



**UNF**

UNIVERSITY *of*  
NORTH FLORIDA.



SOARING HIGHER  
**TOGETHER**

**STRATEGIC PLAN 2023-2028**





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# LETTER FROM LEADERSHIP

The University of North Florida is a special place that enriches lives and inspires innovation, discovery and change. Student success has been the top priority since the very beginning, and every day, we see the impact UNF students and alumni have here in Florida and around the world. We are proud of our history and excited to present this plan for the future.

As a top provider of talent in Florida, UNF recognizes its vital role preparing students for the workforce – and for what comes next. UNF students are critical thinkers and innovators who graduate prepared and motivated to make a difference. Inspired daily by our outstanding faculty, who are seeking new insights and discoveries through research, our students benefit working alongside them.

Our community partners play a key role in our success, providing incredible opportunities for students through internships and experiential learning. From working with Fortune 500 companies to helping local nonprofits solve critical problems, students are engaged in the real world, gaining valuable experience every day. That community focus is a central part of life as an Osprey – it is who we are and who we always strive to be.

Our University is a hub for community engagement. From lectures and debates on timely topics to concerts and cultural events, UNF continues to offer activities that entertain, invoke thought and encourage civil discourse.

We aspire to be the destination of choice for students, faculty, staff and others who recognize the value of our offerings. We are committed to a culture of care, providing support so all Ospreys can do their best work. We are proud of all our graduates, including those who are the first in their families to attend college, and we will continue to be accessible to all. We will strive for academic excellence in everything that we do, and our achievements will elevate UNF in national prominence.

***We look forward to a great future ... soaring higher together.***



A handwritten signature in blue ink, appearing to read 'KH'. The signature is positioned above the name and title.

**Kevin Hyde**  
Chair, Board of Trustees



A handwritten signature in white ink, appearing to read 'Moez Limayem'. The signature is positioned above the name and title.

**Moez Limayem**  
President





## UNIVERSITY OF NORTH FLORIDA **OVERVIEW**

A comprehensive, urban research university located in Jacksonville, the University of North Florida is home to nearly 17,000 students and six colleges: Brooks College of Health, Coggin College of Business, College of Arts and Sciences, College of Computing, Engineering and Construction, College of Education and Human Services and Hicks Honors College.

UNF was first chartered in 1965 and opened its doors to approximately 2,000 upper-level students in the fall of 1972. In 1973, UNF graduated its first class of 35 students. UNF began admitting freshmen in 1984. Since then, UNF has become an emerging force in research in healthcare, coastal sciences, logistics and more. UNF's annual economic impact on Florida is \$1.375 billion.

UNF consistently ranks high for quality and value and is known for its strong community engagement and transformational learning experiences – research with faculty, innovative community-based learning projects and internships with area businesses. Among the state's public universities, UNF is proud to have the highest percentage of graduates employed in Florida.





**UNF**  
School of Engineering



## OUR MISSION IS TO **SOAR HIGHER TOGETHER**

At the University of North Florida, we ignite a passion for learning and discovery through transformational education in a supportive environment that leads students to rewarding careers and lifelong success. Our beautiful campus is a hub for talent development, relevant research and community engagement, where we enrich lives and fuel the economic and overall prosperity of Northeast Florida and beyond.

## OUR VISION

***THE UNIVERSITY OF NORTH FLORIDA WILL BE THE DESTINATION OF CHOICE FOR TALENT AND FOR PUBLIC AND PRIVATE INVESTMENT.***



# VALUES

Our **values** are what bind us together. It is what we hold dear as an institution, what we aspire to be and what we expect of one another. Our values are what attract students, faculty and staff to our campus. They reflect how we impact our community, and more importantly, why we do what we do. Our values represent our character as an institution – and as individuals. Our values are who we are.

***ACCOUNTABILITY***

***INTEGRITY***

***EXCELLENCE***

***CIVILITY***

***CULTURE OF CARE***

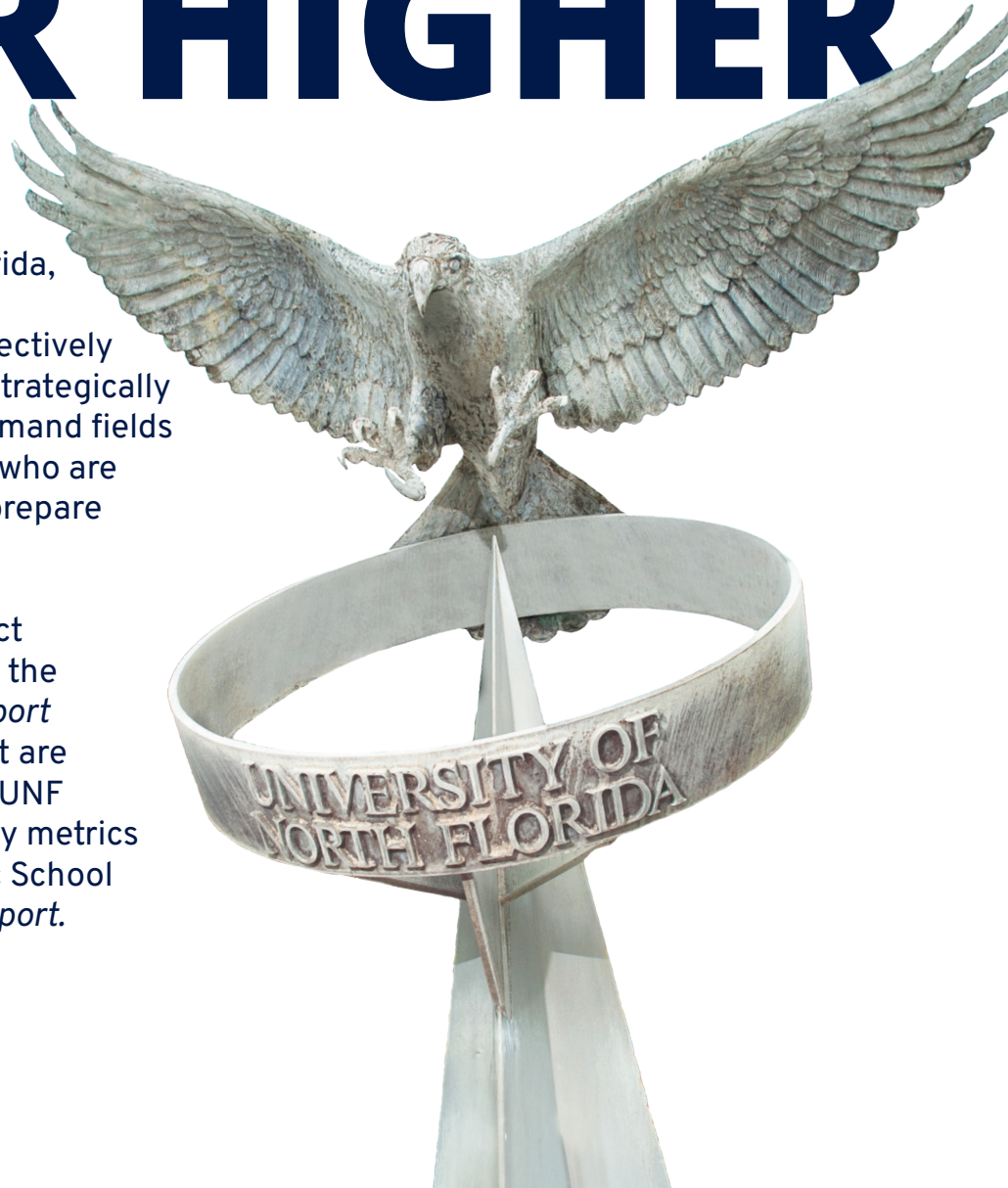
***UNF endorses the Florida Board of Governors Statement of Free Expression and is committed to fostering open-minded and tolerant civil discourse throughout the campus community.***



# WE ASPIRE TO SOAR HIGHER

As a top provider of talent in Florida, strategic growth is vital for the University of North Florida to effectively meet regional and state needs. Strategically increasing enrollment in high-demand fields will serve the needs of students, who are sought after by employers, and prepare students for future success.

Growing in prominence will attract students from Florida and across the nation. The *U.S. News & World Report* rankings represent key areas that are already of critical importance to UNF and the state. UNF's growth in key metrics will be reflected in the Top Public School rankings by *U.S. News & World Report*.



**BY 2028**

**THE UNIVERSITY OF NORTH FLORIDA WILL BECOME  
A TOP 100 PUBLIC UNIVERSITY AS RANKED  
IN U.S. NEWS & WORLD REPORT.**

**THE UNIVERSITY OF NORTH FLORIDA WILL  
STRATEGICALLY GROW TO AN ENROLLMENT  
OF 25,000 STUDENTS.**



# PRIORITY AREAS







## **ENSURE STUDENT SUCCESS FROM ENROLLMENT TO EMPLOYMENT AND BEYOND**

The University of North Florida prepares students for success in their careers and throughout their lives. The University will be a destination of choice for talented students and will provide a culture of care and support to ensure students are successful on campus and after they graduate. UNF offers a welcoming and vibrant community committed to free expression and civil discourse. The University will elevate experiential learning and graduate innovative thinkers and leaders capable of changing the world.



## **INSPIRE RELEVANT RESEARCH AND IMPACTFUL INNOVATION**

UNF embraces its critical role in Florida's entrepreneurial ecosystem to support creativity and find solutions to problems. Innovation and an entrepreneurial spirit are deeply rooted in the culture of UNF, and students at all levels work with faculty on high-impact practices and relevant research that will make a difference in the world. UNF aims to continue to increase research-focused doctoral degree programs and elevate research activity that will serve the state and beyond while positioning the University for future very high research activity (R1) status.



## **EXPAND MUTUALLY BENEFICIAL PARTNERSHIPS WITH THE COMMUNITY**

UNF embraces its critical role as a top provider of talent in Florida and as a Carnegie Community Engagement campus. UNF's partnerships with the local community provide significant benefits to students and the local economy. UNF will take steps to strengthen and expand collaboration with local businesses and nonprofits, including the creation of an office to facilitate engagement.



## **ACCELERATE THE SUCCESS OF FACULTY AND STAFF**

UNF recognizes that it is the faculty and staff who make the institution great and provide the supportive and dynamic culture that enables it to thrive. In addition to recruiting top talent to the University, UNF will create a multi-year plan to reward performance and support retention of employees. UNF strives to be a 'Best Place to Work' and a destination of choice for faculty and staff seeking employment in higher education.

# 1



## ENSURE STUDENT SUCCESS FROM ENROLLMENT TO EMPLOYMENT AND BEYOND

GOALS AND METRICS	KEY INITIATIVES
<p><b>Achieve intentional high-quality strategic enrollment to establish UNF as a destination of choice for talented students from diverse backgrounds.</b></p> <ul style="list-style-type: none"> <li>• Average high school GPA of entering First Time in College (FTIC) students</li> </ul>	<ul style="list-style-type: none"> <li>• Implement an integrated enrollment management strategy that engages academic units and regional industries to achieve enrollment targets in undergraduate, graduate and noncredit programs to fuel a talent pipeline that meets workforce demands.</li> </ul>
<p><b>Strengthen student engagement and ignite Osprey Pride and sense of belonging to help students thrive socially and academically by implementing support services, campus life programming and civil discourse initiatives aligned with the Florida Board of Governor’s Statement of Free Expression.</b></p> <ul style="list-style-type: none"> <li>• Full-time FTIC 1st-year student retention rate</li> <li>• FTIC 4-year graduation rate</li> </ul>	<ul style="list-style-type: none"> <li>• Establish initiatives to ensure that all students have access to coordinated and scaled high-impact practices (e.g., entrepreneurial projects; student research; global or sociocultural learning; internships; career and professional experiences; leadership opportunities and community-based learning) to strengthen the academic experience.</li> </ul>
<p><b>Elevate academic excellence through experiential learning and civic engagement to ensure students are prepared for career success, possess adaptable skills and will make meaningful contributions to society.</b></p> <ul style="list-style-type: none"> <li>• Percentage of graduating seniors who participated in at least one high-impact practice at UNF</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce barriers to student academic success across academic units through continuous improvement of high-quality learning experiences for students, intentional course scheduling designed for student progression to degree and flexible offerings that prepare students of all ages to contribute to the creative and economic vitality of the region and beyond.</li> </ul>
<p><b>Accelerate employment opportunities to prepare every graduate to ultimately contribute toward the economic prosperity of Northeast Florida and beyond.</b></p> <ul style="list-style-type: none"> <li>• Median wages of bachelor’s graduates employed full-time one year after graduation</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance resources to foster student engagement and a sense of belonging by improving student-centric campus spaces and facilities designed to increase comfort and connection while implementing programs to nourish the health and well-being of every student.</li> <li>• Launch centralized initiatives in partnership with academic divisions, alumni, industries and community partners to diversify career advancement programs leading to successful job placement and professional growth.</li> </ul>



# 2



## INSPIRE RELEVANT RESEARCH AND IMPACTFUL INNOVATION

GOALS AND METRICS	KEY INITIATIVES
<p><b>Expand impactful and relevant research, scholarship and creative activity (RSCA) to position UNF for R1 (very high research activity) Carnegie status.</b></p> <ul style="list-style-type: none"> <li>• Total R&amp;D expenditures on the annual NSF HERD report</li> </ul>	<ul style="list-style-type: none"> <li>• Implement campuswide flexible workload guidelines to maximize faculty RSCA contributions.</li> <li>• Launch a cluster-hiring initiative to recruit new faculty who can significantly contribute toward RSCA and new degree programs in the Areas of Strategic Focus.</li> <li>• Institute a multi-year initiative to invest new resources in infrastructure needed to enhance RSCA capacities in Areas of Strategic Focus.</li> <li>• Establish infrastructure and resources dedicated to assisting faculty and students in creating, protecting and licensing innovative new technologies.</li> </ul>
<p><b>Become a key contributor to the NE Florida entrepreneurial and innovation ecosystem.</b></p> <ul style="list-style-type: none"> <li>• Number of industry-related grants and contracts</li> </ul>	
<p><b>Increase number of innovative research doctoral degree programs that serve the strategic growth of UNF and NE Florida.</b></p> <ul style="list-style-type: none"> <li>• Number of research doctoral degrees awarded annually</li> </ul>	

# 3



## EXPAND MUTUALLY BENEFICIAL PARTNERSHIPS WITH THE COMMUNITY

GOALS AND METRICS	KEY INITIATIVES
<p><b>Strengthen existing community partnerships, and build new ones, to boost economic, social and cultural development.</b></p> <ul style="list-style-type: none"> <li>• Number of companies, governmental agencies and nonprofit organizations with which UNF formally collaborates</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an economic development unit that serves as a point of contact for companies, agencies and other institutions interested in engaging with the University for their workforce and RSCA needs.</li> <li>• Develop new programs such as UNF+ Pathways that enhance the University’s role in fulfilling the life-long educational and professional development needs of the Northeast Florida community.</li> <li>• Create organizational infrastructure both to expand on-campus events available to the public and to ensure that these are fully leveraged to communicate a shared message about the value of the University to Northeast Florida.</li> </ul>
<p><b>Expand the opportunities for the community to be engaged in campus activities that showcase the University’s contributions to the region and state, and establish UNF as an intellectual hub and athletics destination.</b></p> <ul style="list-style-type: none"> <li>• Number of community partners serving on UNF advisory boards and committees</li> </ul>	
<p><b>Institutionalize community engagement throughout the University using the Carnegie Elective Community Engagement Classification as a framework.</b></p> <ul style="list-style-type: none"> <li>• Number of students annually enrolled in community-engaged courses</li> </ul>	



## ACCELERATE THE SUCCESS OF FACULTY AND STAFF

GOALS AND METRICS	KEY INITIATIVES
<p><b>Recruit and retain the top talent for all UNF employee positions.</b></p> <ul style="list-style-type: none"> <li>• Average faculty compensation as reported in National Center for Education Statistics</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a comprehensive multi-year plan to address issues in market equity, compression and inversion across all employee categories while also rewarding meritorious performance.</li> <li>• Create professional development pathways for faculty and staff across all employee categories.</li> <li>• Develop new initiatives to foster a culture of care that promotes empathy and respect for all employees and enhances employee health and well-being.</li> <li>• Implement new revenue streams through Continuing Education and other auxiliary programs and services.</li> </ul>
<p><b>Foster high levels of job satisfaction among all UNF employees.</b></p> <ul style="list-style-type: none"> <li>• Number of “Best Places to Work” lists that include UNF</li> </ul>	
<p><b>Diversify and grow revenues to support UNF’s strategic growth while maintaining employee job satisfaction.</b></p> <ul style="list-style-type: none"> <li>• Total funding secured annually through fundraising</li> </ul>	



# AREAS OF FOCUS



## ADVANCED MANUFACTURING

As the Advanced Manufacturing (AM) industry continues to grow in Florida, UNF is preparing students through the only advanced manufacturing degree in the state. These future leaders will excel in careers in materials production, design, development, quality assurance, research and management. From conducting relevant research with faculty to working with industry representatives, students will gain critical experience in everything from traditional fabrication to advanced system modeling to effectively meet the advanced manufacturing and materials innovation demands of the region and beyond.



## COASTAL RESILIENCE

UNF provides the ideal location to study and conduct research aimed at preserving and strengthening our coastlines and waterways. Located in close proximity to the Atlantic Ocean, the Intracoastal Waterway, and the St. Johns River and its tributaries, North Florida provides a living, learning lab for UNF students in coastal sciences and engineering. The University will continue to support collaborative research between academia, government agencies and private industry to find sustainable solutions to existing challenges and to prepare students for successful careers in coastal and marine sciences, coastal engineering and other relevant fields.





## DATA SCIENCE, CYBERSECURITY AND INFORMATION TECHNOLOGIES

UNF will respond to the growing demand for talent in data science, cybersecurity, fintech and more. Working with industry leaders, the University will enhance programming and infrastructure to address cybersecurity, technology management and evolving technology trends. Through high-impact, hands-on experiences, students will gain critical expertise for high-demand technology jobs like data scientists, systems administrators and engineers, cybersecurity engineers and other IT specialists.



## TRANSPORTATION AND LOGISTICS

Due in large part to its location, Northeast Florida has become an international transportation hub with access to rail, air, maritime and highway transportation as well as warehousing and international logistics. A gateway to the eastern U.S., the Jacksonville region provides UNF students with valuable opportunities to gain practical experience working with top companies in the field. The T&L focus has and will continue to be a top priority for UNF, preparing students for this high-demand and evolving field in state-of-the-art labs and through relevant experiences that often lead to jobs.



## HEALTHCARE AND HEALTH SCIENCES

Jacksonville's world-class healthcare environment offers UNF students extraordinary learning experiences with industry experts through ongoing collaboration and mutually beneficial relationships with top hospitals and local healthcare facilities. Supporting state priorities, UNF will aggressively work to fill the talent pipeline in nursing and other high-demand areas and work with industry experts to seek innovative solutions to current healthcare challenges. From nursing to biomedical sciences, UNF graduates will elevate the health of our state, national and global communities.



# MEASURING SUCCESS

To track progress on the Soaring Higher Together Strategic Plan and to ensure accountability for the investments made to achieve it, metrics tied to each goal will be monitored:

## PRIORITY 1: ENSURE STUDENT SUCCESS FROM ENROLLMENT TO EMPLOYMENT AND BEYOND

Description	Current	2028 Goal
Average high school GPA of entering FTIC students	3.86	4.00
Full-time FTIC 1st year student retention rate	80%	92%
FTIC 4-year graduation rate	51%	60%
% graduating senior HIP participation	85%	100%
Median wages of bachelor's graduates employed full-time 1 year after graduation	\$45,500	\$47,000

## PRIORITY 2: INSPIRE RELEVANT RESEARCH AND IMPACTFUL INNOVATION

Description	Current	2028 Goal
Total R&D expenditures on the annual NSF HERD report	\$18M	\$25M
Number of industry-related grants and contracts	26	50
Number of research doctoral degrees awarded annually	21	30

## PRIORITY 3: EXPAND MUTUALLY BENEFICIAL PARTNERSHIPS WITH THE COMMUNITY

Description	Current	2028 Goal
Number of companies, agencies, and NGOs with which UNF formally collaborates	99	200
Number of community partners serving on UNF advisory boards and committees	new metric	new metric
Number of students annually enrolled in community-engaged courses	5,853	8,000

## PRIORITY 4: ACCELERATE THE SUCCESS OF FACULTY AND STAFF

Description	Current	2028 Goal
Average faculty compensation reported in National Center for Education Statistics	\$74,741	\$85,000
Number of "Best Places to Work" lists that include UNF	0	2
Total funding secured annually through fundraising	\$26.6M	\$50M



# INVESTING IN SUCCESS



The *University of North Florida* is already one of the most efficient universities in the nation, with an impressive record of providing an exceptional education and accelerating students on successful career paths. To accomplish the goals of the 2023–2028 Strategic Plan – and grow to 25,000 students and achieve a Top 100 Public University status in the *U.S. News & World Report* rankings – additional investment will be needed.

## ENSURE STUDENT SUCCESS FROM ENROLLMENT TO EMPLOYMENT AND BEYOND

Recurring funding to expand instructional staffing, financial aid and student support services: **\$57.9 million**

Nonrecurring funding to build infrastructure needed to support 50% growth in student body: **\$144.4 million**

## INSPIRE RELEVANT RESEARCH AND IMPACTFUL INNOVATION

Recurring funding to recruit, support and retain top research faculty, including in Areas of Focus: **\$6.2 million**

Nonrecurring funding to build R&D infrastructure and invest in cutting-edge shared research instrumentation: **\$86.3 million**

## EXPAND MUTUALLY BENEFICIAL PARTNERSHIPS WITH THE COMMUNITY

Recurring funding to develop units in economic development, lifelong learning and campus engagement: **\$697,000**

Nonrecurring funding to improve and expand athletics infrastructure and performance facilities: **\$25.9 million**

## ACCELERATE THE SUCCESS OF FACULTY AND STAFF

Recurring funding to address employee compensation challenges and to add staffing for employee well-being and professional development initiatives: **\$30.8 million**

*To ensure strong and effective implementation of all Strategic Plan goals through 2028, funding from a variety of sources will be needed.*

**Total resources by 2028 to fully implement Soaring Higher Together Strategic Plan**

**RECURRING FUNDING: \$95.7 MILLION**  
**NONRECURRING FUNDING: \$256.5 MILLION**

# STRATEGIC PLAN TASK FORCE

**John Kantner**

*Co-chair*

Associate Provost for Faculty and Research, and Professor of Anthropology, College of Arts and Sciences

**Chitra Balasubramanian**

*Co-chair*

Associate Professor of Physical Therapy, Brooks College of Health, and Chair, Strategic Planning Advisory Committee, Faculty Association

**Edythe Abdullah**

Dean, Division of Continuing Education

**Juan Aceros**

Associate Professor of Electrical Engineering, College of Computing, Engineering and Construction

**Maria Atilano**

Student Engagement Librarian, Thomas G. Carpenter Library

**Ashley Ballard**

Senior Director, Recreation and Wellness

**Justin Begle**

Director, Academic Technology, Information Technology Services

**Natasha Christie**

Associate Dean and Associate Professor of Political Science, College of Arts and Sciences

**Karen Cousins**

Associate Vice President, Strategy and Implementation, Office of the Provost

**Terry Evans**

Director of Admissions, Enrollment Services

**Devany Groves**

Chief Budget Officer, University Planning and Budgets

**Carrie Guth**

Former Assistant Vice President and Chief Human Resources Officer

**John Hale**

Associate Vice President, Administration and Finance

**Olga Igochnikov**

Assistant Vice President of Advancement Operations and Annual Giving, UNF Foundation

**Nathan Kunz**

Former Associate Professor of Management, Coggin College of Business

**Curt Lox**

Professor, Brooks College of Health

**Deb Miller**

Assistant Vice President, Digital Learning and Innovation

**Nancy Miller**

Associate Director of Compliance and Administration, UNF Athletics

**Jody Nicholson-Bell**

Former Associate Professor of Psychology, College of Arts and Sciences

**Amanda Pascale**

Chair and Associate Professor of Higher Education Administration, College of Education and Human Services

**Nathaniel Rodefer**

Past UNF Student Body President

**Manny Velásquez-Paredes**

Director, LGBTQ Center

**Ginny Walthour**

Former Director, Strategic Communications



# EXECUTIVE LEADERSHIP

**Moez Limayem**  
President

**Karen Patterson**  
Provost and Vice President  
of Academic and  
Student Affairs

**Scott Bennett**  
Vice President of  
Administration  
and Finance

**Heather Duncan**  
Vice President of  
Government Relations

**Paul Eason**  
Vice President of Strategy  
and Innovation

**Nick Morrow**  
Director of Athletics

**Teresa Nichols**  
Vice President of  
University Development and  
Alumni Engagement

**Isabel Pease**  
Interim Vice President  
of Marketing and  
Communications

**Karen Stone**  
Vice President and  
General Counsel

**Brian Verkamp**  
Vice President  
and CIO

**Richmond Wynn**  
Vice President  
and CDO

# BOARD OF TRUSTEES

**Jason Barrett**  
CEO, Northwest  
Texas Healthcare System

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UNF Professor of  
Political Science

**Jill Davis**  
Community Leader and  
Former Prosecutor, State  
Attorney's Office, 4th  
Judicial Circuit

**Dr. Annie Egan**  
Pediatrician, Carithers  
Pediatric Group

**John Gol**  
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**John Grosso**  
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**Kevin Hyde**  
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Mental Health Counselor  
and Owner, San Marco  
Counseling LLC

**Chris Lazzara**  
Co-founder and CEO,  
MountainStar Capital

**Paul McElroy**  
Retired Managing Director/  
CEO, JEA

**Steve Moore**  
President, The Vestcor  
Companies

**Nik Patel**  
Senior Vice President of  
Information/Cybersecurity, Citi



## ALIGNMENT OF UNF STRATEGIC PRIORITIES WITH FLORIDA BOG 2025 SYSTEM STRATEGIC PLAN

UNF 2023 - 2028 Strategic Plan	Teaching and Learning	Scholarship, Research, & Innovation	Community & Business Engagement
Priority 1: Ensure Student Success from Enrollment to Employment and Beyond	✓	✓	✓
Priority 2: Inspire Relevant Research and Impactful Innovation	✓	✓	✓
Priority 3: Expand Mutually Beneficial Partnerships with the Community	✓	✓	✓
Priority 4: Accelerate the Success of Faculty and Staff	✓	✓	✓



