# Attendance

**Trustees Present:** Kevin Hyde (ex officio), Nik Patel, Michael Barcal, James Beasley, Jason Barrett (virtual), Paul McElroy (virtual), Jill Davis, Jay Demetree, Steve Moore, Chris Lazzara, John Gol, and Jack Boyle

**Trustees Absent:** Allison Korman Shelton

# Minutes

## Call to Order

Chair Hyde called the meeting to order at 9:00 AM and noted that there could be adjustments to the order of the agenda items. He stated that we are fortunate to have Governor Aubrey Edge from the Board of Governors join us later in the meeting. Chair Hyder noted that there is a full agenda and thanked everyone for being present.

## Public Comment

Chair Hyde offered the opportunity for public comment. Elias Joseph, UNF Student, presented their public comment. A copy of the public comment is attached as Appendix I.

## Committee Reports

### Academic and Student Affairs Committee

The committee met on September 23, 2024. Provost Patterson provided a report on behalf of Chair Korman Shelton.

The Academic and Student Affairs Committee met virtually on Monday, September 23 at noon. The consent agenda, consisting of the draft minutes from the June 10, 2024 meeting was unanimously approved.

Per BOG Regulation 8.002, Dr. John Kantner, Senior Associate Provost of Faculty & Research, presented the 2023-2024 annual report on self-supporting and market tuition rate college-credit programs. There are two market rate programs with a market rate tuition set at $523.25: Master of Science in Nutrition and Dietetics Online with an enrollment of 20 students and POST MSN-Doctor of Nursing Practice (DNP) Online with an enrollment of 80 students. The DNP program had to dip into the auxiliary reserves, however the revenues covered most of the expenditures for both programs. The committee unanimously approved this item.

Per FL Statute Section 1.004.085, Provost Patterson presented the 2023-24 Textbook and Instructional Materials Affordability Report. The report covers textbook adoption and affordability, requiring universities to post required materials for at least 95% of course sections 45 days before classes start. UNF’s report for Fall 2023 and Spring 2024 highlights that 57% of course sections adopted no-cost or low-cost materials, supported by initiatives like the Affordability Counts Initiative and the Follett Access Opt-Out program, which have collectively saved students millions. The report also shows high compliance rates, with 95.11% and 96.81% of course sections posting materials on time for Fall 2023 and Spring 2024, respectively. The committee unanimously approved the report.

Dr. Kantner presented the Foreign Influence Annual Report. BOG Regulation 9.012 establishes policies to mitigate unwanted foreign influence on the university system, focusing on countries of concern: Iran, North Korea, Cuba, Venezuela, Syria, China, and Russia. The regulation includes screening foreign researchers and regulating contracts, gifts, MOUs, and grants from these countries. Universities must annually report any agreements with entities from these countries. Recently, the BOG requested that Boards of Trustees approve these reports before submission. There are no agreements to report this year, but approval of the report is still required. The committee unanimously approved this report.

At the August 15th Board of Trustees meeting, Dr. Kaveri Subrahmanyam, Dean of the College of Arts and Sciences, presented revisions to the General Education submission based on guidance from the BOG. After submitting the revised course list in September, additional feedback from the BOG led to further changes, including the removal of 11 courses, a title revision for one course, and updates to 7 course descriptions. Dr. Subrahmanyam presented the revised General Education course list, and the committee unanimously approved the list.

Per BOG Regulation 10.002 - Sponsored Research, Dr. Kantner presented the Sponsored Research Certification, which certifies that the university has the necessary policies, procedures, and monitoring systems in place to ensure compliance related to sponsored research and programs. Dr, Kantner has signed this certification and notified the Board of UNF’s compliance.

Dr. Kantner provided a brief background on the Office of Sponsored Research and Programs (OSRP). This unit on campus is largely responsible for compliance with various Federal and State regulations and is divided into different units that oversee specific compliance areas.

Provost Patterson presented the 2024-2025 Academic and Student Affairs Annual Workplan. The Academic and Student Affairs Committee plans to present various action items, to discuss information items, and offer presentations aligned with the Strategic Plan’s goals: Student Success, Relevant Research and Impactful Innovation, Community Partnerships, and Faculty and Staff Success. Informational items, particularly on mental health issues, will also be included, with potential changes to the work plan in the coming months.

Dr. Susan Perez, Associate Provost of Student Success, presented the Provost’s Quarterly: Around the Nest. Dr. Perez shared the retention action plan outcomes. A new graduation action plan was introduced and will combine traditional and new strategies, including enhanced use of real-time data. This will assist in addressing academic and non-academic risks, tracking student registration progress, and intervening as needed. The implementation of the "My Nest" portal for daily tracking and campus-wide registration reminders led to a retention increase from 81% to 84.6% in the Fall 2023 cohort, with a significant boost in early registration.

The graduation action plan is designed to address the current graduation rates. The outcomes from the retention plan informed this new initiative, which outlines clear expectations and introduces advisor metrics to ensure students have detailed course maps for graduation, aiming to improve current graduation rates.

### Audit and Compliance Committee

The committee met on September 16, 2024. Chair McElroy provided a report to the Board.

Ms. Julia Hann, Chief Audit Executive, gave an overview of the changes to the Office of Internal Auditing charter which have been made due to updates to the Global Institute of Internal Auditing Standards. This was unanimously approved.

The following items were presented for discussion:

* Office of Internal Auditing Quarterly Update
* Compliance Officer Quarterly Update and Annual Report
* Annual Report for CEROC
* Director Support Organizations’ (DSOs) Audits and Form 990s
* Audit and Compliance FY25 Annual Work Plan

### Finance and Facilities Committee

The committee met on September 23, 2024. Vice President Bennett provided a report on behalf of Chair Gol.

The consent agenda consisted of minutes of the prior meeting was approved.

The committee considered revisions to Regulation 7.0040R, Freedom of Expression in Outdoor Areas of Campus.  Chief Compliance and Ethics Officer Robyn Blank presented the revisions, which clarified and provided transparency of the particulars of UNF’s time, place, and manner restrictions on expressive activities, such as protests, marches, and demonstrations, while renewing and restating UNF’s commitment to the First Amendment. The changes include:

* Prohibitions on weapons and items that can be used as weapons at expressive activity events; late-night and early-morning events; camping and camping equipment, including tents; and expressive activity in locations that are designated for a specific purpose, such as parking lots or garages, gardens, or athletics facilities.
* Clarification on time, place, and manner restrictions, which must be content- and viewpoint-neutral; process for requesting approval for a gathering of fifty people or more; consideration of use of amplified sound and when use must be discontinued; and process by which UNF will enforce the regulation, via administrators or UPD.

The revised version of the Regulation received a unanimous vote.

Since the meeting, there was one grammatical error noted that required clarification. In section III.C.5 the words “that is” were changed to “unless” to better clarify the intent.

Vice President Bennett presented a request to move $1.8 million in CITF funds from the Student Support building project to student union projects, to include the proposed eSports space. Item was approved.

Vice President Bennett presented the FY25 Carryforward Budget and Fixed Capital Outlay Budget. The total carryforward budget was approximately $64M and the Fixed Capital Outlay budget with all proposed and possible projects totaled over $300M. Item was approved.

Vice President Bennett presented the annual accounts receivable write-off report. Total write-offs were over $720K, up $45K from last year. Item was approved.

Vice President Bennett presented the annual review of all bonuses paid during FY24. Bonuses included those for performance, recruitment, or retention regardless of funding source. For FY24 this consisted of 104 bonuses totaling $480k. This item was approved.

Vice President Bennett presented the following items for discussion:

* + - F&F FY25 Workplan - This included all proposed agenda items for the upcoming year. New items may be added as we go through the year or if committee members have additional input.
    - The final FY24 budget reports were presented for both E&G and auxiliaries. The final E&G budget ended up with a $26M positive balance at year-end. The year-end auxiliaries’ balances totaled over $75M.
    - The capital projects report was presented and discussed. Current projects total just under $188M.
    - The Treasurer’s report was presented and discussed. Total investments were just over $180M.

## Consent Agenda - Action Item

### From the Academic and Student Affairs Committee

* Draft June 10, 2024 Academic and Student Affairs Committee
* Self-supporting and Market Tuition Rate College-Credit Programs Annual Report, 2023-2024
* Textbook and Instructional Materials Affordability Report (August 2023-July 2024)
* Foreign Influence Annual Report (July 2023-June 2024)
* General Education Approval

### From the Audit and Compliance Committee

* Draft June 6, 2024 Audit and Compliance Committee Meeting Minutes
* Office of Internal Auditing Charter Revisions

### From the Finance and Facilities Committee

* Draft June 10, 2024, Finance and Facilities Committee Meeting Minutes
* Proposed Amended Regulation - 7.0040R Freedom of Expression in Outdoor Areas of Campus
* Capital Improvement Trust Fund (CITF) Budget Reallocation
* Fiscal Year 2024-2025 Carryforward and Fixed Capital Outlay Budget
* Fiscal Year 2023-2024 Accounts Receivable and Write-Offs Reports
* Annual Review of Fiscal Year 2024 Bonuses

Chair Hyde asked if there were any questions about any of the items on the consent agenda or if any of the trustees wanted to pull any of the items for discussion. There being no questions, Trustee Demetree made a MOTION to APPROVE the consent agenda, and Vice Chair Patel SECONDED. The motion was approved by an 11 to 1 vote, with Trustee Beasley voting “no.”

## Student Presentation

Katie Lewis shared her UNF journey as a nursing student. Ms. Lewis is a senior in the Brooks College of Health, currently majoring in nursing with a minor in psychology and religion.

Trustee Gol asked if the MedNexus facility attracts undecided individuals to choose the University of North Florida over other schools. Ms. Lewis stated that MedNexus attracts students because many other schools lack similar hands-on experience. She highlighted that the program helps reduce the anxiety of dealing with real patients by providing practical, real-life experiences and guidance, which makes nursing students feel more prepared.

President Limayem expressed pride in the accomplishments of Katie and thanked her. The President also highlighted his happiness that she will be joining 70% of fellow Ospreys who graduate and choose to stay in the Jacksonville community to contribute to its improvement.

## Welcome and MedNexus Update

Dr.  Julie Merten, Associate Dean of MedNexus, welcomed the Board and provided a brief overview of MedNexus. In 2019, UNF collectively wrote a legislative budget request, with the primary focus on addressing the nursing shortage. MedNexus is a major point of pride for the university, significantly enhancing its nursing education. Under Dr. Michele Edmond's leadership, the nursing program has more than doubled in just two years. However, limited hospital space for student rotations has been a challenge. Governor DeSantis' regulation change, allowing 50% of clinical rotations to be completed through simulations, helped expand the program. MedNexus has been key in this growth, and the focus is now on how to extend its impact beyond nursing to support the broader healthcare workforce.

Dr. Merten provided a 2024 MedNexus update on MedNexus’ Key Performance Indicators (KPI):

**Collaborate** – advance knowledge with community partners.

* **KPI:** Develop and deepen partnerships with healthcare organizations.
  + *Progress:* Developed four partnerships.
* **2024 Measure:** Develop two MedNexus signature partnerships with healthcare organizations that innovate and educate.
  + *Partnership Development*
    - Attend a UNF event, guest lecture, serve as an adjunct professor, host and mentor interns, provide student scholarships, serve on advisory boards, hire our graduates, partner on contracts & grants, or donate more than 100k.

**Innovate** – Conduct transformational research to improve health and change lives.

* **KPI:** Support research funding, publications, and patents across disciplines.
  + *Progress:* Funded six faculty research projects.
* **2024 Measure:** Fund five faculty research projects with potential for external funding and high-impact publications.
  + *MedNexus Research Innovation Fund*
    - Supports research that integrates technology to improve health outcomes, delivery of care, or direct clinical impact.
    - $100,000 to support five faculty research initiatives.
    - Will increase external funding applications and high impact publications.

**Educate** – Prepare students for meaningful careers.

* **KPI:** Grow the number of UNF graduates employed in the healthcare workforce.
  + *Progress:* Launched two initiatives.
* **2024 Measure:** Launch two initiatives to expand the number of students employed in the healthcare workforce.
  + *HCA Healthcare Pathways*
    - An innovative program to foster student interest in a diversity of healthcare careers.
    - HCA will hire, mentor, and cover their tuition.
    - Both a retention and employment strategy.
  + *UF Health Clinical Research Badge*
    - Significant area of growth for the region.
    - Shortage of talent.
    - Students complete six weeks of online coursework plus 150-hour internship.
    - Excellent career trajectory.
* **KPI:** Expand high impact practice opportunities across disciplines.
  + *Progress:* Supported two interdisciplinary opportunities.
* **2024 Measure:** Support two interdisciplinary opportunities
  + *Mayo Clinic 3D Anatomic Modeling Lab*
    - An interdisciplinary course with biology and engineering
    - students.
    - The first known collegiate program that is introducing the field of anatomical 3D modeling and printing.
  + *CSI Companies 2024 Innovation Challenge*
    - Four interdisciplinary teams competing to develop innovative ideas on the topic of physician burnout.
    - Faculty coaches from Health Administration, Communications, Social Work, and Business.
    - Support from Telescope Health, HCA, Ascension, Mayo Clinic in Florida, and Brooks Rehabilitation.

Dr. Merten shared the future of MedNexus:

**Short Term:**

* Develop two new partnerships.
* Measure student participation & percent employed from employment initiatives.
* Measure external grants submitted, and high-impact manuscripts published.
* Support four interdisciplinary opportunities.

**Long-Term:**

* Demonstrate success in collaboration, education, and innovation in healthcare.
* Be positioned as a thought leader in modern workforce education.

Trustee Davis shared that when she first joined the Board, she was unsure about the direction of MedNexus but now recognizes it as exactly what the Board would have hoped for. They expressed admiration for the healthcare systems involved and praise the efforts to provide students with valuable opportunities through the program, offering their thanks and appreciation for the work done. Trustee Lazzara agreed and offered kudos for MedNexus’ success.

Chair Hyde stated that there will be a tour of the MedNexus facility during the meeting.

## Chair’s Remarks

Chair Hyde welcomed Trustees Boyle and Beasley to their first in-person Board of Trustees meeting. Trustee Beasley stated that he worked closely with Mike Binder, former faculty association president, as vice president and expressed excitement to join the Board. Trustee Beasley has been at UNF for 16 years as a Professor in the Department of English. Trustee Boyle expressed gratitude for the opportunity to serve on the Board. Trustee Boyle has been in the community for 12 years and believes UNF is uniquely positioned to make Jacksonville a better place.

Chair Hyde reflected on the Board of Governors meeting held two weeks ago, emphasizing the importance of aligning UNF's work with the strategies of both the Board and the broader State University system. He highlighted UNF's strong commitment to serving students, particularly in providing access and opportunities such as internships and experiential learning, which are central to the strategic plan. Chair Hyde also acknowledged the responsibility to the community, noting that many graduates will become future leaders in local institutions like UF Health and Mayo Clinic. He expressed confidence in the university's effectiveness in filling the workforce pipeline and mentioned that VP Jones will discuss branding efforts to further promote these initiatives. Chair Hyde thanked everyone for their hard work.

Chair Hyde turned the floor to Teresa Nichols, Vice President of University Development and Alumni Engagement. VP Nichols shared a proposed naming opportunity with the Board. She provided a document that outlines the naming opportunity, while protecting the donor’s privacy. VP Nichols stated that UNF has the opportunity to name the College of Education and Human Services with a principal gift for a period of 20 years. This would be the first named college of education in the SUS. The donors are long-standing members of the Jacksonville community and avid supporters of the university. One of the donors attended UNF, earning a master’s degree in special education. VP Nichols offered the opportunity for any questions and reminded the Board to not share the amount of the proposed gift or the donors’ names.

Chair Hyde expressed excitement about UNF becoming the first to have their College of Education named in the State University system, highlighting its critical importance. President Limayem stated that UNF is the top provider of teachers in the region, contributing a significant percentage of teachers to Duval County schools. This achievement reflects the university's commitment to serving the community and is a celebration of their efforts in teacher education. President Limayem believes the naming opportunity will boost UNF’s visibility and inspire other donors. He encouraged everyone to stay tuned for the official announcement, which will highlight its significance and convey gratitude to the donors involved. Trustee Davis stated that the donors will be a great addition to UNF. President Limayem added that nationwide, only about 15 to 16 colleges of education are named with a gift. VP Nichols stated that it is rare to name a college of education with a gift, however there are many that are honorifically named.

## President's Remarks and Update

President Limayem highlighted the team's accomplishments and emphasized that the significant progress toward strategic goals was the result of an incredible team effort. He expressed gratitude for the outstanding leaders, including deans, department chairs, faculty, and staff, who made these achievements possible, as well as the support of the Board.

President Limayem shared updates and stated that there is the highest retention and academic progress rates in UNF’s history. There is a record average high school GPA of the incoming fall 2024 cohort. $1.2 million in NSF grants and $1 million in NIH grants have been awarded to UNF faculty. UNF has granted more than 10,000 badges, which are certificates or a group of courses that students take to supplement their degrees.

In collaboration with UNF alumni, there were releases of a UNF beer, *Swoop Session IPA,* and a UNF sandwich, *Swoop Sub*. Nick Morrow, Athletic Director, shared that one initiative has been to engage with stable Jacksonville businesses, particularly at the Beach. UNF’s first beer was in collaboration with Ink Factory Brewing. The *Swoop Session IPA* is almost sold out of the first batch, and it has been in circulation for less than a month. Additionally, 10% of every beer sold goes into Athletics’ unrestricted scholarship fund. UNF’s Sandwich was in collaboration with Angie’s Sub Shop. 12% of each sandwich sold goes into Athletics’ unrestricted scholarship fund. Morrow mentioned they will continue to seek opportunities to collaborate with local business and is in discussions with Sunrise Surf Shop and TacoLu.

UNF has been making progress in integrating artificial intelligence. The President commissioned an AI Council, co-chaired by the Chief Intelligence Officer, VP Brian Verkamp and the Dean of College of Computing, Engineering, and Construction, Dr. William Klostermeyer. The purpose is to position UNF as a leader in artificial intelligence.

Last year, a space utilization study was completed, and recommendations were provided. The implementation of these recommendations has begun, as well as the campus master-planning process for the 10-year campus master plan. Thanks to our legislators, the funding was fully secured for the Student Success and ADT buildings and the programming has begun.

President Limayem reported optimism about being removed from the Board of Governors' watch list due to the notable performance improvements. Convocation was a success with almost 1,300 RSVPs among faculty, staff, students, and community members. A short video highlighting Convocation was played. BWF, a consultant, was hired to complete a feasibility study for a capital campaign and to delve deeper into UNF’s processes, organizational structure, and development.

Workday was successfully launched thanks to the leadership of the Chief Information Office, VP Brian Verkamp, and the Vice President of Finance and Administration, Scott Bennett. President Limayem stated that this is the biggest change in the history of UNF, in terms of processes and operations. Vice Chair Patel stated that by not hearing about the Workday implementation process, indicates that the process is operating efficiently. President Limayem agreed and shared that other SUS institutions have implemented Workday prior to UNF and are still having issues regarding implementation.

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

Goal 1: Student Success

1. Increase retention of first-time in college students.
   * UNF has retained 85% of the Fall 2023 FT FTIC class to Fall 2024. 83% have been retained with a GPA of 2.0 or higher (Academic Progress Rate; PBF Metric 5).
2. Increase institutional focus on transfer student success.
   * In this last round of Perf. Based Funding, UNF was only 1 of 3 institutions that improved on the Fla College System Assoc. of Arts Transfer Three-Year Graduation Rate.
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's needs.
   * Our New Employer Orientation has elevated engagement with new employers, and we have created new recruiting events for fields in STEM, business and health, connecting high demand students with employers.
4. Increase high impact practices for undergraduates (research, paid internships, and experiential learning).
   * So far in AY 2024-25, we have 532 more undergraduates participating in internships for college credit, 36 more students participating in supervised teaching experiences, and 12 more supervised research experiences for college credit.

Goal 2: Research and Innovation

1. Increase contract and grant submissions for research by 25%.
   * Based on the first two months of data, contract and grant submissions have increased by 42.3% year to date.
2. Increase internal investments in research by 50%.
   * We have earmarked investments that will likely exceed the 50% goal.
3. Expand flexible workload guidelines to maximize faculty research, scholarship and creative activity contributions campus-wide.
   * All colleges have implemented flexible workload guidelines based on guidance provided by A&SA earlier this Summer, and almost all new tenure-line faculty were hired on 2-2 teaching loads – which no doubt contributed to the success with contract and grant submissions for research so far.

Goal 3: Community Engagement

1. Establish a ***baseline*\*** for community partnerships.
   * Using a newly developed baseline, 48 existing community partnerships have been identified using the new criteria.
2. Increase the depth and breadth of UNF's partnerships.
   * Beginning to use the baseline data to develop plans to explore expansion opportunities.
3. Continue to improve UNF’s presence in the community.
   * Using our current and future collaborations 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.
   * In the first two months, two new badges have been launched (Miller Electric and MedNexus/UF Health).
5. Continue the preparation for the renewal of Carnegie Elective Classification for Community Engagement and submit in March 2025.
   * On track for submission of renewal for Carnegie Elective Classification for Community Engagement.

***\* Baseline for Community Partnerships***

* Philanthropy (support to UNF at 100K or greater in the past 2 years).
* Recruitment of UNF Interns.
* Hire UNF graduates.
* Research contracts.
* Other contracts.
* Volunteer on UNF Advisory Boards.

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.
   * The executive cabinet is developing an action plan that addresses the recommendations from the employee culture task force.
   * Convocation was reimagined to involve the entire campus community and attendance was ten times higher than the last convocation. Gave away $30K in scholarships.
2. Review and implement recommendations from the task force on “Enhancing the Culture of Belonging for Employees.”
   * Provided raises to staff in August and currently negotiating with United Faculty of Florida (UFF) on faculty raises.
3. Streamline four administrative processes: traveling, hiring, onboarding, and purchasing.
   * Identifying improvements to administrative processes made from implementation of Workday.

**Goal 5: Funding**

1. Increase philanthropy to $33M+.
   * Raised $8.1M YTD in philanthropy.
2. Continue securing government funding.
   * UNF's LBR for 2025-26 has been approved by the Board of Trustees and submitted to the BOG.
   * Completed a successful round of meetings with leadership in the Florida Legislature and in DC with our federal delegation and agency leaders.
3. Increase Auxiliary Revenues by 3%.
   * Continuing to work towards increasing auxiliary revenues but won’t have comparisons until next quarter.

Trustee Demetree asked what the retention rate was the prior year. Dr. Abby Willcox, Associate Vice President of Institutional Research & Performance, stated that the prior year's Academic Progress Rate (Retention with a 2.0 or Higher GPA) was 77.7%

## \*\*\* BREAK \*\*\*

## Update on Brand Strategy Work (For Information Only)

Andrea Jones, Vice President of Marketing and Communications, presented an update on brand strategy work. She expressed excitement about joining the UNF community in June and noted her positive experience since arriving. VP Jones spent 15 years at Georgia State University, where she worked under a highly innovative president who implemented a clear strategic plan that turned the university into a national model for student success and significantly increased enrollment. Upon interviewing at UNF, she saw a similar spirit of innovation, praising President Limayem, UNF’s strategic plan, and the executive cabinet. VP Jones described this as a transformational time for the university and expressed great enthusiasm for being part of it.

VP Jones provided a background overview of different fields of communication; public relations, marketing, and branding, noting that people often use these terms interchangeably. She aimed to clarify the distinctions between these fields, explaining their meanings in general communications and marketing, and specifically in the context of higher education.

VP Jones discussed various aspects of communication, including the president's thought leadership at conferences, sharing the institution's research breakthroughs, such as cancer-related discoveries, and public relations efforts within the community. She emphasized that all these efforts contribute to managing and enhancing the institution's reputation.

VP Jones focused on how institutions guide audiences to take desired actions with marketing. She highlighted admissions marketing, athletics marketing, and advancement efforts. In athletics, the goal is to engage audiences, build school spirit, and encourage event attendance, while in advancement, the focus is on encouraging donations and strengthening the institution's reputation.

VP Jones emphasized the goal of identifying UNF's distinctive position in the market through branding, focusing on what sets the institution apart from its peers. She highlighted the challenge of defining uniqueness versus distinctiveness and stressed the importance of consistently communicating that story to their audiences. From a communications, public relations, and marketing perspective, VP Jones noted that higher education has an advantage, as it is not a corporate brand trying to sell products.

UNF closely follows the standard higher education Paid, Earned, Shared, Owned (PESO) Model.

* + **Paid** – Ads, Boosted Posts, Sponsorships
  + **Earned** – Media Relations, Third Party Endorsements
  + **Shared** – Social Media
  + **Owned** – Website, Publications, Newsletters

VP Jones provided a timeline of Marketing and Communication initiatives from June to November. She described the initial steps taken to evaluate the marketing and communications operation, aiming to strategically enhance effectiveness. VP Jones implemented a tiered system to ensure that marketing communications professionals consistently focus on the most important external audiences.

In August, VP Jones organized a plan to connect with communicators across campus, resulting in about 40 participants joining biweekly calls to discuss brand strategy and direction. She presented elements of the brand strategy to the executive cabinet and finalized creative materials, including advertising for the Jacksonville Jaguars. Moving into September, VP Jones developed a comprehensive 58-page brand strategy document that identifies UNF's differentiators in both verbal language and creative expression.

October 1st marks the launch of UNF’s new brand expression. The initiative aims to thank the local community for their support of UNF and will involve outreach to businesses and companies. VP Jones mentioned distributing promotional items to UNF employees and launching an advertising campaign that includes outdoor ads and digital campaigns at the airport. Overall, the effort is described as an integrated, omni-channel approach that will continue beyond the initial launch.

In November, UNF plans to host a marketing communications summit to introduce enterprise tools, including Canva, which allows users to create invitations and templates. This tool will help integrate the brand expression across the university. Additionally, VP Jones discussed launching a brand advocacy program, encouraging attendees to participate. This program will enable the distribution of positive news about UNF directly to participants’ phones for sharing on their LinkedIn channels, leveraging personal connections to amplify the institution's message.

VP Jones stated that our brand platform includes: brand foundations, which are foundational elements that influence the brand strategy; brand personality, which refers to the traits that describe who we are and the values we hold; brand pillars, which are themes showcasing the how and why behind what we do; and brand positioning, the unique value proposition that sets the brand apart from its competitors.

VP Jones shared UNF's brand promise, *UNF is the destination for visionary minds, fostering innovation and progress through purpose-driven research, community support, and collaborative partnerships that fuel growth and prosperity*, and acknowledged concerns about it potentially feeling generic compared to other institutions. She noted that, as the President highlighted in earlier meetings, all universities educate students and conduct research. However, the key question is what distinguishes UNF from other institutions. The four brand pillars are intended to help articulate these distinctive qualities.

1. **Inspiring Impactful Innovation** – We inspire an innovation mindset with a purpose-driven approach to learning and research to create solutions that ripple across academia, support our communities, and impact industries.
2. **Empowering All to Soar** – We lift individuals to new heights, cultivating sought-after talent in a nurturing Community where all students, faculty, and staff receive the care and access needed to fully thrive, at UNF and beyond.
3. **Building Prosperity** – We are the key partner to Florida’s booming industries and to build opportunities here for Ospreys to drive the evolution of one of the fastest growing cities in the nation, while remaining adaptable to meet industry demands.
4. **Fostering Balance** – We are the vital link that creates life between the vibrancy of downtown and the serenity of the coast, a destination where our natural surroundings serve as a backdrop for learning, leisure, and exploration.

VP Jones shared that the team developed a concept to explore what it means to be at UNF, emphasizing the journey toward finding one’s "true north." Despite having 17,000 students, UNF fosters a close-knit atmosphere that provides experiential learning and essential resources to support students' graduation and career paths. The focus is on guiding students to connect with local and national companies, empowering them to discover their futures and achieve their goals.

The verbal language includes using *True North, North or Nowhere, Permission to Soar Granted, We follow our north star,* and *Space to find your true north.*

The visual language includes the angle, in which artwork and patterns emphasize the angle and create an abstract “ripple effect.” Using the gradient within these patterns adds depth and dimensionality to compositions. Using solid colors or simpler lines adds interest without distracting from important information. The dimensional gradients lend a contemporary and visionary tone to the designs.

VP Jones discussed the new photography style, which is important to UNF’s brand, institution, and community. The photography includes looking northward and is optimistic, dynamic, and uses natural light as much as possible.

VP Jones expressed excitement about the upcoming initiatives, starting tomorrow October 1st, which will launch an integrated plan for public relations and marketing communications. This plan includes advertisements, a press release, and the President's appearances on television and radio, where the President will discuss the institution's proof points and community connections. The focus will be on reaching the entire Jacksonville community, emphasizing that UNF has been a part of the area for 52 years as a hometown institution that is here to stay, encouraging residents to show their Osprey spirit. Additionally, VP Jones highlighted a marketing campaign at the airport featuring a billboard displayed on 58 digital screens across Jacksonville, which will run for five minutes during morning and evening drive times. The messages will transition to general admissions marketing that aligns with the "North" concept, but for tomorrow, the focus is on "North or Nowhere" day.

VP Jones shared plans for enhancing UNF's presence at the airport, noting the current screens display generic messages about top-ranked programs, which do not effectively communicate the value of the university. The screens will be replaced with a more modern and inspirational look featuring compelling photography. Additionally, there will be a takeover at baggage claim featuring President Limayem and Ozzie, UNF mascot, aimed at welcoming Jacksonville residents back to the city. While travelers wait for their bags, they will receive luggage tag giveaways showcasing the new branding. This initiative not only aims to connect with travelers but also allows the team to collect data for retargeting efforts. This data will facilitate outreach for other marketing campaigns, such as graduate program and alumni marketing, thereby expanding the university's audience.

On October 1st, there will be an update to UNF’s owned channels, including the university website, to align with the new brand strategy. A new brand center is set to launch, designed to assist both internal and external stakeholders in sharing UNF's story more comprehensively.

VP Jones emphasized the importance of measuring the impact of their branding efforts, noting that while direct marketing campaigns are easier to quantify, assessing reputational brand changes is more challenging. She planned to conduct in-house perception research with the College of Business to evaluate brand lift. Additionally, VP Jones aimed to see an increase in admissions by directly targeting prospective students and their parents with UNF's unique differentiators. Collaboration with VP Nichols and her team would be essential for enhancing advancement efforts, ensuring that both internal and external representatives effectively communicated the new brand strategy during campaigns. VP Jones shared a video on the new brand strategy.

Vice Chair Patel expressed strong interest in key performance indicators, particularly enrollment and donations, and is eager to track their progress. He highlighted athletics as a valuable asset and noted that the department often handled its own marketing. He suggested that more support from the school could ease their workload, especially since coaches were promoting their own programs. Additionally, he proposed assisting student-athletes in marketing their personal brands as part of the NIL (Name, Image, Likeness) initiative, recognizing athletics as some of the school’s best marketers.

VP Jones praised athletics for doing a fantastic job, emphasizing their role in promoting school spirit and institutional pride. She highlighted the need for a more integrated strategy between athletics and the overall branding of the university, including increased advertising spend and improved social media communication. VP Jones mentioned regular meetings with the athletics team and praised their collaboration, specifically noting, Associate AD of Revenue Generation & Community Engagement, Josh Baker, and his contributions. VP Jones stressed the importance of using athletics to engage the community and promote admissions and enrollment.

VP Jones agreed with the idea of supporting student-athletes in building their personal brands. She mentioned Jordan, a former volleyball player featured in UNF marketing, is going to do an Instagram takeover to share her perspective as a student. While acknowledging that student-athletes receive guidance from Athletic Director Morrow’s team on their posts, she emphasized their role as excellent ambassadors. VP Jones noted great potential in leveraging student-athletes to not only promote their own brands but also the overall university brand.

Trustee Boyle praised VP Jones’ impressive insights, particularly regarding the "North or Nowhere" brand positioning, which highlighted UNF’s competitive edge and aligned with the desired culture beyond Jacksonville. He inquired about the other designated market areas (DMAs) targeted with this messaging and acknowledged the upcoming kickoff for the program.

VP Jones noted discussions with Glen Besterfield, Dean of Enrollment, and the admissions team about attracting students. She pointed out Coastal Carolina's successful strategy of reaching out to families visiting Myrtle Beach and suggested similar opportunities in Jacksonville. She emphasized the need for a comprehensive marketing campaign beyond just billboards, stressing the importance of admissions counselors and word-of-mouth promotion. Lastly, she indicated a shift toward down-funnel marketing and communications in admissions, moving from a reputational focus to a more direct sales approach.

President Limayem recalled that during the candidate interviews a few months ago, it became clear that VP Jones was an outstanding choice for the team. He expressed his excitement about having VP Jones on board and noted that UNF had historically been modest about sharing its story. The President mentioned the goal for VP Jones’ division was to ensure that, after a few months, the community would be asking, "What is going on at UNF?"

President Limayem appreciated the concept of "true North," explaining that it represents a guiding principle for students, faculty, and staff, serving as a roadmap for success. He emphasized that "true North" is about everyone soaring to new heights, not just about North Florida. The President expressed enthusiasm for the upcoming changes and emphasized that UNF would "take over Jacksonville," encouraging trustees, colleagues, and students to proudly share the UNF story like never before. President Limayem concluded with praise for VP Andrea Jones’ efforts and the team's vision.

## \*\*\*Tour of facility and demo of simulator \*\*\*

## Annual Presidential Evaluation

Chair Hyde led a discussion on the President’s annual performance for the 2023-2024 contract year. President Limayem chose to excuse himself from this segment of the meeting at the beginning of this discussion.

Chair Hyde noted that President Limayem has completed his second year, and that the President has successfully transitioned into being the President, as opposed to the New President. The President is intensely involved in civic and social organizations, which provide UNF representation across the community. Chair Hyde stated that President Limayem has met all four of the Presidential goals that were set by the Board. He emphasized student success and the President’s efforts to achieve a significant improvement to the retention rate. Chair Hyde emphasized the importance of ensuring fair compensation for faculty, staff, and the entire UNF community, and President Limayem directed a portion of the legislative funding to support this effort. UNF’s visibility and reputation continues to grow, which is supported by the new brand campaign, “North or Nowhere,” set to launch on October 1, 2024.

Chair Hyde stated that Board of Governors’ Chair, Brian Lamb, shared the Board of Governor’s glowing assessment of President Limayem. BOG Chair Lamb noted that the President has fully embraced the direction of UNF, and that the administration is in his purview. Chair Hyde stated that President Limayem was one of the few State University System (SUS) Presidents asked to participate in the Board of Governors strategic planning process, which shows that President Limayem is recognized as a leader among his peers. Governor Aubrey Edge echoed BOG Chair Lamb’s comments and stated that the President has quickly integrated himself as a SUS President at the Board of Governors meetings. Governor Edge stated that President Limayem is a well-respected emissary that will translate to funding.

Chair Hyde stated that President Limayem entered a 5-year contract, and that per BOT policy, during the third year (2025) a 360 review, which includes a compensation study will be conducted. He stated that President Limayem is not requesting a compensation increase at this time, and that it will be a Board decision to adjust compensation. Chair Hyde then invited discussion and feedback from the Board on President Limayem’s performance for 2023-24.

Vice Chair Patel commented that from a business perspective, President Limayem has done an incredible job. He stated that the President has transformed UNF into a strong community resource.

Trustee Demetree stated that he previously served on UNF’s foundation board and then met the President upon suggestion. He shared that the President’s enthusiasm for UNF is infectious, which led him to participate in garnering support from the legislators in Tallahassee on behalf of UNF. Trustee Demetree stated that President Limayem’s enthusiasm towards UNF is felt throughout the Jacksonville community. He stated that the Board needs to make sure that he is incentivized to continue his great work.

Trustee Lazzara expressed his contentment with President Limayem’s accomplishments. He reminded the Board that although the President is not asking for an incentive compensation, the incentive compensation reflects his performance. Trustee Lazzara stated that he would like to move forward with the incentive compensation to retain President Limayem at UNF.

Trustee McElroy echoed all the sentiments expressed about the President. He shared his strong approval of the leadership at the University, particularly within the northeast Florida community. Trustee McElroy highlighted the effective implementation of a robust strategic plan that meets performance metrics and conveyed his enthusiasm for President Limayem’s performance as a leader.

Trustee Davis, a member of the last Presidential Search committee, noted that President Limayem hit all the leadership qualities sought in a candidate. She expressed optimism about UNF’s future under his leadership and emphasized the importance of retaining him in Jacksonville. Trustee Davis described the President as a rising star and indicated that his compensation should reflect that.

Trustee Boyle described President Limayem as relentless, in terms of his passion for UNF.

Trustee Barcal reflected on his student experience as a senior and noted that President Limayem’s energy has transformed the campus atmosphere, making it feel like a different institution compared to his freshman year. He shared his experience at Convocation, highlighting the strong turnout from faculty, staff, and students, and that he participated in giving out scholarships to students alongside the President. Governor Edge stated that Trustee Barcal’s comment is likely the best compliment President Limayem will receive, as it highlights the importance of enhancing the student experience, which is the primary goal of his efforts.

## Consideration of Incentive Compensation and Review of Compensation

Chair Hyde informed the Board that the President's compensation package includes eligibility for an annual incentive compensation award not to exceed $100,000, which is determined solely at the Board's discretion based primarily on the President’s achievement of annual goals. Chair Hyde entertained a motion. Vice Chair Patel made a MOTION to award the full amount of incentive compensation allowable under the terms of President Limayem’s contract, which is $100,000. Trustee Lazzara SECONDED the motion. Chair Hyde invited discussion and Trustee Demetree asked what the President’s award was last year and if there were any adjustments made to his base pay. Chair Hyde stated that the President was awarded the full amount of $100,000 incentive compensation and that President Limayem specifically asked for no adjustments to his base pay. The Board unanimously APPROVED the motion for the award of $100,000 incentive compensation.

VP Stone stated that statutorily only $200,000 of the President’s compensation is paid out of E&G monies, and the rest is through Foundation or other non-state sources.

Trustee Demetree made a MOTION to increase President Limayem’s base pay by 5% retroactive to July 1, 2024. Trustee Lazzara noted that President Limayem may want to align any base pay increase with the proposed upcoming faculty increase. Chair Hyde asked VP Bennett about last year’s faculty pay increase and VP Bennett stated that faculty received a pay increase of 5% last year. Trustee Demetree stated that the 5% is still less than the combined increase faculty received last year and as proposed for this year. Chair Hyde asked if there was a second to Trustee Demetree’s motion. Trustee Moore SECONDED the motion. Chair Hyde invited discussion and Trustee Barrett asked about the state parameters for the increase. Chair Hyde stated that there was no impact in terms of the expenditure of state resources because the increase would be funded solely from non-state sources, rather than state funds. Vice Chair Patel asked for confirmation that there is funding available for this increase. VP Bennett confirmed that the funding is available. The Board unanimously APPROVED the motion.

## Student Government Presentation on SG Initiatives

Michael "Mikey" Barcal, President of Student Government, and Ashlyn Davidson, VP of Student Government presented their 2024-2025 Student Government Initiatives. The student government motto is, “students serving students.” SG President Barcal and SG VP Davidson shared that their motto is, “students making the most of their college experience.” They highlighted their four pillars: student engagement, community engagement, sustainability, and safety. A few notable events were the Jaguars season ticket sales, An Evening with Kenan Thompson, library grand opening, SG scholarships, On Campus Job Fairs, involvement fairs, Narcan training, and Jumbo Shrimp ticket giveaway.

SG President Barcal and SG VP Davidson shared that there are upcoming events to look forward to including Commuter Day, Jaguars watch party at the Boathouse, UNF vs. JU flag football game, mental health week, Homecoming, and safety week. SG President Barcal indicated that student government plans to increase UNF branding across the state of Florida, increase external partnerships with the University, and highlight why UNF is the destination school of choice.

SG President Barcal and SG VP Davidson concluded their presentation and thanked the Board and executive cabinet for their support. President Limayem commended SG President Barcal and SG VP Davidson for making great accomplishments in a short amount of time and being strong advocates for UNF students. The President thanked them for their ongoing contributions and expressed eagerness to collaborate further.

## Ratification of Collective Bargaining Agreement - PBA

The University is now in the second year of the three-year term of the current Collective

Bargaining Agreement with the Police Benevolent Association (PBA). Each year, a small number of articles are revisited. This year, two articles were updated. Michael Mattimore, Outside Labor Counsel and Chief Negotiator, addressed the Board and discussed the collective bargaining agreement submitted for the Board’s review and consideration.

Mr. Mattimore provided a summary of the changes in Article 11 – Work Period / Overtime and Article 18 – Uniforms and Equipment.

In Article 11, there is an added 4% shift differential for in-unit officers who are assigned to the night shift. Mr. Mattimore noted that this is in line with most police departments and will motivate senior workforce to work all the shifts. Additionally, a one-time lump sum payment will be made to in-unit officers assigned to the night shift. This payment will account for the shift differential they would have earned from July 1, 2024 (the start of this contract cycle) to mid-October, when the new system will be in place to handle the payments going forward.

In Article 18, the maintenance amount has been increased from $500 to $1,000 for employees who have been furnished a uniform by the University, and from $600 to $1,100 for plain clothes positions.

Mr. Mattimore shared that these changes were brought to the Police Benevolent Association and they overwhelmingly ratified in favor of these changes. He stated that this collective bargaining agreement is before the Board of Trustees for their consideration and potential ratification.

Chair Hyde offered the opportunity for questions. There being none, Chair Hyde asked for a MOTION to approve the collective bargaining agreement. Trustee Demetree made a MOTION to APPROVE, and Vice Chair Patel SECONDED. The ratification of collective bargaining agreement with the Police Benevolent Association was approved unanimously by the committee.

## Enrollment Update

Dr. Glen Besterfield, Dean of Enrollment, provided an enrollment update of UNF’s student enrollment. There has been growth in all areas except declines in new FTICs with increased profile. New transfer students are up by 9.9%, new graduate students are up by 21.6%, and new non-degree students are up by 9.2%. In addition, the number of continuing students has increased in all areas; FTICS, transfers, graduate, and non-degree.

For the Summer / Fall FTIC Class of 2024 there were 1,946 students enrolled, which is down 31.6%. Dr. Besterfield explained that the challenges presented were the strength of the funnel and removal of decile 1 and 2 students. This is due to raising the academic profile of the freshman class. The Summer / Fall FTIC Class of 2024 has the highest high school GPA (4.05) in the history of UNF. The SAT scores were higher than the previous year, 1142 versus 1101 for class of 2023.

Dr. Besterfield stated that they targeted Florida Medallion students and that the Bright Futures percentage increased, 44.9% versus 36.2% for class of 2023. Scholarships were changed and 40% of the Summer / Fall FTIC Class of 2024 have scholarships versus 20% of class of 2023. Additionally, there was a higher Pell percentage, 40.1% versus 36.7% for class of 2023.

Dr. Besterfield provided insight to the funnel, noting it can take two to three years to develop. He shared that there are 152,333 leads for the FTIC Class of 2025, previously for the FTIC Class of 2024 there were about 33,000 leads. The funnel is made up of prospective students from various sources, including: Cappex, Niche, Tours, Fairs, EAB, SAT, CA, and ACT.

Dr. Besterfield stated that it is near impossible to grow in size and profile, but with the strong brand positioning from Marketing and Communications, UNF is set up for success. Dr. Besterfield shared guiding principles to achieve 25,000 students in 2028:

* Better Admissions Processing Technology.
* Innovative and Strategic Undergraduate and Graduate Offerings.
* More Foundation and recurring institutional merit-based scholarships.
* Secondary funnel using College Board Connections platform for class of 2026 and beyond.
* Continue to improve the academic profile of the FTIC class.
* Expand Osprey First Summer Bridge with some students part-time in fall.
* Expand or contract Spring FTICs as a “throttle” for enrollment.
* Slower initial growth until FTICs can grow faster while increasing profile.
* Adjust projections on November 1 based on app volume (national priority date).
  + Also adjust Spring projected new students.

According to new student projections, there is expected to be a 15% growth in FTICs from Summer / Fall 2024 to Summer / Fall 2025, with an additional 250 FTICs in summer (Osprey First Bridge) and part time in fall. There is expected to be an increased growth of 19% by Fall 2028. Moreover, there is an expected 5% growth in transfer students and 14% growth in master’s students.

President Limayem thanked Dr. Besterfield for his presentation and clarified that the focus was not solely on growth but also on improvement, emphasizing that the initiative was about both getting better and getting bigger. He stressed the importance of access for success and explained that different models are being examined related to size. The President noted that data collected over the years indicated that students in the lowest deciles faced challenges in succeeding at UNF. He mentioned efforts to collaborate with FSCJ and other colleges to help these students transition and meet criteria for transferring back to UNF.

President Limayem highlighted the success of the *Osprey First Summer Pathway Program*, which has proven effective in helping students succeed. He acknowledged the ongoing major changes in various areas, including student success and branding, and recognized that some gaps might occur during this process. The President emphasized the importance of monitoring progress and adjusting strategies as needed, expressing confidence in UNF’s direction under Dr. Besterfield’s leadership.

Trustee Boyle asked if there is another institution in the State University System with a similar roadmap aligning with UNF’s goals. Dr. Besterfield stated that he follows FAU and FIU as a model. President Limayem stated that this has been a topic of discussion in recent leadership meetings with Deans and department chairs. The President emphasized the need to shift from a reactive administration to one focused on thought leadership. He advocated for seeking out the best practices not only within the SUS but also in other institutions nationwide, learning from leading organizations. President Limayem highlighted the importance of recognizing stakeholders, customers, and products, underscoring the ongoing conversation at UNF about how to facilitate this transition. President Limayem stated that his goal was to become the benchmark for other institutions, positioning UNF as a model for how things should be done.

## \*\*\*Trustees prepare plates for a working lunch\*\*\*

## Review of BOT Self-Assessment Results

President Limayem presented the Board of Trustees Self-Assessment results. The survey was open for 6 weeks with a 92% response rate (12 Trustees). There were eight multiple-choice questions to indicate whether the Board Strongly Agrees, Somewhat Agrees, Neither Agrees nor Disagrees, Somewhat Disagrees, or Strongly Disagrees and three open-ended questions. 75% of the Board strongly agrees that they have a clear understanding of UNF’s strategic plan and its priorities and goals, and 25% of the Board somewhat agree. The Board’s perception on meeting agenda reflecting the strategic priorities is split at 50% between strongly agree and somewhat agree. President Limayem noted that the work plan that is going to be presented will reflect feedback of this meeting and clearly outline the strategic priority each item is related to. 75% of the Board believes that they effectively delegate responsibilities for institutional management to the President, and 25% of the Board somewhat agree.

91.7% of the Board strongly agrees that they receive appropriate information and 8.3% of the Board somewhat disagrees that they receive appropriate information. President Limayem stated that he is always open to feedback and willing to provide additional information or present it in a different format if needed. The President shared that he, Trustee McElroy, and VP Bennett had a discussion on how to present UNF’s financial data and information to the Board for increased effectiveness and understanding. President Limayem indicated that they came up with improvements to share the strategic information with the right level of detail.

The Board’s response to their time and talents being used well was divided among strongly agree (50%), somewhat agree (33%), neither agree nor disagree (8.3%), and somewhat disagree (8.3%). President Limayem stated that he will take responses from the open-ended survey questions to identify the suggested areas of engagement. 83.3% of the Board feels they promote an engaging environment and that the Board ensures fiscal integrity with sound financial practices, and 25% of the Board somewhat agree. The Board unanimously strongly agreed that the Board avoids conflicts of interest.

President Limayem shared the responses from the open-ended questions:

* **What do you think the Board does well?**
  + Cares/understands/supports the University and President.
  + Respectful/collegial/works well together.
  + Brings their knowledge to influence direction.
* **What is the most important thing you feel the Board can improve upon?**
  + More community advocacy/presence for UNF.
  + Increase trustee involvement.
  + Fundraising.
  + Stay focused on the Strategic Plan.
  + Discuss and study ways to keep UNF relevant and desirable.
  + Direct collaborations with other university trustees.
* **What would you like to see the Board accomplish in the next one to two year(s)?**
  + Be more strategic/follow the Strategic Plan/dream big.
  + Help UNF increase connections with businesses and organizations.
  + Increase funding and raise profile.
  + Increase involvement from trustees.
  + Increase enrollment/improve metrics.
  + Improve sports experience.

President Limayem asked the Board to fill out a form to indicate their preference for Trustee Engagement Opportunities. There are four categories of engagement opportunities: advocacy, fundraising, community engagement, and campus engagement.

## Review of FY25 Board of Trustees Annual Work Plan and Roundtable Discussion

President Limayem presented the FY25 Board of Trustees Annual Work Plan. President Limayem shared that based on feedback received from the Board’s Self-Assessment Survey, a strategic discussion consisting of at least one strategic priority will be included on the meeting agenda at each meeting going forward. The President stated that this began today with VP Jones’ discussion on brand strategy and Dr. Besterfield’s update on enrollment.

VP Stone explained that in terms of strategic discussions, a key refinement would be to assess and adjust the committee meeting schedule, allowing for flexibility in timing. The current draft serves as an annual work plan, highlighting recurring action items to give the Board an overview. It also includes regular student-focused and strategic discussions. While the topics are relevant, additional subjects may be introduced or prioritized differently, should more pressing matters arise, at the Board's discretion.

Trustee McElroy that for the March meeting, where strategic discussions on rankings and faculty and staff success are planned, it would be helpful to receive preparatory information beforehand. While not necessarily required on the formal agenda, this information would help participants engage more effectively in the discussions. Trustee McElroy recommended a brief 5-minute introduction by the president outlining the topics, which would allow for a more informed and robust conversation during the meeting.

Trustee Beasley suggested that in preparation for the March 5th discussion on faculty and staff success, Board of Trustees members could be invited to attend the Faculty Association meeting the month prior to help inform the conversation.

## Adjournment

Chair Hyde adjourned the meeting at 1:13 PM.

## Appendix I

Public Comment – Elias Joseph

Board of Trustees Meeting

September 30, 2024

Good morning, my name is Elias Joseph I am a senior studying Coastal and Marine Biology. I'd like to address the proposed amendments to the Freedom of Expression in Outdoor Areas of Campus regulations. I find this proposal oppressive and dangerous. It is counter to student rights and to what universities are supposed to uplift: academic freedom. Banning masks and face coverings spits in the face of immunocompromised and COVID-conscious ospreys. Covid is far from over AND the whole gamut of regular respiratory viruses still exist. Banning masks will only decrease Campus health and safety. Outlawing the disruption of "normal operations" and then failing to define normal operations coupled with the proposed power to predict if a disruption may occur effectively empowers the University to shut down any and all dissent. Demanding "proof of intent" for harm against students but none for perceived slights against the University shows us where your values lie. Student lives are meaningless as long as your public relations and reputation are shiny. Under the current administration, UNF's greed has become clearer than ever before. Conducting the first mass arrest in the history of the University over an entirely peaceful gathering protesting the ruthless slaughter of civilians was a mistake that could have been righted. Doubling down on it by passing this regulation and allowing UPD to operate as a sovereign entity is a choice that won't be smoothed over easily. It seems to me that you all have forgotten that a University cannot function without students. The way you treat us, your osprey community cements your legacy, not the oppressive damage control you've attempted so far. What I will remember from my time at UNF isn't undeserved diversity accolades and the vibrant community, it's being carted off to jail for having integrity, it's the same police chief that arrested me defending a neonazi KKK member who threatened student lives in 2017, and it's our students being forced into the streets to satisfy your unending greed. You have a chance to change this for future ospreys. Do better. Listen to, empower, and defend student voices. Thank you.