



## **BOT Quarterly Meeting**

University of North Florida

February 26, 2024 at 9:00 AM to 12:30 PM

Adam W. Herbert University Center

### **Agenda**

**I. Call to Order**

**II. Public Comment**

**III. Student Presentation 9:00 AM**

Dr. Luisa Joyce, Director of Study Abroad Program, will provide an overview of UNF's Study Abroad Program. Also, Taylor Weatherly, a junior majoring in Spanish and Interdisciplinary Studies, will join remotely from her current study abroad venture at Universidad de las Americas de Puebla in Puebla, Mexico. Taylor will share her experience as a student participating in a study abroad program.

**IV. Chair's Remarks 9:15 AM**

**V. Student Government Update 9:20 AM**

Trustee John Grosso, Student Government President, will present an update of student government activity.

**Proposed Action:** No Action Required.

**VI. President's Remarks and Update on Presidential Goals 9:35 AM**

President Limayem will update the Board on the progress of 2023-24 Presidential Goals, including:

- Strategic Plan Priority: Inspire Relevant Research and Impactful Innovation

Dr. John Kantner, Senior Associate Provost of Faculty & Research will present an update on UNF Research.

- Strategic Plan Priority: Accelerate the Success of Faculty and Staff

Vice President Bennett and John Hale, Associate Vice President of Administration and Finance, will present the Space Utilization Study.

**Proposed Action:** No Action Required



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**VII. Committee Reports 10:35 AM**

**Academic and Student Affairs Committee**

The committee met on February 22, 2024. Chair Egan will provide a report to the Board.

**Audit and Compliance Committee**

The committee met on February 15, 2024. Chair McElroy will provide a report to the Board.

**Finance and Facilities Committee**

The committee met on February 22, 2024. Chair Gol will provide a report to the Board.

**Governance Committee**

The committee met on February 15, 2024. Chair Hyde will provide a report to the Board.

**VIII. Consent Agenda 10:45 AM**

**From the Academic and Student Affairs Committee**

- Draft November 16, 2023, [Academic and Student Affairs Committee Meeting Minutes](#)
- Amended Reg: 5.0010R Student Conduct Code
- Amended Reg: 2.0470R Financial Aid

**From the Audit and Compliance Committee**

- Draft November 16, 2023, [Audit and Compliance Committee Meeting Minutes](#)
- Performance-Based Funding Data Integrity Audit

**From the Finance and Facilities Committee**

- Draft November 16, 2023, [Finance and Facilities Committee Meeting Minutes](#)
- Amended Reg: 1.0030R Disruptive Behavior
- Amended Reg: 4.0010R Personnel Programs
- Honors Residence Hall Conservation Easement

**From the Governance Committee**

- Draft November 16, 2023, [Governance Committee Meeting Minutes](#)
- **Proposed Action:** Approval; Motion and Second Required



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**\*\*\*BREAK \*\*\*** **10:50 AM**

**IX. Board of Trustees Elections** **11:00 AM**

The University of North Florida Board of Trustees [Bylaws](#) outline that, every two years, the Board of Trustees will elect its Chair and Vice Chair. Accordingly, the Board will hold elections for these positions.

*Selection Procedures Per Board of Trustees Bylaws:*

**Section 6. Selection of Officers and Terms of Office**

The Board shall elect a Chair and Vice Chair from the appointed members at its first regular meeting after January 1. The Chair and Vice Chair shall serve a 2-year term to begin immediately upon selection. The Chair and Vice-Chair shall be eligible for reselection for an additional consecutive 2-year term, except that for each additional consecutive term beyond two terms, by a two-thirds vote, the Board of Trustees may reselect the Chair for additional consecutive 2-year terms.

**Proposed Action:** Approval; Motion and Second Required

**\*\*\* Prepare lunch plates for working lunch\*\*\*** **11:15 AM**

**X. BOT Roundtable Discussion: New and Follow-up Items** **11:35 AM**

**XI. Adjournment** **12:30 PM**

**2023-24 Presidential Goals Update**  
**UNF Board of Trustees**  
**February 26, 2024**

## Goal 1: Student Success

1. Increase retention of first-time in college students.
2. Increase institutional focus on transfer student success.
3. Ensure that students graduate with robust career opportunities and that UNF is supplying the local region and beyond with talent to meet workforce needs.
4. Increase high impact practices for undergraduates (research, paid internships, and experiential learning).

Strategic Plan or PBF Metrics	Baseline	Annual Target	February 15th Update*	Plan Goal
Academic Progress Rate (Retention with 2.0 or Higher GPA; PBF 5)	74% (2-Year Avg)	77% (2022-23)	77% (Preliminary 2022-23)	90% (2026-27)
FCS AA Transfer Three-Year Graduation Rate (PBF 9a)	61% (Prior Year)	62% (2020-23)	62% (Preliminary 2020-23)	70% (2024-27)
Bachelor's Graduates Employed or Enrolled (PBF 1)	66% (2-Year Avg)	70% (2021-22)	72% (2021-22)	77% (2025-26)
Undergraduate Students Engaged in Internships for College Credit	3,570 (3-Year Avg)	3,700 (2023-24)	4,144 (2023-24)	3,850 (2026-27)

Looking ahead to our 2023-24 Academic Progress Rate, our current Fall 2023 FT FTIC cohort, our fall to spring registration with a 2.0 GPA or higher at 94.1% for this cohort is well ahead of the last four years:

- Up 6.4 percentage points compared to Fall 2019
  - (our cohort with the highest APR to date)
- Up 14.3 percentage points compared to Fall 2020
  - (our cohort with the lowest APR to date)
- Up 13.0 percentage points compared to Fall 2021
- Up 10.0 percentage points compared to Fall 2022

Looking further ahead to the **Fall 2024 Incoming FTIC Cohort:**

- Compared to Fall 2023, Fall 2024 FTIC applicants are up 8% and admitted students are up 1% with UNF no longer admitting the lowest two Entry Aptitude deciles of applicants to the FTIC cohort
- The profile of the Fall 2024 admitted FTIC currently has an average high school GPA of 4.34, an average SAT of 1221, and an average composite ACT of 26
- 631 admitted students have paid an admission deposit and they have an average high school GPA of 4.27, an average SAT of 1195, and an average composite ACT of 26

## Goal 2: Faculty and Staff Success

- 1. Develop a plan to address results of the 2023 Compensation Study and complete a space utilization study for all campus buildings.**
  - The space utilization study was completed by the DLR Group. Recommendations were made regarding classrooms, storage, offices, and research space.
- 2. Continue regular and consistent communication with faculty and staff in the form of town halls, mixers, small group meetings, and written updates.**
  - Provide regular updates at various meetings with faculty and staff.
  - Communications are shared regularly with employees to provide updates on campus activities, legislative and BOG actions, and other relevant topics.
- 3. Identify additional appropriate “best workplaces” rankings and evaluate their application processes for eligibility.**
  - The President charged a new taskforce, “Enhancing the Culture of Belonging for Employees” with identifying ways to improve the sense of belonging for faculty and staff at UNF and making UNF a great place to work for all.
  - The task force is composed of faculty and staff with different perspectives who share a common commitment for fostering a collegial atmosphere where employees feel supported, valued, and challenged, and departments and units work together to overcome obstacles.
  - President Limayem is meeting monthly with the co-chairs, Dr. Mathew Leon, Associate Professor of Management and Mr. Kelly Harrison, Director of Professional Development and Training.

## Goal 3: Funding

- 1. Increase private funding to \$30M+.**
  - Foundation has raised \$20M YTD.
  - Foundation raised \$17.5M through Jan 2024 compared to \$15.6M through October 2022 (12% increase YOY)
  - \$11M in current major gift solicitations
  - Advancing two \$10M solicitations (UNF’s largest) before close of year end.
- 2. Continue seeking government funding.**
  - The last day of the Legislative Session is March 8.
  - New Legislative Budget Requests
    - \$27.2 million recurring operational support request
    - \$10 million recurring budget request for Florida BizTech Academy at UNF
  - PECO Requests
    - Mathews Building 15 Renovation (Computer Science) \$30,894,783
    - Hicks Honors College Academic Addition \$14,436,298

- Student Support & Academic Building \$40,242,365

### **3. Increase Research & Development expenditures by 25%.**

- Sponsored program expenditures are up 14% over same time last year (if FY23 federal COVID \$\$ are excluded).

### **4. Increase Auxiliary Revenues by 3%.**

- Auxiliaries are up .9% (\$603,001) over the same seven-month period from the previous fiscal year.

## Goal 4: Community Engagement

### **1. Create new office of public policy events in compliance with new law.**

The office was created in July 2023 and continues to provide events in compliance with the new law – HB 931.

- February 22, 2024 – Pill Mills to Fentanyl: Tackling the Opioid Epidemic – Last week, Katherine Hooper, UNF Neuroscience Program, Mitch Miller, UNF Department of Criminology and Criminal Justice, Lindsey Vuolo, Partnership to End Addiction, and Susan Pitman, Drug Free Duval participated in a panel discussion with diverse perspectives moderated by Rico Bodin, Gateway Community Services.
- March 28, 2024 - The topic will be U.S. diplomacy and foreign policy. The participants will be Ambassador Nancy Soderberg, State Department Public Diplomacy Officer Jack Bisase, Former Consul-General Richard Reiter, and State Department Senior Diplomatic Fellow Mary Avery.

### **2. Improve UNF's presence in the community.**

- Meals on Wings collaboration with the Blue Zones Project Jacksonville.
- The UNF Blackstone Launchpad, developed in partnership with the Blackstone Charitable Foundation enables the Coggin College of Business to harness local connections, linking them with students to create the next generation of business leaders.
- In partnership with the City of Palm Coast and Flagler Schools, UNF opened applications for the 2024 MedNexus Innovation Challenge, a team-based competition that will showcase regional high school students who will pitch their solutions to address social media addiction in teenagers.
- UNF, in partnership with the Amateur Athletic Union (AAU) and Visit Jacksonville, will host the AAU Track and Field Primary Nationals and Club Championship this summer.

### **3. Start badging and credentialing programs with area businesses to help address workforce needs.**

- UNF awarded 5,327 badges in the past three months.
  - Career Education
  - Fundamentals of Written Education
  - FinTech and the Business of Sport
  - Sport Industry Workplace Culture

- Several topics in Continuing Education
- 17 new badges in November and December
- A Badging Development Resource Guide for Academic Units was developed.
- A Digital Badging Policy draft is in the initial stages of the University review process.

**4. Continue the preparation for renewal Carnegie Elective Classification for Community Engagement.**

- The Carnegie Community Classification reapplication is underway and will be submitted by the March 2025 deadline.



# Details of Roundtable Follow Up Discussion Items from Previous Board Meeting

The trustees mentioned these items during the roundtable discussion at the Board meeting held on Nov. 30.

Item Discussed on 11/30/23	Trustee	Follow up information: ● Current action ● Planned Action
1. Find more ways to connect to students after they graduate.	Nik Patel	<p>● <b>Current Action</b></p> <ol style="list-style-type: none"> <li>1. Investigate peer institutions email for life strategies.               <ul style="list-style-type: none"> <li>• Florida SUS institutions have eliminated or are planning to eliminate.</li> <li>• Students keep email for one year after graduation.</li> </ul> </li> <li>2. Increased costs of email for life               <ul style="list-style-type: none"> <li>• Hundreds of thousands more accounts for licensing.</li> <li>• Microsoft is now setting storage limits per universities.</li> </ul> </li> <li>3. Administrative overhead of email for life               <ul style="list-style-type: none"> <li>• Servicing and support for an expanded number of account holders.</li> <li>• Cyber security events become like Whack-a-mole.</li> </ul> </li> <li>4. Driving online engagement with increased followers, impressions, and engagements.</li> <li>5. The Alumni Spring-Cleaning Campaign reached 2,910 alumni.</li> </ol> <p>● <b>Planned Action</b></p> <ol style="list-style-type: none"> <li>1. Evaluating ROI of email for life comparatively with alternative CRM technology strategies</li> <li>2. Deploying Alumni Survey in February</li> <li>3. Reinvigorating Regional Alumni Chapters</li> <li>4. Creating new Events like the Vow Renewal in June</li> </ol>

<p>2. Would like contact information of alums (recent graduates) as he has job opportunities he would like to share, would like an alum list for faculty.</p>	<p>Mike Binder</p>	<ul style="list-style-type: none"> <li>● <b>Current Action</b> <ol style="list-style-type: none"> <li>1. Receiving graduate student data from Registrar for faculty to communicate using online email communication system.</li> <li>2. The Alumni Spring-Cleaning Campaign reached 2,910 alumni.</li> </ol> </li> <li>● <b>Planned Action</b> <ol style="list-style-type: none"> <li>1. University Development is working with Career Services to create opportunities to serve alumni.</li> <li>2. Programing alumni events that are centered on networking and career advancement.</li> </ol> </li> </ul>
<p>3. Provide internships and certificate programs to increase community engagement.</p>	<p>Steve Moore</p>	<ul style="list-style-type: none"> <li>● <b>Current Action</b> <ol style="list-style-type: none"> <li>1. Experiential Learning               <ol style="list-style-type: none"> <li>a. 85% of UNF seniors who completed the 2022 National Survey of Student Engagement self-reported having completed at least ONE experiential learning activity.</li> <li>b. In academic year 2022-2023, UNF students completed 12,556 documented Experiential Learning activities as defined by FL BOG.</li> </ol> </li> <li>2. Internships               <ol style="list-style-type: none"> <li>a. Career Services engaged with 1,698 unique employer contacts in calendar year 2023.</li> <li>b. UNF made a record 24,418 internships and co-ops available to UNF students in 2023 on the Handshake jobs platform, an increase from 20,411 internships in 2022.</li> <li>c. Over 60% of employers recruiting on-campus in 2023 were seeking UNF students for internships, with 594 employers travelling to UNF and hiring for interns at hiring events.</li> <li>d. UNF has worked with established community internship partners like JSO and JEA to integrate paid internship programs into new majors, with programs in government relations, natural sciences, computing, and business.</li> <li>e. 2023 saw notable national employers hiring at UNF for internships, including Keurig-Dr. Pepper, Universal Parks &amp; Resorts, Boeing and Mercedes-Benz USA</li> <li>f. UNF collaborates with local employer partners to house summer interns, including CSX, the Mayo Clinic, and Kiewit, among others, who housed interns</li> </ol> </li> </ol> </li> </ul>

		<p>on-campus in Summer 2023, easing student challenges with local short-term housing.</p> <ul style="list-style-type: none"> <li>● <b>Planned Action</b> <ol style="list-style-type: none"> <li>1. Experiential Learning           <ol style="list-style-type: none"> <li>a. The new Office of Experiential Learning will serve as a knowledge hub for UNF students interested in experiences and ensure that accurate and reliable data is continually collected, with a goal of reaching 100% verified student participation.</li> </ol> </li> <li>2. Internships           <ol style="list-style-type: none"> <li>a. Career Services is growing UNF as a pipeline for internship and job talent in the local, regional, and national markets.</li> <li>b. Relationships with additional community internship partners to be integrated into more additional majors will be developed.</li> <li>c. Local medical partners Borland Groover and the Mayo Clinic have expanded internship partnerships with UNF, hiring students for innovative campus planning, humanities, and communications internship roles.</li> <li>d. Relationships with additional national employers will be developed.</li> </ol> </li> </ol> </li> </ul>
<p>4. Need long term engagement Connect with students while they are attending UNF, so they stay connected.</p>	<p>Steve Moore</p>	<ul style="list-style-type: none"> <li>● <b>Current Action</b> <ol style="list-style-type: none"> <li>1. Flight School: Develops Osprey pride and school spirit; over 1,000 first year students attended.</li> <li>2. Student Government: Have 209 registered student clubs and organizations and brought back Homecoming Court who were crowned at the Homecoming game.</li> <li>3. Greek Life: Over 30 active fraternities and sororities with an increase in recruitment and participation in events. Greeks are tailgating at major home basketball games and are partnering with Athletics to increase more engagement and programming during games.</li> <li>4. The Flock: Student spirit group and Osprey Pride team. Partners with Athletics to promote and drive-up interest for home games. The Fall 2023 Pep Rally during week of welcome saw the largest Pep Rally attendance by students.</li> </ol> </li> </ul>

5. Student Life Signature Events: Continue to see record attendance at student events such as Week of Welcome, Battle of the Bands, Oktoberfest, Winterfest, Party at the Tailgate, Carnival, and Semester Send Off. The most recent event OzFest (Homecoming concert) had 5,000 students attending.
6. The Office of Student Life social Instagram has a large following and it is one of the main ways events are promoted to students.
7. Coupling Parents Weekend & Homecoming Village (1,200 t shirts distributed on Homecoming Saturday.)
8. Ozzie's Ambassadors Program: The student philanthropy program has been very successful.
9. Collaborating at a higher level with departments across campus to promote student engagement at athletic events. Advertising at the dining halls, in student housing, at recreation facilities, market Wednesdays, and on signage throughout campus.
10. Achieved the largest student attendance for the Men's Basketball home opener and JU game since the 2015-16 season, which was the year after our NCAA Tournament appearance. Student Government played a big role in this achievement.
11. Using Athletics facilities to engage with students by converting a tennis court to pickleball courts and opening the tennis courts for recreational and club use. Additionally, we have hosted intramural championships at Athletics' facilities.

● **Planned Action**

1. Host Alumni Association Pop Up Events in housing & on campus.
2. Conduct student focus groups to learn how they want to be engaged.
3. Transition to a new student engagement system, Atrium Activities. Departments from across campus are transitioning to Atrium to better measure engagement while creating a more efficient process for students attending events and other activities. With Athletics converting to this system, they will be consistent with other University departments while reducing barriers for students to attend Athletics events. They will also be able to measure student engagement with Athletics and the correlation to student success.
4. Identify methods to push game day notifications to students through cell phones and other technology.

5. UNF Branded merchandise more readily available in stores.

John Grosso

● **Current Action**

1. UNF has engaged with our licensing company, Collegiate Licensing Company to determine a strategic approach to increasing our presence in the community which is outlined below.
2. Collegiate Licensing Company and UNF staff are initiating conversations with local retail store managers to encourage an establishment or enhancement of their UNF product lines at their retail locations.

● **Planned Action**

1. Compile up-to-date data: Pull data pertaining to both alumni and students coming from/living in zip codes that cover Duval, Clay, St. Johns, Nassau, and Baker counties. Specific number figures for applicable zip codes will be impactful when engaging in conversations with buyers to reflect market concentration.
2. Conduct a retail survey: Created by CLC, a survey can be facilitated through a variety of channels to help us better understand where the UNF consumer is shopping and what merchandise is desired. This will help us relay opportunities to buyers they may not have been previously aware of.
3. Increase consumer awareness: Inform students and alumni where UNF products are currently sold. One of the most effective approaches to increase sell-ins at mass/sporting goods retailers is supporting sell-throughs with marketing and promotional initiatives. This may include strategies like 1) developing a strong “where-to-shop” component of a school’s trademark licensing web page with maps to brick and mortar locations and links to e-commerce retailers, 2) utilizing influencer strategies, and 3) forging strong partnerships with local store managers to leverage back-to-school and other high-foot traffic times of year to ensure UNF’s products are advantageously placed in-store.
4. Perform an up-to-date retail audit: Dedicate a full day to perform an up-to-date retail audit of stores that currently carry and don’t carry UNF merchandise. The audit serves a few purposes – both helping connect the school with local managers, and to receive up-to-date feedback and information from these managers that can be communicated to national buyers. We would also create a team of stakeholders (alumni, students, staff, etc.) that would commit to this exercise on a regular basis.

		<p>5. Leverage licensee relationships: With an Athletics brand refresh set to roll out this year, we will be communicating with target licensees for fresh designs and products – part of these conversations can be dedicated to ensuring their regional sales representatives are fully aware of all applicable retail locations within the area.</p>
<p>6. Look into Grandparent in-state tuition as an economic opportunity</p>	<p>Paul McElroy</p>	<ul style="list-style-type: none"> <li>● <b>Current Action</b> <ol style="list-style-type: none"> <li>1. UNF is allocated 7 of the 350 State University System grandparent waivers that require a 1340 SAT. For comparison, UWF is allocated the least with 4 waivers and UF is allocated the most with 150 waivers. We have an application on our website available for all out of state applicants to apply for the out-of-state waiver. For the current academic year, only 4 students have taken advantage of this waiver. We also have a national waiver program that has the capacity to benefit more out-of-state students that is heavily integrated in our recruiting process. The highest tier for the full out-of-state waiver is the “First Coast” which requires a 1300 SAT and 3.9 HS GPA. For the current academic year, 442 high achieving students are benefiting from our national tuition waiver program.</li> </ol> </li> <li>● <b>Planned Action</b> <ol style="list-style-type: none"> <li>1. For the Class of 2024, the national tuition waiver has been restructured into tiers to optimize net tuition revenue, drive out-of-state enrollment, and improve academic profile.</li> <li>2. With this restructuring, we expect an increased benefit to a broader population of out-of-state students.</li> </ol> </li> </ul>
<p>7. How do we turn our focus areas into programs of distinction?</p>	<p>Paul McElroy</p>	<ul style="list-style-type: none"> <li>● <b>Current Action</b> <ol style="list-style-type: none"> <li>1. Advanced Manufacturing: Ongoing AMMI LBR funds activities in the following:               <ol style="list-style-type: none"> <li>a. BS in Advanced Manufacturing Engineering (only one in the state)</li> <li>b. MS in Materials Science and Engineering</li> <li>c. Expanding J&amp;J collaboration supporting the 3D printing research lab, professorships and sponsored research.</li> </ol> </li> <li>2. Coastal Resilience:</li> </ol> </li> </ul>

- a. We have reinvigorated Taylor Engineering Research Institute (TERI) structure to broaden its scope to support coastal and environmental research.
  - b. Exploring coursework and pathways in UNF Building Construction Management program to address trends in coastal construction and infrastructure.
  - c. Ongoing efforts in the Institute of Environmental Research and Education to support curriculum in Environmental Studies
  - d. Established the Environmental Studies minor.
3. Data Science / Cybersecurity / Information Technologies
- a. Adding new Ph.D. in Computing (in process)
  - b. Designed joint degrees in FinTech and Data Analytics for Business with UNF Coggin College of Business and College of Computing Engineering and Construction.
4. Health Care / Health Sciences
- a. Develop biomedical research infrastructure within UNF MedNexus (materials science lab in MSERF, Faculty Fellows in biomedical research areas, 3D Printed Medicine class with Mayo)
  - b. Add Biomedical Sciences faculty across College of Arts and Sciences, College of Computing Engineering and Construction, and Brooks College of Health.
  - c. Grow doctoral program in Brooks College of Health.
5. Transportation and Logistics
- a. Offering BS and MS in Transportation and Logistics in Coggin College of Business.
  - b. Current UNF Crowley Center for Transportation and Logistics.
  - c. CSX endowed chair is producing numerous citable publications.
  - d. Currently working with the Marine Corps at Blount Island to optimize operations.
  - e. New Suddath Logistics Laboratory for modeling and training

● **Planned Action**

- 1. Faculty hires and research infrastructure investments in the aforementioned succeeding initiatives.