# Attendance

**Trustees Present:** Kevin Hyde (ex officio), Nik Patel, Paul McElroy, John Gol, Jack Boyle, Jason Barrett (virtual), Allison Korman Shelton, Michael Barcal, James Beasley, and Jay Demetree

**Trustees Absent:** Jill Davis, Steve Moore, Chris Lazzara

# Minutes

## Call to Order

Chair Hyde called the meeting to order at 9:05 AM.

## Public Comment

Chair Hyde offered to those in attendance the opportunity for public comment. Vice President and General Counsel, Karen Stone confirmed that there were no requests for public comment.

## Welcome from Dr. Stephen Dittmore, Dean of College of Education and Human Services

Dean of College of Education and Human Services (COEHS), Dr. Stephen Dittmore provided an update on the accomplishments and initiatives of the COEHS over the past two years, emphasizing its significant contributions to the university’s strategic goals and its positive impact on the region. Dean Dittmore noted prior experience as a dean at a liberal arts-based institution in Cleveland and expressed gratitude for the opportunity to work with the dedicated educators, counselors, interpreters, and leaders within COEHS at UNF. Dean Dittmore highlighted the college’s status as a campus leader in advancing the university’s mission.

COEHS has made substantial contributions to the community, with more than 93,000 hours of involvement, generating over $2.5 million in economic impact. Furthermore, COEHS has doubled its contract and grant expenditures, increasing from just under $2 million in FY21 to over $4 million in FY25. The speaker emphasized the distinctiveness of the college’s programs, including Florida’s only accredited ASL-English Interpreting bachelor’s degree program. Additionally, COEHS partners with Arc Jacksonville to support an on-campus transition program for students with disabilities.

The speaker highlighted a recent event, the Northeast Florida Future Educators of America Conference, hosted by COEHS. Over 100 high school students from 11 schools participated, engaging in classroom experiences, curriculum development competitions, and roundtable discussions with UNF pre-service teachers. Looking ahead, COEHS is hosting a networking event for sport management students later today at the Boathouse, with industry leaders from organizations such as the Jaguars, PGA Tour, Fanatics, and Amazon expected to attend. Following the event, many attendees will attend the UNF men’s basketball game against Edward Waters.

Dean Dittmore concluded by emphasizing COEHS’s vital role in regional workforce development, noting that 25% of Duval County public school teachers hold degrees from COEHS. They expressed pride in the college’s mission to inspire and prepare educators and leaders who serve communities in need, fostering a strong and vibrant workforce for the region. Dean Dittmore thanked the Board for their support and warmly welcomed them to the COEHS.

## Student Presentation

Vice President and Chief Information Officer, Brian Verkamp, announced the launch of UNF’s student-run Security Operations Center (SOC), a project in development for several years and officially started in February 2024. This initiative, an extension of the university’s information security team, provides students with hands-on cybersecurity experience through paid internships, preparing them with real-world skills for their resumes. The inaugural participants, Mr. Richard Durfee and Mr. Evan Baker, are presenting their experiences at UNF, including their work with the SOC, which represents a significant student success initiative with practical implications for the field.

Mr. Richard Durfee and Mr. Evan Baker presented their UNF journeys and their experience working at the SOC. Mr. Durfee and Mr. Baker integrated AI into their presentation by utilizing an AI tool called *Notebook LM* to present an AI-generated podcast discussing what a SOC is. They shared an overview of SOC procedures, including an example of an anomalous token and a playbook. The UNF SOC mean time to respond (MTTR) is 25 minutes, compared to the average MTTR is over an hour.

Trustee Patel asked if they create their own playbooks and recognized the next-level thinking needed to create a playbook. Mr. Baker confirmed that he created the playbook by hand. Trustee Patel reminded the Board that many SOCs use existing playbooks and stated that this level of thought will show that you know what you are doing when entering the job market.

VP Verkamp recognized Jeff Durfee, Chief Information Security Officer, and Clay Maddox, Senior Director, Cyberinfrastructure & IT Security, for their key roles in the SOC.

Trustee Boyle asked if other SUS institutions have a SOC. VP Verkamp stated that USF has an initiative called the Florida Cyber Range with paid internships, however it is associated with the cyber range, not the university. However, UNF is the only school in Florida doing this nationwide. Trustee Boyle stated that this is a great differentiator for UNF.

President Limayem thanked the students for their presentation and expressed his pride in them. In addition, he thanked the ITS team for their tremendous efforts towards student success through this experiential learning opportunity. President Limayem shared the vision for the SOC’s future, aiming to provide student-led services to nonprofits and small to medium enterprises that cannot afford them, starting in northeast Florida and potentially expanding throughout the state.

## Chair’s Remarks

Chair Hyde reminded the Board that UNF will be hosting the Board of Governors (BOG) meeting on January 30, 2025.

Chair Hyde shared that he attended a BOG conference call and that the focus was on compliance with a new Florida statute regarding curriculum related to foreign countries. Although it did not directly involve UNF, as they do not have such contracts, it remains a significant focus for universities. Contracts had to be reviewed and reduced, indicating more updates to come.

Chair Hyde shared Vice President of Government Relations, Heather Duncan’s ongoing preparations for the next legislative session starting in March 2025, with committee weeks beginning earlier. VP Duncan and her team will seek input and assistance, continuing the successful efforts from past sessions.

Chair Hyde highlighted the recent World Affairs Council presentation featuring General David Petraeus, attended by Sam Garrison, a future Speaker from Orange Park, showing his support for both the lecture and UNF. VP Duncan will be reaching out to maintain this momentum.

## Audit and Compliance Committee Meeting

### Call to Order and Roll Call

Chair McElroy recognized a quorum and called the meeting to order at 9:27 AM.

Trustees Paul McElroy (Chair), John Gol, Nik Patel, and Kevin Hyde (ex officio) were present. Trustee Jill Davis was absent.

### Public Comment

Chair McElroy offered those in attendance the opportunity for public comments. There were none.

### Action Items

#### Approval of September 16, 2024 Audit and Compliance Committee Meeting Minutes

Chair McElroy asked for a MOTION to approve the draft September 16, 2024 Audit and Compliance committee meeting minutes. Trustee Patel made a MOTION to APPROVE, and Trustee Hyde SECONDED. The committee unanimously approved the draft minutes.

#### Performance-Based Funding Data Integrity Audit- Scope Discussion

Ms. Julia Hann, Chief Audit Executive, gave an overview of the audit, the purpose of which is to ensure the completeness, accuracy, and timely submission of performance-based funding data to the Board of Governors (BOG) as required by state statute. The audit covers five data files: student instruction (degrees awarded), student instruction, student financial aid, hours to degree, and retention. It has a one-year scope, building on last year's work. The audit reviews controls to prevent submission errors and late submissions, ensuring data integrity and adherence to BOG definitions. It involves examining audit logs, data dictionaries, and submission reviews to ensure policies and procedures are followed. The audit is conducted in collaboration with the institutional research office led by Associate Vice President Abby Willcox, Academic Affairs, Enrollment Services, Registrar, Financial Aid, Graduate School, and Undergraduate Advising. The final report presented at the February Board of Trustees (BOT) meeting.

There was no discussion, Chair McElroy asked for a MOTION to approve the scoping document for this audit. Trustee Patel made a MOTION to APPROVE, and Trustee Hyde SECONDED. The committee unanimously approved the scope for this audit.

### Discussion Items

#### Compliance Office Quarterly Update

Ms. Robyn Blank, Associate Vice President and Chief Compliance and Ethics Officer gave an update on the work of the Compliance office. A new investigator has been hired who will start in November in the Office of Equal Opportunity and Inclusion. Her background includes working as a Title IX investigator with Duval County public schools and also as a parole officer.

In partnership with the Military and Veterans Resource Center, Enrollment Services and the Office of Student Financial Aid UNF has successfully renewed its memorandum of understanding with the US Department of Defense, allowing continued participation in the Tuition Assistance Program for service members, veterans, and their families. The new MOU is good until October 2029.

Jacksonville's known as being talent rich, and we mirror national trends where students are progressing through schools at extremely high speeds, enrolling in colleges at very young ages. A small group has been formed to support and manage risks for young students and create awareness of laws and regulations that may apply to minors.

All of our student athletes completed their required annual sexual violence, prevention education. That's an NCAA requirement coordinated by EOI Director Tricia Buchholtz, Senior Associate Athletics Director Donna Kirk and Associate Athletics Director Nancy Miller. This year the program included an interactive learning opportunity provided by the One Love project named after Yeardley Love, who was a collegiate student athlete, murdered by an ex-boyfriend and in her memory a nonprofit was formed that focuses on ending relationship abuse and helping young people identify signs of healthy and unhealthy relationships. Ms. Blank also recognized the contributions of the Psychology Department whose graduate students facilitated the discussions during our program with the student athletes.

UNF Athletics met the annual requirement to submit the Equity in Athletics Disclosure Act survey to the US Department of Education. The submission of this survey to the BOG also satisfied the state Equity Act requirement. Details are posted on UNF’s Athletics website.

The Compliance Office continues to provide guidance on conflict of interest and related matters, including a recent engagement with the Music Department.

As a follow up to a question from the last meeting regarding the Clery Act and its compliance requirements, the Annual Security Report was sent to each board member before its October 1st publication date. It's a compilation of policy statements, safety information, and crime statistics. The Act also requires designation and training of campus security authorities, engagement with law enforcement agencies to gather crime stats and accurate tracking of crimes on campus.

Earlier this month, UPD facilitated the handoff of a large portion of these daily activities to Yulonda Thompson, who is UNF's first Clery Act Compliance Manager, while pledging their assistance for anything the office might need during or after the transition. Yulonda is already revamping our Clery website, the ASR, and making improvements to our data collection and maintenance efforts.

Chair McElroy praised the team's expertise and leadership in compliance and internal audit functions, highlighting their national recognition and contributions.

#### Office of Internal Auditing (OIA) Quarterly Update

Ms. Julia Hann, Chief Audit Executive, gave an overview of the work of the office. One audit has been issued for the Institutional Animal Care and Use Committee with a risk ranking of low and two recommendations. Follow up work on prior audits is ongoing but the number of outstanding issues is very small. Ms. Hann stated there are five audits in progress, in the fieldwork stage.

In addition, Ms. Hann stated last month, in collaboration with the Coggin College of Business, we welcomed one of our UNF accounting alumni, Anthony Pugliese who is the CEO and President of the Institute of Internal Auditors. He spoke to students, the IIA Northeast Florida Chapter many of whom are UNF alumni as well as the Chief Audit Executives from the Florida SUS were in attendance.

#### DSO Audit Reports and Form 990s

Vice President Scott Bennett commented the outstanding drafts have been finalized there were no comments, and the audits are still clean for all four DSOs. He further commented Julia has assigned one of her student interns to go through each of the financial statements to analyze them and the reports are included in the information packets. The student did a great job and is another example of student success and how our offices are working in conjunctions with students.

#### State Fiscal Recovery Fund (SFRF) Monitoring by Ernst & Young

Vice President Scott Bennett commented Ernst & Young were asked to look over the deferred maintenance monies which universities received as a flow through from the Federal CARES Act money. We submitted over a year ago and have no feedback, they seem to be concentrating on some of the bigger institutions.

### Adjournment

Chair McElroy adjourned the Audit and Compliance committee meeting at 9:48 AM.

## Governance Committee Meeting

### Call to Order and Roll Call

Chair Hyde recognized a quorum and called the meeting to order at 9:48 AM. Trustees Kevin Hyde (ex officio and Chair), Nik Patel, Jack Boyle, John Gol, Allison Korman Shelton, and Paul McElroy were present. Trustee Jason Barrett was absent.

### Public Comment

Chair Hyde opened the floor for public comment. There were no requests.

### Action Item

#### Approval of June 6, 2024 Governance Committee Meeting Minutes

Chair Hyde asked for a MOTION to approve the draft June 6, 2024 Governance meeting minutes. Trustee McElroy made a MOTION to APPROVE, and Trustee Patel SECONDED. The committee unanimously approved the draft minutes.

### Discussion Items

#### Accreditation Update

Provost and Vice President of Academic Affairs and Student Affairs, Dr. Karen Patterson provided an update on the University of North Florida’s (UNF) efforts to transition its institutional accreditor from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to the Higher Learning Commission (HLC).

The transition follows a 2020 amendment to the Code of Federal Regulations, allowing institutions to select accrediting agencies outside their geographic region. HLC, a BOG-approved accrediting body headquartered in Chicago, offers superior stakeholder support and better alignment with UNF’s mission and strategic goals.

Key milestones in the transition process:

* **June 13, 2024:** UNF Board of Trustees approved the request to seek accreditation with HLC.
* **June 14, 2024:** UNF formally notified the U.S. Department of Education of its intent to transition.
* **September 10, 2024:** U.S. Department of Education acknowledged the request and requested additional information.
* **October 29, 2024:** UNF submitted a detailed response, including a summary letter and three appendices totaling 1,016 pages.

UNF is awaiting Department of Education approval to proceed, after which the formal application process with HLC is expected to take 18 months. Concurrently, UNF is preparing its SACSCOC Fifth-Year Interim Report, due March 1, 2025, to maintain active accreditation during the transition.

Provost Patterson affirmed the university’s commitment to maintaining its accreditation and ensuring a seamless transition to better support its students and institutional goals.

President Limayem shared that University of Central Florida and Florida Polytechnic University sought an accreditation update through written notification of intent to the U.S. Department of Education, and it took two years to receive a response. Upon UNF’s written notification of intent to the U.S. Department of Education, a response was received in three months. The President shared that during his trip to D.C. he met with the undersecretary of the U.S. Department of Education at about 12:30 PM and then received a request for additional information at about 2 PM. President Limayem acknowledged Mr. Chadwick Lockley, Director of Institutional Effectiveness, and his team in the Office of Institutional Effectiveness.

Chair Hyde stated at a previous BOG meeting, the president of HLC was present, and he and President Limayem had the opportunity to meet with her. It was noted that HLC appeared to be more customer-focused and responsive compared to SACSCOC, which was described as more bureaucratic. The user-friendliness of HLC left a positive impression, and there is hope that this will be beneficial if HLC becomes the accrediting body.

#### Review of Governance Committee's FY25 Annual Work Plan

VP and General Counsel, Karen Stone, stated that last year, Dr. Carol Cartwright, Association of Governing Boards (AGB) Senior Consultant and Senior Fellow, assisted the Board with the development of a new Board Action Plan. This plan included a biennial review of the BOT bylaws, review of the President’s delegated authority, and having discussions about the role of the President and the delegation of authority.

VP Stone reviewed the Governance committee’s FY25 annual work plan. She provided an overview of potential spring activities and discussion topics, emphasizing the importance of flexibility and continuous improvement in board practices. VP Stone suggested revisiting Board orientation to gather feedback from new and current members on enhancing the process and exploring ideas for Board education. The committee may also consider organizing a retreat focused on a specific topic during a less action-heavy period, such as November.

VP Stone highlighted the Governance Committee’s responsibility for reviewing the Board Action Plan in June and ensuring regular document reviews remain on track. Notable practices, such as developing inclusive agendas with board and committee chairs and President Limayem’s efforts to engage trustees, were commended. While governance practices are strong compared to peer institutions, VP Stone encouraged ongoing feedback and potential adjustments, including evaluating the effectiveness of running all committee meetings with the full board once a year.

Chair Hyde invited ongoing feedback and suggestions for committee items, encouraging Board members to reach out to him or VP Stone at any time to propose ideas or raise questions for future discussion and implementation.

### Adjournment

Chair Hyde adjourned the meeting at 9:58 AM.

## Academic and Student Affairs Committee Meeting

### Call to Order and Roll Call

Chair Korman Shelton recognized a quorum and called the meeting to order at 9:58 AM.

Trustees Allison Korman Shelton (Chair), Jay Demetree, Michael Barcal, James Beasley, Kevin Hyde (ex officio), and Paul McElroy were present. Trustees Steve Moore, Chris Lazzara, and Jason Barrett were absent.

Chair Korman Shelton expressed gratitude for the exceptional organization and forward-thinking approach of the Academic and Student Affairs team, praising Provost Patterson and her colleagues for their support and valuable guidance.

### Public Comment

Chair Korman Shelton offered those in attendance the opportunity for public comment. There were none.

### Action Item

#### Approval of September 23, 2024 Academic and Student Affairs Committee Meeting Minutes

Chair Korman Shelton asked for a MOTION to approve the draft September 23, 2024 Academic and Student Affairs committee meeting minutes. Trustee Hyde made a MOTION to APPROVE, and Trustee McElroy SECONDED. The committee unanimously approved the draft minutes.

### Discussion Items

#### Provost Quarterly - Inspire Relevant Research and Impactful Innovation

Dr. John Kantner, Senior Associate Provost of Faculty & Research, introduced

Dr. James Fletcher, Associate Professor of Mechanical Engineering, College of Computing, Engineering, and Construction. Dr. Fletcher is leading the rebranded JEA Sustainable Solutions Lab and has secured over $15 million in funding during his tenure at UNF, primarily for clean energy and advanced transportation projects. Nearly 200 students have directly participated in these initiatives. Dr. Fletcher’s work receives $1 million annually from the Florida Department of Transportation, with additional funding from the U.S. Departments of Defense and Energy, private industry, and other sources. Recently, he was awarded a $500,000 grant from the National Academies of Sciences, Engineering, and Medicine to develop workforce expertise in microgrid technology.

Dr. Fletcher shared the collaboration between JEA and UNF, now branded as the JEA Sustainable Solutions Lab, has achieved remarkable success under his leadership. Since its inception in the early 2000s, the lab has received over $14 million in funding, primarily from federal sources, to advance clean energy and transportation research, with nearly 200 students directly participating. Current initiatives include projects on alternative fuels, autonomous vehicle technologies, and a $1.6 million effort to produce hydrogen from non-carbon sources.

The lab is also pioneering a microgrid system to address clean energy challenges and enhance energy resilience. Supported by $100,000 annually from JEA for the next five years, the lab is developing a green energy certificate program to equip post-baccalaureate learners and JEA staff with cutting-edge knowledge. Future efforts include expanding microgrid technologies, supporting STEM education for underserved communities, and pursuing federal grants to implement solar projects in Puerto Rico. The lab’s impactful work continues to benefit students, the community, and the clean energy sector.

Trustee Patel asked if any of Dr. Fletcher’s research is patentable. Dr. Fletcher stated that there are some patents on the small fuel cell and that he hopes to have some patents in AI and cybersecurity related to microgrids. Trustee Patel asked if Dr. Fletcher was working on solving issues related to integrating microgrids with data center electricity usage. Dr. Fletcher explained that the lab is engaging with multiple companies to address the power-intensive demands of artificial intelligence, particularly in data centers. These facilities are transitioning to self-sufficient electricity production in collaboration with local utilities, highlighting the critical role of microgrid technology. Last week, the lab-initiated discussions with a company that provides electricity to data centers, emphasizing the importance of such partnerships in advancing sustainable energy solutions.

### Adjournment

Chair Korman Shelton adjourned the meeting at 10:12 AM.

## Finance and Facilities Committee Meeting

### Call to Order and Roll Call

Chair Gol recognized a quorum and called the meeting to order at 10:12 AM.

Trustees John Gol (Chair), Jay Demetree, Michael Barcal, James Beasley, Kevin Hyde (ex officio), Paul McElroy, and Nik Patel were present. Trustees Jason Barrett, Chris Lazzara, and Steve Moore were absent.

### Public Comment

Chair Gol offered the opportunity for public comment. There were no requests for public comment.

### Action Item

#### Approval of September 23, 2024 Finance and Facilities Committee Meeting Minutes

Chair Gol requested for a MOTION to approve the draft September 23, 2024 Finance and Facilities committee meeting minutes. Trustee Demetree made a MOTION to APPROVE, and Trustee Hyde SECONDED. The committee unanimously approved the draft minutes.

### Discussion Items

#### VP of Administration and Finance Quarterly Update

Vice President Bennett began the quarterly update with a focus on the additional food venues needed to reach UNF’s growth projection of 25,000 students. He provided a comparison of SUS universities, excluding PolyTech and New College, from 2020 with the total number of venues at each institution, the student population, and the number of students averaged per venue.

The venues are defined as the locations across campus that serve the students, including restaurants such as The Boathouse, Chick-fil-A, and convenience stores that serve hot food. Other food options on campus that are excluded in UNF’s total number are the Pizza ATM or bake machines that serves hot sandwiches. Vice President Bennett stated each university may define their venues and calculate their student populations differently. One example being some universities with more distance learning students can affect the ratios, so they vary based on several factors at each institution.

Vice President Bennett acknowledged that UNF is currently at a good venue to student ratio, but to continue with a similar average at 25,000 students, an additional six venues need to be added, or only three more to stay within the SUS ratio. UNF currently has plans for three new venues, two of which will be open by next fall. One at the Student Union and one will be in the new Honors Dorm. An additional venue is planned for the Student Services Building that will begin construction soon.

The administration works closely with Chartwells and with Student Government who drives a lot of what is on campus. Surveys are completed regularly to determine what students want. Trustee Korman Shelton asked what the students want and if they are looking for nightlife type restaurants or envision an area with several restaurants or bars. Trustee Barcal responded that popular options with the students are the grab and go items that are quick, and they don’t have to wait in long lines. Tex Mex has been a recurring request resulting in Qdoba being added as a venue. He stated that Ale House, as an example, has been brought up in conversations as something that will keep students on campus. Student Government and the Office of Fraternity and Sorority Life have had visions of seeing more nightlife style restaurants and venues. Vice President Bennett added these options play into the Master Plan process that is underway with conversations of where some of the mixed spaces need to go, in the core of campus or the outer edges of campus.

Trustee Patel asked what venue is open the latest. Vice President Bennett shared those venues are located around residence life or in resident housing. The Fountains is open until midnight, as well as Pita Pit located in the Housing Clubhouse. The venues try to meet the demands of when the students are on campus and hours may fluctuate throughout the semester, such as extended hours during finals week.

Trustee Korman Shelton expressed that the Student Government president terms must affect coordinating or asking for a vote on something that may not happen down the road. Vice President Bennett responded that Administration and Finance conducts the surveys to make sure every administration is in sync because it does take a couple of years for the changes to happen. Each year the new Student Government administration is consulted on what the previous administration requested and is given an opportunity to share their vision. Trustee Korman Shelton then asked if it’s easy for everyone to be on board to approve the funding. Vice President Bennett stated the conversations for funding is between UNF and Chartwells, who has exclusivity on campus. Funding comes from a food services budget maintained by Administration & Finance, which includes commissions from Chartwells. There are some occasions Student Government is asked share in funding, but the majority is negotiated with Chartwells under the UNF contract.

Trustee Boyle inquired if there is feedback in the survey on student satisfaction with the food venues. Vice President Bennett stated that’s a big part of the decisions and it’s reflected in the numbers from month to month. Trustee Beasley spoke to faculty finding it difficult to find healthy options near their offices. The cafeteria location poses a time constraint between classes, and it would be appreciated if a salad option was available near the Student Union.

President Limayem stated that students have requested more diverse food offerings, such as kosher, vegan, halal, and others. Vice President Bennett shared that the kosher options have increased on campus this year. The University of Miami and Florida International University offer diverse options and a representative from UNF visited to find out how they are incorporating this. He stated they are losing money with those offerings, but UNF is working to bring certain kosher options for students that we currently don’t have. Middle Eastern options will be available in the fall with the addition of the Hala Shack.

#### Fiscal Year 2023-2024 Results: Draft Financial Statements

Vice President Bennett reported the draft Fiscal Year 2024 Financial Statements which are submitted to the State at the end of October but is not considered final until the audit is complete in the spring. Historically, the audits come back with no issues. Report highlights were discussed, and the full financial statement was available in the materials.

* + Total Assets increased $151M (20.6%)
	+ Total Liabilities increased $103M (22.8%)
	+ Operating Revenues totaled $130.7M (1.09%)
	+ Operating Expenses increased to $353M (14%)
	+ Non-operating Revenues totaled $242.8M (24.04%). State appropriations are considered non-operating and combined with the operating revenues and overall did well.
	+ Debt increased $73M (61.6%) due to the new Housing bonds.
	+ Major capital expenses totaled $163M.

A Condensed Statement of Net Position was provided and reflected almost $800M in total assets and the net position increased approximately $48M in total. The operating revenues combined with non-operating revenues totaled $47M resulting in an increase of net position of $330M.

#### Reports and Ratios

**Ratios**

* UNF’s ratios were presented. A final comparison of all universities will be provided in the spring.
* The Current and Quick Ratios provide a measure of liquidity which has trended upward over the last five years. The Current Ratio came in at 14.12 while the Quick Ratio was at 14.11.
* The Tuition Contribution Ratio reflects what the reliance is on tuition to pay the bills and UNF’s has decreased to 23%.
* The Defensive Interval measures available cash to maintain paying bills if no other cash comes in, currently at 128 days. The committee was reminded this number has been high since 2020 due to the Federal Covid and Cares Act money flowing through. The number has consistently gone down, but it has maintained to pre-Covid levels.

**E&G Quarterly Report**

* Report as of October 31, 2024 (Q3).
* Currently at a $4.6M deficit, which was expected, primarily due to the tuition shortfall.
* Spring tuition and the State stem waiver reimbursements will make up some of the shortfall. A healthy spring freshman class, an estimated $1.2M in waiver reimbursements which was received last fiscal year, and some reserve funding will help bridge the gap.
* Divisions have expended around 1/3 of their budgets.
* Projections reflect a balance of just under $14M which will roll into carryforward funds for FY26.

**Auxiliary Quarterly Report**

* The report only reflects the nine major auxiliaries.
* Auxiliaries started with a $45M fund balance and it’s currently just over $59M resulting in a positive $12.8M in revenues over expenses.

**Treasurers Report**

* $195M cash in the bank as of September 30th.
* Investments of $198.6M
* Investments are currently above benchmarks except for Sawgrass, which is slightly down.
* Debt is at $182M

**Capital Projects and Change Orders Report**

* Currently 49 projects totaling $186M.
* Individual project details are included in meeting materials with the project description, name of architects and contractors, and the project status, funding sources, construction costs and year-to-date expenses, change orders, and any issues with the project.
* Three major projects were briefly reviewed.
	+ East Ridge Housing is on schedule with no issues. Interior framing is complete, windows and doors installed and clearing for the boardwalk to campus has started.
	+ Coggin College of Business is a complex project and will be completed in two phases involving connecting Coggin to Building 10. There are no issues to date and the building will open in the Spring.
	+ The Student Study and Support Center which UNF received PECO funding for this year is in the programming stages with a ground-breaking to come. Student services such as advising, the Writing Center, Math Center and student study spaces will all be in this building.
* Some projects will reflect Owner Direct Purchase (ODP) where a negative may show. The program is through the State and all universities can buy certain commodities for the projects tax-free. It’s usually negotiated in the contract and items are bought on behalf of the contractor. A change order is issued each time for these purchases.

Trustee Patel asked about the line item for campus moves. Vice President Bennett responded it has been an ongoing project for several years. Several student services departments: One Stop, Student Financial Services, and the Welcome / Visitors Center are currently located at Hicks Hall and the goal is to move them back to the core campus. A domino effect is created as space is identified and various moves need to take place, resulting in a multi-year phase approach. Each year a different phase has been funded. Presenter: Scott Bennett, VP of Administration and Finance

### Adjournment

Chair Gol adjourned the meeting at 10:42 AM.

## Strategic Plan Monitoring and Implementation Committee Report

Trustee Jack Boyle, Vice Chair of Strategic Plan Monitoring and Implementation Committee, provided the October 24, 2024 Strategic Plan Monitoring and Implementation Committee report.

The Strategic Plan Monitoring and Implementation Committee met on October 24 at 9:00 AM. to review key metrics. Positive results were reported for FTIC retention (85%) and APR (83%), but the four-year graduation rate remains a challenge at 48.4%, below the 52% goal, due to historical retention issues. Efforts to support upper-division students continue, with significant improvements expected from the fall 2021 cohort. Median wages remain strong, and UNF is steadily progressing toward its 2028 strategic plan goals.

Metrics for "Inspire Relevant Research" are on track, with total R&D expenditures meeting KPIs and research expenditures projected at $26.8 million, exceeding the 2024 target.

Fundraising efforts, led by Teresa Nichols, have surpassed the $30 million goal and are on track for $50 million by 2028.

The committee focused on two areas where metrics are falling short: enrollment and community engagement. Dr. Glen Besterfield updated the committee on enrollment strategies for Spring 2025 and Fall 2025. While Fall 2024 enrollment fell short of the 17,000 target, with 16,300 students, applications for Spring and Fall 2025 have increased significantly, with Fall 2025 FTIC applications up 20%.

For community engagement, the methodology to measure partnerships is being revised, focusing on those with significant contributions to UNF. Local partnerships remain a priority, alongside efforts to explore international opportunities. VP Richmond Wynn will present an update on community engagement to the full Board later in the meeting.

Dr. Abby Willcox noted that UNF’s U.S. News & World Report ranking improved from 129 to 126, driven by gains in graduation rates and retention, though peer assessment scores remain an area for growth.

A planned discussion on brand identity and innovative marketing strategies to improve peer assessment scores was postponed due to time constraints. The meeting was adjourned at 10:04 AM.

## President’s Remarks and Update on Presidential Goals

President Limayem shared a few updates on athletics. The men’s soccer team is the ASUN regular season and tournament champions. Men and women’s cross country finished 2nd place at the ASUN Championship. Men’s basketball defeated University of South Carolina and Georgia Tech in the first week of the NCAA basketball season.

VP Jones highlighted the significant impact of recent athletic wins against South Carolina and Georgia Tech on UNF's social media engagement and reputation. Athletic social media impressions increased by 3,500%, profile visits grew by 6,000%, and visits to **unfospreys.com** rose by 50% during that period. These victories garnered national attention, with UNF being named "Team of the Week" and featured prominently across various social media channels. VP Jones emphasized how athletics contributes to the university’s national reputation, which is crucial for rankings like U.S. News & World Report. By aligning the institution’s brand with the grit and determination of its athletic teams, these successes reinforce UNF’s identity as a strong, resilient underdog, further elevating its profile.

President Limayem stated that Fall 2024 FTIC class is retaining at 5.3 percentage points higher than Fall 2023, which had UNF’s highest historic first year retention. For Fall 2024, UNF is on track to have its highest percentage of Undergraduate Students receiving Pell in 13 years. There has been a 10% increase, since Fall 2023, in employer registrations for Fall recruiting events on-campus, which is brining more employers to campus. Additionally, student attendance at UNF recruiting events has risen to 2,761, up 21% compared to 2,282, last Fall. For example, JEA Day at UNF brought over 300 students to meet with eight JEA business units with JEA CEO, Vickie Cavey, as one of the speakers.

President Limayem shared the new design for UNF vehicle license tags and stated that partial proceeds will go to UNF student scholarships.

President Limayem shared an update on the progress of his 2024-2025 Presidential Goals.

Goal 1: Student Success

* UNF anticipates a significantly larger incoming transfer class in Spring 2025 versus Spring 2024. Currently, UNF orientation confirmations for new transfer students are up 98% compared to previous year.
* The Student Success Advisory Council has an appointed a sub-committee charged to focus enhancing transfer student success.
* Employer satisfaction recruiting on-campus based on post-event surveys rose from 4.57/5 to 4.75/5, indicating very strong performance for hiring employers.

Goal 2: Research and Innovation

* Institutional efforts are underway to increase and enhance co-curricular experiential learning opportunities for students to ensure all have access to high impact opportunities and gain real world experience that prepares them for their first destination post UNF. Increase internal investments in research by 50%.

Goal 3: Community Engagement

* Dr. Richmond Wynn will present an update on community engagement later today.

Goal 4: Faculty and Staff Success

* Launching 360° annual assessment with the executive cabinet in spring 2025.
* Cards from the President are now being mailed to faculty and staff to recognize their birthdays and work anniversaries.
* The Human Resources team is currently revising employee recognition programs to make them more sensitive to, and reflective of, our workforce.
* The Culture of Care committee convened with representation from multiple departments.

**Goal 5: Funding**

* Raised $17.4M+ in philanthropy to date.
* Continuing to secure government funding. Increase philanthropy to $33M+.

## Consent Agenda

### From the Audit and Compliance Committee

* Draft September 16, 2024 Audit and Compliance Committee Meeting Minutes
* Performance Based Funding Audit - Scope

### From the Governance Committee

* Draft September 16, 2024 Governance Committee Meeting Minutes

### From the Academic and Student Affairs Committee

* Draft September 23, 2024 Academic and Student Affairs Committee Meeting Minutes

### From the Finance and Facilities Committee

* Draft September 23, 2024 Finance and Facilities Committee Meeting Minutes

### From the Strategic Plan Monitoring and Implementation Committee

* Draft April 11, 2024 Strategic Plan Monitoring and Implementation Committee Meeting Minutes

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, Trustee Demetree made a MOTION to APPROVE the consent agenda, and Trustee McElroy SECONDED.

## Construction Project Update

Chris Wainwright, Director of Campus Planning, Design & Construction and University Architect, presented a construction project update. He acknowledged the outstanding efforts of the campus planning, design, and construction team, including Richard Elmore, Assistant Director of Campus Planning, Design & Construction and project manager. Currently, the active capital project budget is $152M+ with an average of 30+ active construction project throughout campus. There are 2-3 active reports and study projects with three major capital projects greater than $25M.

A few current projects include the Osprey Esports Arena interior renovation, Brooks College of health interior renovation, Coggin College of Business (Building 10 and Building 42) renovation and infill, Library Help Desk interior renovation, Honors Residence Hall new construction, and the overall UNF Campus Master Plan. Mr. Wainwright share renderings of the current projects.

Trustee Boyle asked about the completion time for the Coggin College of Business renovations. Mr. Wainwright stated that the project is currently progressing into the Guaranteed Maximum Price (GMP) phase, which will provide greater clarity and allow for firmer planning. The construction timeline is estimated to take about 16 months. Both Building 10 and Building 42 will remain occupied during construction, which will introduce some inconveniences and extend the timeline. This is due to the need to integrate construction activities with existing operations, rather than treating the site as a blank slate. Trustee Boyle expressed his enthusiasm about this project.

A few future projects include the Arena Locker Room interior renovation, Student Game Room & Outdoor Lounge interior renovation, Student Support & Academic Building new construction, and Research Hub / ADT Building interior renovation. Mr. Wainwright shared renderings of the future projects.

Trustee Korman Shelton asked about the policy regarding naming rights for facilities. Vice President of University Development and Alumni Engagement, Teresa Nichols, stated almost any space can have naming rights, and minimums are already established. A study is being conducted to ensure that naming opportunities are positioned correctly in the market. This process will help make sure that naming rights align with current market standards, so changes to naming opportunities are expected.

Trustee Patel praised the esports initiative, with recognition for VP Verkamp’s leadership and appreciation for President Limayem’s support. Trustee Patel expressed the importance of highlighting UNF’s brand in all the renovations. Mr. Wainwright stated that there is a brand study being conducted, and the campus planning, design, and construction team is collaborating with the marketing and communications department. Trustee Korman Shelton agreed about the importance of branding on campus, emphasizing maintaining pristine condition of branding on existing facilities. Trustee Korman Shelton asked about the completion time of the brand study. Mr. Wainwright stated the anticipated completion time is mid-spring. VP Jones stated that the marketing and communications 58-page brand strategy has been shared with the campus planning, design, and construction team to further collaborate on cohesive branding around campus.

Trustee Korman Shelton expressed concern that the UNF signage would not be refurbished prior to spring, a popular time for prospective students tour campus. Mr. Wainwright assured the Board that the team will determine projects that have the highest impact to start with and that there is an existing budget in place. VP Verkamp added that his team is specing new digital signage for each campus entrance. President Limayem stated that has been diligently working on increasing the UNF brand throughout campus and is confident for the results of the brand study.

Trustee Patel expressed interest in keeping the construction project update on the agenda as a regular item. Trustee Boyle agreed and stated that he enjoyed Mr. Wainwright’s informative presentation.

Trustee Boyle asked how to frame the $152M capital investment in a broader context to better communicate its impact. He stated that while construction is common, our level of fundraising is significant and UNF needs to create a compelling message for prospective students and the community that highlights the vision, not just the aesthetics of the buildings. President Limayem agreed and suggested a social media campaign to highlight UNF’s impact. VP Jones stated a social media campaign is a great idea.

## STRATEGIC DISCUSSION: Update on Community Engagement and Partnerships

Dr. Richmond Wynn, VP of Community Engagement and Partnerships, led a strategic discussion with an update on community engagement and partnerships. The purpose of the Community and Engagement and Partnerships department is to advance the University’s community and business engagement efforts to establish and strengthen partnerships that support mutually aligned priorities and work together to address real-world problems.

Under the Culture of Care initiative, the Office of Community Engagement and Partnerships has rebranded the community engagement efforts for the UNF community as *Osprey Wings of Care*. This will lead efforts to embed civility and a culture of care throughout campus, helping to enhance the safe and welcoming environment for students, staff, faculty, and guests. Dr. Wynn acknowledged Dr. Sheila Spivey, Assistant Vice President, Community Engagement and Partnerships, for her leadership on the *Osprey Wings of Care* initiative.

Dr. Wynn emphasized UNF’s commitment to community engagement. UNF has sought a second renewal of the Carnegie Elective Classification for Community Engagement. All UNF colleges and many programs and units throughout campus are actively engaged in the community. An example includes the Florida Data Science for Social Good (FL-DSSG), which blends data science and technology to design and solve problems in partnerships with local nonprofits. Additionally, the Brooks College of Health and Center for Nutrition and Food Security has the *Meals on Wings* program to recover food that would normally be wasted from local hospitals, then repackaged and delivered to seniors that are one the waitlist for *Meals on Wheels.*

Dr. Wynn shared metrics on the Goal #3 – Expand Mutually Beneficial Partnerships with the Community in the Soaring Higher Together 2023-28 Strategic Plan.

* 3A – Strengthen existing community partnerships and establish new ones. Double the number of partners by 2028.
	+ Number of companies, agencies, and NGOs wit which UNF formally collaborates. **Current = 48**
* 3B – Expand opportunities for the community to be engaged in campus activities.
	+ Number of community partners serving on UNF advisory boards and committees. **Current = 310; 231 organizations represented**
* 3C – Institutionalize community engagement throughout the campus.
	+ Number of students annually enrolled in community-engaged courses. **Current = 6612**

Partnership domains include philanthropic investment in UNF, hires graduates, provides internships, has contracts with UNF, engaged in research with UNF, and serves on UNF advisory boards.

Dr. Wynn shared the internal community engagement dashboard used to measure the progress on the metrics of community engagement and partnerships. The partnership development and stewardship have multiple steps. The dashboard data is used to inform Outreach Strategy, then discovery conversations are conducted. The menu of options for partnership opportunities is reviewed and the engagement for other units to meet partnership goals is evaluated by the Council on Community Engagement. Then, follow up is conducted, thus leading to collaboration with entities that have mutually aligned goals, which will improve UNF’s presence in the community.

*Osprey Wings of Care* embeds UNF values: accountability, integrity, excellence, civility, and culture of care. Dr. Wynn shared that there is a campus-wide committee that involves various campus units to ensure that the campus is working together. There are two signature programs in the Spring and Fall put on by this initiative, including the Day of Thanks. Day of Thanks had more than 600 attendees and included various gratitude activities, free food and dessert tickets, SWAG giveaways, chair massages, and much more. In addition, Dr. Wynn shared that there is development of digital badging in civility.

There are two mentoring programs based in the Community Engagement and Partnerships office. The Connections student mentoring program is for traditionally for first- or second-year students that are paired with faculty or staff members. These students are generally first-generation students, and the focus is to help them acclimate to UNF and learn how to succeed in college. The Community Alliance for Student Success (CASS) is structured for juniors, seniors, or graduate students to meet in small groups with a focus on professional development and transition to professional life.

The Office of Community Engagement and Partnerships hosts speakers and workshops regularly. Last week, UNF partnered with *Together Against Hate* and provided a panel on civil discourse, learning how to discuss matters of public concern in a manner that seeks to expand knowledge and promote understanding. There were notable community leaders on the panel with over 100 attendees, including faculty, staff, and students.

Dr. Wynn highlight key factors that overlap, moving forward: institutionalize community engagement throughout campus, maintain CARE as a priority, deepen investment in the community, and community impact assessment.

Dr. Wynn shared UNF’s positioning within the anchor institution framework. Additionally, Trustee support is crucial, and Trustees are encouraged to provide leads and introductions to potential partners. The Board can also join discovery conversations and share ideas to support community engagement and partnerships. Dr. Wynn encouraged the Board to share any additional ideas for supporting community engagement and partnership efforts and offered the opportunity for questions.

Chair Hyde thanked Dr. Wynn for his presentation.

## Adjournment

Chair Hyde adjourned the meeting at 12:30 PM.