university's strengths in this regard. |
| **Item 12** | **Adjournment** |
|  | With no further business to discuss, Chair Hyde adjourned the meeting at 12:20 p.m. |
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