# Attendance

**Members Present:** Kevin Hyde, Michael Barcal, Jason Barrett (virtual), Mike Binder, Jill Davis, Jay Demetree, Annie Egan, John Gol, Christopher Lazzara, Paul McElroy, Steve Moore, Nik Patel, Allison Korman Shelton

# Minutes

## Call to Order

Chair Hyde called the meeting to order at 9:00 AM. He welcomed two new trustees: Mr. Michael Barcal, new student government president and Mr. Jay Demetree, newly appointed by Governor Ron DeSantis.

## Public Comment

Chair Hyde offered those in attendance the opportunity for public comment. There were no requests for public comment.

## Student Presentation - Dorian James

Nick Morrow, Athletic Director, introduced Dorian James, UNF Men's Basketball Student Athlete, to share his UNF experience. Dorian James, redshirt Covid senior, earned his undergraduate degree in Biology with a concentration in Biomedical Sciences. He will graduate this spring with his Executive Master of Health Administration. James is the recipient of Brooks College of Health Leadership Institute Leadership Award, most outstanding EHMA student award, held a position on the all-academic team, and has been on the ASUN honor roll all six consecutive years. James is fifth all-time in UNF Men's Basketball Career Blocks and Total Rebounds. Dorian James holds the program record for most games played in an Osprey uniform.

Dorian James explained how Dr. Shyam B Paryani, Clinical Professor in Health Administration at Brooks College of Health, inspired him to earn a degree in Health Administration by introducing him to an ongoing research project. The research consisted of monitoring Fitbit Charge 5 wearable devices on student-athletes. The objective was to increase athletic performance in their respective sport. Their research team created a Personal Health Index (PHI) to measure five parameters generating a PHI score. The PHI score allows for researchers to pinpoint stronger and weaker areas in athletes' abilities. Furthermore, the team created an app, Smart Clinics 360, that has an algorithm to take the Fitbit Charge 5 wearable device data to analyze the five parameters to create a singular PHI score. Currently, the UNF Men's Basketball team has been a part of the study, and the plan is to continue expanding to have every UNF tea. Once the expansion is complete, UNF will be the first Division I school in the country that has every student-athlete monitored.

James would like a career in the health administrative professional industry. His goal is to work in a hospital and to make a difference in people's lives through healthcare.

Trustee Patel asked if the study can be applied to an average person, rather than an athlete. James stated his research was based on a previous research project that Dr. Paryani was working on, in which the health vitals of elderly people were monitored with a wearable device to prevent hospitalizations and so they could receive quicker care. Thus, it would be beneficial to anyone because the data measured can be useful to target lacking areas.

Trustee Moore stated the UNF Men's Basketball team players and Coach Driscoll have contributed greatly to the impressive program. He expressed his pride to be a UNF graduate and thanked Dorian James for his accomplishments.

President Limayem congratulated Dorian James on being an exemplary UNF graduate and student-athlete.

## Athletics Update

Nick Morrow, Athletic Director, provided an update on UNF Athletics, including funding for Athletics. Morrow emphasized the importance of academic success and provided recent data, as of Fall 2023:

* The overall athletic department held an average 3.52 GPA.
* 241 ASUN Conference Academic Honor Roll
* 196 student-athletes on UNF Dean's List
* 49 student-athletes held 4.0 GPA.
* 283 student-athletes held > 3.0 GPA.
* 25 straight semesters with a department GPA over 3.0.
* 37 ASUN Scholar Conference Athletes of the Year awards

This year, Athletic Director Morrow introduced more structured programming with the Total Osprey Program, which includes leadership development, career resources, and life skills programming. This provides student-athletes with tools to further their academic success and professional development.

UNF is a Division I University and the expectations are to win and deliver at a high level. Athletic Director Morrow provided data on UNF's competitive success as a Division I university since the 2009-2010 season:

* 19 Division I Programs competing in the Atlantic Sun Conference
* 57 ASUN Conference Championships
* 90 NCAA Championship appearances
* 9-4-2 Record in the River City Rumble versus JU
* 54 ASUN Player of the Year awards
* 38 ASUN Coach of the Year awards

Morrow highlighted the importance of bringing exposure to the University for student-athletes. He shared UNF's impact numbers in 2022-2023:

* 241 events hosted, with an 18% attendance increase at Men's Basketball
* 2.28 million views on UNFOspreys.com
* 49,300 hours watched & 119,998 unique viewers on ESPN+ Swoop Live
* 1885 hours of community service in 2023-24 with an estimated $53,798 economic impact
* 58,000 followers on X (formerly Twitter), with a 52% increase from 2021-2022
* 46,000 followers on Instagram
* 14,600 Facebook page likes

Athletic Director Morrow presented the athletics financials:

* **Budget Comparison (FY22 Actuals per NCAA)**
  + $14,783,497 = Total Revenue
  + $14,456,960 = Total Expenses
  + 8% = Percentile rank amongst 12 current ASUN members (11th out of 12)
  + 27% = Percentile rank amongst Division I Basketball- only schools
  + 14 out of 19 = Number of UNF teams in bottom half of budgets in the ASUN Conference
  + 4% = Athletics as a % of Institutional Expenditures (lowest % in the ASUN Conference)
  + 64.6% = University allocated revenue as a % of Total Revenues (2nd lowest % in the ASUN Conference)
* **SCHOLARSHIPS (FY23 Actuals)**
  + 161.20 = Total max scholarships for UNF sponsored sports, per NCAA Rules
  + 108.51 = Total scholarships distributed in 2022-23
  + $3,012,243 = Total scholarship funds distributed in 2022-23
  + 230 = Total students receiving athletic aid in 2022-23
  + Current scholarship funding sources: Auxiliary Budget, Tuition Waivers, Foundation Scholarship Funds, Endowed and Named Scholarships
  + $4,137,359 = Fully Funded

Morrow presented the vision for UNF athletics facilities, which includes:

* UNF Arena locker room project and practice facility
* Hodges Stadium renovation and expansion with practice fields
* Tennis Complex renovation
* High Performance Center
* Baseball Stadium / Complex

Chair Hyde commended Athletic Director Morrow on his broad vision to incorporate a comprehensive long-term view on UNF athletics under his leadership.

Trustee Demetree asked about the proportion of students among the 230 recipients of athletic aid in 2022-23 who are on full scholarships, as well as the primary sports involved. Morrow responded that approximately 50 to 60 student-athletes receive full scholarships annually. Among the 19 UNF sports teams, four are headcount sports: Men's Basketball, Women's Basketball, Indoor Volleyball, and Women's Tennis. In headcount sports, student-athletes can be awarded full scholarships. The remaining teams are equivalency sports, which can offer partial scholarships. However, there exists an opportunity for a student-athlete to receive a full scholarship if the Coach deems them deserving.

Trustee Patel praised Athletic Director Morrow's efforts to improve the UNF athletic program. Additionally, Trustee Patel asked how many of the renderings for the athletic facilities have been funded and to provide a general timeline. Morrow stated there are verbal and signed agreements for the UNF Arena locker room project at $1.35 million. The other projects are still in the development phase, including the High Performance Center, which is awaiting funding requests to ensure a comprehensive plan.

Trustee McElroy thanked Athletic Director Morrow for his leadership. He said it would be important to engage local industry, as there is potential funding available. Morrow agreed and stated that Jacksonville is an attractive location for these facilities due to the heavy construction and military influence.

Trustee Gol asked how the Board can assist athletics. Athletic Director Morrow stated that this Board has been engaged in athletics at a higher level than ever before. He hopes to maintain a strong relationship with the Board and to keep them informed in all phases of development. President Limayem noted the Board can assist in facilitating deeper connections to industry partners within the community.

Trustee Davis asked if UNF receives TDC funding from the city of Jacksonville. Athletic Director Morrow confirmed and noted UNF has maintained a relationship with the TDC for the past decade and continues to generate a positive impact. The TDC funding was allocated to resurfacing the track, installing a new video board, upgrading the lighting, and several other projects. Trustee Davis suggested bringing Board members to future hearings. Additionally, she asked if the stadium renovations are for future or current needs. Morrow stated that the current and future needs are incorporated into the design process for renovations and hopes to expand with more programs. However, he indicated that current needs are prioritized, which includes attracting more attendees to events with various stadium upgrades.

Chair Hyde asked Athletic Director Morrow to provide a brief update from his presentation to the April 11, 2024 Finance and Facilities Committee Meeting. Morrow stated that UNF athletics is asking to use $3 million of auxiliary funds, in which $1.5 million would be repaid through donations collected and the other $1.5 million would be allocated to the UNF Arena locker room project. Ultimately, the $1.5 million towards the project is not available until $1.5 million is raised in donations. Currently, UNF athletics has $1.35 million in donations. The full design process will be completed in early to mid-June, and then if the consent agenda is approved today, the UNF Arena locker room project will be presented to the Board of Governors (BOG) in mid-June, and then construction will be set to begin in July. Morrow described the project as taking existing space and reorganizing it to be more effective.

## Chair's Remarks

Chair Hyde shared that at the previous BOG Meeting, the UF Program for Jacksonville was approved. He indicated that President Limayem has been working closely with UF President, Ben Sasse, and a joint task force for UF and UNF has been established to ensure collaboration. At the BOG meeting, Governor Edge incorporated into an amendment for the approval of that program, the permanent institution of this joint task force. Additionally, he shared that the final site selection will be chosen this summer.

Chair Hyde recognized Dr. Jeffrey Chamberlain, Dean of Hicks Honors College, who will be leaving UNF in June and thanked him for his pivotal role in the Honors College dorm construction.

## President's Remarks

President Limayem reiterated the welcome of Trustees Demetree and Barcal and how thrilled UNF is to have them on the Board.

President Limayem shared the following updates:

* The Legislative Budget Request (LBR) was funded to the extent of $5 million recurring added to the operating budget, $14 million one-time operational enhancement fund, and $40.2 million PECO - new building for student success and student services. President Limayem shared that in the last two years, UNF has had significant and record increases in resources. He thanked the Board and those who traveled to Tallahassee to advocate for UNF. The President indicated that his team is working on a two-year plan for the next LBR, to ensure that all details are meticulously outlined.
* UNF Giving Day was a success bringing in $2.2 million dollars with over 4,200 donors.
* Every 10 years each state university must revisit its Master Plan, and President Limayem shared that a kick-off meeting was held with the consultant and UNF staff who will oversee the development and revision of the Master Plan. The task force is comprised of faculty, staff, and students to encapsulate the future of UNF.
* UNF Men's Tennis team is undefeated as they head to the NCAA Tournament. Additionally, this is UNF's sixth time in a row winning the River City Rumble.
* Dr. Richmond Wynn was appointed as the new Vice President of Community Engagement and Partnerships. The creation of this new unit is to allow the organizational structure to reflect the strategic plan. Dr. Wynn is a well-respected member of the Jacksonville community and has a proven record of community engagement.
* Ms. Andrea Jones has been appointed as the new Vice President of Marketing and Communications. She is set to start on June 10, 2024.
* President Limayem thanked Isabel Pease, Interim VP of Marketing of Communications, for all her accomplishments over the past two years.
* Space Utilization Study recommendations will be prioritized by a task force comprised of faculty, staff, and students.
* OspreyRising (Workday) launches on July 1.

Additionally, President Limayem provided enrollment updates:

**Registration for Summer and Fall 2024** *(Target 17,000 students in Fall)*

* Summer: +913 (+12%) students versus Summer 2023 as of Day 10 of the registration cycle
* Fall: +1329 (+17%) students versus Fall 2023 as of Day 10 of the registration cycle
* Undergraduate: +1194 (+17%) students
* Graduate +135 (+16%) students

**FTIC New Students**

* FTIC Class of 2024 (summer/fall) - Applications +4.2%, Admits -8.3% *(expected decrease as we are being more selective).*
* Deposits on tuition (1550+) with an average 4.28 HS GPA and 1201 SAT

**Other New Students**

* Summer/Fall 2024 New Transfers - Applications +10.5%, Admits +8.9%
* Fall 2024 New Graduate - Applications +22.4%, Admits +368% *(we expect a significant increase in international students).*

**FAFSA Updates (Free Application for Federal Student Aid)**

* Rollout of new 2024 FAFSA has been extremely problematic.
* UNF started packaging on April 1 *(first institution in the SUS).*
* Nationwide FAFSA submissions by High School Seniors are down over 25% and uncertainty in enrollment is greater than that experienced in the pandemic.

**Retention of Fall 2023 FT FTIC to Fall 2024**

* 10 Days into the registration cycle and we have 80.3% of this cohort registered for Fall 2024 and 79.8% registered with a 2.0 or higher.
* 13 percentage points ahead of where we were with the previous cohort in the same timeframe.

Trustee McElroy expressed his concern for first-generation students as it relates to FAFSA. Dr. Glen Besterfield, Dean of Enrollment Management, stated that FAFSAs are down nationwide, however, the 60 schools in the Jacksonville area are up in FAFSA submissions and rejects are less than the national average.

Trustee Moore noted the space utilization study is a great tool and wants to ensure the task force will maintain the recommendations. President Limayem assured the Board that the task force has a specific timeline and by the end of the semester, justifications and prioritizations of recommendations will be determined. Trustee Moore thanked Brian Verkamp, Vice President and Chief Technology Officer, for all his efforts on the Workday launch and asked for a timeline of when it will launch for students. VP Verkamp indicated that the process has been tedious, and the goal is to have it launched for students from 2025 to 2026.

## Presentation of Brand Strategy Work

Isabel Pease, Interim Vice President of Marketing and Communications, introduced the SimpsonScarborough team, an integrated branding and marketing agency with a mission to advance higher education.

Vanessa Theoharis, Asst. Vice President at SimpsonScarborough, along with her colleagues: Tyler Eddinger-May, Brand & Integrated Strategist, Tina Lee, Account Director, and Matt McFadden, Senior Vice President of Growth virtually presented the firm’s work with UNF to develop a unified brand strategy for the university The higher ed research and marketing firm highlighted what they have learned through research and discovery, presented the brand platform, and discussed next steps working with Marketing and Communications to develop messaging and creative concepts.

Ms. Lee shared the progress and timeline of the project:

1. Discovery and Brand Insights
2. Organizational Assessment
3. Quantitative Research
4. Brand Platform - *current step*
5. Creative
6. Integrated Marketing Strategy
7. Brand Rollout

Mr. Eddinger-May identified UNF's four brand pillars: Inspiring Impactful Innovation, Empowering All to Soar, Building Prosperity, and Fostering Balance.

Trustee Patel inquired about the methods used to gauge effectiveness in the marketing campaign and whether any metrics are being tracked. Mr. McFadden explained that they employ short-term tools to assess immediate efficacy, alongside overarching brand benchmarks monitored throughout the project's duration. VP Pease clarified that the campaign primarily serves as an internal document highlighting UNF's values rather than an outward-facing message. Trustee Patel suggested comparing donor participation in giving day from one year to the next as a metric. VP Pease agreed, noting its potential for facilitating communication. Ms. Andrea Jones, the incoming VP of Marketing and Communications, emphasized that the brand pillars would serve as a framework for tailoring campaigns to diverse stakeholders and audiences, with subsequent measurement of success using key performance indicators (KPIs). President Limayem noted most institutions do not have a well-developed framework and that SimpsonScarborough has created a personalized framework tailored to UNF's needs.

Trustee McElroy expressed apprehension regarding the absence of value association with UNF's brand, highlighting its pivotal role in the university's future success, as value is inherently tied to quality. Trustee Gol stated that the high value and low cost should be marketed in the future campaign. This can capture out-of-state students who want the same quality of education as going out of state, at a more reasonable cost. Trustee Lazzara agreed and emphasized its importance.

Trustee Binder observed that approximately 85% of the presentation could apply to any higher education institution. President Limayem noted all universities are not unique in their operations; however, it is important to look for something distinctive about UNF operations. Ms. Jones stated it is important to remember that this is the foundational information gathering part in the process, and having a sturdy foundation will set up a great campaign. VP Pease assured the Board that they have indicated to SimpsonScarborough to incorporate bold, exciting concepts into the creative process. Mr. McFadden reiterated the foundational nature of the discussion and the careful consideration given to incorporating value. He also expressed gratitude for the Board's thoughtful inquiries, affirming that these considerations have been thoroughly deliberated and will inform the creative process.

## Resolution Accepting Gift Under Trust

Mr. Chris Wrenn, Deputy General Counsel, presented the resolution accepting gift under trust. In 2005, the UNF Foundation accepted a gift of $2 million from Mr. and Mrs. George H. Hodges, Jr. The gift was conditioned on the University naming the soccer/track stadium “Hodges Stadium” in perpetuity. The Stadium has been so named.

The University is now the beneficiary of one-third (1/3) of the remainder of the Kernan R. Hodges Estate and the Kernan R. Hodges Trust. The devise of the remainder (a sum of money) from the Estate under the Trust to the University is conditioned on the University acknowledging and agreeing: (1) that the Hodges Stadium facility will be named HODGES STADIUM in perpetuity; and (2) that the sum of money devised under the Trust will only be used for the specific benefit of Hodges Stadium. The University also waives the Trustee’s conflict of interest in purchasing a home owned by the Trust.

Trustee Binder asked how much of the gift of the 1/3 of the remainder interest has been received by UNF. Mr. Wrenn clarified that the resolution is a condition to receiving any part of the gift.

Trustee Davis asked how much went towards the naming of Hodges Stadium. Mr. Wrenn stated that $2 million went toward the stadium. Ms. Teresa Nichols, Vice President of University Development and Alumni Engagement, stated that the Foundation was seeking a partial distribution of the gift of the remainder interest, and there is about $2 million expected before the end of the fiscal year. Additionally, VP Nichols stated there is another $5-6 million anticipated when full disbursement of the trust is made.

Chair Hyde asked if there were any questions on this item. There being none, Trustee Lazzara made a MOTION FOR THE ADOPTION of the resolution and Trustee Moore SECONDED. The Resolution presented was unanimously adopted by the Board.

## Proposed New Major added to Existing Degree – MS in Fintech

Dr. John Kantner, Senior Associate Provost for Faculty and Research presented the proposed new major added to existing degree, M.S. in Fintech, for information purposes.

A new FinTech major will be added to the existing MS degree and major Business Analytics to be implemented Fall 2024. The FinTech major will specifically focus on finance and banking. FinTech is the application of new computing technologies, such as machine learning and AI, to traditional problems in finance, and particularly to banking. The new major directly supports UNF Strategic Plan priorities and supports multiple SUS Strategic Goals while also being under a CIP code on the updated SUS Program of Strategic Emphasis list.

Dr. Kantner explained that this will be a major added to the existing master’s degree in business analytics. The CIP code, classification of instructional programs set by the U.S. Department of Education, has already been approved a couple years ago by the Board. Essentially, a Financial Technology major will be added to the existing degree under the 30.7102 CIP code.

Trustee Egan asked for clarification on the financial impact of adding new degree programs. Dr. Kantner stated that the financial impact is based on hiring new faculty to help support the program and any other staff to assist with the business analytics degree program. Additionally, the anticipation of growth for the institution contributes to the financial impact of hiring more faculty.

Trustee Egan asked if this degree program was targeted toward an executive population. Dr. Richard Buttimer, Dean of Coggin College of Business, stated the target is working professionals between the ages of 22 to 32. Dean Buttimer noted this program will not require higher level facilities. Dr. Kantner shared that the plan is to launch this program in the Fall 2024, so recruiting has begun.

Trustee Moore inquired about the explanation for extensive industry input. Dean Buttimer informed the Board that about 15 regional Fintech firms had a 2.5-hour focus session with UNF to express their needs, in terms of talent and focus. This facilitated continuing conversations with Jacksonville’s Fintech firms to engage the community. Trustee Moore asked if any of the firms would be actively participating in the program. Dean Buttimer stated that he anticipates their activism through bringing speakers into the classroom, and more. Additionally, there is a high probability of a local major financial services firm to offer the first capstone experience for UNF students.

Trustee McElroy asked which prerequisites are required for this degree. Dean Buttimer stated that there is an existing undergraduate minor in Fintech. This field draws from both the financial and business programs.

Trustee Korman Shelton asked about the potential for UF to establish a Fintech major. President Limayem stated that the task force is in place to ensure collaboration between UF and UNF, rather than competition. Dean Buttimer added that he has been in conversation with the UF Dean of the Business School, and they have determined there are opportunities for joint research, and maybe even a joint research center.

## Proposed New Major – BS in Environmental Science

Dr. John Kantner, Senior Associate Provost for Faculty and Research presented the proposed new major, B.S. in Environmental Science. The overall purpose of the B.S. in Environmental Science is to meet the interdisciplinary educational needs of students in environmental science, increase mission-aligned degree offerings at UNF, and contribute to the environmental science workforce in Florida. The proposed program of study will offer two concentrations: Environmental Natural Sciences; and Environmental Principles and Practice.

Currently, UNF is the only SUS institution that does not have an Environmental Science degree. However, UNF does offer a minor, which is relatively popular. This program has been developed because of the high internal student demand, as well as the community demands. Additionally, letters have been received from employers across the city of Jacksonville that have various career paths available in the field. The anticipated enrollment for this program is Year 5 is about 143 students, which is based on the current institutional size and is subject to change with growth.

Dr. Kantner highlighted this program is not being hosted by a traditional academic unit. Instead, the program has been developed for the past couple of years by the Institute of Environmental Research and Education (IERE), formerly known as the Environmental Center, which is the longest-lived and most successful academic institute on campus. Dr. Erin Largo-Wight, Director of the IERE, is available for questions related to the program.

Chair Hyde asked if there were any questions pertaining to this item. There being none, Trustee Lazzara made a MOTION TO APPROVE the resolution, and Trustee Moore SECONDED. The Board unanimously approved the proposed new major, B.S. in Environmental Science.

President Limayem assured the Board that the accumulation of new programs is done so with continuous evaluation and assessment of existing programs. As shifting resources become available, the significant increase in demand is monitored.

## Accountability Plan including Review and Endorsement of the Board of Governors Statement of Free Expression

**A.  Review and Endorsement of the Board of Governors Statement of Free Expression**

President Limayem presented the annual review and endorsement of the Board of Governors Statement of Free Expression.

The Board of Governors recommends that each university's Accountability Plan and Strategic Plan include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community.

UNF has included the following statement on page 4 of their 2024 Accountability Program, “UNF is fully committed to the principles of open-minded and tolerant civil discourse throughout its campus community and endorses the Florida Board of Governors’ Statement of Free Expression.”

Additionally, the Final Report recommends that the leadership that the university board of trustees annually review and endorse the Board's Statement of Free Expression and commit to the principles of civil discourse.

Chair Hyde asked if there were any questions pertaining to this item. There being none, Trustee Moore made a MOTION TO ENDORSE the statement of free expression, and Trustee Patel SECONDED. The Board unanimously approved the Board of Governors Statement of Free Expression.

**B.  Accountability Plan**

President Limayem and Abby Willcox, Associate Vice President of Institutional Research & Performance presented the University of North Florida’s 2024 Accountability Plan for the Board’s consideration and approval.

As a part of the Board of Governors planning and accountability framework for the State University System (SUS), institutions are required to complete an Annual Accountability Plan that provides an institutional overview as measured by specific performance metrics within the context of BOG System Strategic Plan, and regional and statewide needs.

Dr. Willcox shared highlights of the performance based funding (PBF) metrics:

* Achieved Full Excellence Points on 5 Metrics
* Exceeded Prior Year Performance on 9 Metrics
* Exceeded 2023 Goals on 8 Metrics
* Increased Our Future Goals on 4 Metrics
* Earned 76 Total PBF Points (Down 1 Point from 2023).

Dr. Willcox explained if we drop below our current score, UNF is at risk for losing half of the state allocation for performance funding, which is approximately $8 million and that UNF will be on the BOGs watchlist. In this case, UNF would have to produce a student success plan to be eligible for the first $8 million and then by March, all goals must be hit in that plan to be eligible for the second $8 million.

UNF has the opportunity to improve with the FTIC Four-Year Graduation Rate PBF metric. This metric decreased by 2.2% with a current FTIC Four-Year Graduation Rate at 48.4%. This is explained by Covid, as many of the students began in Fall 2019 and their second semester was Spring 2020. This cohort is being tracked for the 6-year rate and have discovered that many of these students graduate one semester off.

Additionally, the percent of undergraduate FTE in Online Course PBF metric has dropped by about 5.8%. However, this was intentional as UNF attempts to transition to more in-person classes post-covid. This metric is the Board of Trustees choice metric.

Trustee Moore asked how the UNF’s FTIC Four-Year Graduation Rate PBF metric compares to other universities. Dr. Willcox stated in comparison to the other SUS institutions, UNF falls at 7th in the SUS. Additionally, there has been an increase, nearly doubling in the past decade of monitoring this PBF metric.

Trustee Moore asked when a new metric is chosen by the Board. President Limayem indicated that there is likely to be a change with the upcoming approval of the BOG’s strategic plan.

Trustee Patel clarified that the goal post continuously moves, so even though UNF may improve in a metric, the PBF points are subject to change. Trustee Patel suggested for the data to be presented to reflect the changes in PBF points.

Trustee Binder asked if the full excellence points benchmark, at $9000, fluctuates often. Dr. Willcox stated the $9000 benchmark has been stable for at least the past seven years. Trustee Binder asked why the average cost to the student remains low in comparison to the benchmark. President Limayem stated that UNF does not have control over the cost of tuition.

Dr. Willcox shared gains related to the Academic Progress Rate (2nd Fall retention with a 2.0 GPA) PBF metric at 80.3% for the Fall 2023 FT FTIC Cohort registering for Fall 2024. However, UNF is 12th in comparison to the SUS, so there is more progress needed to reach the strategic plan goal of 90%. Trustee Egan asked if there was a known percentage of students who transferred out that impacted this metric. Dr. Willcox noted this is an impact, and about 61% of those that transferred, went to other SUS institutions. President Limayem added that UNF is being proactive and has developed a financial aid plan. This opens the opportunity for retention scholarships, as many students who are in great standing are transferring to other institutions. President Limayem commended his team for their efforts and teamwork on the contribution of the increase in the academic progress rate (2nd fall retention with a 2.0). Furthermore, Dr. Willcox acknowledged Athletic Director Morrow on the student-athletes achieving 91% in this PBF metric.

A point of pride is that UNF has a Median Wage of Bachelor’s Graduates Employed Full-Time of about $48,100. This ranks UNF 5th in comparison to other SUS institutions.

Dr. Willcox shared the enrollment planning related to the accountability plan and the strategies that Dean Besterfield will use to increase the student population to 25,000 by Fall 2028. She highlighted that this plan mirrors the strategic plan and outlines how to increase retention of all students. Furthermore, Dr. Michele Moore, Dean of Graduate School, has been increasing graduate enrollment strategically. President Limayem stated that in 2024, the number of admissions for the graduate program has increased by 368%.

Trustee Binder noted retention is vital and that it is important to review transfers accepted, as there are more points available within the 3-year transfer metric. Dr. Willcox agreed and stated that every six students to graduate from that cohort is an additional percentage point for UNF. Trustee Patel added that this pertains to his earlier point on how important it is to focus on the students. Trustee Patel noted the focus can be through one-on-one counseling, and that the Board is willing to help in any way they can.

Dr. Willcox shared that the Deans have been very creative in their approaches to retention. For example, the Deans go to classrooms where FTIC students are registered and then engage with these students by having conversations related to advising, class registration, and other academic development.

Chair Hyde stated the Accountability Plan will be presented to the BOG in June and asked for a MOTION TO APPROVE. Trustee Lazzara made a MOTION TO APPROVE the Accountability Plan and Trustee Gol SECONDED. The Board unanimously approved UNF’s 2024 Accountability Plan.

## Consent Agenda

**From the Board of Trustees**

-2.25.24 Board of Trustee Meeting Minutes

**From the Finance and Facilities Committee**

-Athletic Funding

**From the Strategic Plan Monitoring and Implementation Committee**

-Approval Strategic Plan Monitoring and Implementation 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 Egan made a MOTION to APPROVE the consent agenda, and Trustee Barcal SECONDED. The consent agenda was unanimously approved by the Board.

## Identification of Risk for Institutions

Julia Hann, Chief Audit Officer, and Robyn Blank, Chief Compliance Officer, updated the Board on the growth of UNF’s Enterprise Risk Management (ERM) program and led the Board in a discussion of identified risks and mitigation strategies. This discussion follows recommendations from AGB’s Dr. Carol Cartwright about Board involvement in risk management.

Ms. Hann, co-chair of Compliance Ethics Risk Oversight Committee (CEROC), stated the ERM framework is an organizational process to identify and assess risk. She shared that Board input is requested to identify, assess, and prioritize institutional risks. The risk identification process is an ongoing process to continuously review risk management with input from leadership and CEROC:

President Limayem thanked Trustee McElroy for inspiring UNF to undertake a serious effort to assess the risks that could hinder the progress in the achievement of our mission. He also thanked Ms. Hann and Ms. Blank for their leadership and their great efforts through discussions with the campus community and executive cabinet.

Chair Hyde opened the floor for discussion. Trustee Gol asked if the Board is protected from lawsuits. Ms. Karen Stone, Vice President and General Counsel, stated that UNF is self-insured by the State. There are caps statutorily for most tort claims, but contract or civil rights claims are not subject to sovereign immunity. VP Stone stated there are attorneys assigned by the State and UNF is a part of the State Risk Management Program and liability insurance. Trustee Gol asked if UNF gets sued periodically. VP Stone indicated UNF gets sued periodically for accidental falls, facility rentals, and other minor indemnities, but there is not excess litigation. VP Stone stated that there are consistent safety walks to investigate lighting and sidewalk integrity. From a General Counsel perspective, there are various campus safety enhancements completed throughout the year. However, VP Stone stated that the bigger litigation risks are related to Title IX and compliance with other types of laws. These have more significant impacts on institutional reputation and compliance with federal complaints.

Trustee Patel suggested a session on cyber risk would be beneficial to fully understand the risks that UNF faces. He asked if funding needs to be allocated to the Information Technology department. President Limayem noted once a risk is identified, the risk occurrence is predicted, as well as the impact. Then, prioritization, in terms of resource allocation, is based on the risks that have high damaging impact, which will increase likelihood for occurrence. VP Verkamp noted it is always good to reassess since technology changes quickly. One of the biggest risks is talent and finding technical hires in Jacksonville. However, the University has been supportive in adjusting salaries to attempt to recruit talent to ensure the UNF infrastructure can be kept secure.

Trustee Binder added that faculty is a resource and reiterated that having the right talent is vital. He emphasized risk of priorities clashing with one another and reminded the Board that faculty comes from a national pool, thus allowing more options for talent.

Trustee Gol asked for the plan of faculty recruitment related to the strategic plan growth for enrollment. President Limayem shared the importance of retention of current UNF faculty and staff through continuous communication, involvement, and change management. The President shared there were more than 200 faculty members in attendance for the UNF Town Hall held two days prior, and all faculty questions were addressed, fostering open communication. Next, President Limayem stated salaries and compensation is important and he was informed upon his arrival about the concern. In the last two years, there has been record salary increases at UNF. Finally, UNF has adapted a new initiative with flexible workload. This allows faculty to work on more research, if preferred. President Limayem added that the infrastructure to conduct research is continuously invested in, and last year, an additional $2 million was invested.

Trustee Moore stated, at a macro-level, news outlets pose the question if college is worth it. Trustee Moore expressed his concern of the risk related to student success and indicated that it is important to ensure all students’ experience while enrolled at UNF is worth it. Trustee Moore emphasized the focus that UNF needs to be worth it to the student. President Limayem agreed and stated that the value of a university degree is being challenged, so it is crucial to distinguish UNF as the destination of choice for students.

Trustee Davis asked how to merge workforce development into a degree. President Limayem stated that research has shown that successful graduates benefit from a combination of a degree that provides them with experiential learning and relevant certifications or badges. Jacksonville is number two for job growth in the country, which provides UNF students employment through internships and co-op training. Trustee Binder noted it is important to understand that specific skill sets will evolve more rapidly, making it important to have the ability to think critically and adapt.

## Round Table Discussion and Follow Up

Chair Hyde transitioned the discussion to hear the Board’s moonshot ideas for UNF. Chair Hyde indicated that Florida Statutes provide the designation of preeminent and emerging preeminent universities through a criterion of 13 metrics. To achieve an emerging preeminent university status, it is required to meet 7 out of 13 metrics. To achieve a preeminent university status, it is required to meet 12 out of 13 metrics. Chair Hyde stated that UNF should aim, at minimum, for the emerging preeminent university status. President Limayem stated that UNF should aim for preeminent university because meeting the criteria will position the university for success.

Trustee Moore agreed that UNF should aim to be a preeminent university or an R1 university. He stated that the research should be relevant to local and national companies. The connections between companies create opportunities for students to leverage their education and access certificate programs, which will facilitate their professional growth and development.

Trustee Barcal shared on behalf of his constituency; a football team is wanted. He noted there should be more investment into athletics from community partners. Trustee Barcal shared an example of previously unknown university, which participated in NCAA March Madness, and then became well known in the nation after the tournament. Ultimately, more investment into athletics could lead to national recognition from the tournament. This would make achieving our enrollment goal more attainable, as well as increase overall morale and Osprey pride.

Trustee Barcal highlighted that it is important to celebrate the accomplishments of UNF in the past 50 years. He stated this should be celebrated, as campus improvements continue. This can be through the elevation of UNF spirit, as well as being realistic with S.M.A.R.T. goals.

Trustee Barcal stated that the University should expand to Downtown Jacksonville, whether it be a downtown campus, medical school, or law school. This will deepen connection with the Jacksonville community, as well as continue to strengthen our relationship with the City of Jacksonville. Furthermore, this would be a great opportunity to market UNF with the City to establish UNF as the primary university in Jacksonville. Trustee Barcal shared that UNF should offer graduate programs that are not offered by the new UF graduate school, to bridge the gaps. He emphasized the focus should be on undergraduate studies and graduate programs, as UNF continues to expand to 25,000 students by 2028.

Trustee Korman Shelton asked Trustee Barcal about the student perspective on student life, such as the resources, activities, and campus events. Trustee Barcal expressed there has been an improvement since the pandemic. There has been increased student engagement. However, Trustee Barcal believes that it is necessary to continue to strive for student engagement to establish a home at UNF. Trustee Korman Shelton inquired about the specific preferences of students regarding engagement. Trustee Barcal stated that athletics is a significant pull for student engagement. Trustee Korman Shelton suggested considering other facilities for students to convene or mingle, to further improve student life.

Trustee Davis stated there is an advantage with Mayo Clinic and that UNF needs to capitalize on their partnership through internships, research programs, and proximity to the facility.

President Limayem led the follow-up discussion of the previous round table and shared updates on how the UNF team is making an effort based on the Board’s suggestions.

VP Pease stated that a workgroup met to discuss concerns over university traditions and shared necessary steps to move this forward​:

* A Traditions Committee is being developed to review, identify, and elevate honored traditions at UNF. This includes a review of existing published “traditions.”​
* ​The Traditions Committee will: ​
  + Conduct research through surveys and/or focus groups to gain insight from stakeholders and identify UNF’s traditions​.
  + Work with campus partners to determine strategies for promoting traditions among current students, prospective students, and others.

Dr. Paul Eason, Vice President of Strategy and Innovation, presented the changing landscape in Research & Development funding. In his findings, nationally, the private sector (business) funding trend is mildly declining overall to just under 6% (from just under 7% in 1990). UNF business averages 4% of the funding mix over the past 12 years (similar to FAU and UCF). VP Eason identified the relevant community partners that relate to UNF’s strategic focus areas and shared the challenges and opportunities:

**Challenges**

* Business-funded R&D typically comes with restrictions on IP and publication.
* Limited space on campus for shared research with business/industry.

**Opportunities**

* Advanced Manufacturing: J&J, Pepsico, Medtronic, Zimmer Biomet, KLS Martin
* Coastal Resilience: Manson Construction, Weeks Marine, Taylor Engineering
* Data, Cyber, IT: Fidelity, Dun & Bradstreet, Deutsche Bank, Black Knight
* Transportation & Logistics: CSX, RF Smart, Crowley Maritime, Landstar, Suddath
* Healthcare & Sciences: Baptist Medical, KLS Martin, J&J, Brooks, Zimmer, Ascension, Advent Health

VP Verkamp shared the controls in UNF’s budgeting process to avoid a financial crisis. The budgeting process is centralized with numerous levels of oversight. There is quarterly reporting to the Board at the division level. Numerous ratios, including cash on hand, are reported out to Board (artificial inflation of COVID monies was a frequent topic), as well as Monitoring of net tuition and discounting practices. Additionally, tuition dependency is currently 26% at UNF and is reported quarterly. Florida is predicted to be shielded from the enrollment cliff faced by other states. UNF provides transparency in the budget process and always prioritizes strategic items.

Trustee Demetree asked how much of the tuition is state driven. VP Verkamp indicated that it fluctuates based on the recurring dollars received from the state. President Limayem stated it is about 60% from the state.

## Adjournment

Chair Hyde adjourned the meeting at 1:00 PM.

## Tour of Athletic Facility

At the conclusion of the meeting, Nick Morrow, Athletic Director conducted a tour of UNF's athletic facility.