# Minutes

## Trustee Attendance

**Present:** Kevin Hyde (ex officio), Michael Barcal, Mike Binder, Chris Lazzara, Steve Moore, Allison Korman Shelton, Nik Patel, Jason Barrett (virtual), and Paul McElroy (virtual)

**Absent:** Annie Egan, Jill Davis, and Jay Demetree

## Call to Order

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

## Public Comment

Chair Hyde offered those in attendance the opportunity for public comments. VP Karen Stone stated there were no requests for public comment.

## Student Presentation

Jose Alejandro Faria shared his UNF journey as an international student.

## Chair's Remarks

Chair Hyde thanked Trustee Binder for his invaluable and balanced representation of both the constituency and the university, noting that this was his final in-person meeting as a Board member. Vice Chair Patel acknowledged Trustee Binder for performing his role with impeccable skill.

Trustee Binder expressed gratitude for being welcomed and recognized the unique roles of faculty and student positions on the Board. He mentioned that, like most faculty members, his prior exposure to the Board had been limited. Trustee Binder emphasized his confidence in the Board members' dedication to the university's best interests, noting that this level of commitment is not universal to all Boards. He concluded by thanking the Board and wishing them well in the coming years.

President Limayem stated that working with Trustee Binder has been a great pleasure, and highlighted that he has been an exceptional partner, friend, and advocate for both the faculty and the university. The President assured that Trustee Binder would remain involved with the university, as they are exploring new contributions for him with the Provost. President Limayem praised Trustee Binder for the polling center's significant contribution to generating more than half of UNF's media coverage.

Chair Hyde mentioned a recent meeting with Chancellor Rodriguez and Commissioner of Education Diaz, alongside Presidents and Chairs from both the State University and State College systems. He highlighted the state government's strong commitment to higher education, not only financially but also through collaborative efforts to maintain the top ranking of the State University System (SUS) and foster cooperation with the State college system. Chair Hyde expressed optimism about the intense interest shown by the Governor's office in supporting Florida's universities amidst budget discussions and emphasized the importance of collaboration across institutions. He concluded by acknowledging the recent budget approval as a tangible sign of the state's dedication to higher education, thanking those involved in the process, particularly Vice President of Government Relations, Heather Duncan, and her team.

## President's Remarks and Update on Presidential Goals

President Limayem started by welcoming UNF’s new Vice President of Marketing and Communications, Andrea Jones to her first official Board of Trustees meeting as a member of the Nest.

President Limayem highlighted several significant achievements at UNF, attributing credit to the faculty and staff. He celebrated a record-breaking 84.4% retention rate for freshman-to-sophomore students, along with an 83% APR rate. President Limayem also noted the university's enrollment growth trajectory towards 25,000 students by 2028 and the graduation of 4,164 degrees in 2023-2024, emphasizing UNF's role in community development. He shared milestones such as 1,000 employers recruiting on campus and that UNF boasted a record number of internships and co-ops, which is up to 20% in the last two years.

In Fall 2024, there are new programs, including the Master's in Fintech, Doctor of Health Administration (DHA) and UNF’s first Ph.D., Doctor of Philosophy in Computing. Additionally, President Limayem praised a 46% increase in research expenditure and highlighted successes in student engagement and athletics, with more than 200 active organizations on campus. UNF was recognized as ASUN’s Academic Champions for the first time and achieved ASUN’s Highest Academic Progress Rate for a second consecutive year. Three UNF student athletes were presented with the All-American Award.

President Limayem acknowledged new endowed professorships and centers, including the Lastingers Center for Florida History, and discussed innovative initiatives to engage UNF Alumni, such as a vow renewal event for over 30 couples on June 29, 2024. He concluded with praise for the implementation of Workday and anticipated improvements in administrative efficiency under Vice President and Chief Information Officer, Brian Verkamp and Vice President of Administration and Finance, Scott Bennett's leadership.

President Limayem reported that UNF is on track to meet or exceed all the goals for Fiscal Year 2023-2024. He acknowledged the support of all faculty and staff who have assisted in reaching the goals and updated the Board on the progress of 2023-24 Presidential Goals.

Goal 1: Student Success

1. Increase retention of first-time in college students.
   * Academic Progress Rate (Retention with 2.0 or Higher GPA; PBF 5)
     + *FY 2023-2024 Goal:* 77%
     + *Final FY 2023-24:* 77.7%
     + *Strategic Plan Goal:* 90%
2. Increase institutional focus on transfer student success.
   * FCS AA Transfer Three-Year Graduation Rate (PBF 9a)
     + *FY 2023-2024 Goal:* 62%
     + *Final FY 2023-24:* 62.6%
     + *Strategic Plan Goal:* 70%
3. Ensure that students are graduating with robust career opportunities and that UNF is supplying the local region and beyond with talent to meet the workforce needs.
   * Bachelor’s Graduates Employed or Enrolled (PBF 1)
     + *FY 2023-2024 Goal:* 70%
     + *Final FY 2023-24:* 72%
     + *Strategic Plan Goal:* 77%
4. Increase high impact practices for undergraduates (research, paid internships, and experiential learning).
   * Undergraduate Students Engaged in Internships for College Credit
     + *FY 2023-2024 Goal:* 3,700 students
     + *Final FY 2023-24:* 4,144 students
     + *Strategic Plan Goal:* 3,850 students

Goal 2: Faculty and Staff Success

1. Develop a plan to address results of the 2023 Compensation Study and complete a space utilization study for all campus buildings.
   * The compensation study was completed and implemented. The average raise awarded for both faculty and staff in fall 2023 was over 6%.
   * The space utilization study was completed, and recommendations were made regarding classrooms, storage, offices, and research space. The taskforce created and presented an implementation plan to the executive cabinet on June 4, 2024.
2. Continue regular and consistent communication with faculty and staff in the form of town halls, mixers, small group meetings and written updates.
   * Regular email communications are sent to the campus community.
   * Leadership meets regularly with individuals or groups of faculty and staff to share ideas or hear concerns.
   * Faculty and staff mixers are held on third Thursday of the month.
3. Identify additional appropriate “best workplaces” rankings and evaluate their application processes for eligibility.
   * The taskforce, “Enhancing the Culture of Belonging for Employees” will present their recommendations to the Cabinet on June 25, 2024.
   * The recommendations were based on data compiled from recent employee surveys and focus groups discussions.

Goal 3: Funding

1. Increase private funding to $30M+.
   * Foundation has raised $30M YTD.
   * $7.5M in open major gift solicitations​.
2. Continue seeking government funding.
   * The last day of the Legislative Session was March 8.
   * UNF Allocation: Legislative Budget Request for Operational Support.
     + $5 million recurring
     + $14 million nonrecurring
   * PECO Funding Allocation
   * Student Support & Academic Building $40,242,365 (approved)
3. Increase Research & Development expenditures by 25%.
   * Research & Development (R&D) expenditures up 46% over the previous year’s HERD report.
4. Increase Auxiliary Revenues by 3%.
   * As of April 30, 2024, auxiliary revenues are up 3.3% over the same 10-month period from the previous fiscal year.

Goal 4: Community Engagement

1. Create new office of public policy events in compliance with new law.
   * The office was created in July 2023 and continues to provide events in compliance with the new law - HB 931.
   * This year, four events were held on campus, and another was co-hosted with FGCU, UWF, USF and live-streamed.
     + September 20, 2023 – *The Constitution on Campus: A Conversation on Free Speech and Affirmative Action*
     + October 16, 2023 – *Affirmative Action in University Admissions and the Cost of Higher Education*
     + November 13, 2023 – *Generative Artificial Intelligence: Friend or Foe?*
     + February 22, 2024 – *Pill Mills to Fentanyl: Tackling the Opioid Epidemic*
     + March 28, 2024 – *U.S. diplomacy and foreign policy*
2. Improve UNF’s presence in the community.
   * The Coggin College of Business hosted the Logistics & Supply Chain Management Case Competition with sponsorship by the Intermodal Association of North America.
   * College of Education and Human Services, on behalf of philanthropist Gilchrist Berg, awarded four teachers $17,000 each, one of the largest monetary awards for teachers in the nation.
   * UNF sponsored the TEDx Jacksonville Democracy Salon.
   * Thousands of people flocked to the UNF Coxwell Amphitheater to watch the solar eclipse. Action News Jax gave out 5,000 viewing glasses to the crowd.
3. Start badging and credentialing programs with area businesses to help address workforce needs.
   * There are more than 50 approved badge opportunities.
   * Awarded 9,519 badges to date, including the following:
     + Covey LeaderU
     + Career Education
     + Construction Quality Management for Contractors
     + Introduction to Microservices, Java, and Docker
     + Sport Industry Workplace Culture
     + DevOps Foundation Certificate
     + IGNITE Healthcare Leadership Scholar
     + Executive Presence
   * Badges launching soon:
     + Clinical Research Coordination (MedNexus)
     + Entrepreneurial Innovation series
     + Florida Data Science for Social Good
     + Foundations of 3D Printing
     + Intro to AI
     + MS Excel series
     + Name, Image and Likeness (NIL) and Branding Foundations
   * Engagement with area businesses
     + Current: Catalis, Blount Island Command, Black Knight/ICE, Army and Navy Corp of Engineers
     + Actively recruiting additional partners via UNF’s Business Career Fair and Employer Summit
4. Continue the preparation for renewal Carnegie Elective Classification for Community Engagement.
   * The Carnegie Community Classification reapplication is underway and will be submitted by the March 2025 deadline.

Chair Hyde reminded the Board that the Presidential goals are set pursuant to the contract that was established with the President, including the annual review of goals from current fiscal year and new goals to be set by July 1 in the new fiscal year.

Trustee Lazzara asked the President if there were any goals that were not achieved. President Limayem stated that all goals were exceeded, attributing this success to the hard work and dedication of UNF faculty and staff.

## Discussion of Presidential Goals for Fiscal Year 2025

President Limayem presented his proposed annual goals for FY 2025:

Goal 1: Student Success

1. Increase retention of first-time in college students.
   * Academic Progress Rate (Retention with 2.0 or Higher GPA; PBF 5)
     + *Final FY 2023-2024:* 77.7%
     + *FY 2024-2025 Goal:* 82%
     + *Strategic Plan Goal:* 90%
2. Increase institutional focus on transfer student success.
   * FCS AA Transfer Three-Year Graduation Rate (PBF 9a)
     + *Final FY 2023-2024:* 62.6%
     + *FY 2024-2025 Goal:* 64%
     + *Strategic Plan Goal:* 70%
3. Ensure that students are graduating with robust career opportunities and that UNF is supplying the local region and beyond with talent to meet the workforce needs.
   * Bachelor’s Graduates Employed or Enrolled (PBF 1)
     + *Final FY 2023-2024:* 72%
     + *FY 2024-2025 Goal:* 73%
     + *Strategic Plan Goal:* 77%
4. Increase high impact practices for undergraduates (research, paid internships, and experiential learning)
   * Undergraduate Students Engaged in Internships for College Credit
     + *Final FY 2023-2024:* 4,144 students
     + *FY 2024-2025 Goal:* 4,350 students
     + *Strategic Plan Goal:* 3,850 students

Goal 2: Research and Innovation

1. Increase contract and grant submissions for research by 25%.
2. Increase internal investments in research by 50%.
3. Expand flexible workload guidelines to maximize faculty research, scholarship and creative activity contributions campus wide.

Goal 3: Community Engagement

1. Establish a baseline for community partnerships.
2. Increase the depth and breadth of UNF's partnerships.
   * Recruitment of UNF Interns and graduates
   * Philanthropy support greater than 100K
   * Research & Contracts
   * Volunteers on UNF Advisory Boards
3. Continue to improve UNF’s presence in the community.
4. Increase the number of badging and credentialing programs with area businesses to help address workforce needs.
5. Continue the preparation for the renewal of Carnegie Elective Classification for Community Engagement and submit in March 2025.

Goal 4: Faculty and Staff Success

1. Continue regular and consistent communication with faculty and staff in the form of assemblies, mixers, small group meetings and written updates.
2. Review and implement recommendations from the taskforce on “Enhancing the Culture of Belonging for Employees.”
3. Streamline four administrative processes: traveling, hiring, onboarding, and purchasing.

Goal 5: Funding

1. Increase philanthropy to $33M+.
2. Continue securing government funding.
3. Increase Auxiliary Revenues by 3%.

President Limayem acknowledged the ambitious goals and affirmed that he and his team are prepared to work diligently to achieve them. Trustee Korman Shelton asked the President to elaborate on the city funding. President Limayem stated that significant efforts made to be included in the Community Benefits Agreement (CBA) for the stadium but was ultimately not successful. Now, there are proposals to fund various funding initiatives, as well as continued discussion with the mayor. Trustee Korman Shelton asked if this would be included in the upcoming budget. President Limayem affirmed that it would be and that details would be shared once received.

President Limayem noted that 70% of UNF graduates remain in Jacksonville post-graduation, the highest rate among state universities. This strong local retention leads to consistent hiring of UNF graduates by Northeast Florida companies, positioning UNF for financial support from these businesses.

Trustee Moore indicated that he would like to see more research with faculty driving the depth of UNF’s partnerships and noted it will simultaneously drive experiential learning. Vice President of Strategy and Innovation, Dr. Paul Eason stated that there is a separate goal in the strategic plan on contracts and grants related to the industry, independent from the community engagement effort. President Limayem noted that the focus of presidential goal is to increase partnerships with four criteria: recruitment of UNF interns and graduates, philanthropy support greater than 100,000, research and contracts, and volunteers on UNF advisory Boards.

Chair Hyde offered the opportunity for questions. Hearing none, Chair Hyde asked for a MOTION to approve the 2024-2025 Presidential Goals. Trustee Lazzara made a MOTION to APPROVE and Trustee Moore SECONDED. The Board unanimously approved the 2024-2025 Presidential Goals.

## UNF Institutional Accreditation – Submit application to U.S. Department of Education (ED) to change accreditors to HLC

Dr. Karen Patterson, Provost and Vice President for Academic and Student Affairs, presented the UNF Institutional Accreditation application to the U.S. Department of Education (ED) to change accreditors from SACSCOC to the Higher Learning Commission (HLC). The HLC is the largest institutional accrediting agency overseeing one-third of the top 100 public universities, has a governing structure, processes, and technology that will help support UNF's strategic plan. This support is critical in today's changing educational and workforce environments, where it is necessary to be more innovative, flexible, and nimble.

Provost Patterson provided background on why UNF is changing institutional accreditors:

* July 2020 – Federal Rule changes
* July 2022 – Section 1008.47, F.S.
* August 2022 – FL SUS institutions can now change accreditors from SACSCOC to one of 5 other agencies approved by FL BOG

In order to change institutional accreditors, each FL SUS institution must complete a four-step process. First, the university must select a new accreditor and submit an application to the ED providing “reasonable cause” for the change. Second, after receiving permission from the ED to change institutional accreditors, the university applies for membership with the selected accreditor. Third, the university receives membership from the new institutional accreditor and notifies the ED. Finally, each institution must maintain active accreditation with the original institutional accreditor until it receives written notice from the ED acknowledging and accepting the change in accreditors. At that point, the university will end the relationship with the original accreditor.

On September 22, 2022, the UNF BOT gave approval to the University to begin the four-step process of pursing a change of institutional accreditors from SACSCOC to HLC. The University now seeks Board approval to submit UNF’s application to the ED.

Provost Patterson presented President Limayem’s letter to the Department of Education, seeking permission to apply for a membership with a new accrediting agency, HLC. Chair Hyde asked for a MOTION to approve this item. Trustee Patel made a MOTION to APPROVE and Trustee Moore SECONDED. The Board unanimously approved the President Limayem’s letter to the Department of Education to seek accreditation from HLC.

## Campus Master Plan Introduction

UNF is initiating a year-long process to develop its state-required Campus Master Plan, as State statutes mandate that universities develop a 10-year Master Plan, which must be reviewed and updated every five years.

This plan will outline the physical improvements needed across the campus over the next decade. It will detail the enhancements and expansions necessary to implement the 2023-2028 Strategic Plan and position the university for future success.

Senior Planner, from planning and architecture consultant DLR Group, Mr. Woody Giles presented a brief overview of the planning process of the Campus Master Plan to gather feedback from the Board.

A Campus Master Plan creates a visionary yet feasible vision for UNF’s physical campus, aligned with the institution’s strategic direction and develops a 10-year guide for capital planning and campus improvements. Additionally, it establishes consensus around decision-making and future direction, providing a roadmap and tools for flexible phasing and funding. It will meet BOG requirements and address all state-required elements.

Mr. Giles stated that integrated planning with the strategic plan will refine and implement strategic institutional goals, while connecting the mission, vision, and values with buildings, grounds, and infrastructures. He noted that creating a comprehensive plan that addresses all aspects of campus will provide place-based, student-focused recommendations.

Engagement methods for the planning process include:

* Personal conversations
* Focus and user groups
* Interactive workshops
* Digital outreach
* Community engagement
* Board of Trustees meetings

Mr. Giles shared the planning process timeline:

* **Phase 1 – Analysis** *(April to August)*
  + Campus Tour
  + Workshop 1: Visioning
  + Board of Trustees Meeting 1
  + Focus Groups
* **Phase 2 – Concepts** *(September to November)*
  + Workshop 2: Analysis, Needs, & Big Ideas
  + Workshop 3: Concepts
* **Phase 3 – Action Plan** *(December to March)*
  + Focus Groups, round 2
  + Workshop 2: Draft Plan & Priorities
  + Draft Plan Public Hearing
  + Cabinet Presentation
  + Board of Trustees Meeting 2
* **Phase 4 – Final Plan** *(April to September)*
  + Board of Trustees Meeting 3 / Public Hearing

Trustee Korman Shelton stated that the Board should be involved in the process outside of the presentations and trustees would benefit from individual conversations. She noted that the Board is willing to help and learn during the planning process. Mr. Giles stated that he would be happy to set up one-on-one meetings with trustees. President Limayem stated that the DLR Group will provide continuous updates to the Board, throughout the planning process of the Campus Master Plan to ensure involvement.

Chair Hyde asked what common questions are asked in the focus group. Mr. Giles shared that the DLR Group is conducting interviews with various campus units, asking common questions about current successes, areas needing improvement, and potential campus changes to better serve students. The questions are tailored to each unit's focus, such as housing or student life, which were interviewed this morning. Their goal is to understand each unit's activities and needs, and then translate these insights into actionable plans for campus or building improvements.

Trustee Korman Shelton asked if donated land is taken into consideration for the planning process. VP Bennett confirmed and stated that it has been included in previous planning processes, as well.

Trustee Patel asked what specific steps that UNF should take that are not currently being addressed, based on the DLR Group’s professional experience. Mr. Giles expressed a very positive first impression of the campus, noting significant investments in impactful areas such as the student union and the library. While UNF has already achieved what some peers are still working towards, there are areas needing further investment. Specifically, as enrollment grows, there is a need for more housing, and many existing buildings are outdated and require upgrades. Additionally, investment in athletics facilities is necessary to match the standards of other Division 1 peers.

Trustee McElroy highlighted immediate efficiency improvements and utilization issues with current assets, particularly the mismatch between classroom size and student numbers. Despite a plan being approved, implementation is not expected until well over a year from now, likely around 2026 or 2027. He expressed concern about the delay impacting the ability to capitalize on identified efficiencies promptly. This delay could hinder creating additional space within the existing building portfolio to accommodate anticipated growth over the next three years. President Limayem indicated after the completion of the space utilization study that an implementation process has begun to address those concerns. President Limayem stated that while additional space will be incorporated into the plan, the initial focus is on maximizing the use of existing space.

## Approval of Budget for Fiscal Year 2025

Vice President Bennett presented the Fiscal Year 2024-2025 proposed budget and informed BOT members all information can be accessed in OnBoard and encouraged them to review additional details included with those materials.

UNF received $5M in recurring funds for operational support, $14M in non-recurring funds, and an additional $3.7 for faculty recruitment and retention. $40M in PECO funding for the new Student Services Building was also received. Vice President Bennett stated that PECO support can be transformational for UNF and thanked all those involved in securing that funding; UNF’s government relations team, the president, and many others. Chair Hyde asked when Board members see the local delegation, in particular Representative Garrison, to thank them, as they also advocated for UNF to receive the PECO funding. Vice President Heather Duncan will prepare a list of the delegation members to send out to Board members.

The non-recurring performance funding is budgeted at just above $15M, and approximately $19M is planned for carry-forward. The request for the final carry-forward amount will go to the Board for approval at the September meeting. Vice President Bennett stated this budget does not include Foundation funds, Grants, PECO, or DSO funds. Those areas have their own budget process that is approved by their individual Boards.

Vice President Bennett gave an overview of the budget process which begins in January after the University Budget Calendar is set. It is a long process that starts with the units and works up to the executive cabinet and president. Each division has their own process of prioritizing their requests which may include a reallocation process. UNF doesn’t use zero-based budgeting, but divisions look at better ways to use funds and gain advantages. Divisions submit their final list of priorities to the Budget Office and this year’s total ask was $84M in requests. As requests are reviewed, the four main pillars of the strategic plan are the guide for approving items. Strategic priorities include student success, research, community partnerships, and faculty and staff success.

The FY25 operating budget of E&G dollars was presented by Vice President Bennett beginning with the current year FY24 budget of $245M. Current year amounts are then backed out when the new FY25 numbers are received. Nursing Education received $3.3M last year and this year’s amount is $3.5M. Performance funding was at $15.8M last year and the same amount will be used as a placeholder for FY25 until the new number is provided. Operational support received $5M in recurring funds and $14M in non-recurring. Faculty recruitment and retention received $3.7M this year, where last year the budget was at $10M. Pre-eminent and large universities were not included in last year’s allocation of $100M, but the Legislature changed how the funding will be utilized in FY25 and includes all 12 institutions which lowered this year’s amount. Vice President Bennett stated the updated total operating budget for FY25 is $258M of which $33M is non-recurring. He reminded Board members budgeted lines are not included in non-recurring dollars. Budgeted positions for staff and faculty are considered recurring in nature and are not placed on non-recurring funding.

Out of the $258M, 75% of funding is for salaries and 5% is for utilities, leaving approximately 20% discretionary funds in the overall budget. During this year’s budget process, the review and reallocation of funds resulted in an additional $1M in recurring funds. Added to the $5M in new funding, the total additional recurring budget increased to $6M. Of that $6M, $4.1M will go to salary increases ($3.2M for general increases, almost $800K for promotion and tenure, and $83K for post tenure review). Nearly $1.5M is for new positions, including 4 new faculty lines and various staff positions. Recurring allocations finish with just over $400K for existing software package increases for contractually obligated licenses.

Non-recurring allocations will fund $5.5M in financial aid which is the most UNF has ever distributed toward scholarships and financial aid. Research will receive $3.3M which is a 50% increase, also the largest allocation ever. Non-budgeted faculty will receive $6.5M; $3.4M for adjuncts, $2.2M for visitors, and the remaining for faculty overloads. With very little recurring dollars for raises, $3.4M in non-recurring is set aside for potential one-time payments to faculty and staff, which includes post-tenure review.

UNF’s IT infrastructure received $4.1M for ongoing infrastructure upgrades, currency replacement computers for faculty, staff and servers, and the telephone system. The library will receive $2M for databases and access. Student recruitment and success is allocated at $2.4M for initiatives to include name buys, communication tools, financial aid support for operations, and international student recruitment.

Student and student support positions are allocated $717K. These positions include clinical supervisors, the implementation of SOC interns, the successful legislative intern program, students who participate in the pep band and drum line within the Music Department, and victim advocates. $1.9M will be distributed for faculty support for training, fellows, and grading support; accreditation and memberships; Grad School initiatives; marketing; and miscellaneous operating reserves. Additional reserves will round out the budget at just under $3M. Some of the reserve set aside is for the enrollment shortfall. Our tuition is based on 2019 numbers which we are getting back to.

Carry-forward is estimated at nearly $20M, after the state required 7%, or approximately $17M, is held back. Almost $11M will go towards capital projects and renovations. Some of those projects are related to the departmental moves taking place to better utilize space. The renovation to the first floor of J.J. Daniel Hall will use approximately $4M of the $11M budget. The ADT building lease is up August of 2025 and funds are set aside this year for hiring architects and engineers to begin the design process. This project was the top priority on the PECO request for next year. Funding the initial steps internally will give us the ability to decide what to use the building for if PECO is awarded. Budget is also allocated to the marketing and branding of UNF. Other minor projects include additional security cameras and blue light repairs, replacing hard lock keys for better security, and new digital signs coming on campus.

Software and support received almost $3.4M for Workday recurring costs and ongoing implementation expenses, Slate modules, scheduling software, and HR subscriptions and integrations. Faculty start-up packages of $1M which were funded by the $10M received for faculty recruitment and retention last year had to be shifted to carry-forward due to the reduced allocation from the legislature this year. Remaining funds will go to support employee scholarships ($900K), MOCA ($785K), Public Safety ($530K) for University Police Department replacement cars, body cameras, vests, and crisis management team expenses, Marketing ($750K), Outside Counsel ($500K) and Performing Arts Fund ($350K) which funds programming for internal events, especially music and some funding for Commencement.

Additional information was provided for the marketing allocation and President Limayem stated that UNF has been under spending in marketing for years due to the available resources. In anticipation of newly appointed Vice President Andrea Jones’ arrival, UNF engaged with a consultant for recommendations to develop a plan which Vice President Jones will review and create her own plan from with her team. Investing more into marketing will provide the commitment to tell UNF’s story.

Trustee Moore provided feedback on the commencement ceremonies, noting how crowded they are and asked if additional ceremonies have been considered. President Limayem responded that a debrief is held after each ceremony to discuss what did and didn’t work. He also noted that ceremonies held each semester are different from one another and it’s difficult to have a general standard for all ceremonies, but they are always re-evaluating and invited any suggestions for discussion at another time.

Trustee McElroy inquired about a capital projects item and stated one of our responsibilities is the safety and security of our students, staff, and faculty and was concerned about the additional cameras and blue light repairs being completed in the future and asked if they can be done now. Vice President Bennett stated the repairs are done now with a schedule to test every light on a regular basis. From experience, it’s known to have those repairs and money is just set aside each year to complete them as needed. Funds also include the addition of an occasional new parking lot or the new dorm where blue lights would be needed.

A detailed summary of all auxiliaries and their proposed budgets was reviewed and included an increase to revenue from this fiscal year. All auxiliaries are asked to budget their positions 100%, however they will naturally have vacancies throughout the year so expenses will most likely come down. The report separated the larger auxiliaries and grouped smaller ones by unit. Vice President Bennett stated there are no real concerns and feels good about the auxiliaries.

It was asked if any additional budget for potential instability around the upcoming election was set aside for security, regardless of who wins or loses and aside from politics. Vice President Bennett stated there are funds to pull from, but UNF has a great relationship with JSO and other precincts, but they rarely charge us, although they can.

Trustee Korman Shelton inquired if Athletics makes money when coaches host summer camps. Athletics Director Nick Morrow responded that the coaches enter into a facility rental agreement, and they receive fees from camps to supplement their income. He stated UNF does not pay as well as some other divisional schools and this allows for supplemental income for coaches but also an opportunity to recruit and retain students. Trustee Korman Shelton asked if it could be an option to supplement revenue by the coaches being paid to run a camp while earning money and exposing UNF and its coaches. Director Morrow stated having Athletics run the summer camps and paying coaches to help administer the programs hasn’t been explored, and noted the coaches do well with camps but we don’t want to take the supplemental income away from them. Trustee Korman Shelton asked that it be explored and see if the numbers make sense. Trustee Patel stated that UNF does have a sports camp for kids and while they aren’t exposed to the coaches, the facilities and UNF campus does get exposure. UNF students are part of the staff, and the kids are rotated through different sports every week.

Vice President Bennett presented a chart comparison of FY24 and FY25 E&G allocations by division for recurring and non-recurring dollars. Academic and Student Affairs remains the priority of the institution and had a 1% increase in funding for 71% of the overall E&G budget.

The final draft of the formal operating budget for all funding sources to be submitted to the Board of Governors was presented for a total of $446M. Of that, $258M is in E&G, $38M in carry-forward, and $150M in estimated Non-E&G budgets (including athletics, technology, and student life and services fees, concession funds, financial aid, and contracts and grants)

Chair Hyde requested a MOTION to approve the FY 2024-2025 Operating Budget. Trustee Lazzara made a MOTION to APPROVE, Trustee Moore SECONDED the motion and the Board unanimously approved.

## Committee Reports

Academic and Student Affairs Committee

The committee met on June 10, 2024. Provost Patterson provided a report to the Board on behalf of Chair Egan.

The Academic and Student Affairs Committee met virtually on Monday, June 10 at noon. The consent agenda, consisting of the draft minutes from the February 22, 2024 meeting was unanimously approved.

Provost Patterson updated the committee on progress toward UNF’S first priority of Ensuring Student Success from Enrollment to Employment and Beyond made during the 2023-24 academic year, and introduced initiatives set to begin this Fall for the 2024-25 academic year.

Provost Patterson shared the retention action plan timeline that depicts touchpoints and major milestones for the past spring semester. Each touchpoint promotes student engagement, belonging, and retention. The academic supports are tiered into high, medium, and low, and they are all delivered across the 15-week term.

Provost Patterson emphasized that student success is a shared responsibility among UNF staff and faculty. She noted that the process continues to be intentional and intrusive, as the plans are designed to be replicable and sustainable long-term. There is a graduation action plan in progress to complement this one, as well as to increase the graduation rates.

Ms. Robyn Blank, our compliance officer, presented the proposed amended Regulation 2.0385R Admissions – International Students. This major revision removes individual health insurance standards for international students, relocating them to University Policy 8.0060P. Suggested by Student Health Services during their review, this change aligns with BOG regulation 6.009 and links to the updated policy 8.0060P. It was unanimously approved.

Per FL Statutes Amended Section 1001.706, BOG regulation 10.003 Post-Tenure Faculty Review, and UNF Policy 2.1100P, the Provost provided a report on the 2023-2024 Post-Tenure Review and its first-year implementation. An MOU between UNF and UFF outlines the procedures for conducting Post-Tenure Review.

* Thirty-five UNF tenured faculty underwent a 5-year PTR.
  + Twenty-five legacy tenured faculty
  + Ten faculty promoted in 2018
* Twenty faculty received final ratings of Exceeds Expectations.
  + Associate Professors (9)
  + Professors (11)
* Thirteen faculty received final ratings of Meets Expectations.
  + Associate Professors (11)
  + Professors (2)
* One (1) Professor received a final rating of Does Not Meet Expectations.
* One (1) Professor received a final rating of Unsatisfactory.

The Provost then presented the slate of seventeen faculty candidates recommended for tenure for the academic year 2023-2024. The committee unanimously approved the slate of the Faculty Tenure Candidates.

The committee then voted on two candidates presented for tenure upon hire.

Dr. Mei Zhao, Interim Dean of Brooks College of Health, presented the tenure upon hire of Dr. Weimin Gao. Dr. Gao has been selected and hired as Chair of the Department of Public Health. The committee unanimously approved this item.

Dr. Russell Triplett, Associate Dean of the Coggin College of Business, presented the tenure upon hire of Dr. Sebastian Fourné. Dr.Forné is a strategic hire for CCB and we look forward to his contributions to our curricula in entrepreneurship, strategic management and international business. The committee unanimously approved this item.

Dr. Kaveri Subrahmanyam, Dean of the College of Arts and Sciences, presented the UNF general education recommendations for committee consideration. SB 266 requires that institutions, boards of trustees and the president annually review and approve each institution’s general education course offerings at a public meeting.

Dr. Subrahmanyam noted that after two years of work, the General Education Task Force proposed a final list of general education course options for Board consideration. Per statute, all students in Florida post-secondary institutions must complete 36 credit hours of general education coursework.

The statute also specifies that each institution must report general education offerings using the following criteria for each course: general education distribution area, number of state colleges and universities that offer the course, and course level. Dr. Subrahmanyam referenced the list of all general education courses at UNF, noting whether each course was removed, updated, or added. The committee unanimously approved this item. This course list will be forwarded to the Articulation Coordinating Committee then to the BOG for approval. This approval is tied to Performance-Based Funding. UNF general education recommendations were unanimously approved.

Ms. Robyn Blank, Chief Compliance Officer, presented the final draft of the committee charter which includes revisions following the February 2024 committee. The final draft includes details of committee functions, as well as creates uniformity for form and content. The committee unanimously approved the final draft of the Academic and Student Affairs Committee charter.

Audit and Compliance Committee

The committee met on June 6, 2024. Chair McElroy provided a report to the Board.

Ms. Julia Hann, Chief Audit Executive, gave an overview of the recent QAR which is an external assessment to determine if the internal audit activities are in conformance with the Institute of Internal Auditors Professional Practices Framework and referred to as the ‘Standards’.

The FY 2025-2026 Audit workplan was presented and approved.

A series of series of reports were provided by the Chief Compliance Officer and Ethics, Ms. Robyn Blank and Chief Audit Executive, Ms. Julia Hann, as well as a report by Vice President of Administration and Finance, Scott Bennett, including: Office of Internal Auditing Quarterly Update, Compliance Officer Quarterly Update and Annual Report, and State Fiscal Recovery Fund (SFRF) Monitoring by Ernst & Young.

Ms. Robyn Blank, Associate Vice President and Chief Compliance and Ethics Officer presented the final draft of the Audit and Compliance committee charter. It was unanimously approved.

Finance and Facilities Committee

The committee met on June 10, 2024. Chair Gol provided a report to the Board.

VP Bennett presented an overview of this year’s budgeting process and what would be presented at that full board.

Five regulations and policies were presented and approved, including the Naming of University Elements, Illicit Stormwater Discharge, Prompt Pay, Schedule of Tuition and Fees, and Special Fees, Fines and Penalties.

A change order of $1.5M for the Coggin College of Business Phase II projected was presented and approved. The change order consisted of unforeseen issues regarding asbestos and water intrusion. The additional funds were available within the existing contingency funds within the project’s budget.

The four DSO budgets were presented and approved. All budgets had been previously approved by each DSO’s board which includes a BOT representative.

The Five-year capital improvement plan was presented and approved. This report includes our PECO and CITF priorities. The priorities included the Student Success building (which will now come off as it survived veto), remodel of ADT, renovation of Matthews computing science building, the Hicks Honors academic building, the GTM-NERR Research facility, and the Sports Performance facility.

The quarterly reports, including the FY24 E&G and auxiliary reports. E&G is projected to have approximately $13M in remaining funds this year. There were no surprises in the auxiliaries as overall revenues have increased by over 3%.

The Finance and Facilities Charter was presented by Associate VP Robyn Blank. No major edits were made other than changes to make more consistent with the other committees.

Governance Committee

The committee met on June 6, 2024. Chair Hyde provided a report to the Board.

The Governance Committee met virtually on June 6th at 12:40. There were no requests for public comment. The committee approved the consent agenda, which included the February 15, 2024 meeting minutes.

The newly appointed and reappointed Board members for UNF Direct Support Organizations were presented.

Teresa Nichols presented five new appointments for the UNF Foundation board. Three of the appointees are UNF alumni.

Scott Bennett, Vice President of Finance & Administration, presented the slate of reappointments for the UNF Financing Corporation and presented two renewals of appointments for the UNF Training & Services Institute (TSI).

On behalf of Caitlin Doherty, Mr. Ben Thomson, Deputy Director of MOCA, presented the two reappointments, one new appointment, and one extension of an appointment for the MOCA Jacksonville board.

All DSO appointments were unanimously approved.

As you are aware, we approved the submission of the application to change accreditors to HLC today. In anticipation of that, the Provost provided an overview of the accreditation process at our committee meeting.

Ms. Robyn Blank, Chief Compliance officer, presented the final draft of the governance committee charter. Charters are reviewed annually and this year, it was reviewed in conjunction with the BOT Bylaws. There was some cleanup throughout and updates to the Code of Ethics in addition to a revision to the Corporate Secretary designation and the addition of the Strategic Planning Implementation and Monitoring Committee. The charter and bylaws were unanimously approved.

There were also some minor revisions to the resolution on presidential authority to correspond to an update to University Policy 7.0060P and the President’s authority to bring and settle legal claims. An additional revision provides that the Board will review the Resolution upon the appointment of a new University President. The committee unanimously approved this resolution.

VP Stone provided an annual update on the progress of the Board Action Plan, confirming that we are adhering to it.

As previously discussed with the Board, it is important that the Board periodically conduct a self-assessment which will allow us to review and reflect on the Board's performance and to provide valuable feedback to President Limayem and the executive team.

## Consent Agenda

**From the Academic and Student Affairs Committee**

* Draft February 22, 2024 Academic and Student Affairs Committee Meeting Minutes
* Amended Regulation: 2.0385R Admissions – International Students
* Faculty Tenure Recommendations
* Tenure Upon Hire - Weimin Gao, Chair, Department of Public Health, Brooks College of Health
* Tenure Upon Hire - Dr. Sebastian Fourné, Professor of Entrepreneurship, Department of Management, Coggin College of Business
* UNF General Education Requirements
* Academic and Student Affairs Committee Charter

**From the Audit and Compliance Committee**

* Draft February 15, 2024 Audit and Compliance Committee Meeting Minutes
* FY2025-2026 Audit Work Plan
* Audit and Compliance Charter

**From the Finance and Facilities Committee**

* Draft February 22, 2024 Finance and Facilities Committee Meeting Minutes
* Draft April 11, 2024 Finance and Facilities Committee Meeting Minutes
* Amended Policy: 7.0010P – Naming of University Elements
* Amended Regulation: 6.0250R Illicit Stormwater Discharge
* Amended Regulation: 13.0050R Prompt Pay
* Amended Regulation:  11.0010R Schedule of Tuition and Fees
* Amended Regulation: 11.0020R Special Fees, Fines and Penalties
* Coggin College of Business Phase II Construction Change Order
* DSO Budgets
* Five-Year Capital Improvement Plan (CIP) for FY 2025- FY2030
* Finance and Facilities Charter

**From the Governance Committee**

* Draft February 15, 2024 Governance Committee Meeting Minutes
* Newly Appointed and Reappointed Board Members for UNF Direct Support Organizations (DSOs)
* Governance Committee Charter
* Board of Trustees Bylaws
* Resolution on Presidential Authority

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 Binder made a MOTION to APPROVE the consent agenda, and Trustee Patel SECONDED. The consent agenda was unanimously approved by the Board.

## Strengthening Community Support for UNF

Chair Hyde stated that community engagement is a crucial part of the strategic plan.

President Limayem expressed a strategic focus on addressing key challenges and issues at a roundtable session. He emphasized his concerns, particularly regarding the future of UNF. Highlighting UNF's pivotal role as the primary source of workforce and talent for the Jacksonville community, President Limayem noted that UNF annually contributes over 4,000 graduates, with more than 70% of them contributing locally by supporting businesses and fostering economic growth. Despite challenges, including competition for financial support from other institutions, President Limayem stressed the importance of achieving strategic enrollment growth by nearly 50%, from 17,000 to 25,000 students, and developing programs aligned with community needs. He underscored the critical need for increased financial support, as well as community advocacy from the Board in order to sustain UNF's mission and ensure its continued impact on the region's development.

Vice Chair Patel facilitated the discussion on behalf of Chair Hyde.

Trustee Lazzara commended President Limayem for his community outreach efforts. He noted that one-on-one meetings with business leaders would be beneficial to align data with the companies' missions.

Trustee Korman Shelton stated that the Board should be asked directly what is needed. She indicated that the Board wants to be connected to the University and to remain informed on the targets. Trustee Korman Shelton stated that the Executive Cabinet needs to understand the Board members individually and their background. She expressed her willingness to help with community outreach aligned with her background.

President Limayem stated that open solicitations can be shared with the Board. He emphasized that business leaders are not aware of the incredible role that UNF has in the local business community, and that the first step is an outreach campaign to lay the groundwork and facilitate future fundraising efforts. Then, the findings will be shared with the Board.

Trustee McElroy stated that business leaders are aware of UNF as an entity, but not aware of the significant pieces: various colleges, flagship programs, athletics, etc. UNF needs to encompass all the significant pieces, including data of the graduates and industries supported. Trustee McElroy emphasized that UNF is the number one feeder of the local economy in Florida and business leaders need to be aware.

President Limayem provided an example and stated that one of the biggest challenges in the community is the shortage of K-12 teachers. He indicated that more than 80% of the teachers are provided by UNF.

Trustee Korman Shelton reminded the Board that the message to a CEO needs to apply with a specific company’s mission. Trustee Gol noted the message should be consistent during outreach to specific companies. Additionally, Trustee Gol expressed that the Board should be provided a few talking points for consistency.

Trustee Korman Shelton stated that UNF should start with Board members to find an applicable business to provide an experience for our students. For example, Trustee Gol could connect students in healthcare with Borland Groover, which provides an opportunity of experiential learning for students, while having a mutually beneficial agreement with the company. Additionally, Borland Groover could partner with UNF to offer employees the opportunity to their expand education. Trustee Korman Shelton stated that Board members could speak to classes related their professional field.

Trustee Patel stated that continuing an education can be a great way to bring business leaders on campus with a relevant program and make a tangible connection.

President Limayem expressed enthusiasm about the ideas presented and emphasized the need for action and urgency in promoting UNF. He highlighted the importance of visibility and engagement with business leaders and philanthropists to enhance awareness and support for the university's vital role in the community. The President reiterated the critical need for collective effort to seize opportunities and prevent potential setbacks, urging proactive measures to elevate UNF's profile and impact positively on the city and region.

## BOT Roundtable Discussion

Trustee Barcal stated that Jacksonville is the ninth largest fasting growing city in the US and noted the importance of marketing UNF to the newcomers in the city. He suggested partnering with new companies to determine the best way to market UNF.

Vice President of Marketing and Communications, Andrea Jones stated that the influencers in the room can be thought leaders and curate the best UNF story reflecting its greatness. She encouraged everyone to share the content on LinkedIn and to tell a good story and experience about UNF.

President Limayem shared that there was a major breakthrough of cancer research at UNF. He reminded the Board to spread the word and that UNF conducts relevant research that is impactful and practical.

## Adjournment

Vice Chair Patel adjourned the meeting on behalf of Chair Hyde at 12:36 PM.