# Attendance

**Trustees Present:**

James Beasley, Jack Boyle, Jill Davis, Amelia Dyal, John Gol, Kevin Hyde, Paul McElroy, Steve Moore, Nik Patel

**Trustees Absent:**

Jaon Barrett, Jay Demetree, Allison Korman Shelton, Chris Lazzara

# Minutes

## Call to Order

Chair Hyde called the meeting to order at 12:00 PM. Chair Hyde conducted a roll call to confirm quorum.

## Public Comment

There were no requests for public comment.

## Approval Items

### BOT-1: 2026-2027 Legislative Budget Request

Dr. Moez Limayem, UNF President, introduced the Legislative Budget Request (LBR) for the upcoming fiscal year, emphasizing the University’s continued commitment to securing state funding through strong collaboration with legislators, the government relations team, and trustees. President Limayem noted that while board approval is a required step, the LBR represents a broader, strategic effort UNF undertakes each year to advocate for significant investment in the institution’s growth and priorities.

President Limayem reviewed recent funding outcomes, highlighting that UNF received record funding over the last three years—$30M (million) in recurring and $27M in non-recurring funds. For FY 2023–24, the University requested $52M and received $25M recurring; in FY 2024–25, the University requested $25M and received $5M recurring and $14M non-recurring; for FY 2025–26, the University requested $30M and received $8M non-recurring.

President Limayem stated that UNF remained mission-driven, providing the highest return on investment among State University System institutions. The University delivers $11 in economic impact for every $1 the state invests. He cited a recent economic impact study estimating UNF’s regional contribution at $1.375 billion and noted that 80% of state grants remained in Florida and 70% within the region. President Limayem also highlighted the University’s strategic academic alignment with regional workforce needs, including advanced manufacturing; coastal/port resiliency; data science/cyber security/Fintech; healthcare/biomedical/health technology; and transportation & logistics, making UNF a critical talent pipeline for Jacksonville and the surrounding area.

President Limayem emphasized UNF’s role as the region’s leading talent provider and explained the strategic goal to grow enrollment to 25,000 students in high-demand areas. Key program highlights included bachelor's and master’s programs in fintech and the state’s only bachelor’s degree in advanced manufacturing engineering. He also noted that UNF is home to the Crowley Center for Transportation & Logistics and continues to focus research on practical, real-world challenges.

President Limayem highlighted Jacksonville’s rapid economic expansion, referencing several national rankings and data sources, including the *Wall Street Journal* and *the U.S. Census Bureau*. Jacksonville was named the second hottest job market in the country and the 10th fastest-growing region, with Florida projected to become one of the top five manufacturing states by 2030. He stated that to match this regional growth, UNF must also grow, which requires state investment.

For FY 2026–27, President Limayem proposed a $25M recurring legislative budget request, consistent with UNF’s recent annual advocacy efforts. The request supports strategic growth priorities, including hiring and retaining faculty, expanding graduate and undergraduate programs, increasing merit-based scholarships, and enhancing student services to support enrollment growth to 25,000 students in the areas of advising, mental health counseling, IT, and campus safety.

President Limayem clarified that the LBR request did not include PECO funding, which would be submitted separately. He concluded by noting the importance of sustained investment to keep pace with enrollment growth and prevent UNF from falling behind in per-student funding metrics. President Limayem thanked the Board for their continued support and affirmed the University's commitment to advocating effectively in the upcoming legislative session.

Trustee McElroy asked for context on how the $25M legislative budget request compares as a percentage of a broader financial metric and inquired about potential federal funding opportunities related to advanced manufacturing.

President Limayem responded that the University is actively pursuing federal funding opportunities, including outreach in Washington, D.C., and ongoing efforts with FloridaMakes and associated lobbyists. Dr. Paul Eason, VP of Strategy and Innovation, noted a scheduled meeting with FloridaMakes to explore alternate funding sources. Scott Bennett, VP of Administration and Finance, stated that the $25M request would represent a 14 to 15% increase to the University’s current state appropriation.

Chair Hyde emphasized the importance of aligning the LBR with the University's strategic plan. He noted that this alignment enables the institution to demonstrate to legislators that requested funds directly support the priorities outlined in the strategic plan.

Trustee Beasley expressed appreciation for the focus on strategic emphasis and faculty recruitment. He emphasized the importance of making UNF an attractive destination for faculty. Trustee Beasley suggested including funding in future legislative budget requests to strengthen experiential learning across disciplines, including digital humanities, environmental initiatives, and data science for social good (DSSG). He also encouraged trustees to attend the FL-DSSG presentation on July 29, 2025.

President Limayem thanked Trustee Beasley and affirmed the University's leadership in experiential learning. He shared that peer institutions recognized UNF’s efforts as exemplary and noted that experiential learning remains a key differentiator for the University. President Limayem reiterated UNF’s commitment to ensuring every student participates in at least one internship or similar experience beginning this fall, highlighting its impact on student success and post-graduation placement.

Chair Hyde asked for a MOTION to approve the 2026-2027 Legislative Budget Request. Trustee McElroy made a MOTION to APPROVE, and Trustee Patel SECONDED. The 2026-2027 Legislative Budget Request was unanimously approved by the Board.

## Discussion Items

### DISC-1: Draft Campus Master Plan

John Hale, Associate Vice President of Administration and Finance, introduced the draft campus master plan and acknowledged the leadership of Chris Wainwright, Director of University Facilities Planning, and Woody Giles, Senior Planner with the DLR Group, consultant firm. He explained that the draft plan outlines a ten-year roadmap for capital planning and campus improvements, serving as the physical embodiment of the University’s strategic plan. Following the presentation, the draft will be distributed to government agencies for review and open for public comment for 90 days. The final campus master plan is expected to return to the Board for adoption in November.

Woody Giles, Senior Planner with the DLR Group, presented the draft campus master plan, supported by team members Nicole Nichols, Angela Coullias, Karli Kronmiller, and Ray Byrd. He emphasized that the draft campus master plan was designed to align with the University's strategic vision while remaining feasible and realistic. Mr. Giles stated that the planning process spanned a year and a half and followed four phases: analysis, concept development, action planning, and finalization. The process included extensive engagement through surveys, focus groups, workshops, a steering committee, and a public open house, with the goal of building consensus and reflecting the needs of the entire University community.

Mr. Giles shared that the project microsite, [unfcampusmasterplan.com](https://www.unfcampusmasterplan.com/), serves as the public repository for the campus master plan. He stated that the draft plan would be available for public access and comment. He encouraged attendees to visit the site for updates and additional context on the planning process.

The draft campus master plan incorporates the University’s 25,000-student enrollment goal and accounts for continued growth beyond that benchmark. To guide long-term planning, the team projected a target of 27,343 students over ten years, based on anticipated growth rates aligned with Duval County. He noted that this figure was used to ensure the campus would have adequate facilities to support future enrollment, including proposed developments in academics, research, housing, athletics, operations, and community engagement.

Key academic proposals included new buildings near the library and science areas, an advanced computing facility, and flexible academic spaces to accommodate growth. A mix of classrooms, laboratories, faculty offices, study areas, and other academic support spaces to meet future instructional needs will be included.

Research facilities were proposed near the campus core and on foundation-owned land to support a range of academic and industry needs. A building adjacent to the amphitheater would accommodate undergraduate-focused research and potentially include mixed-use space due to its central location. A second site at the southern edge of campus was identified for a potential research park, offering opportunities for public-private partnerships and serving as a gateway for community and industry collaboration.

Plans for student housing include new residence halls, replacement of aging facilities, and the development of a Greek Village. Facilities may be developed as taller structures to maximize land use and could include a new parking deck. The proposed Greek Village would provide dedicated housing for fraternities and sororities through a potential partnership model.

Athletics improvements include expansions to the Recreation and Wellness Center, Arena renovations, and the addition of a sports performance center. The draft campus master plan also outlines long-term provisions for football, beginning with short-term use of Hodges Stadium and eventually transitioning to a dedicated stadium, support facilities, and a new track and field complex. Additional upgrades include a new soccer stadium and expanded recreation fields to support the university.

Operational enhancements include new support buildings, parking decks, and wayfinding improvements across campus. Proposed facilities include a new greenhouse on the west side of campus and a storage building in the southeast to support maintenance and grounds operations. More operational needs may be addressed through reconfiguration of existing space. To offset parking lost to new development, several parking decks were proposed near core campus areas.

Additionally, the draft campus master plan includes the under-construction Student Services Building and proposes a small addition to the Student Union that would increase event space for student meetings, university functions, and community gatherings. This expansion addresses the growing demand for flexible programming space in the facility.

Community amenities were proposed along the campus edges to create spaces that serve both the University and the public. These could include privately developed or partnership-based projects such as retail, dining, a museum, or a nature center, intended to draw visitors to campus and enhance its role as a regional destination.

Mr. Giles noted that while his presentation focused on key highlights, the draft campus master plan also includes other elements. These include transportation improvements, open space enhancements, and future renovation opportunities, which were not covered in detail during the meeting.

Mr. Giles stated that phase one will be implemented in the next one to five years and includes items already in the Capital Improvement Plan; phase two will be implemented in six to ten years, and covers academic, research, housing, athletics, and community projects; and phase three addresses long-term needs. Funding sources varied by project and included university, state, donor, and private investment. A 90-day public comment period will follow, during which the Campus Development Agreement will be developed, with final Board approval scheduled for November 17. Mr. Giles offered the opportunity for questions.

Trustee Patel suggested enhancing the project map by including prospective dates for each building, noting that it would be helpful to indicate what is planned and when. Mr. Giles noted that Chapter 5 of the report includes maps and a list of projects with potential timelines. He explained that exact dates are uncertain due to shifting priorities and funding variability, but the draft campus master plan outlines the general phasing and order of projects.

Trustee Beasley thanked Mr. Giles and his team, as well as VP Bennett, for regularly engaging with faculty and facilitating their input throughout the planning process. Mr. Giles expressed appreciation for faculty input, noting that it brought valuable insight from various departments.

Trustee McElroy requested additional context on the projected increase in campus square footage over the draft 10-year campus master plan. He emphasized the importance of aligning physical expansion with anticipated student growth from 18,000 to 27,000 students. Trustee McElroy noted that many academic and student-support investments are concentrated in phase two, while phase one, which covers the period of highest enrollment growth, includes fewer capacity-related projects.

Mr. Giles noted that their firm, DLR Group, conducted a space study prior to the planning process, which identified underutilized areas on campus. He explained that a 20% increase in enrollment does not necessarily require a 20% increase in space, as some capacity can be met through better use of existing facilities. Mr. Giles added that while new spaces may be needed for emerging programs, growth will not require a one-to-one expansion of square footage.

Trustee Boyle asked how the draft campus master plan accounts for student housing growth in relation to enrollment increases. He suggested including a ratio or other metric, such as housing capacity for first and second-year students, to help contextualize progress over time, particularly over the next five years.

Giles agreed that linking student housing growth to enrollment is important, especially in supporting the student experience. He noted that housing projects will be phased to allow for renovations and new construction without significantly reducing capacity in any given year.

Chair Hyde noted that final action on the draft campus master plan will be taken on November 17, following a 90-day public comment period. Chair Hyde thanked the DLR Group team and all contributors for their work on the plan.

## Adjournment

Chair Hyde reminded the Board of a brief virtual meeting scheduled for August 18 at 11:30 a.m. to review the annual LINE (Linking Industry to Nursing Education) proposal. President Limayem thanked the Board for their continued support.

Chair Hyde adjourned the meeting at 12:54 PM.