# MINUTES

**Trustees Present:** Kevin Hyde (Chair), Mike Binder, Annie Egan, John Gol, Steve Moore, Nik Patel, John Grosso

**Trustees Virtual:** Paul McElroy (Vice Chair), Jason Barrett, Chris Lazzara, Jill Davis

**Trustees Absent:** Allison Korman Shelton (excused)

## Item 1 Call to Order

Chair Hyde called the meeting to order at 8:35 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’s Remarks

Chair Hyde introduced our new Student Government President, John Grosso and our new Student Government Vice President, Emily Sullivan. He reminded BOT members to turn on their microphone when they are speaking, for Zoom attendees to hear.

## Item 4 UNF Student Experience and Student Government Update

John Grosso, the newly elected Student Government President and Trustee, and Emily Sullivan, the Student Government Vice President, shared their personal journeys at UNF and provided an overview of the Student Government initiatives and goals.

Their initiatives focused on campus engagement and UNF development. Their vision aimed to improve student life, increase athletic participation, SG involvement in welcoming new admits, and provide stronger support for the Osprey Involvement Center and Lend-A-Wing. They also emphasized the importance of creating traditions to foster connections with both current students and alumni. Other areas of focus were campus safety, University Connection and Outreach and Alumni Engagement. Trustee Grosso and Ms. Sullivan concluded their presentation by thanking the Board for the opportunity to present their vision and initiatives on behalf of the Student Government.

Provost Karen Patterson expressed confidence in Trustee Grosso and Ms. Sullivan’s leadership. She noted Trustee Grosso’s and Ms. Sullivan’s professionalism, as well as their thoughtful and intentional initiatives regarding student success. President Limayem praised Trustee Grosso and Ms. Sullivan for their exceptional leadership, clear vision, and strong dedication to the students and the institution. Vice President Brian Verkamp thanked them for their presentation and acknowledged their impressive negotiation skills in securing favorable ticket prices for Jaguars games. Chair Hyde acknowledged their thoughtful presentation.

## Item 5 11.0010R Schedule of Tuition and Fees

Vice President Bennett presented an amendment to 11.0010R Schedule of Tuition and Fees bout scheduled tuition fees. He noted any changes in tuition and fees require a super majority of 9 affirmative votes.

The changes are minor. Currently, the RN to BSN program has its own tuition rate based on cost recovery. The BOG requires rates for these programs to be converted back to the normal tuition rates, which ultimately lowers the tuition for the students in this program from $142.00 per credit hour back to the normal tuition rate of $105.00 per credit hour. The only other change is the mandatory State fee for students who take the same class three times. These students are required to pay the full cost of attendance. The amount is dictated by the State, and it is updated annually.

Chair Hyde asked if there were any questions for Vice President Bennett. There being no questions, Chair Hyde asked for a MOTION to APPROVE the amendments to 11.0010R Schedule of Tuition and Fees. Trustee Grosso made a MOTION to APPROVE, and Trustee Barrett SECONDED. The motion was approved unanimously by the Board with a super majority of 9 affirmative votes.

## Item 6 11.0020R Special Fees, Fines and Penalties

Vice President Bennett presented the amendment to 11.0020R Special Fees, Fines and Penalties, which also must require a super majority of 9 affirmative votes.

VP Bennett noted that there is a minor change in the convenience fee from the credit card companies. This convenience fee will be passed onto UNF from the credit card companies, which will increase by $0.10 when students use their credit cards.

Chair Hyde asked if there was a MOTION to APPROVE, then Trustee Egan made a MOTION to APPROVE, and Trustee Patel SECONDED. The motion was approved unanimously by the Board with a super majority of 9 affirmative votes.

## Item 7 2023-2028 Strategic Plan including Mission Statement

### **7A. Mission Statement**

Dr. Chitra Balasubramanian and Dr. John Kantner presented the final draft of Soaring Higher Together - UNF’s 2023-2028 Strategic Plan. Dr. Chitra Balasubramanian and Dr. John Kantner reviewed the following items of the strategic plan:

* Mission & Vision Statement
* Values
* Institutional Aspirations
* Areas of Focus
* Strategic Priorities
	+ Goals
	+ Measurement Metrics
	+ Investment

*See UNF’s 2023-2028 Strategic Plan (Attachment A)*

### **7B.  UNF Strategic Plan 2023-2028**

President Limayem and co-chairs of the Strategic Planning Task Force, Dr. Chitra Balasubramanian and Dr. John Kantner presented the final draft of UNF’s 2023-2028 Strategic Plan for Board consideration.

Dr. Kantner clarified that the funding amounts were estimates and will continue to evolve as work begins on the strategic plan. Dr. Kantner thanked all those who contributed their time and expertise to the formulation of this plan. President Limayem thanked Dr. Chitra Balasubramanian and Dr. John Kantner for their leadership and dedication to the development of this plan.

President Limayem stated that this new strategic plan would act as a guiding roadmap for UNF, enabling us to reach the highest possible level. He emphasized the need for this plan to be ambitious and strategically focused, reiterating that all decisions would be in alignment with the strategic plan.

Trustee Binder asked for details on UNF’s aspirational goal of “strategically growing to an enrollment of 25,000 students by 2028.” President Limayem acknowledged that it was an audacious goal. However, this figure was carefully reviewed considering factors such as budget, space availability, and the necessary faculty and staff requirements. While it is indeed a challenging target, President Limayem expressed confidence that it is achievable.

Trustee Patel asked about goals that were more difficult to quantify, such as “building relationships with the community.” President Limayem offered an example of a collaborative partnership explaining that the number of such relationships established would serve as a measurable metric. Dr. Kantner referred to a database containing information on active contracts, which can be utilized to track and strategically target community relationships.

Trustee McElroy expressed satisfaction with the plan and thanked those involved. He noted that our university is switching to a growth organization, encompassing growth for both the institution itself and personal growth for students, faculty, and staff. He stated that the areas of focus overlooked the importance of education, which directly relates to student retention, recruitment, and community development opportunities within our region. Regarding faculty and staff, he stressed the importance of engagement rather than just satisfaction to achieve success. Trustee McElroy asked about the “destination of choice” in the vision statement.

President Limayem explained that the “destination of choice” encompasses students, faculty, and staff and as well as businesses to come to UNF for their hiring needs. In addition, Dr. Kantner clarified that the areas of focus are interdisciplinary, serving to support and enhance education. He provided examples to illustrate this point. President Limayem indicated that the list of focus areas is dynamic and will adapt to changes in the environment. Also, UNF is considering its ranking as the best place to work, and engagement is considered a crucial criterion for evaluation.

With no further questions, Chair Hyde asked for a motion to approve the Mission Statement. Trustee Moore made a MOTION; Trustee Patel SECONDED the motion. The Board unanimously APPROVED the motion.

Chair Hyde then ask for a motion to approve the 2023-2028 Strategic Plan. Trustee Patel made a MOTION; Trustee McElroy SECONDED the motion. The Board unanimously APPROVED the motion.

### **7C. Discussion on Monitoring of Strategic Plan**

President Limayem shared the prototype of a dashboard to monitor the progress of our strategic plan implementation. The dashboard will show the metrics to date and their comparison to the goal.

President Limayem referred to Dr. Cartwright's recommendation to reconsider the current structure of the Board’s strategic planning committee, which currently functions as a committee of the whole. The discussion revolved around establishing a Strategic Plan Implementation and Monitoring Committee with the purpose of monitoring progress toward the strategic goals. Vice President Stone noted that before President Limayem joined, the Board had approved a committee of the whole. With a new strategic plan in place, a Strategic Plan Implementation and Monitoring Committee with a defined role and responsibility would better serve the University. Trustee Barrett would serve as the chair of this committee.

Chair Hyde asked for a motion to approve a committee for Strategic Plan Implementation and Monitoring. Trustee Gol made a MOTION; Trustee Patel SECONDED the motion. The Board unanimously APPROVED the motion.

## Item 8 President’s Remarks and Update on Presidential Goals

President Limayem indicated when he started as President of UNF almost a year ago, his objectives were to begin by hitting the ground listening to better understand our institution, increase the visibility of UNF and create a compelling strategic plan that will set us up for success in the future. He thanked the faculty, staff and students for their assistance and our trustees for their support. Because of their help, he believes he has achieved his objectives.

President Limayem updated the Board on the progress to date of the 2022-23 Presidential Goals. The update included Progress to Date and a discussion of each goal:

*Goal #1 – Student Success*

* Restructured Undergraduate Studies and Enrollment Services into a cohesive student success unit.
* Developed “Osprey First Summer Success Pathways” program which was launched this summer to help students who need academic scaffolding transition from high school to college.
	+ Dr. Besterfield, Dean of Enrollment Management, provided details on the Pathways program:

The new Osprey First: Pathway to Success Program (OFPS) has been designed to scaffold and support the success of students who are admitted to UNF with lower high school GPAs and/or SAT/ACT scores. These students will start in the Summer and offered a comprehensive orientation and transition experience, so they are both more academically prepared for Fall semester and more engaged with and acclimated to UNF. OFPS features include:

* + - Assigned UNF Academic advisor
		- Assigned UNF peer mentor/coach
		- Dedicated and required tutoring and academic support during the 6-week Summer B session
		- Academic and social enrichment activities throughout the 6-week Summer B session
		- $500 one-time scholarship awarded in Fall after successfully completing two courses in Summer B session with at least a C in each course

OFPS will begin in Summer 2023, and we anticipate approximately 400 new first-time-in-college student participants.

* Empowering deans, chairs, advisors, and student support staff to be proactive in student outreach through the development of more comprehensive dashboards to track student progression

*Goal #2- Faculty and Staff Success*

* The compensation study was completed in May and is being reviewed this month.
* Based on feedback the numerous town halls, written updates, and small group meetings will continue.
* Additional work is beginning to examine how to improve the employees’ work-life experience.  This includes a space utilization study for all buildings across campus.
* Submitted application for Jacksonville Business Journal’s 2022 Best Places to Work.

*Goal #3- External Stakeholder Engagement*

* UNF leadership has been fully engaged in the community strengthening stakeholder relationships.
* Engagement plans, benchmarks and targets are complete for fall execution.
* Symposiums (health and fintech) have been scheduled for Fall 2023.
* Economic impact study has been completed.

*Goal #4- Leadership Team*

* Compliance and Ethics Officer and Dean of Enrollment Management were hired.
* Developing job descriptions for possible new leadership positions:
	+ Strategy and Innovation
	+ Community Engagement
* Decision on interim vice presidents will be made by the end of June.

*Goal #5- Funding*

* Private Funding: Booked $26M FYTD on a goal of $25M, a 23% increase year-over-year.
* Government Funding:  Secured $25M in recurring funds and, pending Governor’s budget approval, approximately $34M in PECO funding.
* Government Relations team continues to explore potential workforce-related grant opportunities in collaboration with City of Jacksonville authorities.
* Sponsored Research: Contracts & Grants expenditures are up 21% this year compared to the same time last year.
* Auxiliary:  Request for Proposal process was completed for a public private housing partnership and will renew in FY24. Growth plans of existing auxiliaries and Direct Support Organizations will be known at the end of the fiscal year.

*Goal #6- Visibility and Reputation*

* Discovery sessions conducted by higher ed marketing firm, SimpsonScarborough, have been completed. Organization assessment is currently underway and will be complete in mid-July.
* Implemented tailored strategies for each of the University’s main social media platforms to drive engagement. Since July 2022, engagement on UNF’s Instagram account increased 68%, impressions over 400% and there were nearly 6,100 new followers, as well as more than 15,000 new followers on UNF’s LinkedIn during the same time frame.
* A working group meets regularly to strategize ways to improve U.S. News rankings components to include but not limited to Peer Perception, Undergraduate Class Size, and Percentage of Students in the Top 10 Percent of High School Class.
* UDAE has deployed multiple strategies to increase undergraduate alumni giving including adding a donor component to alumni event registrations and offering $1 at Commencement that new graduates can chose to give as their first donation. As a result of the latter tactic, 754 new alumni donated (600 undergraduates) creating a 30% increase in alumni donors.

*Goal #7- Strategy and Visioning*

* The draft of the 2023-28 Strategic Plan has been completed and is up for discussion and approval at this meeting.

Trustees were given a comprehensive packet that included each goal and the subgoals, measures, strategies, tactics, timeline, and progress to date. President Limayem asked if anyone had questions. There being none, the President proceeded with the presentation of his new goals for FY 23-24.

## Item 9 Discussion of Presidential Goals for FY23-24

*See UNF’s 2023-2024 Presidential Goals (Attachment B)*

President Limayem presented his proposed annual goals for FY 2023-2024 for Board consideration. President Limayem stated that with the strategic plan as our roadmap, his FY 2023-2024 goals are designed to align with strategic priories which will help us with the implementation of our strategic goals. President Limayem provided specific information on how these goals will be measured, including a baseline, annual target, and plan goal. He noted that the annual target takes into consideration the necessary groundwork to ensure future success in subsequent years.

Chair Hyde asked if anyone had questions for President Limayem and noted that these goals will be a valuable roadmap for next year. Trustee Egan pointed out that the current goals have similarities with past goals, but they are now presented within the framework of the four strategic goals. President Limayem clarified that the intention is to ensure compatibility and coherence between the presidential goals and the strategic plan, making it easier to measure progress. He also mentioned the extensive vetting process involving the executive team, deans, and department chairs in developing these goals.

Trustee McElroy noted the absence of a specific goal for strategic plan implementation and execution in the presidential goals. President Limayem clarified that his four goals are derived directly from the strategic priorities, and the measures are aligned with the strategic plan. Therefore, the progress made in these four goals directly reflects the progress made in the implementation of the strategic plan.

Trustee Moore asked President Limayem to comment on the discrepancy between the metrics in the strategic plan and his goals. President Limayem responded that some metrics correlate perfectly while others are independent variables. These independent variables correlate very highly with the ones that are in the strategic plan, and they will help us move the needle on the ones that are in the strategic plan.

Trustee Moore suggested adding a measure pertaining to continuing education/lifelong learners. Additionally, Trustee Moore inquired about certificate programs for enrolled students. President Limayem clarified that this is already incorporated into the goals of community engagement. Vice President Richmond Wynn indicated that this is in the strategic plan of the professional development opportunities for existing students in collaboration with businesses.

With no further questions, Chair Hyde asked for a MOTION to approve Presidential Goals for FY 23-24. Trustee Moore made a MOTION to APPROVE, and Trustee Binder SECONDED. The Board unanimously approved the Presidential Goals for FY 23-24.

## Item 10 Naming of Healing Garden

Vice President Teresa Nichols presented a donor opportunity for the naming of UNF’s Healing Garden. The donor, a Jacksonville-based family, would like to name the Healing Garden with a gift of $500,000 pledged over six years. The gift will be equally split between supporting the Botanical Gardens across the University, as well as the Foundation. The family is deeply involved in the northeast Florida community. They have named spaces at Baptist, MD Anderson, the Salzbacher Center and at the Jewish Community Alliance. Additionally, the family supports all kinds of philanthropic endeavors across our community. The name of the family is withheld, to allow for a formal announcement in the future. However, Vice President Nichols ensured that the donors have an impeccable reputation.

Trustee Egan inquired about the procedures involved in the naming process. Vice President Nichols indicated that a naming minimum policy exists. She also mentioned that the Foundation is working to benchmark naming minimums across the SUS. The Foundation Board’s Development Committee will vote on this item at its next meeting. However, the naming of a garden, not being a facility, are uncommon. She also noted that this was a generous gift for garden space.

Chair Hyde asked if there was a MOTION to approve the Naming of the Healing Garden. Trustee Egan made a MOTION to APPROVE, and Trustee Patel SECONDED. The motion was unanimously approved by the Board.

## Item 11 Legislative Briefing

 Vice President Duncan provided an update on the 2023 legislative activity to the Board, which included nearly 2,000 bills that were filed, of which 356 passed. VP Duncan provided details on SB 266, SB 7026, and HB 931 to clarify the various components contained in these bills. These bills passed in the 2023 session, and will take effect on July 1, 2023:

* **Senate Bill 266 Higher Education** comprises of seven components that the Board needs to be aware of.

The first requirement is a periodic review of missions and academic programs, for curriculum violating statute 1000.57 (HB7) or that promote theories that systemic racism, sexism, oppression, and privilege are inherent in US institutions and were designed to maintain inequities. This component requires the review of your mission and academic progress, to ensure they are not in violation of this statute. In addition, the status is that UNF has reviewed our mission, and the Board has just approved our strategic plan today. Currently, we are waiting for BOG guidance regarding academic programs, which most likely will not be completed by the next BOG meeting. Furthermore, UNF staff is currently reviewing accreditation requirements. Vice President Duncan stated that UNF is doing what it can to be prepared unless it will require a BOG regulation or guidance.

The second component of SB 266 affecting UNF is that no funds may be used to promote, support, or maintain any programs or campus activities that advocate for DEI or promote or engage in political or social activism as defined by the BOG. The BOG will adopt a regulation, which will include the definitions of these terms. There is no current action required of the Board. UNF staff is currently working through potential implementation options while we wait.

The third feature of SB 266 is a requirement for the general education to have a statewide numbering system. This is to ensure that general education courses will be the same across the SUS. The BOG will appoint faculty committees with the State Board of Education to review and recommend what these courses specifically are and how they are numbered. There will not be an updated status until the implementation of the faculty committees.

The fourth requirement of SB 266 is the post-tenure review process, which will require the Board’s approval at the next July 10th meeting.

The fifth component of SB 266 references a BOG personnel program. The Board will annually review a written summary of outcomes presented by President Limayem of evaluations for employees earning $200,000 or more and HR decisions for his executive management team. The status of this change will include an HR policy update biannually and the development of review procedures is underway.

The sixth component of SB 266 includes non-degree credential attainment, which is a priority of the Governor to perform metrics with criteria. Once the criteria are adopted, UNF will follow the metrics.

Lastly, the final requirement of SB 266 will include a teacher prep program waiver, that will allow for quicker completion among teachers. UNF is prepared to comply beginning Fall 2023.

Vice President Duncan reiterated that this is an overview and that the Board will drill down further with this bill, as the regulations and guidance are received.

* **Senate Bill 7026 Higher Education Financing** encompasses several components. The first requirement stipulates it is now acceptable to include prices for contracting professional services. As soon as the BOG regulation is received, the implementation process will begin.

Next, SB 7026 requires a waiver for out-of-state athletes on athletic scholarships. UNF is prepared to offer waivers beginning Fall 2023.

The third component of SB 7026 is carry forward flexibility, which will remove previous restrictions, expand square footage cap, and allow for recurring funds to be used on some recurring expenses. This gives UNF more flexibility and they are prepared to implement.

The next requirement of SB 7026 will raise the limitation on compensation from $200,000 E&G funds to $250,000. Vice President Duncan emphasizes the importance of this because if you had a salary over $200,000, then the remainder was required to come from the Foundation or a DSO. Again, UNF is prepared to implement.

The last component of SB 7026 includes bonus awards, in which the BOG must develop a regulation to ensure consistency among the SUS. The Board will be required to annually report this information to the BOG. However, there is not a confirmed start date.

* **House Bill 931 Postsecondary Education Institutions** has three key changes. First, each university is required to create an office of public policy events, as well as hire or have a director of public policy events. There is a statute that there will be a total of four debates on campus each year, pertaining to current event topics. UNF is currently assembling an internal advisory committee to develop initial plans for fall.

The following component of HB 931 includes the prohibition of public loyalty oaths, and preferential consideration for certain opinions, statements, or actions. BOG may adopt regulations, and nothing is required of the Board. UNF’s campus community has been notified of the requirements and instructed to ensure compliance in their colleges and departments.

Lastly, HB 931 designates a Florida Student Association (FSA). Vice President Duncan mentions this is included because it had not been defined nor included in the past. There are no direct changes, and it gives the FSA statutory clearance.

Vice President Duncan reminded the Board of UNF’s 2024-25 legislative budget request timeline. The LBR will be presented to the Board at the July 10th meeting before the BOG submission deadline of July 14th. Chair Hyde reminded the Board about the virtual July 10th meeting and trustee attendance is critical.

## Item 12 Approval of Bond Resolution

 This item was tabled and will be brought to the Board at its July 10, 2023 meeting.

## Item 13 Approval of Budget for Fiscal Year 2023-2024

Vice President Bennett led a discussion and presented the proposed budget for fiscal year 2023-24. The discussion included the results of the recent legislative session and the additional appropriations that were received. This included an additional $25 million in recurring operational support, $36 million in PECO funds for two projects, $10 million in non-recurring funds for faculty recruitment and retention, $3.3 million for nursing, and $16.8 million in non-recurring performance funds. Also included is an estimated $20 million in carry-forward funds.

The overall budgeting process was discussed as well as how the budget priorities are determined. For this year’s process, the focus was on the Legislative Budget Request (LBR) and the new strategic plan. A focus was made on compensation, student success, faculty and staff success, IT, public safety, infrastructure, and marketing.

Budget highlights were presented and how they fell within these LBR and strategic plan categories. Schedules for the full allocations were presented and discussed as well as various charts showing comparisons to the prior year, divisions, and categories. Additionally, a schedule detailing all the university auxiliaries was presented for discussion.

In conclusion, the UNF Preliminary Operating Budget from all sources was presented. Trustee Patel made a MOTION to APPROVE, and Trustee Gol SECONDED. The Board unanimously approved the UNF Preliminary Operating Budget Fiscal Year 2023-2024.

## Item 14 Committee Reports

### Academic and Student Affairs Committee

The committee met on June 1, 2023. Chair Hyde, on behalf of Trustee Egan, provided the following report to the Board:

The Academic and Student Affairs Committee met virtually on Thursday, June 1st. The meeting was called to order at noon. There was no request for public comment. The consent agenda, consisting of the draft minutes from the April 24, 202 meeting was unanimously approved.

Ms. Robyn Blank, Associate Vice President and Chief Compliance Officer, presented revisions to Regulation 5.0010R Student Code of Conduct. She highlighted the following changes:

Revisions include a provision requiring biennial review of the student disciplinary system, guidelines for Hearing Administrators, statements of appellate rights, and language reflecting commitment to civil discourse principles, all required by the BOG; new hearing procedures for Academic Administrative Hearings; inclusion of vaping as a policy violation to align with UNF’s Smoke-Free designation; and a prohibition on the use of artificial intelligence in academic exercises.

The Committee moved, seconded, and unanimously approved the proposed amended regulation.

Provost Karen Patterson presented **Faculty Tenure Recommendations**. She began with a refresher on the process of earning tenure at the University of North Florida. Provost Patterson presented the slate of eleven faculty candidates recommended for tenure for the academic year 2022-2023. The Committee moved, seconded, and unanimously approved the slate of Faculty Tenure Candidates.

Ms. Robyn Blank, Associate VP and Chief Compliance Officer, presented UNF's proposed policy on post-tenure review, required by BOG Regulation 10.003. Ms. Blank provided a summary of the post-tenure process. After discussion, a vote was conducted, resulting in a non-unanimous decision. The proposed policy will be brought to the full board for consideration.

Ms. Robyn Blank, Associate Vice President and Chief Compliance Officer presented changes to Policy 5.0110P Intercollegiate Athletes -- Name, Image, and Likeness policy for information purposes only. These amendments are required by recent legislative changes and revisions to BOG Regulation 6.022. Revisions include requirements to report all NIL deals in the manner adopted by the Athletics Department, allowances for use of UNF marks and logos with University approval, and creation of financial literacy and entrepreneurship workshops available to all student-athletes, regardless of whether they have NIL deals. Florida was one of the first states to pass legislation on the topic of name, image, and likeness for student-athlete compensation.

Before concluding, I asked if there were any strategic items that anyone wished to discuss or share. Hearing none and with no further questions, the meeting was adjourned at 1:21 pm.

### Audit and Compliance Committee

The committee met on June 12, 2023. Chair McElroy provided the following report to the Board:

The Audit and Compliance committee met on June twelfth. we had a quorum. We approved the February 23, 2023 minutes and the Compliance Office charter. We reviewed that change in the audit plan that was related to the Post Tenure Review audit, not the policy, but the audit of the policy.

We then got an update on the compliance aspect of the proposed Post Tenure Review. We had a conversation on the Enterprise Risk Management program bringing us up to date as a committee as to where the CEROC Committee and the Risk Management Committee are in their maturity and activities. As a committee, we recommend that this to be added to the Board agenda at a future

date.

We had reviews from the Compliance Office, as well as the internal auditing office. Vice President Bennett gave us an update on the Florida Auditors General Final Audit. There were no exceptions for the 6/30/ 22 financial statements. We also had the entrance review and the meeting with the auditors for the upcoming year.

The meeting adjourned at 12:42 pm.

### Finance and Facilities Committee

The committee met on June 1, 2023. Chair Gol provided the following report to the Board.

The Finance and Facilities Committee met virtually on Thursday, June 1st. The meeting was called to order at noon. There was no request for public comment. The consent agenda, consisting of the draft minutes from the February 16, 2023 meeting was unanimously approved.

The committee discussed and approved amended regulation 6.014 Employee Debt Collection. Only change was minor verbiage changes to indicate “to the extent allowed by law”.

Also discussed and approved amended regulation 11.009 Tuition and Fee Refund. Only change was reflecting that student must be withdrawn from class to receive

The committee discussed and approved the 5-year capital plan report legislative budget request. Projects included the two PECO projects we received this year (Coggin and Brooks) in case they are vetoed. Also included new requests for the Mathews Building renovation, the Hicks Honors dorm academic building, a new student study and research building, a research facility on the land at Guana Preserve, a sports performance facility, and renovation money for the ADT building to turn into a research facility.

The committee discussed and approved a proposed utility easement being requested by JEA to run some underground utility services through a portion of campus.

Presented also were our normal quarterly reports that included the Capital projects reports, Treasurer’s report, and financial ratios report.

The committee reviewed and approved each of the DSO’s budgets.

The committee also briefly discussed the upcoming presentations for both the proposed bonds for Honors housing and the FY24 budget.

The meeting adjourned at 1:24 pm.

### Governance Committee

The committee met on June 12, 2023. Chair Hyde provided the following report to the Board:

The Governance Committee met virtually on Monday, June 12th at 12:45. There was no request for public comment. The committee approved the consent agenda, which included the Feb 23, 2023, Governance Committee minutes.

Teresa Nichols and Scott Bennet sought the approval of newly appointed and reappointed Board members for their respective UNF Direct Support Organizations. The Foundation Board has 2 new members and the UNF Financing Corp. had one renewing member. Caitlin Doherty sought a one-year additional term for two board officers to maintain stability as MOCA enters its 100-year anniversary. The committee unanimously approved these members.

Based on Dr. Carol Cartwright’s recommendations at the April 27th BOT meeting and a follow-up discussion with Dr. Cartwright, President Limayem, VP Stone and myself, a new draft action plan was presented to Committee.

We had a robust discussion in Committee and was unanimously passed.

Although this item could have gone on the consent agenda, we felt this document was worthy of discussion and review by the full board.

## Item 15 Proposed Board Action Plan 2023-2026 on Board Effectiveness

Vice President Stone summarized the progress of the new board action plan, which was developed with recommendations from Dr. Carol Cartwright, a Senior Consultant and Senior Fellow of AGB Consulting. These recommendations, presented at the April 27, 2023 Board of Trustees meeting, were based on findings from the February 27th workshop, one-on-one trustee interviews, and existing governing documents, as required by SACSCOC. The Board Action Plan was presented at the June 12, 2023 Governance Committee meeting. Due to the important nature of this document, the committee members decided to present the Board Action Plan at the June 15th meeting as it was worthy of discussion and review by the full board.

VP Stone presented the new Board Action and reviewed the framework and the rationale for the proposed new plan. As a reminder in terms of our accreditation, there are governance expectations for board effectiveness. The new Board Action Plan for the next 3 years centers on 2 elements. One is increasing board effectiveness with Board work focused on the University’s Strategic Plan. The second is the development of a Board Action Plan. VP Stone highlighted the five

main items of the plan.

*See Board Action Plan 2023-2026 on Board Effectiveness (Attachment C)*

In adherence to best practices, a regular review of our board governance documents will be conducted. We will continue to have planning meetings with committee chairs for greater input for planning agendas and ensuring that discussions are incorporating elements of the new strategic plan. In addition, the board will create and implement an annual work plan. With each column a strategic focus, this work plan visually ties board work to a strategic priority. In addition, a column for fiduciary/regulatory matters was included to ensure Board compliance with regulatory requirements and fiduciary duties. While this example was not an exhaustive list, the aim was to capture strategic focus. This document is a working document and is subject to ongoing refinement.

The Board will regularly monitor the mission and strategic plan using key indicators. The Board will discuss and focus, not just on the metrics, but the goals that have been established. PV Stone noted Trustee McElroy’s comment that we need to, whenever appropriate and relevant, discuss any changes in assumptions that we are making for our strategic plan. This will help us manage strategic risk appropriately so we can achieve the long-term goals of successful strategic plan implementation.

Vice President Stone thanked Assistant VP Abby Willcox for her assistance in identifying some key indicators of strategic priorities and provided examples of indicators that will help create a structure around the reporting that would be done for the board and the committees for tracking our strategic progress.

President Limayem shared the draft Trustee Engagement chart. Using the strategic plan as the framework, the President will work with each trustee to develop individual trustee engagement plans to fully engage our trustees in ways that are meaningful to them and leverage their resources to help the University move forward. This document visually illustrates the areas in which the trustees wish to contribute, and we are committed to supporting trustees in every possible way to ensure successful engagement on behalf of the University.

Chair Hyde stated that Dr. Cartwright indicated our board does well in exercising its transactional function but encouraged us to be more strategic in our thought. She suggested the Board provide sufficient time for strategic discussions.

With the onset of our new strategic plan and legislative success this year, Chair Hyde indicated that he would like to have a discussion on UNF’s moonshot goals in a future meeting. Chair Hyde referenced USF's invitation to join AAU, which was initially perceived as an ambitious goal. He acknowledged now is an opportune time for UNF to have such discussions.

With no further discussion, Chair Hyde asked for a MOTION to approve the 2023 Board Action Plan. Trustee Patel made a MOTION to APPROVE, and Trustee Moore SECONDED. The committee unanimously approved the motion.

## Item 16 Consent Agenda

### From the Academic and Student Affairs Committee

* Draft April 24, 2023, Academic and Student Affairs Committee Minutes
* Proposed Amended Regulation - 5.0010R Student Code of Conduct
* Proposed Amended Policy 5.0110P – Intercollegiate Athletes -- Name,
Image, and Likeness
* Approval of Faculty Tenure Recommendations

### From the Audit and Compliance Committee

* Draft February 23, 2023, Audit and Compliance Committee Meeting Minutes
* Annual approval of the Compliance Office Charter

### From the Finance and Facilities Committee

* Draft February 16, 2023, Finance and Facilities Committee Meeting Minutes
* Proposed Amended Regulation – 11.0090R Tuition and Fee Refund
* Five-Year Capital Improvement Plan (CIP) for FY 2024-25 – 2028-29
* JEA Utility Easements
* Budget Review of Direct Support Organizations

### From the Governance Committee

* Draft February 23, 2023, Governance Committee Meeting Minutes
* Approval of Newly Appointed and Reappointed Board Members for
UNF Direct Support Organizations (DSOs)
	+ UNF Foundation
	+ UNF Financing Corporation
	+ MOCA Jacksonville

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

## Item 17 Adjournment

Chair Hyde asked if there were any further items to discuss. There being none, he adjourned the meeting at 2:31 pm.

### **ATTACHMENT A**

#### UNF Strategic Plan 2023–2028

***Soaring Higher Together***

**MISSION**

At the University of North Florida, we ignite a passion for learning and discovery through transformational education in a supportive environment that leads students to rewarding careers and lifelong success. Our beautiful campus is a hub for talent development, relevant research and community engagement, where we enrich lives and fuel the economic and overall prosperity of Northeast Florida and beyond.

**VISION**

The University of North Florida will be the destination of choice for talent and for public and private investment.

**VALUES**

Accountability, Integrity, Excellence, Civility, Culture of Care

**INSTITUTIONAL ASPIRATIONS**

The University of North Florida will become a Top 100 Public University as ranked in *US News & World Report* by 2028.

The University of North Florida will strategically grow to an enrollment of 25,000 students by 2028.

**AREAS OF FOCUS**

Advanced Manufacturing

Coastal Resilience

Data Science, Cybersecurity, and Information Technologies

Health Care and Health Sciences

Transportation and Logistics

**PRIORITY AREAS**

**Priority 1: Ensure Student Success from Enrollment to Employment and Beyond**

**Goal 1.A:** Achieve intentional high-quality strategic enrollment to establish UNF as a destination of choice for talented students from diverse backgrounds.

* *Metric 1.A.1: Average high school GPA of entering First Time in College (FTIC) students a, b*

**Goal 1.B:** Strengthen student engagement and ignite Osprey Pride and sense of belonging to help students thrive socially and academically by implementing support services, campus life programming and civil discourse initiatives aligned with the Florida Board of Governor’s *Statement of Free Expression.*

* *Metric 1.B.1: Full-time FTIC 1st-year student retention rate a, b*
* *Metric 1.B.2: FTIC 4-year graduation rate a, b*

**Goal 1.C:** Elevate academic excellence through experiential learning and civic engagement to ensure students are prepared for career success, possess adaptable skills and will make meaningful contributions to society.

* *Metric 1.C.1: Percentage of graduating seniors who participated in at least one high-impact practice at UNF*

**Goal 1.D:** Accelerate employment opportunities to prepare every graduate to ultimately contribute towards the economic prosperity of Northeast Florida and beyond.

* *Metric 1.D.1: Median wages of bachelor’s graduates employed full-time one year after graduation b*

**Key Initiatives to Achieve Priority 1 Goals:**

Initiative 1.I: Implement an integrated enrollment management strategy that engages academic units and regional industries to achieve enrollment targets in undergraduate, graduate and noncredit programs to fuel a talent pipeline that meets workforce demands.

Initiative 1.II: Establish Initiatives to ensure that all students have access to coordinated and scaled high-impact practices (e.g., entrepreneurial projects; student research; global or sociocultural learning; internship; career and professional experiences; leadership opportunities and community-based learning) to strengthen the academic experience.

Initiative 1.III: Reduce barriers to student academic success across academic units through continuous improvement of high-quality learning experiences for students, intentional course scheduling designed for student progression to degree and flexible

oﬀerings that prepare students of all ages to contribute to the creative and economic vitality of the region and beyond.

Initiative 1.IV: Enhance resources to foster student engagement and a sense of belonging by improving student-centric campus spaces and facilities designed to increase comfort and connection while implementing programs to nourish the health and well-being of every student.

Initiative 1.V: Launch centralized initiatives in partnership with academic divisions, alumni, industries and community partners to diversify career advancement programs leading to successful job placement and professional growth.

**Priority 2: Inspire Relevant Research and Impactful Innovation**

**Goal 2.A:** Expand impactful and relevant research, scholarship and creative activity (RSCA) to position UNF for R1 (very high research activity) Carnegie status.

* *Metric 2.A.1: Total R&D expenditures on the annual NSF HERD report b*

**Goal 2.B:** Become a key contributor to the NE Florida entrepreneurial and innovation ecosystem.

* *Metric 2.B.1: Number of industry-related grants and contracts b*

**Goal 2.C:** Increase number of innovative research doctoral degree programs that serve the strategic growth of UNF and NE Florida.

* *Metric 2.C.1: Number of research doctoral degrees awarded annually b*

**Key Initiatives to Achieve Priority 2 Goals:**

Initiative 2.I: Implement campus-wide flexible workload guidelines to maximize faculty RSCA contributions.

Initiative 2.II: Launch a cluster-hiring initiative to recruit new faculty who can significantly contribute towards RSCA and new degree programs in the Areas of Strategic Focus.

Initiative 2.III: Institute a multi-year initiative to invest new resources in infrastructure needed to enhance RSCA capacities in Areas of Strategic Focus.

Initiative 2.IV: Establish infrastructure and resources dedicated to assisting faculty and students in creating, protecting and licensing innovative new technologies.

**Priority 3: Expand Mutually Beneficial Partnerships with the Community**

**Goal 3.A:** Strengthen existing community partnerships, and build new ones, to boost economic, social and cultural development.

* *Metric 3.A.1: Number of companies, governmental agencies, and non-profit organizations with which UNF formally collaborates c*

**Goal 3.B:** Expand the opportunities for the community to be engaged in campus activities that showcase the University’s contributions to the region and state, and establish UNF as an intellectual hub and athletics destination.

* *Metric 3.B.1: Number of community partners serving on UNF advisory boards and committees c*

**Goal 3.C:** Institutionalize community engagement throughout the University using the Carnegie Elective Community Engagement Classification as a framework.

*Metric 3.C.1: Number of students annually enrolled in community-engaged courses*

**Key Initiatives to Achieve Priority 3 Goals:**

Initiative 3.I: Establish an economic development unit that serves as a point of contact for companies, agencies and other institutions interested in engaging with the University for their workforce and RSCA needs.

Initiative 3.II: Develop new programs such as UNF+ Pathways that enhance the University’s role in fulfilling the life-long educational and professional development needs of the Northeast Florida community.

Initiative 3.III: Create organizational infrastructure both to expand on-campus events available to the public and to ensure that these are fully leveraged to communicate a shared message about the value of the University to Northeast Florida.

**Priority 4: Accelerate the Success of Faculty and Staff**

**Goal 4.A:** Recruit and retain the top talent for all UNF employee positions.

* *Metric 4.A.1: Faculty compensation as reported to U.S. News & World Report a*

**Goal 4.B:** Foster high levels of job satisfaction among all UNF employees.

* *Metric 4.B.1: Number of “Best Places to Work” lists that include UNF c*

**Goal 4.C:** Diversify and grow revenues to support UNF’s strategic growth while maintaining employee job satisfaction.

* *Metric 4.C.1: Total funding secured annually through private donations*

**Key Initiatives to Achieve Priority 4 Goals:**

Initiative 4.I: Develop a comprehensive multi-year plan to address issues in market equity, compression and inversion across all employee categories while also rewarding meritorious performance.

Initiative 4.II: Create professional development pathways for faculty and staff across all employee categories.

Initiative 4.III: Develop new initiatives to foster a culture of care that promotes empathy and respect for all employees and enhances employee health and well-being.

Initiative 4.IV: Implement new revenue streams through Continuing Education and other auxiliary programs and services.

**INVESTING IN SUCCESS**

The University of North Florida is already one of the most efficient universities in the nation, with an impressive record of providing an exceptional education and accelerating students on successful career paths with a modest investment by the state. To accomplish the goals of the 2023–2028 strategic plan — and grow to 25,000 students and achieve a Top 100 Public University status in the *US News & World Report* rankings — additional investment will be needed.

**Priority 1: Ensure Student Success from Enrollment to Employment and Beyond**

Recurring funding to expand instructional staffing, financial aid and student support services: **$57.9 million**

Nonrecurring funding to build infrastructure needed to support 50% growth in student body: **$144.4 million**

**Priority 2: Inspire Relevant Research and Impactful Innovation**

Recurring funding to recruit, support and retain top research faculty, including in Areas of Focus: **$6.2 million**

Nonrecurring funding to build R&D infrastructure and invest in cutting-edge shared research instrumentation: **$86.3 million**

**Priority 3: Expand Mutually Beneficial Partnerships with the Community**

Recurring funding to develop units in economic development, lifelong learning and campus engagement: **$697,000**

Nonrecurring funding to improve and expand athletics infrastructure and performance facilities: **$25.9 million**

**Priority 4: Accelerate the Success of Faculty and Staff**

Recurring funding to address employee compensation challenges and to add staffing for employee well-being and professional development initiatives: **$30.8 million**

**Total resources by 2028 to fully implement *Soaring Higher Together* strategic plan**

**Recurring funding: $95.7 million**

**Nonrecurring funding: $256.5 million**

**MEASURING SUCCESS**

To track progress on the *Soaring Higher Together* strategic plan and to ensure accountability for the investments made to achieve it, metrics tied to each goal will be monitored:

|  |
| --- |
| **Priority 1: Ensure Student Success from Enrollment to Employment and Beyond** |
| **Description** | **Current** | **2028 Goal** |
| Average high school GPA of entering FTIC students | 3.86 | 4.00 |
| Full-time FTIC1st year student retention rate | 80% | 92% |
| FTIC4-year graduation rate | 51% | 60% |
| %graduating senior HIP participation (NSSE) | 85% | 100% |
| Median wages of bachelor’s graduates employed full-time 1 year after graduation | $45,500 | $47,000 |
|  |
| **Priority 2: Inspire Relevant Research and Impactful Innovation** |
| **Description** | **Current** | **2028 Goal** |
| Total R&D expenditures on the annual NSF HERD report | $18M | $25M |
| Number of industry-related grants and contracts | 26 | 50 |
| Number of research doctoral degrees awarded annually | 21 | 30 |
|  |
| **Priority 3: Expand Mutually Beneficial Partnerships with the Community** |
| **Description** | **Current** | **2028 Goal** |
| Number of companies, agencies, and NGOs with which UNF formally collaborates | 99 | 200 |
| Number of community partners serving on UNF advisory boards and committees | – | new metric |
| Number of students annually enrolled in community-engaged courses | 5,853 | 8,000 |
|  |
| **Priority 4: Accelerate the Success of Faculty and Staff** |
| **Description** | **Current** | **2028 Goal** |
| Average faculty compensation reported in National Center for Education Statistics | $74,741 | $85,000 |
| Number of “Best Places to Work” lists that include UNF | 0 | 2 |
| Total funding secured annually through fundraising | $25M | $50M |

### **ATTACHMENT B**

#### 2023-24 Goals for Presidential Assessment

*These goals contribute to the institutional aspiration to become a Top 100 Public University as ranked by US News & World Report and to strategically grow to an enrollment of 25,000 students by 2028.*

##### Goal 1: Student Success

* Increase retention of first-time in college students.
* Increase institutional focus on transfer student success.
* Ensure that students are graduating with robust career opportunities and that UNF is supplying the local region and beyond with talent to meet the workforce needs.
* Increase high impact practices for undergraduates (research, paid internships, and experiential learning).

|  |  |  |  |
| --- | --- | --- | --- |
| Student Success Goal Measures  | Baseline | Annual Target | Plan Goal  |
| Academic Progress Rate (Retention with 2.0 or Higher GPA; PBF 5) | 74% | 77% | 90% |
| (2-Year Avg) | (2022-23) | (2026-27) |
| FCS AA Transfer Three-Year Graduation Rate (PBF 9a) | 61% | 62% | 70% |
| (Prior Year) | (2020-23) | (2024-27) |
| Bachelor’s Graduates Employed or Enrolled (PBF 1) | 66% | 70% | 77% |
| (2-Year Avg) | (2021-22) | (2025-26) |
| Undergraduate Students Engaged in Internships for College Credit | 3,570 | 3,700 | 3,850 |
| (3-Year Avg) | (2023-24) | (2026-27) |

##### Goal 2: Faculty and Staff Success

* Develop a plan to address results of the 2023 Compensation Study and complete a space utilization study for all campus buildings.
* Continue regular and consistent communication with faculty and staff in the form of town halls, mixers, small group meetings and written updates.
* Identify additional appropriate “best workplaces” rankings and evaluate their application processes for eligibility.

##### Goal 3: Funding

* Increase private funding to $30M+.
* Continue seeking government funding.
* Increase Research & Development expenditures by 25%.
* Increase Auxiliary Revenues by 3%.

##### Goal 4: Community Engagement

* Create new office of public policy events in compliance with new law.
* Improve UNF’s presence in the community.
* Start badging and credentialing programs with area businesses to help address workforce needs.
* Continue the preparation for renewal Carnegie Elective Classification for Community Engagement.

### **ATTACHMENT C**

#### 2023-2026 Proposed University of North Florida Board of Trustees Action Plan for Continuing Performance Improvement

Context: This action plan is to meet the expectations of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) standard for Board governance. The goal of the plan is to improve Board effectiveness and trustee engagement in advancing the University’s strategic plan. The time frame for the plan is three years.

1. Review the following documents and policies:
	1. Board bylaws every other year or as needed
	2. Delegation of authority by the Board to the President every other year or as needed
	3. Committee charters reaffirmed or revised annually
2. Board meeting agenda and processes:
	1. Continue Chairs planning meetings to allow for inclusive agenda development
	2. Develop an annual work plan for the board and the board committees based on the elements of the new strategic plan
3. Monitoring of Mission and Strategic Plan
4. President will work with each trustee to develop individual trustee engagement plans
5. Annually assess progress in meeting goals and expectations of the Board action plan