# MINUTES

**Trustees Present:** Kevin Hyde (Chair)**,** Jason Barrett,Mike Binder**,** Jill Davis, John Gol, John Grosso, Allison Korman Shelton, Paul McElroy, Steve Moore, Nik Patel, Annie Egan

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

## Item 1 Call to Order

Chair Hyde recognized a quorum and called the meeting to order at 11:03 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 President’s Update

President Limayem began his update on the enrollment numbers by highlighting the significant achievements of Summer 2023. The current enrollment for Summer 2023 is 10,405 students, which is a 5% increase compared to the prior year, and out-of-state enrollment this summer is up 17% in comparison. He indicated these increases are intentional, and the first-time in-college enrollment is up by 433 students, which is largely attributed to the new Osprey First Pathways program.

The objective of Osprey First Pathways program is to scaffold and support the success of students who are admitted with lower GPAs and/or SAT or ACT scores. There will be a comprehensive orientation and transition experience for the 6-week Summer B session, in which incoming first-year students are assigned a UNF academic advisor and mentor and will take a block of two courses as a cohort. The courses are typically Writing or Math. President Limayem stated the purpose is to give students the support needed during this transition period in the summer, so they are prepared to be a full-time student in the fall. Students can participate in academic and social enrichment activities, such as private tours of Student Government, Lend-a-Wing, Osprey Involvement Center, and Osprey Life & Productions. Upon successful completion of the Osprey First Pathways Program, each student will receive a $500 scholarship.

President Limayem shared the results of UNF’s First-Year Experience Survey, an incoming student survey administered to Osprey First Pathways students about a week into the program. The response rate of 68%, the highest first-year student survey response rate to date, was attributed to the collaboration efforts of faculty and staff. 98% of the student survey results “indicated UNF had provided a welcoming environment” so far. 68% of the responses revealed “belonging to the UNF community is important.” President Limayem provided a couple of direct quotes from students giving advice to high school students considering attending UNF. He noted it was beneficial reviewing a perspective directly from students, especially for the admissions and marketing team, to better understand viewpoints from high school students.

President Limayem provided an update on Senate Bill 266, which prohibits a state university to incur expenses on diversity, equity and inclusion administration, units, activities, and events. He reminded the Board that a section of SB 266 is set to take effect on July 1, 2023. President Limayem emphasized that we are awaiting policies and guidance from the BOG before making any changes to existing positions. We are actively engaging with staff members to ensure that UNF is well-prepared to offer alternative employment options. President Limayem acknowledged the understandable concerns and uncertainties surrounding the situation but assured the Board of our commitment to transparency.

President Limayem shared his excitement about the upcoming academic year, commending the team for improving on various processes. He thanked the Board for their continued support and for approving the new strategic plan, as this will be UNF’s roadmap for the next five years.

Trustee Korman Shelton said it would be helpful to have individual briefs with board members prior to meetings, to prepare and review any questions a trustee may have. President Limayem expressed his agreement with this suggestion. However, he acknowledged that scheduling has proven to be challenging due to the busy calendars of those involved.

Chair Hyde referenced the BOG meeting from two weeks ago, noting the discussion on the system-wide metrics. He noted that UNF is increasing in numerous areas with positive trends. President Limayem confirmed this data emphasizing that the university has a well-thought-out plan, starting with a focus on student success and retention improvement. He expressed his excitement for this upcoming year to not only improve the metrics but to take care of UNF’s students ensuring they graduate on time with competitive salaried jobs.

Chair Hyde thanked the President for the update.

## Item 4 Proposed New Regulation - 2.1110R Linking Industry to Nursing Education (LINE) Fund

Ms. Robyn Blank, Associate Vice President, and Chief Compliance Officer presented the proposed new regulation, 2.1110R Linking Industry to Nursing Education (LINE) Fund. The LINE Fund governs a matching program that gives each state university the opportunity to receive matching funds for every dollar contributed by a healthcare partner related to nursing education. The proposed regulation is to comply with BOG Regulation 8.008 and section 1009.8962, Florida Statutes (LINE Authorities), which sets forth the criteria for the eligibility and use of LINE funds. Ms. Blank noted per the BOG, to participate in this matching program, it is required that an institution meets certain standards and establishes guidelines via university regulation.

Ms. Blank reviewed the requirements for the proposed new regulation 2.1110R LINE Fund, as follows:

* UNF is required to notify the BOG upon receipt of funds provided by the healthcare partner in the approved proposal before receiving matching funds.
* UNF will report to the BOG annually if awarded LINE funds the previous fiscal year about how the funds are allocated, and the number of scholarships awarded, if LINE funding is used for scholarships.
* Authorizes the UNF Provost’s office to establish further policies for LINE fund administration in accordance with applicable legal and regulatory authorities.

Ms. Blank concluded her presentation by confirming all conditions precedent to the consideration of this item to the Board have been met. She also noted this item was presented at the Compliance, Risk, and Ethics Oversight Committee (CEROC) and to the executive cabinet. Ms. Blank advised the Board the proposed regulation was posted for 30 days publicly, and no comments were received.

Ms. Blank offered the opportunity for questions. There being none, Chair Hyde asked for a MOTION to APPROVE the proposed new 2.1110R Linking Industry to Nursing Education (LINE) Fund regulation. Trustee McElroy made a MOTION to APPROVE, and Trustee Egan SECONDED. The Board unanimously approved the proposed new regulation.

## **Item 5 Reclassification of Doctorate in Clinical** Nutrition

Associate Provost John Kantner presented the Doctorate in Clinical Nutrition doctoral program to be reclassified from its current classification of a professional doctoral degree to its intended classification of research doctoral degree.

Dr. Kantner provided background information on the Doctorate in Clinical Nutrition (DCN) program, explaining when it was first created in 2015 it was designed for practitioners to move into positions of leadership, policy creation, and so forth. The DCN program allowed students to have a balance of clinical residency hours and practice-based research.

As the DCN program was being implemented, students shared they were looking for more research experience. Thus in 2017, the curriculum was revised to substantially increase research coursework and dissertation hours for the students. Dr. Kantner stated the DCN program evolved over time based on student demands from what had originally been approved by the BOG and the BOT. He noted initially it was classified as a professional doctorate, however, it has become more of a research doctorate.

In accordance with Board of Governors processes, this action requires UNF Board of Trustee approval. Dr. Kantner offered the opportunity for questions. There being none, Chair Hyde asked for a MOTION to APPROVE the reclassification of the Doctorate in Clinical Nutrition (DCN). Trustee Barrett made a MOTION to APPROVE, and Trustee Patel SECONDED. Chair Hyde asked the Board if there were discussion or questions. Trustee Patel asked what effect this reclassification has on UNF. Dr. Kantner stated that this change is beneficial as UNF continues to grow as a research institute and this will take us in the direction of having a higher research profile, nationally and internationally. Chair Hyde closed the discussion, and the Board unanimously approved the reclassification.

## Item 6 Presentation of Osprey Flock:  A Florida Postsecondary Comprehensive Transition Program at UNF

Dr. Jennifer Kane, Interim Dean of College of Education and Human Services (COEHS) presented a request for approval to submit an application for UNF to become a site for a Florida Postsecondary Comprehensive Transition Program (FPCTP) or Osprey Flock at UNF.

Dr. Kane provided the background of the 2016 legislation, the Florida Postsecondary Comprehensive Transition Program Act (FS 1004.6495). She indicated this legislation:

* Established the Florida Center for Students with Unique Abilities housed at UCF
* Established Florida Postsecondary Comprehensive Transition Programs (FPCTP)
* Funds scholarships for students to attend approved programs and
* Funds initial and continuing grants to IHEs

Dr. Kane indicated this legislation allows UNF to submit an application to become an approved FPCTP. Once approved, the university will have the opportunity to seek a grant. The start-up grant provides UNF with the chance to pursue funding of up to $500,000 annually for three years, with a possibility to apply for a continuing grant.

She reiterated once the application is submitted, then UNF will proceed to work with university stakeholders to write a comprehensive grant request that meets the needs of the University to support student success for this program.

Dr. Kane presented UNF’s current support programs for students and the strong, existing foundation in the COEHS and the Student Accessibility Center (SAC). She emphasized the need for these programs to make the transition easier for students who wish to have a college experience and gain workforce knowledge.

Dr. Kanestated the Osprey Flock Program application has received positive feedback and will be submitted upon Board approval. A summary was included in the packet regarding the general idea of how the program will be hosted on campus. Students with documentation of intellectual disability are eligible to apply to the Flock program and nondegree-seeking students can audit courses and earn credentials by way of badges and other completion credentials.

Dr. Kane asked the Board if there were any questions regarding her presentation, there being none, Chair Hyde asked for a MOTION to APPROVE the submission of the application to become a site for a Florida Postsecondary Comprehensive Transition Program (FPCTP). Trustee Binder made a MOTION to APPROVE, and Trustee Moore SECONDED. The motion was unanimously approved.

## Item 7 Approval of Bond Resolution

Vice President Bennett stated that UNF is seeking approval to issue bonds for the construction of a 521-bed facility to be occupied by honors housing.

Vice President Bennett introduced the Dean of the Honors College, Dr. Jeff Chamberlain, who provided an overview of the project. Dr. Chamberlain stated UNF currently has one honors living and learning center, but it is small and has accommodations for first-year students only. His long-term vision is to develop a larger facility to have multi-generations in the same building, for collaboration and mentorship. Dr. Chamberlain noted that UNF had to commandeer a floor of another building in order to accommodate the overflow of students.

Dr. Chamberlain shared data on honors housing from Fall 2022, noting 94% of students who were registered, re-registered for Fall 2023. He emphasized the powerful impact a living and learning center can have on a student’s experience. Dr. Chamberlain hopes to expand the new honors housing center to bring in more high-caliber students and raise the bar across campus for students to have a transformative experience at UNF.

Trustee Korman Shelton asked about marketing the living-learning facility at UNF. Dr. Chamberlain highlighted the facility's high demand and appeal to prospective students. The honors program has nearly doubled since 2017, causing overflow at the honors living-learning center. Trustee Shelton expressed concern about UNF’s visibility and also being viewed as a safety school among prestigious local students. Isabel Pease, Interim VP of Marketing and Communication, assured the Board that efforts are underway to relay information through collaboration with Dr. Glen Besterfield, the new Dean of Enrollment Management. President Limayem mentioned UNF’s investments in recruitment and marketing, including merit-based scholarships, to change the perception of UNF as a safety school.

Vice President Bennett reminded the Board the bond issuance is primarily for the residence portion of the honors college. He acknowledged there is a separate request that will go to the State to request additional funding for the academic side, which will reside next to it. He indicated a summary of details regarding the honors housing project:

**Project​**

* 164,350 GSF​
* 521 beds
* 2-bed/1-bath single & double occupancy semi-suites and 4-bed/1-bath apartments​
* Located adjacent to Osprey Fountains​
* Opening Fall 2025​

**Housing System​**

* 3,548 beds currently, ~15% increase to 4,069 beds​
* 106.5% occupancy as of Fall 2022​
* Demand for 1,272 additional beds by Fall 2025​

**$86,700,000 Bond Issuance​**

* $76.9M Construction​
* 30 years @ est. 5.25% fixed interest rate​
* $6.0M annual debt service​
* 1.21x system debt service coverage ratio Year-1, 1.26x Year-2.​
* 5.3% Internal Rate of Return​

VP Bennett stated that the cost is on the higher end in comparison to previous construction projects. This is partially due to an increase in construction costs and interest rates. VP Bennett noted two independent estimators reviewed these construction costs to ensure their accuracy. He noted both estimates came back close to each other, thus indicating the projected ~$77 million construction cost is accurate. VP Bennett added a project for a sister institution was considerably cheaper but after review, it was determined that this institution was building a different project with specific internal demands in comparison to UNF. Ultimately, it was determined the construction costs met the appropriate standards and requirements.

VP Bennett concluded his presentation by noting the Financing Corporation has already approved the Bond Resolution to close off the existing lean for the bonds UNF currently has. He stated that he will need Board approval of this packet, to present this at the BOG meeting in August. Once approved, UNF can proceed with obtaining money in Fall 2023 for construction to begin in January 2024.

President Limayem thanked Trustee Moore for his assistance throughout this process by asking great questions, as well as ensuring the full understanding of each decision regarding the costs. The President stated there is a trade-off to spend more money on buildings that will last longer.

Trustee McElroy expressed concern about the possibility of market disruption at the time UNF goes to market. VP Bennett stated that UNF is working closely with the division of the bond at the State level, which provides various scenarios. So, when we go to market, the interest rates will be factored in. He stated if there is a significant increase in interest rates, the bond will not be issued. VP Bennett said the project would be no more than 30 years. Trustee McElroy thanked VP Bennett for the response and shared that he is a proponent of a call provision.

Chair Hyde asked if there were additional questions. There being none, Chair Hyde asked for a MOTION to APPROVE the Bond Resolution. Trustee Moore made a MOTION to APPROVE, and Trustee McElroy SECONDED. The Board unanimously approved the Bond Resolution.

**Item 8** **Legislative Budget Requests for 2024-2025**

President Limayem presented two 2024-2025 Legislative Budget Requests, which require Board of Trustee approval prior to submission to the Board of Governors; UNF Operational Support LBR for $27.2 million and The Florida BizTech Academy at UNF LBR for $10 million.

**8A. UNF Operational Support Legislative Budget Request**

President Limayem stated UNF has had an incredible LBR year and thanked the Board, faculty, and staff, as well as community members for their help and support. He reflected on last year’s LBR for $52.2 million of which UNF received $25 million. He noted Jacksonville is the second fastest-growing city in the U.S. with only one major public university and the sixth fastest growing city in the U.S. Jacksonville is ranked number one in the country for job growth and grew 15.3% between 2014 and 2023.

President Limayem stated that the purpose of this LBR is to continue to strengthen our operational structure and begin the implementation of growth initiatives to address the expanding workforce needs of the community. He highlighted that UNF must grow if we are to be the university that Northeast Florida and the State need us to be. The President referenced the Strategic Plan with the goal to be at 25,000 enrolled students, as we are currently just over 17,000.

President Limayem stated how the money will be allocated to contribute to enrollment growth:

* Enrollment Services personnel and initiatives​
* Advisors​
* Mental health counselors​
* IT personnel​
* Merit-based scholarships​
* Student success initiatives​
* Graduate school program enhancements​
* Recurring recruitment and retention of faculty​
* Support Staff

The President shared the five key areas in which our region needs to grow: healthcare, transportation & logistics, STEM, advanced manufacturing, and coastal resilience.

President Limayem stated UNF must continue to recruit and retain world-class faculty and staff to grow. He expressed gratitude to the legislators for the 2023 LBR allocation of $25 million. However, he pointed out that this allocation would only cover a portion of the University's current needs. According to the 2023 compensation study, UNF's salaries are currently 3%-13% below the average of peer institutions, and even with planned adjustments, some areas will still fall short of our peers' averages. The top priority is to address the salary discrepancies among the lowest-paid UNF employees and the resulting compression and inversion.

**8B. UNF BizTech Academy Legislative Budget Request**

President Limayem recounted a past discussion about the innovative idea of creating an Academy which will answer the critical shortfall of talent to fill current business technology (BizTech) jobs in Florida​. He explained UNF can go to companies with urgent talent needs, and with their experts, can co-design curriculums, certificates, badges, and boot camps in areas that are in demand. The courses would be co-taught by UNF and the partnering businesses, and they would be open to students from various majors. Thus, this will lead to upskilling and continuous learning opportunities for existing students and employees to advance in their careers.

The President acknowledged that the implementation process will take time and involve various entities.

President Limayem explained how the money will be allocated for The Florida BizTech Academy at UNF:

* Academic faculty and business practitioners will co-design and co-teach:
  + Boot camps
  + Courses for certificates and badges
  + Continuing and executive education programs
* 7.25 million for the hiring of faculty and staff
* $1 million for scholarships
* $1 million for badging and certificate programs
* $750,000 for operational support and marketing

President Limayem summarized the return on investment:

* Approximately 80% of UNF graduates stay in Florida, with approximately 60% remaining in Jacksonville. UNF has the highest percentage of graduates working in the state one year after graduation.
* Community partners have expressed an immediate and dire need for non-degree options to train FinTech professionals.
* UNF will continue to work with partners to increase undergraduates and graduates in the FinTech area.

The President concluded his presentation of both LBRs. Chair Hyde asked if there were any questions.

Trustee Korman Shelton suggested that UNF should prioritize existing projects instead of starting new ones. President Limayem acknowledged her concerns and clarified that the BizTech Academy is not entirely new but rather complements the growth of other programs. He emphasized that the Academy's focus aligns with the Strategic Plan and promotes innovation.

President Limayem stated UNF will offer exclusive courses to teach advanced skills, which other institutions do not have; including courses related to financial fraud, money laundering, cyber security, FinTech, blockchains, and advanced coding systems. Trustee Egan stated that her various college-aged patients who attend institutions across the U.S. indicated that certificates are offered at their institutions. The certificate demonstrates competency in specific areas of knowledge and believes these can enhance students' resumes. Trustee Binder added that colleagues at other institutions have informed him that this practice is becoming more common.

There being no additional questions or discussion, Chair Hyde asked for a MOTION to APPROVE the Operational Support Legislative Budget Request for $27.2 million. Trustee McElroy made a MOTION to APPROVE, and Trustee Grosso SECONDED. The motion was approved by a 10 to 1 vote, with Trustee Korman Shelton voting “no.”

Chair Hyde asked for a MOTION to APPROVE the BizTech Academy Legislative Budget Request for $10 million. Trustee McElroy made a MOTION to APPROVE, and Trustee Moore SECONDED. The motion was approved by a 10 to 1 vote, with Trustee Korman Shelton voting “no.”

President Limayem and the trustees congratulated Vice President Teresa Nichols for her appointment as the permanent vice president of University Development and Alumni Engagement and executive director of the UNF Foundation.

Athletic Director Nick Morrow shared information on CWSA Honda Inspiration Award recipient, Mahalia White. Mr. Morrow stated that this award is a once-in-a-career opportunity, and it is given to a Division I female student-athlete with the most inspirational story across the country’s college athletics.

## Item 9 Adjournment

With no further business to discuss, Chair Hyde adjourned the meeting at 1:15 p.m.