# Attendance

## Trustees Present

Michael Barcal, James Beasley, Jack Boyle, Jill Davis, Jay Demetree, John Gol, Kevin Hyde (ex officio) , Allison Korman Shelton, Christopher Lazzara, Steve Moore, Nik Patel

## Trustees Absent

Jason Barrett and Paul McElroy

# Student Presentation

Dr. Karthikenyan Umapathy, Professor, School of Computing, and Co-Director of Florida Data Science for Social Good (FL-DSSG) and Dr. Dan Richard, Professor, Psychological & Brain provided background on the FL-DSSG and how it helps public sector and non-profit organizations make data-driven decisions. The FL-DSSG trains data scientists to gain and produce actionable insights from data.

Three UNF School of Computing Graduate Students, Mahmoud Elbatouty, Walid Kambagha, and Ahmed Sayed presented their *AI4Good Hackathon* experience.

Sayed explained that the team was given 24 hours instead of 48. They chose to analyze homes at risk of unpaid tax certificates, believing AI would provide valuable insights. Using property data, they developed a decision-making roadmap and an AI model to assess risk. Kambagha shared that their solution aimed to identify neighborhoods with high rates of unpaid tax certificates. The model calculated risk probabilities and helped create a targeted intervention plan to assist at-risk neighborhoods. As a result, $70,000 was allocated, and 75 families received support, making a significant impact on the community.

Elbatouty stated that based on this one-day intensive collaborative event, LISC (Local Initiatives Support Corporation) JAX decided to extend their partnership with FL-DSSG. LISC JAX allocated an additional $20,000 to fund dedicated personnel, extend the solution development timeline, and expand the prize pool for another hackathon in summer 2025. These efforts aim to engage more local young individuals in addressing the issue of unpaid tax certificates.

Kambagha emphasized that each team member focused on specific tasks: data preparation and cleaning, geospatial analysis, and building predictive models. This division of labor helped create a strong, actionable plan. Sayed noted as the hackathon neared its end, they combined their work into a 10-minute presentation, using maps and flowcharts to highlight the risk factors and decision-making steps. Despite the intense time pressure, the team found the experience enjoyable and expressed gratitude to the mentors and organizers for providing the opportunity.

Elbatouty, Kambagha, and Sayed thanked the faculty and staff who have supported them throughout their time as students at UNF. They thanked the Board and offered the opportunity for questions.

Trustee Patel congratulated the students on a successful hackathon, noting that it is infrequent to achieve a tangible outcome. Trustee Patel asked how the outcome would have changed if the hackathon had been held for the original 48 hours. Elbatouty indicated that the team focused on the most at-risk neighborhoods, selecting the top 10 based on specific criteria. With more time, they would have expanded the analysis to include more neighborhoods and identified additional individuals who could benefit from the tax certificate program. Sayed added that the team delivered a script as part of their project but envisioned a more complete solution, such as a webpage where users could input information and, using recommended filters, receive the best results and predictions.

President Limayem expressed his pride in Elbatouty, Kambagha, Sayed, Dr. Umapathy, and Dr. Richard for their incredible work. He highlighted the FL-DSSG is one of UNF’s flagship initiatives, emphasizing student success, community partnerships, artificial intelligence, and data science. The President thanked everyone for their efforts and shared plans to incorporate more AI, positioning the institution as a key resource for the region, state, and beyond, with the goal of becoming a thought leader in the field.

Trustee Boyle inquired about the job market for graduates of the school’s computing program in Northeast Florida, seeking insight into opportunities for other graduates of the program. Elbatouty responded that finding a job can be challenging, but UNF helps by offering internships during school, ensuring students are employed while studying. For example, the data science program requires experiential learning, such as internships or research projects with professors.

Trustee Beasley echoed the President’s comments on community engagement, highlighting how the work with LISC JAX has benefited other community partners. He mentioned that Dr. Richard and he have been discussing a recent gift from Real MLS to the Digital Humanities Institute, which will fund 10 internships. Trustee Beasley emphasized that the community impact extends beyond the immediate partner to other collaborators as well.

Trustee Korman Shelton asked about the job application process, inquiring whether the team finds job opportunities online or through other means. Sayed responded that the job market is definitely challenging due to the significant layoffs by large companies. However, UNF helps by allowing students to gain as much work experience as possible, offering internships, and preparing resumes for online job applications. Elbatouty stated that UNF recently hosted a career fair with approximately 300 companies, which offers students opportunities to meet submit their resumes to employers face-to-face.

# Board of Trustees Quarterly Meeting Minutes

## Call to Order

Chair Hyde called the meeting to order at 10:12 AM.

## Public Comment

Vice President and General Counsel, Karen Stone, confirmed there were no requests for public comment.

## Chair's Remarks

Chair Hyde stated that the next Board of Trustees meeting is on April 23, 2025. A focusing point will be on UNF’s strategic plan and how it fits in with the Accountability Plan that will be presented to the BOG.

Chair Hyde thanked all of those involved in planning the Board of Governors’ Meeting (BOG) held at UNF in late January. He shared that the reports have been overwhelmingly positive and that many BOG members were on UNF campus for the first time. Chair Hyde thanked Trustee Davis for her collaboration in arranging a dinner with the BOG the night before the meeting. Also, Chair Hyde highlighted that the BOG SUS 30 strategic plan was passed at the January meeting and how it closely aligns with UNF’s strategic plan.

Chair Hyde noted that this is Trustee Barcal’s last meeting before his Student Government Presidential term ends and that he is set to graduate in May 2025. Chair Hyde thanked Trustee Barcal for his time served on the Board.

The Board is conducting a Presidential peer assessment, led by Trustee McElroy. This is not a performance evaluation but a comparison of the institution and its leadership against peer organizations to identify areas for improvement. The Board is collaborating closely with President Limayem, and Trustee McElroy will provide further updates.

Chair Hyde shared that Trustees Davis and Patel were reappointed to the UNF Board of Trustees by the BOG. He stated that there has been turnover among the Board of Trustees, as the BOG and the Governor have made new appointments, and that their reappointments are in recognition of their good work. Chair Hyde thanked Trustees Davis and Patel for their continued efforts to serve on the Board.

## Committee Reports

### Governance Committee

Chair Hyde provided the Governance Committee report to the Board.

The Governance Committee met on February 19 at 12:24 pm. After the consent agenda was approved, the committee discussed two items.

Trustee McElroy provided an update on the ongoing Presidential Peer Review process. The assessment aims to benchmark UNF against peer institutions and gather confidential feedback from stakeholders. A firm with strong leadership experience, including a former Chancellor, has been selected for this process. The assessment will focus on operating metrics, strategic leadership, and peer benchmarking, with results expected by early fall. Board members will have opportunities to provide input and meet with the consultant. President Limayem expressed dedicated support for the process, emphasizing its value for leadership growth.

Chair Hyde led a discussion on continuous trustee education and strategic leadership. Committee members proposed several ideas in key focus areas, which include alignment with the SUS 30 Strategic Plan, performance metrics and financial oversight, and risk management. The topics discussed also included employment trends and workforce development, higher education innovations (including AI and enrollment strategies), UNF’s institutional identity and strategic positioning, and the importance of defining UNF’s niche within the SUS. Leveraging initiatives like MedNexus to strengthen its profile was also mentioned. These topics will be further refined to identify specific areas for deeper exploration at the Board retreat on November 19, 2025.

The meeting adjourned at 12:52 pm.Top of Form

Trustee Davis asked how UNF is analyzing its relationship with the new University of Florida (UF) campus and if it is possible to discuss how the programs align or separate. She emphasized the importance of ensuring that UNF's strategies are being considered in this context. Chair Hyde stated from his perspective it is going well and that there have been informal conversations with BOG members and UF Board Chairman Mori Hosseini.

President Limayem explained that the approval for the UF campus included language for collaboration with UNF. Two teams, led by Dr. Eason, have been working with UF counterparts to identify areas of collaboration, such as curriculum, research, and facility sharing. Recently, President Limayem met with interim President Kent Fuchs to explore specific collaborations, including a budget to incentivize faculty to co-write grants and discussions with the Dean of Nursing about curriculum and clinical rotations. President Limayem hopes to create a UF-UNF hub for entrepreneurship and innovation in downtown Jacksonville, focusing on startup incubation. He also noted that new UF trustee, Jed Davis, a UNF alum, will help bridge the gap between the two universities.

Chair Hyde added that despite the leadership transition at UF, there was a question about the commitment to continuing the Jacksonville project. However, UF is fully committed, with the Board reaffirming their support for the project moving forward. The interim President, Kent Fuchs, who engaged in the project from the beginning, has been instrumental in guiding its progress. The Board is determined to ensure the project moves ahead, and while there are still details to work out regarding the location in downtown Jacksonville, Chair Hyde expressed confidence that the plans will come together, presenting good opportunities for both universities.Bottom of Form

Trustee Korman Shelton mentioned that UNF's stadium hosts city events and companies and inquired if there are any similar opportunities for collaboration, particularly related to areas like esports.

President Limayem shared that UNF has asked the city for funding to support its esports initiatives, which are expected to be an exciting and impactful program for the new generation of students. This initiative is being led by VP Brian Verkamp, Chief Information Officer. Additionally, the university is preparing an ambitious request to the city to update its athletic infrastructure, which serves as a valuable resource for the community.

Trustee Korman Shelton noted that the stadium's use for city events at Edward Waters, could apply to esports. The funding request will be larger, focusing on broader support, including from local Jacksonville companies. President Limayem stated that is the focus for next year and expressed confidence.

### Audit and Compliance Committee

Vice Chair Davis provided the Audit and Compliance Committee report to the Board.

The Committee met by zoom and was called to order on Wednesday, February 19th at noon, with all committee members present. The approval of the minutes was passed unanimously in addition to the approval of the Performance Based Funding Data Integrity Audit. Chief Audit Executive, Julia Hann, presented on the PBF Data Integrity audit and supports the President and Chair Hyde’s signature on the BOG certification form. No internal control weaknesses were noted in this audit, but one observation was presented that required additional data testing on the Hours-to-Degree file.

Next, the Committee moved to discussion items. Ken Kurdziel, Partner at James Moore CPA provided a brief overview on the Independent Accountant’s Report on Agreed Upon Procedures completed for Athletics. This is a NCAA requirement completed annually by our external auditors and there were no exceptions noted.

Ms. Hann also provided a brief update from the Office of Internal Auditing presenting audits completed since the last meeting; recommendations in follow-up; and audits in progress.

Chief Compliance Officer, Robyn Blank, provided a quarterly report and updated the Committee on the activities of the Office of Compliance and Ethics since the November 2024 meeting. Specifically, Ms. Blank described the policy and regulation revision efforts undertaken by the office and its participation in projects related to new BOG requirements and use of AI on campus. Ms. Blank also provided an update on changes to the Clery Act, including new hazing reporting requirements and fine increases.

Lastly VP Bennett provide a quick update that the Auditor General Financial Statement Audit would be wrapping up soon. They anticipated having the report by the end of March with no material issues.

The meeting adjourned at 12:14 PM.

### Strategic Plan Monitoring and Implementation Committee

VP Eason provided the Strategic Plan Monitoring and Implementation Committee report to the Board.

The Strategic Plan Monitoring and Implementation Committee met on February 12 at 9:10 AM. Vice President Dr. Paul Eason provided an update on key performance indicators, highlighting both progress and challenges. For student success, the FTIC four-year graduation rate is not yet improving due to past enrollment policies, but it is expected to rise next year. Considerable progress has been made in FTIC retention and APR due to the efforts of Academic and Student Affairs and the Student Success Team. Regarding research and community partnerships, research expenditures reached $21.2M, exceeding targets but pending NSF review. Metrics regarding collaborations, community partner involvement on UNF boards, and continuing education participation are being revised, and a comprehensive update will be provided in the two-year review cycle. Faculty compensation is expected to exceed goals, though final figures are delayed by a system transition. For fundraising, as of December 2024, $22.59M has been raised toward the $33M goal.

Dr. Susan Perez detailed expanded retention strategies beyond the first year, including enhanced advising and regular monitoring of students' progress. Special attention is being given to the "pandemic cohort," which continues to face unique challenges. Key metric gains include a 95.7% FTIC retention rate from Fall 2024 to Spring 2025 and an increase in APR to 82.7%, up from 77.7% the previous year. UNF also recorded its highest spring graduation enrollment in history. The PhD in Computing program launched in Fall 2024 with an enrollment of five students. Additionally, the Silverfield College of Education and Human Services has been named, introducing two new professorships in Special Education and Coaching Education.

Vice President of Marketing and Communications, Andrea Jones, provided an update on efforts to elevate UNF’s brand and align marketing strategies with the strategic plan. In enrollment marketing, collaboration with Dr. Perez and the Student Success team focuses on engaging admitted students and their families through targeted digital campaigns. Recent efforts on social media platforms generated 1.5 million impressions and over 4,500 click-throughs, encouraging enrollment. Since the October brand launch, UNF has expanded outreach to regional and national audiences, emphasizing student success, experiential learning, and workforce impact. A recent reputational campaign presented at the BOG meeting with Trustee Boyle’s participation highlighted UNF graduates securing jobs with major companies like Mayo Clinic, Florida Blue, and Fanatics. The Ambassador Program allows participants to share curated UNF stories on social media, expanding the university’s reach through peer-to-peer content sharing. National marketing campaigns are aimed at U.S. News & World Report voters to enhance UNF’s reputation and visibility.

Associate Provost Dr. Susan Perez reported that fall 2024 FTIC enrollment targets were not met, prompting new strategies for fall 2025. Key actions include hiring an external consulting firm, creating an AVP of Enrollment Management role, improving data reporting, and enhancing team training. To reach the goal of 2,800 students enrolled by Fall 2028, strategies include increasing applications by 30%, improving application-to-completion conversion by 4%, and raising deposit yield by two percentage points (an 11% increase). Efforts include targeted digital ad campaigns, personalized outreach to students and parents, and high-touch yield events, as campus visits significantly boost enrollment likelihood. While applications are slightly below target, they are expected to peak in April, with deposits trending toward a June peak. Over the next six months, the team will evaluate recruitment strategies, review merit aid competitiveness, and refine a long-term enrollment plan.

VP Eason introduced the SUS 30, BOG’s new strategic plan for 2025-2030. President Limayem, who contributed to the plan’s development, emphasized collaboration among Florida’s 12 public universities to enhance efficiency and reputation. UNF’s Strategic Plan aligns with these goals, and leadership is considering extending its strategic plan from 2028 to 2030 for better synchronization. A crosswalk analysis will compare UNF’s framework with SUS 30 to identify further alignment opportunities. Trustees discussed the shift toward collaboration over competition, highlighting UF’s presence in Jacksonville as a potential partnership. UNF’s experiential learning was identified as its unique strength, exceeding SUS 30’s 41% graduate participation goal. Moving forward, a crosswalk comparison will be explored, with potential discussion during April’s accountability plan review.

The meeting adjourned at 9:55 AM.

Trustee Davis shared that she enjoyed the Jacksonville International Airport (JAX) marketing campaign. Trustee Davis asked if there were opportunities to launch similar marketing campaigns at other regional airports. VP Jones stated that there are conversations currently happening and noted that the team is looking at different advertising opportunities at various regional hubs.

## Action Item

### BOT-1: Consent Agenda

#### From the Academic and Student Affairs Committee

* Draft November 21, 2024, Academic and Student Affairs Committee
* Annual Review of Academic and Student Affairs Committee Charter
* Amended Regulation 2.0520R, Textbook and Instructional Materials Affordability and Transparency
* Tenure Upon Hire - Dr. Nan Niu, Director of the School of Computing

#### From the Audit and Compliance Committee

* Draft November 21, 2024, Audit and Compliance Committee Meeting Minutes
* Performance-Based Funding - Data Integrity Audit

#### From the Finance and Facilities Committee

* Draft November 21, 2024, Finance and Facilities Committee Meeting Minutes
* Annual Review of Finance and Facilities Committee Charter
* Proposed Amended Reg: 6.0210R - Service Assistance and Other Animals on Campus

#### From Strategic Plan Monitoring and Implementation Committee

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

#### From the Governance Committee

* Draft November 21, 2024, Governance Committee Meeting Minutes
* Annual Review of Governance Committee Charter

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 Patel made a MOTION to APPROVE the consent agenda, and Trustee Gol SECONDED.

## Discussion Items

### DISC-1: Student Government Update

Michael Barcal, Student Government President, and Ashlyn Davidson, Student Government Vice President, provided an update on Student Government (SG).

Ms. Davidson shared Student Government’s effect on campus. SG oversees a $6.1 million budget with over 20 indexes, including: Student Union, RecWell, Osprey Involvement Center, Lend-a-Wing Food Pantry, Office of Student Life, and more.

Trustee Barcal shared student engagement efforts, such as Commuter Day, Mental Health Week, Homecoming, River City Rumble Tailgate, Lunch on the Green, Safety Week, and Clubfest Market Days.

SG celebrated their 50th anniversary with a Student Government Mixer at the Boathouse, featuring several SG alumni. A 50th anniversary Market Days was held in the Osprey Plaza featuring dozens of clubs, vendors, a dunk tank, bounce houses, and other giveaways. Additionally, a SG art gallery was held in the library including various artifacts from previous SG years to showcase in a temporary exhibit.

Trustee Barcal shared the various involvement with community engagement including partnering with local sports teams to get tickets; Jaguars season tickets, Jumbo Shrimp tickets, Iceman tickets, and Jacksonville Shark tickets. SG has created the Swoop & Save program, which allows students, faculty, and staff to receive a 15% to 20% discount upon presentation of their Osprey1 Card at various local businesses, including: V’s Pizza, Zero Latency, and Whit’s Ice Cream. Ms. Davidson shared that SG will be partnering with *Heart’s 4 Minds* pickleball tournament, in which all proceeds go towards mental health organizations in the Jacksonville community.

Student Government Elections are on March 11, 2025. Trustee Barcal stated that this year the election was contested, which indicates a huge success due to students’ willingness to engage with SG.

Ms. Davidson and Trustee Barcal reflected on their positive memories at UNF and in SG. They thanked the Board and all UNF faculty and staff that have assisted in their journey.

Presidetn Limayem expressed his pride in Ms. Davidson and Trustee Barcal’s leadership, thoughtfulness, and creative innovations. The President stated that the Barcal-Davidson Administration has helped make UNF a destination of choice. President Limayem thanked and congratulated Ms. Davidson and Trustee Barcal for their hard work and accomplishments at UNF.

### DISC-2: President's Remarks and Update

President Limayem highlighted several of UNF’s recent accomplishments. The university achieved a record high in fall-to-spring retention for full-time first-time in college (FTIC) students. Additionally, UNF reached its highest-ever spring graduate enrollment this semester. For seven consecutive years, UNF has had the highest percentage of bachelor’s graduates employed full-time in Florida among the SUS institutions. The university also maintained its R2 status in the recently announced triennial Carnegie Classifications.

Other notable achievements include successfully hosting the Board of Governors dinner and meeting on January 29-30, celebrating the newly named Silverfield College of Education and Human Services, and securing the ASUN Basketball Tournament at the VyStar Veterans Memorial Arena, which will bring significant economic impact and national exposure over the next five years.

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

#### Goal 1: Student Success

* *Increase retention of first-time in college students.*
  + The Fall 2024 FT FTIC Cohort retained to Spring 2025 at a UNF record high of **95.8%**.
* *Increase institutional focus on transfer student success.*
  + For the Fall 2021 Florida College System Associate of Arts Transfer Cohort, our final 3-Year Graduation Rate is anticipated at **64.5%**.
  + This will be our highest 3-year graduation rate in the history of this PBF Metric.
* *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.*
  + For the 2022-23 academic year, **72.8%** of UNF bachelor’s degree graduates were either employed full-time earning $40,000+ annually or continuing their education, a 0.8% increase from the previous year.
  + Those employed full-time had a median wage of **$50,100**, up $2,000 (4.2%) from the previous year.
* *Increase high impact practices for undergraduates (research, paid internships, and experiential learning).*
  + UNF aims for 100% participation in experiential learning by 2028. Starting with the Fall 2025 class, **all undergraduates** must complete at least one experiential learning activity to graduate.
  + From Academic Year 2023-24 to Academic Year 2024-25, UNF has increased undergraduate enrollment in internships for course credit by **17%** which is 700 course enrollments.

#### Goal 2: Research Initiatives

* *Increase contract and grant submissions by* ***25%.***
  + Current progress shows a **14.3%** increase in submissions.
  + Seasonal deadlines may lead to a surge in submissions by June 2025.
  + Anticipated challenges due to recent changes in federal funding agencies.
* *Increase internal research investments by* ***50%.***
  + Current expenditures show a remarkable **474%** increase.
  + Through January of FY2023–2024, the actual expenditures totaled $497,396, while to the same date this fiscal year, the expenditures have totaled $2,855,684, representing the increase.
* *Expand flexible workload guidelines to maximize faculty research, scholarship, and creative activity contributions campus wide.*
  + **This is completed.** Almost all new tenure-line faculty have a 2-2 teaching load.
  + This adjustment aims to provide more time for research, scholarship, and creative activities.
  + Colleges are developing tailored flexible workload procedures.

#### Goal 3: Community Engagement

* *Establish a baseline for community partnerships.*
  + **48** partners were identified using the following criteria: Philanthropy (100K to UNF in the past 2 years), Recruit UNF Interns, Hire UNF graduates, Research Contracts, Professional Development, UNF Advisory Board Service.
* *Increase the depth and breadth of UNF's partnerships.*
  + **28** New relationships established for internship and employment opportunities. i.e., Gravity Financial, Thrivent Financial, Lift Power, Realty Companies, Vector Marketing Corp., etc.
  + Multiple ongoing conversations to deepen current relationships with CSI, England-Thims & Miller, Fortegra, Goodwill Industries, NLP Logix, Operation New Uniform, VyStar Credit Union, etc.
* *Continue to improve UNF’s presence in the community.*
  + Hosted significant events: Inaugural Future Educators of America Regional Conference, Leadership Jax, TEDx
  + Received a prestigious National Endowment for the Humanities (NEH) grant for Archivist training, one of only **eight** institutions nationwide. The UNF Botanical Garden holds the most Florida-friendly Landscaping Commercial certifications in the state, with 1 Silver, 9 Gold, and 2 Natural designations.
* *Increase the number of badging and credentialing programs with area businesses to help address workforce needs.*
  + Awarded **18,315** badges to date.
  + **13** new badges launching soon.
  + Currently developing badges with area businesses: Florida Department of Health, Operation New Uniform, CSI, and Fortegra.
* *Continue the preparation for the renewal of the Carnegie Elective Classification for Community Engagement and submit it in March 2025.*
  + On track for late March submittal.
  + Collaborated with 8 campus partners to draft descriptions of their programs and initiatives as pinnacle examples of academic – community partnerships, including: C.A.M.P. Osprey, Crowley Center for Transportation and Logistics, FL-DSSG, Hicks Honors College, MedNexus, Meals on Wings, PACT Lab, and Project PREP.

#### Goal 4: Faculty and Staff Success

* *Continue regular and consistent communication with faculty and staff in the form of assemblies, mixers, small group meetings and written updates.*
  + Recent events include monthly Faculty Association and Deans meetings, First Thursday Mixers with employees, Healthcare Symposium, Annual Employee Service Recognition Awards Ceremony, and staff leadership training.
* *Review and implement recommendations from the taskforce on “Enhancing the Culture of Belonging for Employees.”*
  + Dr. Lorraine Beach will discuss this subgoal during the strategic discussion.
* *Streamline four administrative processes: traveling, hiring, onboarding, and purchasing.*
  + Workday was implemented to streamline hiring, procurement, and travel processes, with ongoing efforts to reduce steps, a 3-hour bi-weekly New Employee Orientation, and metrics to measure task completion and reimbursement times.

#### Goal 5: Funding

* *Increase philanthropy to* ***$33M+****.*
  + YTD Reportable Revenue is **$26.6M**.
* *Continue securing government funding.*
  + The Florida Legislative Session officially began March 3 and concludes May 6. The priorities are:
    1. LBR approved by the Board of Trustees for **$20 million recurring, $10 million nonrecurring** for strategic growth.
    2. Hicks Honors College Academic Addition – approx. **$15 million**.
    3. Mathews Building Renovation - **$33 million**.
* *Increase Auxiliary Revenues by* ***3%.***
  + As of the end of period 7 (January) auxiliary revenues are down **4%** over the same period from FY24.
  + The majority of this is attributable to enrollment declines. Some specific areas such as athletics are down due to their loss of NCAA and ASUN revenues.

Trustee Boyle asked about the dollar difference between the goal of increasing auxiliary revenues by 3% and the actual decline of 4%. VP Bennett stated that the total fund balances are approximately $4M to $5M. President Limayem emphasized that auxiliary revenues are closely tied to enrollment, as areas like athletics and housing are directly impacted. He acknowledged the team's hard work in addressing enrollment declines and expressed commitment to achieving growth while improving quality. President Limayem reaffirmed their dedication to reaching the university’s goals by 2028.

Trustee Boyle inquired whether any other SUS university has achieved the 100% internship goal, noting that it is an impressive accomplishment. President Limayem emphasized that the 100% internship goal is a well-researched initiative. He noted that even universities known for experiential learning are not close to what UNF is implementing and have acknowledged UNF’s approach as the right one. He highlighted the enthusiasm from parents and incoming students and suggested that this initiative could become a defining part of UNF’s identity.

Trustee Beasley highlighted that during last month’s Advisory Council of Faculty Senates (ACFS) lunch with the Board of Governors, he showcased UNF’s experiential learning website. The discussion with the Chancellor emphasized internships as a key component, including collaboration with the Digital Humanities Institute. Trustee Beasley also noted that the Office of Experiential Learning can quantify the economic benefit to the community, which was a key point raised with the Board of Governors.

President Limayem stated that the reception from businesses, prospective students, parents, and community leaders has been overwhelmingly positive.

### DISC-3: House vs NCAA Settlement and Its Impact on UNF Athletics (Presenters: Nick Morrow, Athletic Director)

Nick Morrow, Athletic Director, shared enthusiasm about the nearly 100% trustee attendance at UNF athletic events and expressed it is the highest he has encountered in 14 years.

Nick Morrow provided an overview of the House vs. National Collegiate Athletic Association (NCAA) settlement, which was discussed at the Board of Governors (BOG) meeting last month. The settlement consolidates three lawsuits into one and addresses financial damages for student-athletes who competed from 2016 to 2024. The settlement stems from past restrictions that prevented athletes from capitalizing on financial opportunities such as Name, Image, and Likeness (NIL), cost of attendance, and academic awards.

The NCAA and The Power 5 conferences (Atlantic Coast Conference [ACC], Big Ten Conference, Big 12 Conference, Southeastern Conference [SEC]) agreed to a $2.78 billion settlement, to be paid over ten years. Had the NCAA lost the lawsuits, estimates suggest damages could have reached between $8 and $10 billion, potentially leading to its dissolution. All Division I schools, including those not listed as defendants, must contribute to the back pay. UNF’s share of the settlement is approximately $3 million over ten years, reducing its NCAA distribution by about $285,000 annually. The majority of the back pay—75%—will go to former college football players, with an additional 10 to 15% allocated to men’s basketball and 5% to women’s basketball. The remaining amount will be distributed among other sports. Despite not having a football program, UNF is still required to contribute to the settlement.

Moving forward, the settlement introduces a new financial model that includes a revenue-sharing cap for student-athletes. Schools that opt into this model will be subject to a $20.5 million cap on revenue sharing, a figure determined by averaging eight revenue categories from The Power 5 schools and allocating 22% of that total. This cap will increase annually and be reassessed every three years. Schools that choose to opt in will need to work closely with compliance teams to ensure they meet the financial and legal obligations associated with revenue sharing.

The settlement also brings operational changes, including a shift from scholarship limits to roster limits. For example, baseball, which currently allows 11.7 scholarships across 40 athletes, will now have 34 roster spots that can be fully or partially funded. This shift may reduce the number of Division I opportunities, particularly in women’s soccer, potentially eliminating thousands of playing spots. However, schools will likely allocate more scholarship money overall. Additionally, institutions opting into revenue sharing will need to meet new compliance and legal reporting requirements. These changes will affect every Division I student-athlete, not just those in revenue-generating sports.

Morrow addressed key dates and next steps:

* **September 26, 2024** – Judge preliminary approved *House* settlement agreement.
* **January 31, 2025** – Deadline for: athlete to opt-out of the settlement class, athletes to file a claim, anyone to file an objection to the settlement.
* **March 1, 2025** – Deadline for D1 institutions that intend to provide settlement-related benefits to provide a "notice of intent.”
* **March 3, 2025** – Deadline for motions for final approval and response to objections.
* **April 7, 2025** – The scheduled hearing on final approval of the settlement.

Morrow outlined UNF’s current stance on opting into the new NCAA model, stating that the university plans to wait until Fall 2026 rather than opting in immediately. Key reasons include the absence of a NIL collective at UNF and the need to better position the athletic program financially. Opting in would allow for direct NIL payments and expanded scholarships but also require adherence to roster limits and additional compliance obligations. Opting out, on the other hand, would maintain current scholarship structures but could create recruiting disadvantages.

Morrow also addressed potential concerns about how these changes will impact athletic departments nationwide. While some schools may have the financial resources to embrace revenue sharing, others may struggle with the additional financial burden. The shift in funding structures could create a more stratified landscape in college athletics, with larger institutions benefiting from increased financial flexibility while smaller programs face potential budget constraints. UNF’s athletic department is actively evaluating the implications of these changes to ensure compliance while maintaining its commitment to student-athletes.

Morrow highlighted the financial implications of the new NCAA model on athletics. Currently, the scholarship budget stands at $2,736,786. However, to be fully funded under the new model, the budget would need to increase to $8,445,940. This leaves a gap of $5,709,154 to fully fund scholarships for 340 student-athletes. Additionally, new scholarships up to $2.5 million will count towards the new revenue sharing cap.

Morrow shared details about the Alston Academic Award, noting that the current budget stands at $173,420. To be fully funded, the budget would need to increase to $2,033,200, leaving a gap of $1,859,780. Additionally, Alston Academic Awards up to $2.5 million will count towards the new revenue sharing cap. After fully funding scholarships and the Alston Academic Award, there remains a gap of $15,966,800 to reach the $20.5 million revenue sharing cap for Direct NIL Payments (Revenue Sharing).

Morrow outlined the FY23 Athletics Financial considerations, noting that UNF’s total athletic revenue for the fiscal year was approximately $17 million, the lowest in the ASUN Conference. The university's percentile rank among Division I Basketball-only schools was 27%. Additionally, 14 out of 19 UNF teams were in the bottom half of budgets within the ASUN Conference. Athletics accounted for 4.9% of institutional expenditures, the lowest percentage in the ASUN Conference. Furthermore, university-allocated revenue made up 67.6% of total revenues, the second lowest percentage in the ASUN Conference.

In addition, Morrow shared the Athletics Scholarship considerations. According to current NCAA rules, the total maximum scholarships for UNF-sponsored sports is 161.20. However, in 2022-23, only 108.51 scholarships were distributed, ranking 11th out of 12 ASUN Conference schools. The total scholarship funds distributed amounted to $3,012,243, the least among all ASUN Conference schools. A total of 230 students received athletic aid in 2022-23, with an average athletic aid per student-athlete of $10,108, placing UNF 11th out of 12 ASUN Conference schools.

Further discussions on how the revenue-sharing model and roster limits will be implemented at UNF will take place in upcoming meetings. Morrow emphasized that while these changes present financial and operational challenges, they also provide opportunities to reassess the structure of collegiate athletics and explore ways to support student-athletes effectively. Morrow concluded by emphasizing the necessity of adapting to the evolving college athletics landscape. Despite the challenges, he sees this as an opportunity to strengthen UNF Athletics for long-term success.

Trustee Patel asked how much revenue UNF receives annually from the NCAA. Athletic Director Morrow stated that UNF has maxed out at $900,000 in one year.

Trustee Patel asked how the Board can assist the Athletics Department. Morrow highlighted the need for institutional investment in scholarships to enhance competitiveness. He and VP Bennett are actively discussing strategies to structure this support, noting that other institutions benefit from similar funding.

Morrow cited a past example where increasing men’s scholarships by $150,000–$200,000 to meet Title IX requirements led to three consecutive men’s all-sports trophies, demonstrating the direct impact of financial investment.

Morrow emphasized that with the university’s strong location, thriving community, and academic excellence, further scholarship investment will elevate the athletic program to new heights.

President Limayem emphasized the importance of connections for NIL, particularly with companies and individuals interested in supporting athletics. Engaging with these stakeholders can strengthen athletic programs, enhance student involvement, and create opportunities to retain talent within Jacksonville.

### DISC-4: Strategic Discussion: Ranking

Andrea Jones, Vice President of Marketing and Communications, provided an update on the department’s recent efforts and strategic focus on ranking. VP Jones reiterated the three primary areas of communications—public relations, marketing, and branding—emphasizing the ongoing execution of the brand strategy launched in October 2024. The team has now shifted focus to two key areas of the strategic plan: increasing enrollment and enhancing regional and national reputation.

To support enrollment growth, Marketing and Communications has been working closely with the admissions team to position the university as a destination of choice. This includes targeted yield campaigns aimed at converting accepted students, parent-focused outreach initiatives, and strategic messaging on key differentiators such as the UNF Guarantee and the upcoming experiential learning component.

Another major initiative is the Osprey Ambassador program, a social media engagement tool designed to extend the university’s reach by empowering internal and external constituents to share university-related content. Currently, the program has about 50 active participants, who have collectively generated approximately 1,000 reshares of official UNF content. This initiative ensures a consistent brand message and broadens exposure across various audiences.

On a broader scale, efforts to strengthen regional and national reputation have been refined to focus on key differentiators, including job placement success and contributions to the regional job market. Targeted communications have been developed for peer institutions, national rankings organizations, and regional and national leaders. VP Jones is working with Academic and Student Affairs to create case studies that highlight UNF’s strengths in experiential learning and retention. The overarching strategy ensures a consistent and compelling message is delivered across multiple platforms to reinforce the university’s positioning and reputation.

President Limayem expressed gratitude to Andrea for her presentation and highlighted that breaking into the top one hundred is a key goal, also reflected in the BOG SUS 30 Plan. While achieving this goal is challenging, the President emphasized that measuring progress is essential and that the future can be shaped through strategic efforts. The President conveyed excitement about the potential of this tool.

Dr. Abby Willcox, Associate Vice President of Institutional Research, presented an application developed in collaboration with Institutional Research (IR) and IT, designed to simulate UNF’s U.S. News & World Report ranking based on various input changes. The model allows for adjustments to key ranking metrics, demonstrating the potential impact of different factors on UNF’s overall placement.

Dr. Willcox emphasized the significance of peer assessment, which accounts for 20% of the ranking model, noting that even slight changes in this metric can lead to substantial shifts. As an example, she highlighted UNF’s peer assessment score, which declined from 2.4 to 2.3 in the last year. By adjusting this single factor back to 2.4 while keeping all other metrics constant, UNF’s ranking would improve from 126 to 124. Dr. Willcox also referenced Florida Atlantic University (FAU), which benefited from national recognition after reaching the Final Four in basketball, contributing to its peer assessment score of 2.6. If UNF were to achieve the same score, its ranking would rise to 120.

Dr. Willcox then demonstrated a potential pathway to reaching the top 100. By adjusting the peer assessment score to 2.5, increasing all graduation rate metrics to 69%, maintaining current educational expenditures per student, raising average faculty compensation to $86,000, increasing retention to 87%, and improving the earnings metric for graduates from 83% to 85%, the model projected UNF reaching exactly 100 in the rankings. Dr. Willcox noted that when changes are made to the input boxes within the application, they are outlined in green. This visual cue helps users easily identify which metrics have been adjusted, ensuring clarity when analyzing the impact of different variables on the rankings.

Dr. Willcox reiterated that multiple pathways exist to improve UNF’s ranking and that this tool will assist in identifying the most effective strategies to align with the university’s strategic goals and performance funding objectives. Dr. Willcox then opened the floor for any requested scenario inputs.

Trustee Moore asked whether the model assumes no changes in other universities across the country. Dr. Willcox explained that the model is currently based on the existing U.S. News rankings and does not account for changes at other institutions. While many schools aim to improve, some decline over time. She noted that a future iteration of the model will better incorporate these factors.

Trustee Beasley asked whether a cost benefit analysis had been conducted for each metric change, inquiring if increasing average faculty compensation might be a more cost-effective way to improve rankings compared to other adjustments. Dr. Willcox acknowledged that this is a consideration she has discussed with VP Eason. She noted that while a cost analysis for each metric would be valuable, the challenge lies in the varying timelines associated with each factor, making it difficult to assess their impact in a straightforward manner.

Trustee Patel asked whether AI has been considered to analyze UNF’s attributes and optimize the most effective inputs for improving rankings, rather than making arbitrary adjustments. Trustee Patel suggested AI could help identify the most efficient strategies for enhancement. Dr. Willcox responded that the Institutional Research team is already using machine learning and AI to identify the best and most straightforward path to reaching the top 100. However, she emphasized that they also wanted to have supplemental tools, like the current model, to support their decision-making process.

### DISC-5: Faculty and Staff Success

Dr. Lorraine Beach, Senior Advisor to the President, discussed the task force on the culture of belonging at UNF, which was commissioned by President Limayem in November 2023 to align with Strategic Plan Priority #4: Accelerating the success of faculty and staff. The task force, consisting of two co-chairs (one faculty, one staff) and 18 other members, met bi-weekly during the spring semester to address cultural issues and develop recommended action items. Their efforts were aimed at amplifying the existing positive culture at UNF, recognizing that a strong culture is key to achieving the university’s strategic goals.

Dr. Beach emphasized that leadership development across all levels was a key focus. She mentioned that a high-level leadership development program is set to launch in fall 2025, in partnership with Korn Ferry, aimed at developing leadership capabilities in a small cohort. Additionally, the President has committed to 360 assessments at the leadership level, beginning with Cabinet members.

Addressing concerns raised by the task force, Dr. Beach acknowledged worries about nepotism and conflicts of interest. She reassured the Board that management plans for employees with family members working at UNF are in place and that HR regularly reviews these to avoid conflicts. She also highlighted that hiring talented family members is beneficial in attracting strong talent to the university.

Employee appreciation was another key area, with the “Culture of Care” committee spearheading initiatives like a “Day of Thanks” and “Random Acts of Kindness.” Dr. Beach noted that President Limayem has been personally involved, sending birthday and work anniversary cards to faculty and staff, which has received positive feedback.

Regarding employee pay and benefits, Dr. Beach noted that a comparative salary analysis was conducted revealing a pay gap, and, over the last three years, this has been addressed with consecutive salary increases for faculty and staff. This remains a priority for retaining top talent.

Dr. Beach also discussed the importance of creating an environment where employees feel safe to voice concerns. As a result, the university is exploring additional avenues for staff to report issues confidentially. She also touched on the importance of fair work assignments, with HR offering guidance to ensure fairness.

Lastly, Dr. Beach stressed the importance of professional development opportunities and communication. UNF is creating tailored programs for different employee groups, including leadership development for department chairs and managers. With the help of VP Jones, there are efforts underway to improve communication about the university's ongoing initiatives.

Dr. Beach concluded by reaffirming the commitment to the task force’s recommendations and ensuring that the culture of belonging remains central to UNF’s identity. She emphasized that President Limayem and she are actively tracking progress and keeping these initiatives alive with regular updates, aiming to make UNF a destination of choice.

### DISC-6: Roundtable Discussion

At the Chair’s discretion, Chair Hyde removed this item from the agenda.

## Adjournment

Chair Hyde adjourned the meeting at 12:58 PM.