# Attendance

## Committee Members Present

Michael Barcal, Jason Barrett (Chair), Jack Boyle, Kevin Hyde (ex officio), Allison Korman Shelton, Paul McElroy, and Nik Patel

## BOT Members Present

James Beasley, John Gol, Jay Demetree

# Minutes

## Call to Order

Chair Barrett called the meeting to order at 9:10 AM.

## Public Comment

Chair Barrett confirmed there were no requests for public comment.

## Approval Item

### SPMI-1: Consent Agenda

* October 24, 2024 Draft Strategic Plan Implementation and Monitoring Committee Meeting Minutes

Chair Barrett asked for a MOTION to approve the October 24, 2024 Draft Strategic Plan Implementation and Monitoring Committee meeting minutes. Trustee McElroy made a MOTION to APPROVE, Trustee Hyde SECONDED the motion, and the committee unanimously approved the minutes.

## Discussion Items

### DISC-1: Update on the Strategic Plan Key Performance Indicators

Vice President of Strategy and Innovation, Dr. Paul Eason, provided an overview of the Strategic Plan key performance indicators, highlighting progress, challenges, and future projections.

**Student Success**

* *First Time in College (FTIC) Four-Year Graduation Rate***:** The rate is marked as "not improving" due to the impact of enrollment policies and retention efforts from four years ago. Improvement is expected to begin next year as current initiatives take effect.
* *FTIC Retention Rate and APR***:** Significant progress has been made due to the efforts of Academic and Student Affairs and the Student Success Team. Reported figures have been submitted to the Board of Governors (BOG) for verification, with confidence in their alignment with performance-based funding metrics.

**Inspire Relevant Research**

* *Total Research Expenditures:* The NSF HERD report indicates $21.2 million in research expenditures, slightly below the previous year but above the planned goal. This figure is pending NSF review and audit.

**Expand Community Partnerships**

* *Community Partnerships:* Revised metrics, including number of collaborations, community partners on UNF boards, and continuing education (CE) course participation, will be reported as part of the two-year update. The current status is marked as "in progress."

**Accelerate Success of Faculty & Staff**

* *Average Faculty Compensation:* Final figures are pending due to challenges with the Workday system transition. Preliminary assessments suggest compensation is on track to exceed the annual goal.
* *Fundraising Update:* As of December 2024, $22.59 million has been raised toward the annual goal of $33 million, indicating the initiative is on track at the halfway point of the fiscal year.

President Limayem asked Dr. Susan Perez, Associate Provost of Student Success, to provide tactics used to improve UNF’s FTIC Four-Year Graduation Rate.

Dr. Perez discussed the importance of improving the graduation rate by focusing on student retention. While success has been achieved in helping students graduate within four years, the overall number of graduates within that timeframe has not significantly increased. Efforts are now being expanded beyond first-year retention to include retention from the second year onward, ensuring that more students stay on track to graduate. Clear action plans with specific goals, tactics, and KPIs have been established for advising teams. These teams are responsible for meeting with students regularly, monitoring their projected graduation terms, and taking specific actions each term to keep students on track. The approach emphasizes consistent attention and vigilance throughout the students' academic journeys.

Moez Limayem added that challenges faced by the "pandemic cohort" factor into this KPI. This group of students, whose education was disrupted by the COVID-19 pandemic, continues to require additional support. Efforts are being made to help these students stay on track and graduate on time despite the unique challenges they have experienced.

Dr. Eason shared important gains for key metrics:

* Retention and APR
  + FTIC Retention Fall 2024 to Spring 2025 was 95.7%
  + APR increased to 82.7% (up from 77.7% one year prior)
* Highest spring grad enrollment in UNF History
* PhD in Computing started Fall 2024 - 5 students enrolled
* Named the Silverfield College of Education and Human Services
  + Two, first of their kind, new professorships at UNF
  + Special Education and Coaching Education

### DISC-3: Marketing Update

Vice President of Marketing and Communications, Andrea Jones, shared how UNF is elevating its brand to all audiences and aligning the marketing and communications effort to the strategic plan. VP Jones highlighted two main areas of focus from branding and marketing standpoint:

1. **Enrollment Marketing**: VP Jones emphasized the collaboration with Dr. Perez and the Student Success team to position UNF effectively to prospective students and parents. The focus is to provide support to admitted students and yield campaigns, targeting students who have already been accepted to ensure continued engagement and persuasion to choose UNF.
2. **Reputation Building**: Since the brand launch in October, efforts have concentrated on enhancing UNF's reputation through extensive outreach and messaging to various regional and national audiences. VP Jones highlighted the impact of students' experiential learning experiences and UNF's role as a key provider of talent in Florida and the region.

VP Jones presented an overview of the university’s recent enrollment yield campaigns and reputation-building initiatives. She showcased successful digital advertising campaigns targeting admitted students who have not yet deposited, which launched in the fall. The paid social media ads on platforms like Snapchat and Facebook generated 1.5 million impressions and over 4,500 click-throughs, effectively encouraging students to take the next steps toward enrollment. Additionally, a separate Facebook campaign aimed at parents resulted in over 500,000 impressions and 1,500 click-throughs, demonstrating success in reaching and engaging both students and their families through personalized marketing efforts.

Shifting focus to the university’s reputation, VP Jones emphasized the institution’s relationship with local businesses and its role in promoting social mobility. Testimonials from students, CEOs, and third-party endorsers highlight the university’s success as a launching pad for student careers. The recently announced UNF Experiential Learning Guarantee, which ensures every incoming student has access to an internship or research opportunity, has resonated strongly with parents and the community, driving high engagement as the university shares this story.

VP Jones also referenced the university’s reputational campaign presented at the recent Board of Governors meeting. With contributions from Trustee Jack Boyle, who participated in the hologram box to share insights about Fanatics, the campaign highlighted how UNF graduates are securing internships and jobs with leading organizations such as Mayo Clinic, Florida Blue, JEA, and Fanatics. This success is due in part to the president’s relationships with these companies. While the focus has been on regional success, VP Jones noted that UNF graduates are thriving in various fields nationwide. The emphasis on CEO messaging within the regional campaign has been particularly well-received, reinforcing the university’s role in preparing students for successful careers.

President Limayem thanked Trustee Boyle for his participation in the BOG meeting hologram box presentation.

VP Jones provided an update on the university’s ambassador program, which offers 500 seats and has already enrolled about 30 UNF employees. The program enables participants to share curated university stories, such as the Silverfield naming and retention gains, through platforms like LinkedIn and Facebook. By engaging development officers, recruitment professionals, board members, and university supporters, the program aims to amplify UNF’s reach through peer-to-peer content sharing.

VP Jones also announced the launch of national marketing campaigns targeting U.S. News & World Report voters, including presidents, provosts, and admissions leaders at institutions nationwide. With 20% of UNF’s overall score tied to its reputational ranking, the campaigns focus on the university’s key differentiators to enhance visibility and recognition. Participants were encouraged to provide feedback on additional content for the *Sprinklr Extend* app, which facilitates social media sharing. Instructions for accessing the app were shared via chat.

### DISC-2: Enrollment Update

Associate Provost of Student Success, Dr. Susan Perez reported on enrollment management efforts, noting that fall 2024 FTIC targets were not met, and measures are underway to improve performance for fall 2025. Key actions include engaging an external consulting firm with expertise in enrollment growth and creating an AVP of Enrollment Management role to lead the admissions team. Clear action plans with goals, KPIs, and accountability are being developed, while some data reporting has shifted to the Institutional Research (IR) team to ensure accurate reporting and actionable dashboards. Additionally, training and professional development needs are being addressed to support team preparedness.

With a goal of enrolling 2,800 students for the fall 2025 cohort, efforts are focused on increasing applications by 30%, improving the application-to-completion conversion rate by 4%, and raising the deposit yield rate by 2 percentage points (an 11% increase). The admissions funnel begins with applications, although the broader top of the funnel includes name buys and inquiries. Notably, the admissions conversion rate is being maintained at last year’s level, avoiding changes in selectivity that could impact retention.

Current data shows that application volume is slightly below target but close to last year’s numbers, with applications expected to peak in early April. Deposits have recently begun, with last year’s peak occurring in early June, indicating there is still time to meet targets.

To increase application volume, partnerships with the Education Advisory Board (EAB) and College Board Connections are driving targeted digital ad campaigns on social media, with creative assets recently approved for immediate launch. Additionally, a postcard mailer has been sent to 132,557 students in key out-of-state markets. To improve application completion rates, personalized outreach efforts include targeted communications to students, parents, and high school counselors, with admissions recruiters visiting top high schools to collect transcripts and other required materials. This personalized approach, supported by the marketing and communications team, aims to replace previous transactional messaging with tailored, engaging content aligned with student interests.

For deposit conversion, the focus is on high-touch yield events, as campus visits are proven to significantly increase the likelihood of students enrolling. Based on historical data, the average yield rate for students who visit campus is approximately 30%. Accordingly, event planning is designed to attract a sufficient number of prospective students to maximize enrollment outcomes.

Over the next three months, the team will evaluate top-of-funnel performance from previous cycles to inform recruitment for the fall 2026 and 2027 classes. A review of the merit aid plan will be conducted to ensure competitiveness, with adjustments made before the budget cycle. Efforts to maintain engagement with current inquiries, including juniors and rising seniors, will continue through outreach and campus events.

Within the next six months, the team will assess the effectiveness of current action plans, finalize class goals, and develop a comprehensive recruitment timeline with clear expectations for campus partners. Summer months will be dedicated to ongoing professional development and training, ensuring the enrollment management team is fully prepared to execute recruitment efforts and achieve long-term enrollment growth.

VP Eason acknowledged Dr. Perez’s presentation and emphasized the remarkable coordination across university units, noting that this collaborative, all-hands-on-deck effort is unprecedented during his 19 years at UNF. VP Eason highlighted the positive results of these efforts, commending Dr. Perez and the enrollment management team for their diligent work. Additionally, appreciation was extended to deans, department chairs, and all staff involved in admissions and enrollment for their contributions to the university’s enrollment goals.

President Limayem echoed VP Eason’s comments and expressed appreciation for the team's hard work. While progress has been slow, the President acknowledged the challenges posed by dealing with legacy issues, differing practices, and reputations. With the support of marketing and communications, as well as enrollment management, the President remains optimistic about seeing positive outcomes in the future. The President set clear expectations for the entire team, especially the Deans and department chairs, to be actively involved in the effort.

Trustee Patel asked about the progress toward the 2026 admission targets, specifically asking if the current numbers indicated being slightly below the expected targets for that year.

Dr. Perez noted that at this point in the cycle, the application volume is not as high as needed. To address this, the team engaged with EAB and initiated a supplemental contract for additional campaigns targeting key out-of-state markets and expanding efforts across social media channels. These new campaigns aim to nudge students already in the inquiry funnel and reach out to "lookalike" students—those with similar profiles and from similar high schools. Efforts are focused on increasing application volume. Final numbers for 2025 are nearly complete, with both applications and completed applications very close to target. While progress is being made, the goal has not yet been fully reached, and there is a continued focus on being vigilant and proactive.

### DISC-4: Alignment of UNF Strategic Plan with SUS 30

VP Eason shifted the discussion to the Board of Governors’ (BOG) new strategic plan, SUS 30, which outlines goals and directions for the State University System through 2030. He noted that President Limayem served on the committee responsible for developing the plan and invited him to share insights on the process.

President Limayem described the collaborative nature of the committee, which included fellow university presidents, faculty, students, trustees, and community leaders. He emphasized the importance of maintaining the system’s eight-year streak as the nation’s top public university system while striving for continued improvement. Key points he advocated for, which were incorporated into the final plan, include fostering collaboration across the 12 universities rather than operating as isolated entities and leveraging collective purchasing power to increase operational efficiency. While some metrics for measuring progress are still in development, President Limayem expressed overall satisfaction with the plan’s clarity and direction.

VP Eason requested feedback on how the SUS 30 and UNF Soaring Higher Together initiatives create opportunities for alignment with the Board of Governors' intentions for the State University System (SUS). VP Eason highlighted the need to explore opportunities and consider revisiting the structure of goals and KPIs to ensure alignment with SUS 30. The focus is on enhancing the current plan, identifying new opportunities, and aligning with the SUS priorities.

VP Eason outlined the structure of SUS 30, which includes the following priority areas:

1. **One SUS**: Emphasizing collaboration between institutions to function more effectively together, rather than competing for resources or reputation.
2. **Elevating Student Success**: Aligning with the high-level goals of student success research.
3. **Operational Excellence**: Improving the integration of systems, policies, and processes between institutions.
4. **World-Class Talent**: Attracting top faculty and producing outstanding graduates, with a focus on impactful research and highly ranked publications.
5. **Innovative Research and Economic Development**: Leading in research, innovation, and technology transfer, with an emphasis on impacting Florida's industries and driving the state's economy.

President Limayem acknowledged the similarities between UNF's priorities and the SUS 30 plan, emphasizing that student success remains a top priority. Enhancing the university's reputation is also crucial, with the SUS 30 metrics calling for institutions to be in the top 100, which aligns with UNF's existing goals.

The President mentioned that the leadership team is considering extending UNF's strategic plan from 2028 to 2030 to better align with the SUS 30 roadmap. This adjustment would involve revising metrics to ensure synchronization with the SUS priorities. The President suggested using the SUS 30 as a compass and roadmap for future planning.

Trustee Boyle asked whether collaboration within the State University System is driven by the BOG or initiated independently by individual universities.

President Limayem acknowledged that universities have historically competed rather than collaborated. By making collaboration a strategic priority, the BOG aims to facilitate and incentivize partnerships, potentially through funding or performance metrics. He noted a shift in mindset among institutions, citing recent discussions with leaders from UF, FAMU, and FGCU regarding concrete collaboration opportunities. While collaboration is gaining momentum, methods for measuring its success are still being developed.

VP Eason shared an anecdote from the Florida Supply Chain Summit in Miami last year. During a panel discussion with the CEOs of the five largest ports, it was noted that their competition sometimes hinders their ability to compete with other states. The State of Florida is recognizing the need for better collaboration among these operations.

However, this collaboration requires faculty involved in research and program delivery to work together willingly. VP Eason emphasized that this is a leadership-driven message that needs to be embraced. Given the current federal funding environment, interdisciplinary large-scale funded efforts are uncertain. Therefore, curriculum collaboration might be more feasible. There are many opportunities for collaboration, as the institutions are engaged in similar types of businesses.

Chair Barrett asked if the Board should request a crosswalk comparing the current framework to the SUS 30 framework.

President Limayem thanked Chair Barrett and noted that while a decision would not be made immediately, it was important to start considering what aligning more closely with the BOG’s strategic plan would entail. He emphasized that syncing with the BOG and legislators would be beneficial, providing more flexibility for the university. Limayem suggested that further discussions on this topic, including adjustments to the timeframe and metrics, would take place in future meetings.

Trustee Hyde agreed that aligning with the system’s direction of operating as a cohesive unit, rather than as distinct universities, makes sense. He emphasized the importance of both appearing and being in sync with this approach. Trustee Hyde also noted the potential for synergies, such as leveraging opportunities like UF’s presence in Jacksonville, to benefit UNF.

Trustee Beasley stated that BOG Chair Lamb has tasked Faculty Senate Presidents with identifying each institution’s "superpower," with UNF's being experiential learning. He noted that this was presented during a recent BOG meeting and emphasized efforts to incorporate this superpower into the General Education curriculum.

Trustee Beasley also discussed the ongoing work with faculty presidents and BOG Vice Chancellor of Academic and Student Affairs, Emily Sykes, on defining metrics for "world-class talent." A focus has been on faculty awards and using the annual Post Tenure Review evaluation levels as potential measures of success. Trustee Beasley mentioned that there is consensus around possibly incorporating these evaluation levels as part of the metrics for world-class talent.

Lastly, Trustee Beasley addressed discussions around postdoctoral opportunities, noting that he has have begun conversations with the Provost, Dr. Karen Patterson, on using postdocs as a recruitment tool. In particular, as the Digital Humanities Institute develops its PhD program, it has the potential to attract tech-savvy humanities faculty. Trustee Beasley also briefly mentioned a question about research and indirect cost cuts, suggesting it be discussed at a later time.

VP Eason affirmed that experiential learning is an authentic strength of UNF, aligning with its Carnegie classification and focus on community engagement, job readiness, and workforce development through internships. Noting that SUS 30 includes a goal for 41% of graduates to have at least one experiential learning practice, VP Eason stated that UNF would currently exceed this benchmark.

VP Eason supported the idea of emphasizing experiential learning as UNF’s superpower and expressed interest in aligning with SUS 30. As an action item, VP Eason proposed exploring and presenting a crosswalk between SUS 30 and UNF’s strategic plan at the next meeting.

VP Stone asked if the Board's review of the accountability plan at the April meeting could serve as an opportunity or first step to conduct the crosswalk.

Associate Vice President of Institutional Research and Performance, Dr. Abby Willcox noted that the 2025 accountability plan will be based on the Board of Governors’ previous strategic plan and current performance-based funding metrics. However, opportunities to identify alignment between the past and current plans can still be discussed.

VP Eason concluded by noting that the meeting achieved a more efficient structure, with time dedicated to an in-depth discussion on a key topic. He acknowledged the data-heavy update but reminded the Board of the dashboard for ongoing updates. Feedback on the meeting structure was welcomed.

## Adjournment

Chair Barrett adjourned the meeting at 9:55 AM.