# Minutes

# Attendance

**Present:**

Members: Jason Barrett, Mike Binder, Annie Egan, John Gol, John Grosso, Kevin Hyde, Christopher Lazzara, Paul McElroy, Steve Moore, Nik Patel, Allison Korman Shelton

**Absent:**

Members: Jill Davis

## Call to Order

Chair Hyde called the meeting to order at 9:00 AM.

## Public Comment

There were no requests for public comment.

## Student Presentation

Dr. Luisa Joyce, Director of Study Abroad Program, provided an overview of UNF's Study Abroad Program. Since 1998, UNF has sent over 10,000 students abroad. Dr. Joyce emphasized UNF's strong dedication and resilience in ensuring that their students have the opportunity to study abroad. Before 2020, UNF ranked fifth in the State amongst all other SUS Institutions for outbound students. Currently, the numbers have been steadily increasing for outbound students. Dr. Joyce stated that in April, UNF's open data report for the Institution will be submitted. In that report, UNF will indicate 437 students outbound for the Institution, travelling to 23 countries, and those top countries of representation are South Korea, France, United Kingdom, Greece, and Spain. There are various opportunities Study Abroad can be accessed by students through a software that has streamlined processes. For example, last year the Study Abroad International Learning Scholarship (SAILS) had the highest intake of applications with an increase of about 230 applications per term. Dr. Joyce concluded her presentation by introducing fellow Osprey, Ms. Taylor Weatherly.

Ms. Taylor Weatherly, a current UNF junior majoring in Spanish and Interdisciplinary Studies, joined remotely from her current study abroad venture at Universidad de las Americas de Puebla (UDLAP) in Puebla, Mexico. She shared her experience as a student participating in a study abroad program. Ms. Weatherly outlined her process in selecting the University that best aligned with her wants, specifically looking for characteristics that reminded her of home at UNF: the scenic environment, compassionate faculty, and active student involvement. She shared images of her diverse adventures in Mexico, which included an active volcano *Popocatépetl,* pyramids in Teotihuacán, whale watching in Puerto Escondido, and thermal springs and the La Gloria waterfall in Tolantongo. Ms. Weatherly emphasized the importance of immersion when choosing her study abroad program to push her out of her comfort zone. She sought to learn vocabulary beyond what she might have acquired in a classroom, preparing for new situations in everyday settings like shopping at a local market or getting her nails done. Additionally, she is taking three courses instructed in Spanish and one course instructed in English to further immerse herself. Ms. Weatherly highlighted some of her favorite cultural experiences, which included salsa and bachata dance classes, cooking classes, and language exchanges with locals. She thanked Ms. Payton Bellis, Study Abroad Coordinator for making the study abroad process seamless and having patience to assist with any questions.

Chair Hyde asked what made her choose Mexico. Ms. Weatherly indicated upon her research, there are more Mexican-Spanish speakers compared to Spain-Spanish speakers, so she thought it would be more beneficial to learn the dialect in Mexico for extended use of her Spanish in the future. Trustee Patel asked about the simplicity of the application process. Ms. Weatherly stated the UNF application process was straightforward and expressed she had support from staff. President Limayem commended Taylor on her presentation and asked how UNF can further simplify the application process. Ms. Weatherly stated a streamlined portal where there is access to multiple levels of communications would be helpful.

## Chair's Remarks

Chair Hyde stated this quarter has had outstanding growth with the opportunities presented at the Board of Governors (BOG) meeting at the end of January. UNF's five-year strategic plan was approved by the BOG, and they were glad that the plan was so specific. President Limayem's attention to detail in the strategic plan of indicating exactly where UNF would be in five years, reflects the thought that went into it. President Limayem quoted Michealangelo, *the worst risk for most people is to not set high goals and to not achieve them*, *when the real risk is setting low goals and achieving them,* which ultimately sets the tone for the ambitious strategic plan. He conveyed the BOG was in support and now UNF must implement the plan.

Vice President of Governmental Affairs, Heather Duncan, provided a legislative update. VP Duncan shared that it is the final two weeks of session, which a lobbyist refers to as *The Hunger Games.* All the committees have completed, so if a bill did not make it out committee at this point, it is dead. This week is session only and from this point on, they are only on the floor. Budget conferencing can start at any point, so once the final date of session is reached on March 8th, the budget must be approved by 11:59 PM. She stated UNF is positioned well, and her team is hopeful. Chair Hyde shared that he and Trustee McElroy had the chance to advocate on behalf of UNF in January. Trustee McElroy expressed the enthusiasm received from Tallahassee, in terms of budget and UNF's overall future.

Chair Hyde acknowledged the Honors Housing Groundbreaking Ceremony as the first true groundbreaking on a new project at UNF. Mr. John Hale, Associate Vice President of Administration and Finance, stated this project is moving along fast with an anticipated completion of the frame in August 2024. He stated the progress adheres to the planned schedule, and within the following year, the interior finishes will be completed.

Chair Hyde recognized the outstanding efforts in the past year of Student Government President and Trustee, John Grosso. Trustee Grosso advocated for and represented the student body, which allowed the Board to fully grasp a student's perspective of UNF. Chair Hyde stated Trustee Grosso has been a vital part of this Board and that he looks forward to seeing his future endeavors.

## Student Government Update

Trustee John Grosso, Student Government President, presented an update of student government activity, alongside his colleague, Ms. Emily Sullivan, Student Government Vice President. Trustee Grosso expressed how fortunate he has been to have the opportunity to hold the role of Student Government President, as well as his love for UNF, its' mission, and the gratitude to his last four years attending the University.

Trustee Grosso shared that the Student Government ideology is "students serving students," and how this was incorporated into the *Grosso-Sullivan Approach.* Ms. Sullivan stated the original platform points were safety, engagement, and accountability. Currently, the focal areas are community engagement, tradition, and brand. Throughout their involvement in Student Government, the total number of students involved has increased by 40 members.

Student Government’s Community Engagement Breakdown:

* Osprey Involvement Center (OIC)
  + Reached milestone of 200 RSO’s now at UNF
  + 212 (RSO’s) ways to have a campus community. Essential to university growth, retention, and the student-experience
* Lend-A-Wing (LAW)
  + Total Student Visits   - 10,315 & Total Items Received & Donated – 90,939 (April - January)
  + Restructured the Pantry’s mission to include programming, increased volunteerism, and partnerships.
* Partnerships with local Jacksonville Companies
  + Reached milestone of 200 RSO’s now at UNF
  + 212 (RSO’s) ways to have a campus community. Essential to university growth, retention, and the student-experience
  + 17 and counting locations to give discounts to students, faculty, and staff.

Trustee Grosso highlighted the traditions that are essential to campus life, including: the Boathouse, Athletics, Student Union Seal, and other Student Government annual events. Trustee Grosso and Ms. Sullivan created and followed a new brand guide to be cohesive with UNF marketing goals to ensure Student Government’s identity remained strong and consistent during their term. This included revamping the existing social media platforms and website, and as a result, there has been a significant increase in social media engagement by over 50% of the total following during their term.

Ms. Sullivan reported Student Government’s activity and service (A&S) contributions to UNF during their term between FY23/24. She reported the External SG Activity & Service Fee-Indexes data from July 2023 – Feb. 2024:

*Recreation and Wellness* – 43% of total budget funded by A&S Fees

* + Student Wellness Complex (SWC).
    - 67,732 Total SWC Visits.
  + Eco-Adventure
    - 1,175 OCC Staff, 15 Gear Checkout Staff.
    - 1,241 OCC Program Participants.
    - 41 UNF Programs (Course, Zip, Sky Park, Hike).
  + Intramural Sports (IM)
    - 6,541 Field House visits.
    - 418 IM games played.
    - IM saw a 37% increase in participants from Fall ’22.

*Student Union* - 65% of (GE, OPE, Wages) total budget funded by A&S fees.

* + 6,616 event hours, 1,337 events hosted.
  + Market Wednesday attendance 6,772. Average of 44 vendors per event.

*Student Life* - 100% of (GE, OPE, Wages) total budget funded by A&S fees.

* + Ozzfest – over 5,000 attendees
  + Oktoberfest, Welcome Week events

Trustee Grosso and Ms. Sullivan emphasized UNF’s forever impact on them. They thanked the Board, the President, and UNF faculty and staff, for their support throughout their journey. Trustee Grosso and Ms. Sullivan received a standing ovation for their presentation and service as Student Government President and Vice President. Chair Hyde congratulated them both on their accomplishments. President Limayem thanked Trustee Grosso and Ms. Sullivan and recognized them as the *dream team* for UNF. The President stated that he is proud of their accomplishments and that they are both an inspiration for him and his team.

## President's Remarks and Update on Presidential Goals

President Limayem shared exciting updates of what is happening around campus:

* UNF’s new Strategic Plan was approved by the Board of Governors.
* Groundbreaking for new Honors Housing was held last week.
* SimpsonScarborough, higher education Marketing firm, is continuing work on brand and perception research to strengthen UNF’s reputation and elevate the UNF brand.
* Implementing BOG Regulation 9.016 on Prohibited Expenditures
* OspreyRising (Workday) Project is progressing well and on time. End-to-end testing has completed, during which we ran our first successful payroll. We are now in the process of building the “Parallel Tenant” to begin parallel payroll testing.
* A national search is underway for the Vice President of Marketing and Communications. Two finalists for the position of vice president of Marketing and Communications are visiting campus for a full day of interviews this week.
* On March 11th at 6:30 PM, The College Tour will be here for reception and viewing of the UNF episode of *The College Tour* Amazon Prime show.

Next, the President shared progress updates on his Presidential Goals:

*Goal 1: Student Success*

* UNF is on track to meet or exceed all the president’s annual targets for student success:
  + Academic Progress Rate (Retention with 2.0 or Higher GPA; PBF 5) – Met Goal at **77%**
  + FCS AA Transfer Three-Year Graduation Rate (PBF 9a) – Met Goal at **62%**
  + Bachelor’s Graduates Employed or Enrolled (PBF 1) – At **72%** Exceeded Goal by 2 Percentage Points
  + Undergraduate Students Engaged in Internships for College Credit – At **4,144** Exceeded Goal by 444 Enrollments
* Looking ahead to our 2023-24 Academic Progress Rate, our current Fall 2023 FT FTIC cohort, our fall to spring registration with a 2.0 GPA or higher at 94.1% for this cohort is well ahead of the last four years
* Looking further ahead to the Fall 2024 Incoming FTIC Cohort: applicants are up 8% and admitted students are up 1% with an admitted profile that includes an average high school GPA of 4.34, an average SAT of 1221, and an average composite ACT of 26

*Goal 2: Faculty and Staff Success*

* Continue regular and consistent communication with faculty and staff.
  + Communications are shared regularly with employees to provide updates on campus activities, legislative and BOG actions, and other relevant topics.
  + Attend and provide regular updates to various groups of faculty and staff.
* Identify additional appropriate “best workplaces” rankings and evaluate their application processes for eligibility.
  + The “Enhancing the Culture of Belonging for Employees” taskforce has been formed, is it meeting every two weeks and will provide their recommendations to the President in May.

*Goal 3: Funding*

* Increase private funding to $30M+.
  + YTD is 20M.
* Continue seeking government funding.
  + The last day of the Legislative Session is March 8
* Increase Research & Development expenditures by 25%.
  + Sponsored program expenditures are up 14%.
* Increase Auxiliary Revenues by 3%.
  + Auxiliaries are up .9% ($603,001).

*Goal 4: Community Engagement*

* Public Policy Events
  + Four events held since the creation of the office.
  + The next event is in March.
* Improve UNF’s presence in the Community
  + This is an ongoing effort.
  + Meals on Wings collaboration with the Blue Zones Project Jacksonville provides meals to seniors.
  + The UNF Blackstone Launchpad, developed in partnership with the Blackstone Charitable Foundation, helps to create the next generation of business leaders.
  + The 2024 MedNexus Innovation Challenge will showcase high school students in Flagler County who will pitch solutions to social media addiction in teenagers.
  + UNF, in partnership with the Amateur Athletic Union (AAU) and Visit Jacksonville, will host the AAU Track and Field Primary Nationals and Club Championships this summer.
* Badging and Credentialing Programs
  + Awarded 5,327 badges in the past three months.
  + Approved 17 new badges in November and December.
* Continue Carnegie Classification for Community Engagement
  + The Carnegie Community Classification reapplication is underway and will be submitted by the March 2025 deadline.

Trustee McElroy asked about any risks associated with the Carnegie Classification. Vice President, Dr. Richmond Wynn stated that there will not be any risk related to the changes in the expenditures for diversity, equity, and inclusion. Additionally, UNF is engaging in various communities and strengthening the connection between those communities, whether it is admissions or employment. Dr. Wynn noted there are no hurdles anticipated related to prohibited expenditures when it comes to the application.

President Limayem reminded the Board that one of the major strategic goals from the Strategic Plan is to position UNF to be an R1 institution with high research activities. Dr. John Kantner, Senior Associate Provost of Faculty & Research presented an update on UNF Research and the progress towards achieving the Strategic Plan goals related to research and development:

Priority 2: Inspire Relevant Research and Impactful Innovation

* Goal 2.A: Expand impactful and relevant research, scholarship and creative activity to position UNF for R1 Carnegie Status
  + Total R&D expenditures on the annual NSF HERD report.
  + Increase from $18M to $25M by 2028.
* Goal 2.B: Become a key contributor to the NE Florida entrepreneurial and innovation ecosystem.
  + Number of industry-related grants and contracts.
  + Increase from 25 to 50 industry grants by 2028.
* Goal 2.C: Increase number of innovative research doctoral degree programs that serve the strategic growth of UNF and NE Florida.
  + Increase from 21 to 30 doctoral degrees awarded annually by 2028.

Next, Dr. Kantner summarized the Carnegie Classifications:

* Old Carnegie Classification
  + R2: High research activity
    - ≥ 20 research/scholarship doctorates awarded
    - ≥ $5M in R&D expenditures
    - Mean Research Expenditure = $22M
  + R1 –Very high research activity
    - Complicated statistical analysis
    - Mean Research Expenditure = $273M
  + New system simplified for R1
    - ≥ $50M in expenditures
    - ≥ 70 doctoral degrees

UNF reported 21 doctoral degrees granted for AY2023. Currently, there are 2 research doctoral programs:

* EdD in COEHS:    AY23 = 11, AY22 = 11, AY21 = 12, AY20 = 21, AY19 = 20
* DCN in BCH:  AY23 = 10, AY22 = 9, AY21 = 5, AY20 = 4, AY19 = 0
* All other doctoral programs are practice based, not research.

Total Research Expenditure (FY22) = ~$18M

* Increasing steadily, from <$4M in 2014 to $18M for 2022
  + I.e., we exceed the R2 threshold by a very comfortable amount.

To increase the number of doctorates awarded:

* Goal = 30/year by 2028
* Grow existing programs.
  + Add new faculty to serve on doctoral committees.
  + Increase student support, especially when finishing dissertations.
* New programs in the works.
  + PhD Computing to BOG in June 2024, launching Fall 2024.
  + DBA probably to BOG in June 2025, launching Fall 2025.
  + ~3 years before any significant contribution from new programs.
* Future doctoral programs in strategic focus areas.
  + Expensive STEM PhD programs
    - E.g., Advanced Manufacturing, Biomedical Sciences, Coastal Science and Engineering.
  + Cheaper hybrid professional-research doctoral programs.
    - E.g., DSc vs PhD, PsyD, DSW

To increase the externally funded Research & Development:

* Existing faculty with record of externally funded R&D success offered 2-2 assignment.
* Targeted faculty hires in strategic focus areas, including cluster hires.
* Prioritize hiring in the focus areas over replacing lines after attrition.
* New tenure-track faculty = 2-2 teaching load, higher expectations.
* Other incentives and support:
  + bridge funding for competitive proposals
  + college-based research administration support

Model for Increasing Research & Development:

* 20% of C&G-active faculty given 2-2 load and increase their expenditures by 20%.
* C&G-active departments annually add 10% more C&G-active, 2-2, TT positions.
* Internal expenditures do not increase proportionally, but by $1M/year.

Dr. Kantner highlighted the resources needed:

* Strategic plan states $6.2M in recurring, $86.3 in nonrecurring.
* Funding is needed for the following:
  + ~10 new instructor lines total to replace teaching capacity lost to 2-2 load.
  + ~7 new tenure-track lines per year, including for cluster & “rainmaker” hiring.
  + ~2 new tenure-track lines per year for new doctoral programs.
  + ~5 new staff lines total for R&D support positions.
  + Increase in graduate assistantship and scholarship funding.
  + Continued investment in RSCA, especially infrastructure & support programs.

Trustee Moore asked to clarify the model for increasing R&D if UNF plans to increase its student population by 50%, while significantly reducing teaching loads. Dr Kantner reassured the Board that not all faculty will receive a 2-2 teaching load, but rather those faculty who demonstrated success in &&D expenditures. Additionally, UNF is searching to expand the number of instructors with a typical teaching load of 4-4. Trustee Moore indicated he is interested in a copy of a more detailed model. Trustee McElroy expressed curiosity in exploring the funding distribution for national R&D, and how UNF compares to other institutions. Trustee McElroy asked for potential risks associated with Research & Development. Dr. Kantner stated that UNF has historically relied on a small number of faculty who are active in R&D and the University will attempt to expand the number of faculty active in securing contracts and research funding. Trustee Patel asked if the amount of projected growth in research dollars is enough or will it be necessary to bring in more faculty. Dr. Kantner stated that the model demonstrates both scenarios: existing instructors who are in R&D can reduce to a 2-2 teaching load, while there will also be new instructors hired to replace those that are reducing their teaching load in order to attain 25,000 students.

President Limayem emphasized that this cannot be accomplished with one strategy, which is why there are various approaches. The President mentioned the culture needs to be changed to incentivize, motivate, and facilitate faculty to go for funding. President Limayem highlighted that changing from an R2 to R1 University is for the future of UNF. He expressed that through UNF's Strategic Plan, there is potential to boost both the student population and further improve the University's R&D efforts. President Limayem stressed the importance of the R&D strategic goal to position UNF as a vibrant-research University.

Vice President of Finance and Administration, Scott Bennett and Associate Vice President of Administration and Finance, Mr. John Hale presented the Space Utilization Study alongside two representatives from the DLR Group. VP Bennett stated that the DLR Group has been in collaboration with UNF for about a year to finalize the report. VP Bennett highlighted the topic of space was repeatedly brought up by faculty and staff, specifically that UNF needs to utilize its space better. Mr. Hale shared that every five years, it is statutorily required to update the campus master plan and the Strategic Plan will be a helpful tool to look ahead of how the campus will grow, while maximizing the use of space on campus.

Mr. John Hale introduced the DLR group representatives, Ms. Karli Kronmiller and Ms. Hailey Muller, and they presented the results of UNF's Space Utilization Study. The DLR Group is an integrated firm and has experience with universities across the United States, which has provided insight of how others are using their space. The DLR Group began their data gathering and analysis in June 2023 and took an inventory of the space. They worked alongside Mr. Hale and Mr. Chris Wainwright, Director of Campus Planning, Design & Construction, to verify personnel and class scheduling on campus. Ms. Kronmiller stated the final report of the space utilization study has been completed and they are in the process of delivering an interactive dashboard on UNF's website. This user-friendly interactive tool will be a map of UNF campus that allows users to click on a building and view the space data: number of classrooms, number of offices, and number of seats filled.

Ms. Muller shared the key findings in the study:

1. Classroom scheduling practices should be revaluated for highest and best use of space.
2. There is limited vacant office space on the core of campus available to support temporary assignments for capital projects.
3. Developing additional research space is needed to support UNF’S R2 classification and continue growth in the research enterprise.
4. Collaborative and flexible workspaces should be established throughout campus for the use of faculty, staff, and students.

The State of Florida requires universities to have classrooms 40 hours in use with an average of 66% of the seats in the room filled. Ms. Muller reported that UNF's general purpose rooms are scheduled highly, however departmental classrooms have lower hours in use and lower seat fill, which offers opportunity to schedule these rooms for more effective use. She suggested to explore a central scheduling policy related to classroom use, in order to evenly utilize the space on campus. Ms. Muller reported that UNF effectively manages their office space and that UNF should aim for an FTE goal between 0.8 and 1. She stated that many of the departments are already within that overall range, but there is an opportunity to better utilize some spaces. Ms. Muller provided highlights of the research assessment, which looks at expenditure per square footage dollar. She also shared data from research peers, universities that are conducting similar research to UNF, and provided a glimpse of what they are doing in terms of research space.

Ms. Muller shared the DLR Group's policy recommendations:

* To align with SREF standards, all classrooms should be available for scheduling through Enrollment Services. A central scheduling process should be established with priority requests available for classrooms previously overseen by departments.
* Offices noted as vacant during space surveys for three years or longer should be turned over to CPD for use in swing space and emergency office space needs.
* No employee should have two dedicated office spaces unless they are actively in an interim role.
* Employees working on-site 2 days or less per week should be allocated open, shared, or hoteling space.
* A regular space survey process should be established occurring every two years to update inventory.

Trustee Patel asked if a centralized booking system can lead UNF to achieve the goal of 66% space utilization for classrooms. Additionally, Trustee Patel asked what strategies other universities are utilizing to achieve that goal. Ms. Muller stated that there is a discrepancy between the sizes of courses and the sizes of classrooms. To adjust this, it is important to align classrooms with course schedules and upgrade existing spaces to be more flexible for multiple teaching modalities. The DLR Group observed the active-learning classrooms with flexible arrangements or tables were utilized more frequently, than classrooms with traditional armchairs. Ms. Muller indicated this is an opportunity fort furniture upgrades, as well as right-sizing classrooms for more effective use. Trustee Moore asked for clarification on the research assessment. Ms. Muller shared the peer institutions were selected based on the biology, healthcare, psychology, and business focuses. She stated an improvement for research space utilization can be conducted by using the following metric, expenditure-dollar per square footage. However, research utilization has various components including, number of students working there, number of individuals apart of the lab, and if the research aligns with the strategic goals.

Trustee Moore asked if UNF should change the type of research being conducted or if UNF should spend more money on the existing research. President Limayem stated that this study indicates the existing research space is not being effectively used. The President stated that there is research that is dedicated to research, that is currently not bringing in optimal research money. President Limayem stated that as UNF increases R&D to an R1 classification, the expectations will be that the space is being used effectively and efficiently. He stated that a team will be mandated to review all recommendations and will work in collaboration with the Faculty Association and staff to determine a process of how to implement the changes. Trustee McElroy asked the DLR Group to provide insight on the realistic expectations to achieve the policy recommendations. Ms. Muller stated that the course-scheduling recommendation is an immediate need and that a centralized scheduling policy should be implemented short-term. In terms of research space, more in-depth analysis needs to be conducted to determine which areas are bringing in the most expenditures and whether it is occurring in a research-specific space or not– this will be important to achieve the R1 Classification. She stated that tracking office space use is difficult, and this is a common struggle among other universities. This is based on lack of data related to how offices are being used, who is assigned to them, and what role that person is in. However, Ms. Muller stated this will be a long-term fix, as the data is necessary to meet enrollment goals to know what is going on in the office and research spaces.

Mr. Hale stated that post-completion of the space utilization study, UNF retained the DLR Group as the University master plan consultant. Additionally, he thanked Mr. Wainwright, as he will be on the forefront of the master planning study.

## Board of Trustees Elections

Chair Hyde turned the floor over to Vice Chair McElroy led the Board of Trustees election for its Chair and Vice Chair. The University of North Florida Board of Trustees Bylaws outline that, every two years, the Board will elect its Chair and Vice Chair. Vice Chair McElroy stated that it has been an honor serving as Vice Chair for the past couple of years and that he plans to serve out the rest of his term on the Board. However, he indicated that he preferred not to be considered for re-election. Vice President and General Counsel, Karen Stone established a quorum of 10, which included Trustee Grosso, Trustee, Binder, Trustee Moore, Trustee Gol, Chair Hyde, Vice Chair McElroy, Trustee Patel, Trustee Egan (virtual), Trustee Barrett (virtual), and Trustee Lazzara (by phone).

Vice Chair McElroy moved to the floor and called for nominations of the Chair to serve the next two years. For the record, Vice Chair McElroy noted Chair Hyde’s eligibility. Trustee Moore nominated Kevin Hyde to stay on as Chair. Trustee Lazzara SECONDED the nomination. There were no other nominations. The Board unanimously elected Kevin Hyde as Chair.

Chair Hyde thanked Vice Chair McElroy and noted that he has been a wonderful partner representative of the community. Additionally, he emphasized Vice Chair McElroy's quality of work and meticulous detail in the way he conducts processes. Chair Hyde shared that it has been an honor and privilege to serve as Chair and that he looks forward to the next two years.

Chair Hyde moved to the floor and called for nominations of the Vice Chair to serve the next two years. Trustee Binder nominated Nik Patel. There were no other nominations. The Board unanimously elected Nik Patel as Vice Chair.

President Limayem congratulated Chair Hyde and Vice Chair Patel and commended Trustee McElroy for his time served as Vice Chair.

## Committee Reports

**Academic and Student Affairs Committee**

The committee met on February 22, 2024. Provost Patterson provided a report to the Board on behalf of Chair Egan.

Ms. Robyn Blank, AVP and Chief Compliance Officer, presented two regulation amendments:

* *Proposed Amended Reg:  5.0010R Student Conduct Code*, is a revision to the Student Conduct Code. The legislature passed into law a new statute 553.865 Private Spaces and the Board of Governors subsequently adopted its regulation, 14.010 Designation of Restrooms and Changing Facilities.
* *Proposed Amended Reg: 2.0470 R Financial Aid:*  The proposed amendments to the regulation involve updating the titles of policy committee voting members, ex officio members, and making minor general updates to the regulation.

Both the statute and the regulation require that educational institutions update their student conduct codes to include disciplinary procedures for violations of these provisions. Chair Egan and Ms. Blank discussed the potential implications of Code violations related to these changes. The outcomes of these discussions have been communicated to relevant parties tasked with addressing such situations. This regulation establishes the Financial Aid Policy Committee, responsible for formulating policies regarding financial aid matters, reviewing Federal guidance, and overseeing training for scholarship activities. The committee recently conducted a review of the regulation and made the following recommendations: designate the Given Dr. Besterfield's significant role in overhauling enrollment management services policies and regulations, and the responsibility held at the highest levels for enrollment, it is proposed that this individual be granted voting status on the committee, rather than serving as staff. Both proposed amended regulations were unanimously approved.

Ms. Blank presented a committee charter update project, which will create uniformity among the committee charters. Ms. Blank developed a template for the updated committee charter and indicated UNF is looking for the Board’s input on whether it properly reflects the work completed.

Vice President and CIO, Brian Verkamp shared strategic initiatives undertaken by the Information Technology Services department. Following an overview of how IT contributes to student success, from enrollment to employment, VP Verkamp highlighted three key initiatives aligning with student success:

1. myNest – launched in January, this is a student success platform that anchors student success with technology.  Comparable to a Customer Relationship Management (CRM) system, myNest functions as a student relationship management system.  It facilitates record management, provides avenues for students to seek assistance, schedule appointments, and more. It is continuing to incorporate additional functionality.
2. UNF eSports - Recognizing the increasing popularity of eSports, VP Verkamp discussed UNF's engagement in this area. With over 650 students in the eSports club, the initiative aims to tap into the $220 billion eSports industry. Beyond recreational gaming, eSports offers opportunities in production, content streaming, technology, and journalism. Mock-ups of a dedicated eSports facility at UNF were shared, emphasizing its potential to attract high school students through on-campus tournaments. Collaborative discussions with the city of Jacksonville are underway.
3. Student-led Security Operations Center – First of its kind, this initiative involves bringing students into the Security Operations Center. In these centers, the student led security team monitors network anomalies, security attacks, and incidents. The students actively participate in tracking, responding, and gaining hands-on experience in cybersecurity. With a significant demand for cybersecurity positions in Jacksonville, this initiative seeks to address the existing skill gap and create valuable opportunities for our students. We are also working with the City of Jacksonville on this.

Next, Dr. Misha Bogomaz, Director of the UNF Counseling Center provided what will be an annual update on the Center and Student Mental Health and Wellness.  This presentation included information about student mental health and the on-campus mental health resources available to our students. Dr. Bogomaz shared improvements in availability (zero waitlist) and outreach and the many ways in which students can get mental health services.

Then, Dean Chip Klostermeyer highlighted the types of Experiential Learning typically engaged in by students within the College of Computing, Engineering, and Construction.  Dean Klostermeyer shared the diverse opportunities provided through Student Clubs & Competitions, Internships, Undergraduate Research, Study Abroad and Senior Design. The college takes pride in the accomplishments of its students, recognizing the collaborative efforts of faculty who guide and mentor them. The support from industry sponsors and mentors is also acknowledged and appreciated. senior Enrollment Services Administrator, Dr. Besterfield, as a voting member of the committee, as opposed to serving in an ex officio capacity, appoint the Senior Student Financial Aid Administrator and the Compliance Officer as ex officio members, and update the titles of members within the Working Group Committee.

In conclusion, Provost Patterson introduced Mr. Scott Curry, Senior Director of Industry Engagement, Undergraduate Studies, who presented an overview of the internship programs at UNF. The significant growth in Jacksonville has generated excellent internship opportunities, with over 2,300 students having completed internships. Notably, there was a 20% increase in internships in the past year compared to 2022. In 2023, a remarkable 24,000 internships were made available to students through partnerships with local, regional, and national employers. Mr. Curry provided valuable insight into the many ways UNF works with employer partners to create effective and fruitful relationships.

The committee members appreciated the valuable information on experiential learning provided by the presenters.

**Audit and Compliance Committee**

The committee met on February 15, 2024. Chair McElroy provided a report to the Board.

The performance-based funding data integrity audit was presented by Ms. Julia Hann, Chief Audit Executive, and Dr. Abby Willcox, AVP of Institutional Research & Performance, and the Board unanimously approved the audit. There were no exceptions in the audit and were several Osprey recommendations that have been addressed.

Ms. Donna Kirk, Senior Associate Athletics Director for Compliance and Senior Woman Administrator, led a discussion on Title IX review and updates.

Ms. Robyn Blank, Associate Vice President and Chief Compliance and Ethics Officer, and Julia Hann, Chief Audit Executive addressed the committee to provide a brief update on risk management discussions by the University’s Compliance Ethics Risk Oversight Committee.

Vice President Bennett discussed the Athletics Program Agreed Upon Procedures Report for the year ending June 30, 2023, and the Governor’s Office engagement with Ernest & Young to conduct a risk assessment and compliance review of all programs funded through this program.

Ms. Blank presented an update to the Committee’s Charter. This review and update was performed to bring consistency across the committees. No substantive changes were made however to the operations of the committee.

**Finance and Facilities Committee**

The committee met on February 22, 2024. Chair Gol provided a report to the Board.

Amended Regulation 1.003R Disruptive Behavior was presented by AVP and Chief Compliance Officer, Robyn Blank.  The amended reflected required updates based on changes to Florida Statutes and BOG regulation. Motion passed.

Amended Regulation 4.0010R Personnel Programs was also presented by Ms. Blank. Changes were primarily to bring in line with BOG regulation defining employee classes and reporting standards for employees arrested for certain crimes.

Vice President Bennett presented a request for a conservation easement requiring 2.5 acres be put in conservation due to a walkway bridge that will be constructed from the new Honors Dorm to campus. This allows the university to work with the water management district to file this agreement.

Ms. Blank presented an update to the Committee’s Charter. This review and update was performed to bring consistency across the committees. No substantive changes were made however to the operations of the committee.

Vice President Bennett presented the normal E&G and auxiliary reports with results to date for the fiscal year. There was a conversation regarding the current athletic negative position but assurance that this was being addressed. The capital projects report was also presented, noting there are now more than $200 million in projects underway. The ratios report comparing all 12 institutions were presented for the past fiscal year. Overall, we are in very good position in all ratios.  The treasurer’s report was also presented showing $160 million currently invested.

The final item was the Administration and Finance update presented by Vice President Bennett. The update included the introduction of AVP and Chief Human Resource Officer, Julien Carter. There was an update on the City’s proposed project to construct a shared use path through campus. There was also an overview of the space study and update of the Honors Dorm construction progress.

**Governance Committee**

The committee met on February 15, 2024.   Chair Hyde provided a report to the Board.

Each committee is presently engaged in a comprehensive review of its charter to ensure consistency and alignment with the committee's responsibilities. Proposed amendments were provided in our committee materials.  Ms. Robyn Blank, AVP and Chief Compliance Officer, presented a template that each committee will use, and will be looking for the committee’s input on whether the charter properly reflects its work as a committee.  The final draft will be reviewed at the June meeting.

Ms. Robyn Blank also presented the Board of Trustees Bylaws Review which has not been reviewed since 2020. UNF staff has identified recommended changes, and we encourage feedback from Board members on any other potential areas for revision or enhancement. A finalized document, benchmarked against other SUS institutions, will be shared, along with proposed changes, before seeking approval for the Bylaws' final draft at the June meeting.

Dr. Paul Eason, Vice President of Strategy and Innovation, presented a draft Strategic Plan Implementation and Monitoring (SPIM) Committee charter. The SPIMC charter will be considered at its first meeting in the next round of committee meetings in June.

As part of the requirements of SACSCOC and for good governing practices, the board regularly conducts a self-assessment. VP Stone provided a recap from our last self-assessment conducted in June of 2022. The areas of concern or interest identified from the 2022 Self-Assessment responses have been prioritized and have been or are being addressed.

A draft of self-assessment questions was presented for committee feedback. The draft self-assessment has been shortened and refined, focusing on the strategic plan, Board engagement, and fiduciary duties of the Board. These will be shared with committee members ahead of the June Governance committee meeting when we will consider the final draft for recommendation to the full board.  We plan for board members to complete the assessment survey in mid-June, with results to be discussed in the September Board meeting.

## Consent Agenda

**From the Academic and Student Affairs Committee**

- Draft November 16, 2023, Academic and Student Affairs Committee Meeting Minutes

- Amended Reg:  5.0010R Student Conduct Code

- Amended Reg:  2.0470R Financial Aid

**From the Audit and Compliance Committee**

- Draft November 16, 2023 Audit and Compliance Committee Meeting Minutes

- Performance-Based Funding Data Integrity Audit

**From the Finance and Facilities Committee**

- Draft November 16, 2023, Finance and Facilities Committee Meeting Minutes

- Amended Reg:  1.0030R Disruptive Behavior

- Amended Reg: 4.0010R Personnel Programs

- Honors Residence Hall Conservation Easement

**From the Governance Committee**

- Draft November 16, 2023, Governance 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 McElroy made a MOTION to APPROVE the consent agenda, and Trustee Grosso SECONDED. The consent agenda was unanimously approved by the Board.

## BOT Roundtable Discussion: New and Follow-up Items

The Board concluded the meeting with a Roundtable discussion providing trustees with the opportunity to delve into topics of their interest. President Limayem began by providing updates on matters raised during the last BOT meeting on November 30, 2023. The president highlighted the diligent efforts of the staff in addressing each question and suggestion from the previous meeting, furnishing a comprehensive follow-up on these points. As a reminder, the November 2023 Board meeting encompassed seven topics, and the president provided details on both current University actions and future plans. A detailed handout was distributed to each Board member for reference.

* 1. Find more ways to connect to students after they graduate.
* Current Efforts:
  + Student Email for Life has been investigated and benchmarked against SUS institutions and has been or is being eliminated due to security concerns, high costs and effectiveness.
  + Increased online engagement.
* Planned:
  + Evaluating alternative Customer Relationship Management technology strategies.
  + Deploying Alumni Survey in February.
  + Reinvigorating Regional Alumni Chapter.
  + Creating new Events like the Vow Renewal in June.
  1. Would like contact information of alums (recent graduates) as has job opportunities they would like to share, would like an alum list for faculty.
* Current Efforts:
  + Faculty have access to recent graduates through the Alumni Association.
  + Recently completed alumni campaign reached 3K alumni.
* Planned:
  + University Development is working with Career Services to create opportunities to serve alumni.
  + Programming for alumni events is centered on networking and career advancement.
  1. Provide internships and certificate programs to increase community engagement.
* Current Efforts:
  + Current survey indicates 85% of seniors reported completing at least one experiential learning activity.
  + Last year, students completed >12K Experiential Learning activities.
* Planned:
  + Working with employers to increase internships or similar experiences to 100%.
  1. Need long-term engagement. Connect with students while they are attending UNF, so they stay connected.
* Current Efforts:
  + 209 registered student clubs and organizations and 30 active fraternities and sororities with an increase in recruitment and participation in events.
  + Strong signature events with record attendance.
  + Collaboration amongst University departments to enhance student life experiences is at an all-time high.
* Planned:
  + Continue to assess engagement amongst student life experiences.
  + Conduct student focus groups to learn how they want to be engaged.
  + Utilize technology to better connect and inform the student population of events.

The President indicated that student engagement or disengagement is tracked through card swipes. Attendance serves as a key indicator; if a student is not attending, it raises a red flag prompting intervention from the team to aid and support.

* 1. UNF Branded merchandise more readily available in stores.
* Current Efforts:
  + UNF has engaged with Collegiate Licensing Company to determine a strategic approach to increasing our presence in the community.
  + Collegiate Licensing Company and UNF staff are initiating conversations with local retail store managers to encourage establishment and/or enhancement of UNF product lines.
* Planned:
  + Implement the strategic approach developed in conjunction with the Collegiate Licensing Company, including conducting a survey, retail audit, and providing retailers with market data.

Isabel Pease, Interim VP of Marketing and Communications, and Nick Morrow, Athletic Director, are working with the Collegiate Licensing Company to conduct essential research. The aim is to approach retailers, emphasizing the significance and demand for UNF brand items. Additionally, efforts are being made to supply retailers with data illustrating the concentration of UNF alumni and students around their stores. Nick emphasized that customer requests for UNF merchandise at these stores will play a significant role, urging everyone to actively request UNF products when visiting these establishments.

It was also mentioned that UNF also holds many events providing opportunities for students to obtain free UNF swag.

* 1. Look into Grandparent in-state tuition as an economic opportunity.
* Current Efforts:
  + UNF is allocated 7 of the 350 State University System grandparent waivers that require a 1340 SAT.
  + Only four students have taken advantage of this waiver this year.
* Planned
  + Notify students of the available waivers.
  1. How do we turn our focus areas into programs of distinction?
* Current Efforts:
  + Focus Areas as identified in Strategic Plan: Advanced Manufacturing, Coastal Resilience, Data Science, Cybersecurity, Information Technologies, Health Care, Health Sciences, Transportation and Logistics.
* Planned:
  + Grow these programs with faculty hires and research infrastructure investments.

President Limayem stressed Board feedback and input is valued and appreciate to discuss items specific to their interest, that are not particularly on the agenda.

Chair Hyde provided updates on two current issues. University of Florida’s graduate campus in Jacksonville is coming to fruition. The President and Chair Hyde met with the person who is designated to help spearhead this project. UNF’s message has been to emphasize collaboration rather than competition, and the initial ideas presented were well-received, fostering a positive outlook. The UF Board of Trustees is set to approve the final presentation on March 7th, which will then proceed to the March BOG meeting for the final approval. While specific details are not yet available, it's confirmed that the project is moving forward, presenting potential opportunities for collaboration between UNF and UF.

President Limayem highlighted discussions with President Sasse, Chair Husseini and VP in charge of UF Jacksonville campus, emphasizing the belief that true collaboration can result in mutually beneficial outcomes. The aim is to form a joint team comprised of leaders from both universities.

For the second update, Chair Hyde turned attention to Trustee Moore, who discussed a recent scholarship opportunity. Trustee Moore reminded the Board of a scholarship drive initiated by Trustee Gol, initially planned as a pickleball tournament but changed to a round of golf due to the courts not being completed. The event not only provided enjoyment and camaraderie but also successfully funded a scholarship. Chair Hyde expressed the Board's intention to explore similar opportunities.

Turning to new business, Chair Hyde asked for input from trustees on items they would like to discuss.

Trustee Patel raised the question of effective ways to track graduates and stay connected. President Limayem acknowledged the challenge and expressed confidence in Alumni Services' efforts. VP Nichols shared the department's strategies, including a creative team for online content and engagement. Data from graduating students is being incorporated into a CRM for immediate communication upon graduation. An alumni survey will be deployed, and Trustee Binder's polling lab will help synthesize the data for better communication strategies.

President Limayem proposed closer collaboration with the alumni board, suggesting the possibility of having a trustee serve on the Foundation Board. Chair Hyde suggested holding a joint meeting between the Board and the Foundation Board, recognizing the common goal for both boards, and aligning efforts.

Trustee Grosso suggested the idea of bringing back the Traditions Committee, a presidential-appointed standing committee. He felt that this would enhance student retention and engagement. President Limayem agreed that we should leverage the momentum to create traditions right now.

Trustee McElroy shared a couple of observations, one of which pertains to the changing landscape of R&D, the shifts in funding sources, and the imminent role of AI in R&D. He expressed the need to address the external environment components.

As the second point, Trustee McElroy cited the rapid financial decline of the University of Arizona, as an example. Trustee McElroy proposed a discussion on implementing safeguards and enhancing UNF's risk management protocols to navigate potential financial crises.

President Limayem highlighted ongoing efforts, led by Robyn Blank, Chief Compliance Officer and Julia Hann, Chief Audit Executive in identifying risks and formulating strategies to mitigate them. The focus is on addressing threats that could jeopardize operations and the institution's mission.

Trustee Binder observed that the topics addressed in this roundtable discussion signify a shift that will have implications for both faculty and staff. President Limayem emphasized the significance of maintaining strong relationships and open communication with faculty members. As part of this commitment, he is in the process of establishing a task force dedicated to change management.

## Adjournment

With no further business to discuss, Chair Hyde adjourned the meeting at 12:23 pm.